



# ORACLE



June 2004  
Volume 32 Number 6  
District 2, Chapter 1  
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## Chair Talk

Greetings Fellow GWAC Members!

### Chapter Officer Elections

**This month is the last opportunity to vote for your candidates!**

Please vote for your 2004-2005 Chapter BoD Officers using the election ballot on page 6. Instructions for filling it out and submitting it are contained in the VC Operations section on page 3. Candidate's Bios are included starting on page 9. You may also turn your ballot in at this Wednesday's luncheon!



### GWAC Membership Survey

**Please complete and submit the enclosed membership survey.** See pages 16 and 17 for this year's membership survey. Your BoD would like feedback on how we are doing and we would appreciate your input on how we can improve our processes and products. You can submit the GWAC membership survey by mailing it in along with the election ballot or by turning your completed survey in at this Wednesday's luncheon.

### June 30 Luncheon

**It's not too late to RSVP for the 30 June GWAC Luncheon!** Our luncheon speaker this month is Dr. Russell A. Vacante, President of SOLE, The International Society of Logistics. A member of the Society since 1995 and of its Board of Advisors since 2001, Dr. Vacante is currently the Director, Customer Relationship Management and a Strategic Planner for the Defense Acquisition University (DAU). Originally serving as DAU's Director of Performance Based Logistics, Dr. Vacante now provides DAU's President with

strategic guidance on the achievement of the University's goals, objectives and organization. In this role he serves as liaison for outreach partnerships and alliances with institutions of higher education, professional organizations and the leadership of the Office of the Secretary of Defense (OSD).

See the enclosed Luncheon Flyer and bio. The luncheon will be held at the Fort Myer Officer's Club on Wednesday, 30 June, from 1115 to 1300. Directions are on our Web site at [www.gwacsole.org](http://www.gwacsole.org). Please RSVP to Mary Johnston at [bunnystreet@yahoo.com](mailto:bunnystreet@yahoo.com).

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## Chapter Officers

Chair	
Dave Floyd	202-546-1435
Immediate Past Chair	x245
Lyle Paulson, CPL	202-646-5381
Vice-Chair, Admin	
Mary Johnston	202-646-5518
Vice-Chair, Finance	
B.J. Silvey	703-860-5141
Vice-Chair, Operations	
Mike Connor	703-806-9035
Vice-Chair, Programs	
Joyce McCallister, CPL	703-217-8431
Vice-Chair, Technical	
Gary Glick, CPL	703-414-6773
Executive Board Members	
Hal Berens	703-448-8044
Ken Gary	703-692-5920
Lincoln Hallen	301-460-5060
Ed Spriggs, CPL	703-560-8828

### Committee Chairs

<u>Bylaws</u>	Open
<u>CPL Coordinator</u>	
Gary Glick, CPL	703-414-6773
<u>Education</u>	
Dr. Lloyd Muller, CPL	703-751-1060
<u>Elections</u>	Open
<u>Historian</u>	Open
<u>Job Referral</u>	
Linc Hallen	301-460-5060
<u>Logistics Education Foundation</u>	
John Langford	703-602-1912
<u>Membership</u>	Open
<u>Nominations</u>	Open
<u>Oracle Newsletter Editor</u>	
Dave Floyd (Acting)	202-546-0865
<u>Public Relations</u>	Open
<u>Retail Sales</u>	Open
<u>Speaker Editor</u>	Open
<u>Training</u>	
Gary Glick	703-416-4600
<u>Other</u>	
<u>State Director</u>	Open
<u>District Director</u>	
Bill Horne	757-424-7811
<u>SOLE Headquarters</u>	301-459-8446

## The ORACLE

The ORACLE is published 12 times a year. The deadline for articles and announcements is the first Monday of the month to be published. Authors, please reference "Editorial Objectives and Guidelines" under the "ORACLE Newsletter" Link at [www.gwacsole.org](http://www.gwacsole.org) for more details. This Chapter assumes no responsibility for statements made by advertisers or for statements of fact or opinion expressed or implied in this publication.

## Upcoming Events

June 28-29, American Society of Naval Engineers (ASNE) Day to be held in Crystal City, Arlington, VA. The theme is *Naval Engineering: Transforming Maritime Defense and Sea Power*. Contact [www.navalengineers.org](http://www.navalengineers.org) or 703-836-6727

August 9-10, Basic Configuration Management to be held in Tysons Corner, VA. Contact [www.TechnologyTraining.com](http://www.TechnologyTraining.com) or 703-893-2100

August 16-17, Risk Management to be held in Rosslyn, VA. Contact [www.TechnologyTraining.com](http://www.TechnologyTraining.com) or 703-893-2100

June 16-18, Configuration Management to be held in Tysons Corner, VA. Contact [www.TechnologyTraining.com](http://www.TechnologyTraining.com) or 703-893-2100

31 August-2 September, 38th Annual International Logistics Conference & Exhibition to be held in Norfolk, VA. The theme is *Future Logistics: The Integrated Enterprise*. Contact [www.sole.org](http://www.sole.org) or 301-459-8446

## Financial Report

by **BJ Silvey** at  
[silveybjmarbj@comcast.net](mailto:silveybjmarbj@comcast.net)

31 May, 2003

Beginning Balance: \$2338.27

### Income:

Deposit (Luncheon): \$365.00

Total Income: \$365.00

### Expenses:

Chapter Social: (\$129.37)

Ballot Mailing: \$66.00

May Luncheon + tip: (\$271.10)

Bank Charge to be refunded: (\$3)

Total Expenses: (\$469.47)

Ending Balance: \$2233.80

## VC OPS

By **Mike Connor** at [operations@gwacsole.com](mailto:operations@gwacsole.com).

### 2004-2005

## GWAC BoD Election Ballot



Last chance! The Official 2004 Election Ballot is on page 6. You can print it from this newsletter or mail in the ballot that you should have received last month. Either way, once you fill out the ballot, please annotate your member number, date, and sign it. Please remember to also vote for four executive board members and circle two of those that you want to serve two-year terms.

Please mail to GWAC-SOLE, 6929 Stoneybrooke Lane, Alexandria, VA 22306-1346 to arrive NLT June 29<sup>th</sup>, 2004. Or, you can bring it to our upcoming luncheon on June 30<sup>th</sup>. Thanks for participating.

**Chapter Website.** We have virtually hit 4000 distinct web site visits in just over year. Again, the GWAC start, career assistance,

programs, and newsletter web pages remain the most visited gwacsole.org sites as shown below. Keep visiting and often! Contact the webmaster at [webmaster@gwacsole.org](mailto:webmaster@gwacsole.org) with comments and/or input. Files added during the last month to the functional areas include the following:

### General.

- BoD Meeting Agenda and Minutes
- Updated Calendar of Events

### Administration.

- Membership Spreadsheet, Password protected (contact [webmaster@gwacsole.com](mailto:webmaster@gwacsole.com))

### Operations.

- May ORACLE Newsletter

### Finance.

- May Financial Report

## Chapter Events List

### 2003-2004

<u>Date</u>	<u>Event</u>
<u>June 30</u>	Chapter Luncheon - Dr. Russ Vacante, President, SOLE Collect and count executed ballots
<u>July 14</u>	BoD Meeting <i><u>No Luncheon in July</u></i>
<u>Aug 11</u>	BoD Meeting <i><u>No Luncheon in August</u></i>
Aug 29-30	SOLE 2004 Workshops
<u>Aug 31-Sep 2</u> SOLE 2004, Norfolk, VA	
<u>Sep 8</u>	BoD Meeting
Sep 25	Chapter Luncheon

**Web Site Statistics** (as of May 2004)

It appears that the Programs, Career Assistance, and Newsletter pages the most visited pages thus far. Complete stats for the website are below:

**PAGE HITS**

Total:	<b>3905</b>
<a href="#">index.html</a>	<b>1703</b>
<a href="#">ProgramsPage.html</a>	<b>260</b>
<a href="#">CareerAssistancePage.html</a>	<b>266</b>
<a href="#">NewlettersPage.html</a>	<b>246</b>
<a href="#">SymposiaSeminarPage.html</a>	<b>161</b>
<a href="#">PastLuncheons.html</a>	<b>117</b>
<a href="#">TechProfPage.html</a>	<b>123</b>
<a href="#">OperationsPage.html</a>	<b>74</b>
<a href="#">BoDOrgChartPage.html</a>	<b>119</b>
<a href="#">membershiptpage.html</a>	<b>138</b>
<a href="#">ChapterWebsitesPage.html</a>	<b>83</b>
<a href="#">AdminPage.html</a>	<b>62</b>
<a href="#">BoDMtgAgendaMinutesPage.html</a>	<b>98</b>
<a href="#">BoDPage.html</a>	<b>136</b>
<a href="#">NominationsandElectionsPage.html</a>	<b>16</b>
<a href="#">ArchivesPage.html</a>	<b>46</b>
<a href="#">bylawsPandPPage.html</a>	<b>43</b>
<a href="#">AwardsPage.html</a>	<b>195</b>
<a href="#">PicturesPage.html</a>	<b>31</b>
<a href="#">Awards Program Page.html</a>	<b>40</b>

As you can see, there is a lot of good information available to you on the web site and it will only get better. As a matter of fact, the total number of GWAC web pages that have been viewed is nearly 4000 'hits' in just ten months. Keep checking back for the latest and newest information. Of course, if you have any comments or ideas, please contact: [webmaster@gwacsole.org](mailto:webmaster@gwacsole.org):

**VC Programs**

by **Joyce McCallister, CPL** at [mccallisterj@comcast.net](mailto:mccallisterj@comcast.net)

**May 26 Luncheon**

The guest speaker for our 30 June GWAC luncheon is Dr. Russell Vacante, President of SOLE, The International Society of Logistics. See our luncheon



Flyer announcement on page 15. The cost of the luncheon is \$20 per person. The Luncheon will be held at the Fort Myer Officer's Club from 1115 to 1300. Directions can be found on our Web site at [www.gwacsole.org](http://www.gwacsole.org). Please R.S.V.P. with Mary Johnston, VC Administration at [bunnystreet@yahoo.com](mailto:bunnystreet@yahoo.com)

**VC Technical**

By Gary Glick at [glickg@starpower.net](mailto:glickg@starpower.net)

Gary has submitted an updated topical outline to the BoD for implementing Logistics 101 Training. Under this concept, GWAC will provide training to companies and customers on a variety of introductory level logistics topics. The format for this training will be in the form of a one or two day on-site workshop. Gary took an action item to vet this concept with SOLE HQ and identify any constraints. Gary also took an action to contact AFIT, DAU and DSMC and other SOLE Chapters (e.g., the Leatherneck Chapter) to evaluate approaches and content.

**SOLE Searchers**

Check out the updated "Jobs" page hyperlink at the GWAC Web site at [www.gwacsole.org](http://www.gwacsole.org). or contact Linc Hallen at 301-460-5060.

veys in by the end of the month.

## **BoD Meeting Minutes**

### **CALL TO ORDER:**

GWAC Chair Dave Floyd called the meeting to order at 5:45p.m. on 12, May 2004 at Dave Floyd's house.

### **CHAPTER OFFICERS PRESENT:**

Dave Floyd	Chair
Lyle Paulson	Immediate Past Chair
BJ Silvey	Vice Chair, Finance
Mary Johnston	Vice Chair Admin Joyce
Joyce McCallister	Vice Chair Programs

### **OLD BUSINESS:**

Past Minutes. The Board of Directors (BoD) reviewed and recommended approval of the June 2004 BoD meeting minutes.

### **VC/COMMITTEE REPORTS:**

#### **VC FINANCE:**

The Board of Directors (BoD) reviewed and recommended approval of the May 2004 BoD Financial report. (see attached). BJ Silvey will not be at June's luncheon so Dave Floyd needs to meet with BJ to obtain the bank deposit slip. The bank charged the chapter a \$3.00 service charge that BJ had rescinded.

#### **VC OPERATIONS:**

To date we have received 34 valid ballots for board member selection and 15 surveys were received. The feedback to date has been excellent. Mary Johnston took an action to consolidate survey results. Dave Floyd will mention in the Oracle the need to get ballots and sur-

### **VC PROGRAMS:**

Luncheon Speakers. Dr. Russ Vacante is scheduled to speak at June's luncheon. We need a speaker for the September and October Luncheons.

### **VC TECHNICAL:**

The Survey had responses to question about CPL study group. Chapter will go forward on setting up an informal CPL study group.

### **VC ADMINISTRATION:**

Discussion on moving luncheons to Pier 7 is tabled at this time because Dave Floyd is changing jobs and will not have the connection to CRC.

### **NEW BUSINESS:**

None.

### **ADJOURNMENT:**

There being no further discussions, the Chapter Chair adjourned the meeting at 7:40pm. The next meeting is tentatively scheduled for 5:45pm on July 14, 2004 at THREE Crystal Park, Suite 600, Anteon in Crystal City.

**SOLE - The International Society of Logistics**

Greater Washington Area Chapter

2004 Election

Official Ballot

**(Incumbent in Red)**



Membership

Number:

Signature:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
(Required for vote to count)

Vote ("X" for one (1))

**David Floyd**

\_\_\_\_\_

**VICE-CHAIRS**

ADMINISTRATION  
VOTE ("X") for one (1)

**Mary Johnston**  
 \_\_\_\_\_

OPERATIONS  
Vote("X") for one (1)

**Michael D. Connor**  
 \_\_\_\_\_

FINANCE  
Vote ("X") for one (1)

**B. J. Silvey**  
 \_\_\_\_\_

PROGRAMS  
Vote ("X") for one (1)

**Joyce McCallister, CPL**  
 \_\_\_\_\_

PROFESSIONAL AND TECHNICAL DEVELOPMENT  
Vote ("X") for one (1)

**Gary Glick, CPL**  
 \_\_\_\_\_

**BOARD OF DIRECTORS (Advisors)**

Vote ("X") for four (4)

(circle two for two-year term)

**Jack Fogal**

**Ed Spriggs, CPL**

N/A **Ken Gary (on two-year term)**

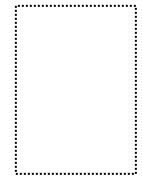
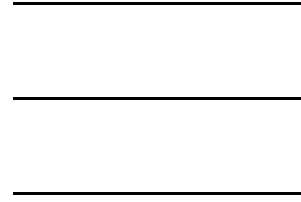
\_\_\_\_\_

**Lincoln Hallen**

\_\_\_\_\_

**Richmond Miller, CPL**

\_\_\_\_\_



**GWAC-SOLE**  
**6929 Stoneybrooke Lane**  
**Alexandria, VA 22306-1346**

**Please Rush**  
**Ballot & Poll**  
**Enclosed**

----- **Fold Here** -----

Please Tape  
Shut

## Selected

### BoD

#### Biographies

**David S. Floyd**, is the current Chapter Chair and former Vice Chair, Operations. Mr. Floyd has 25 years combined logistics engineering experience supporting the U.S. Navy. Five of those years were on active duty as a Surface Warfare Officer where he served on a Cruiser and Destroyer. 20 of those years have been as a DoD support contractor and 17 years have been as a Naval Reservist. Dave is employed by Columbia Research Corporation in support of the CVN 77 Aircraft Carrier acquisition program at NAVSEA. His previous position was as a Principle Logistician at Technology, Management and Analysis (TMA) Corporation. In this capacity, he directed TMA logistics and configuration management support to the U.S. Navy LPD 17 Amphibious Transport Dock Ship Program (PMS 317). His responsibilities included acquisition and life cycle support ILS for the LPD 17 Class ships. Prior to this he directed TMA's West Coast Operations in support of the Naval Surface Warfare Center Division at Port Hueneme, CA. In this capacity, he managed TMA's AEGIS Logistics contract for Surface Combatant Combat Systems. Mr. Floyd holds a B.S. Degree in Government and Foreign Affairs from the University of Virginia and an M.S. Degree in Systems Engineering from George Mason University. He has been a member of the International Society of Logistics (SOLE) and the American Society of Naval Engineers (ASNE) since 1988. He has served as the Vice Chair Administration for the Ventura County SOLE Chapter of SOLE. He has also served four years on the Board of Directors for SOLE District's 2 Mid- Atlantic Log Committee as the Publicity Chair. Mr. Floyd received the SOLE Field Award for Configuration Management at SOLE 2002 at the annual symposium. Mr. Floyd lives

in Alexandria, VA and has a 19-year old daughter Jessica in College at U. Delaware.

**Joyce McCallister, CPL** is the current Vice Chair - Programs. In that capacity she will oversee chapter programs development, speakers, awards, and the hospitality/social program. Joyce is a retired Marine Corps lieutenant colonel with extensive experience in integrated logistics support, life cycle management, program management, inventory/supply management, budgeting and programming, and technical writing. She spent four years at the Naval Air System Command as Assistant Program Manager for Logistics, Navy Unmanned Aerial Vehicles and Assistant Program Manager for Logistics, H-1 Upgrade Program. As a fleet Marine, she spent eleven years as an aviation supply officer and aviation logistician. She is a certified professional logistician (CPL), project management professional (PMP), and DAWIA level III certified in acquisition logistics and program management and Level II certified in systems engineering and test & evaluation. She holds a masters of science in defense systems acquisition management from the Naval postgraduate School and a bachelors of science in chemistry from the US Naval Academy. She is married to Mr. Frank McCallister. They have two sons: Brendan and Conlan.

**B.J. Silvey, CPL** is a current Executive Board Member and former District Director . B.J. served for over 31 years in US Army Quartermaster Corps, both in the active and reserve components, and retired as a Colonel. He has had extensive experience in logistics operations, supply, transportation and services management. His decorations include the Legion of Merit, Meritorious Service Medal with Oak Leaf Cluster, Bronze Star Medal, and Vietnamese Honor Medal, First Class. In his civilian career, he worked with industry and Government on Navy submarine and surface sonar and mine countermeasures systems. He was ILS Manager for

the MK50 Torpedo from development through production and introduction. Subsequently, he was Director of Logistics, USW Combat Systems. He retired in September 1999. Recently, he was Chairman of Mid-Atlantic Logistics Conference 2000, sponsored by District Two, SOLE. He is a Senior Member of SOLE, a Certified Materiel Professional, a Member of Navy Acquisition Corps, and is DAWIA Level 3 in Logistics and Program Management. He has a BA in Secondary Education from Indiana University of Pennsylvania and an MA in Political Science from University of Maryland. He is a Graduate of the Army Command and General Staff College and the Army War College. He is an avid cyclist, BSA Commissioner, and serves on the Board of Directors of Reston Interfaith, the Board of Friends of the W&OD Trail and the Reston Triathlon Committee. BJ was awarded the SOLE Community Service Award in 2003.

**Michael D. Connor**, is the current VC-Operations and former Vice Chair (VC) - Administration. Mr. Connor has over 23 years of logistics experience in both the military and military contracting arena. Mike spent 12 years on active duty as an Armor Army Officer. This took him to The Federal Republic of Germany from 1982-1989 and Fort Devens, MA from 1989-1992. After leaving active duty, Mr. Connor moved to Washington, DC. There he began work as a logistics analyst with Logicon. This included travel to Germany, the Republic of South Korea along with several locations in the U.S. At Logicon, Mike provided systems engineering and technical assistance to the All Source Analysis System (ASAS) Program Office. In 1996, Mike accepted a position with MPRI and left for Bosnia-Herzegovina (BiH) under the auspices of the "Train and Equip" mission. He spent three years in BiH where he oversaw the arrival, transshipment, and storage of

materiel donated to BiH. He also assisted in the subsequent distribution of same equipment to units of the BiH military. Lastly, he spearheaded a comprehensive inspection of all logistics organizations in the BiH military. Mr. Connor recently left a position at the Headquarters, Army Materiel Command as a Senior Logistics Analyst specializing in Performance-Based Logistics (PBL), Total Life Cycle Systems Management (TLCSM), and Force-Centric Logistics Enterprise (FLE). He currently works PBL, TLCSM, and FLE at the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)). He has been a member of SOLE since 1993 and served as the GWAC SOLE Chapter Chair for the SOLE'96 Symposium.

**Gary Glick, CPL**, is the current Vice Chair-Technical and Professional Development. Gary came to the Washington area defense contracting community in 1978 after five years in surface ships taught him that everything comes down to logistics. In his first job at Northrop Services, a particularly enthusiastic mentor named Charlie Hymers introduced him to the world of professional engineering services and integrated logistics support. At Northrop Services, and later at ORI, Mr. Glick helped work out the maintenance and material support needs of the TRIDENT submarine, and went on to work logistics and life cycle cost for ships, aircraft, missiles, satellite communications, and finally Ballistic Missile Defense. His logistics experience spans every level, "from a classified depth to a classified altitude." Mr. Glick currently works on Cost and Operational Performance Trades for the evolving international Joint Strike Fighter program. Mr. Glick has been a member of the Society of Logistics Engineers since 1978, and has been active the Greater Washington Area Chapter since 1989 as CPL coordinator, Board member, and chairman of the Systems Management Track at the 1996 International symposium.

**Mary E. Johnston** is the current Vice Chair--Administration. Mary is a career logistician with over 28 years of experience in a variety of logistics related areas. She served in the USAF as an aircraft maintenance officer on F-111E's, F-106's, F-4E's, F-15 C&D's and the T-33's. Mary served on active duty for 9 years before relocating to St Louis to work for McDonnell-Douglas. She left St Louis and moved to the Washington DC area in the early 90's and has worked for a number of local contractors since then. She lives in Springfield with her Fiancée, Tim and 18-year-old daughter, Jenny. She has a Bachelors of Art degree from California State University, Fresno and a Masters of Science degree from Vanderbilt University.

**GREATER WASHINGTON AREA  
CHAPTER, INTERNATIONAL  
SOCIETY OF LOGISTICS**

**ANNOUNCES**

**YEAR 2004**

**LOGISTICS CONTEST**

**Eligibility:** All GWAC members who have not attended a luncheon in the year prior to this announcement. (That is a lot of you)

**Duration:** Calendar year 2004. Winners are to be determined by the GWAC Board at its meeting to be held in January 2005. The eligible GWAC members who attended the greatest number and next greatest number of luncheons in 2004 will be declared Grand Prize winner and runner up respectively. In the case of a tie the BoD will decide the winner(s). The decision by the board will be final.

**Prizes:** All paying entrants will receive up to ten delicious buffet lunches including a large salad bar, a large hot meal bar with

carving board, a build your own sandwich bar, a selection of desserts, coffee and tea. Additionally, each will hear a distinguished speaker talking on a current logistics experience or situation. Also, all will enjoy networking and lively conversations with like-minded logistics professionals in the GWAC area. Each enjoy a pleasant and casual hour and an hour away from the office and the usual office grind.

**Grand Prize:** One SOLE wristwatch, one SOLE pen & pencil set and one SOLE coffee cup.

**Runner Up Prize:** One SOLE desk clock and one SOLE coffee Cup.

**GWAC Logistics 101  
Training Program**

We are looking into putting a GWAC team of instructors together to teach an introductory one-day course in logistics to professionals in government and industry. This course will be taught by GWAC members who have extensive knowledge of logistics, either through CPL certification, a masters degree or higher in a logistics discipline and/or extensive work experience in the logistics field. Here is a notional listing of topics to be covered in the one-day course:

- Acquisition Logistics
- Life Cycle Logistics
- Performance Based Logistics
- Logistics Tools
- Trends in Logistics

Until the Fall we will be refining our Logistics 101 Training concept and soliciting your inputs. If you'd like to know more about GWAC's Logistics 101 Training Program or would like to participate please contact B.J. Silvey at [silveymarbj@comcast.net](mailto:silveymarbj@comcast.net).

## Article

### SUPPLY CHAIN/PERFORMANCE-BASED LOGISTICS TASK GROUP Report FY03-4

#### Recommendations related to the continued implementation of performance-Based Logistics (PBL) in the Department of Defense

[Second and last in a series of articles extracted from the *Defense Business Practice Implementation Board Report to the Senior Executive Council*, Department of Defense, dated October 15, 2003]

#### RECOMMENDATIONS

The Task Group developed 6 broad recommendations. Each recommendation seeks to strengthen DoD's ability to implement effective PBL:

##### 1. Pursue PBL aggressively.

Performance-based logistics is an industry best practice and a DoD best practice. DoD should consider using it for all its weapons, new and legacy, provided that it is supported by a business-case analysis.

##### 2. Issue standard guidance.

USD(AT&L) should issue guidance calling for the services to take a consistent approach to PBL. The guidance should mandate a Business Case Analysis (BCA). The BCA should determine whether PBL is an economical approach for a particular weapon system. It also should determine if PBL is applicable to the weapon system, including assessing the effects of PBL on deployability. The BCA may determine PBL is viable only for components of the weapon system.

The guidance also should allow the PBL contractor to pick the consumable item manager (organic or private) that, consis-

tent with industry practices, permits the prime vendor to select its subcontractors.

##### 3. Reform program financial and contract management.

Move toward a single manager. In their role as military COOs, combat commanders should retain authority over funding. However, once they have allocated funding for weapons using PBL, the funds should be executed by a single manager – presumably the weapon's program manager. Unitary control over execution provides greater accountability.

Seek funding flexibility and multi-year authority. In industry, there is only one "color of money" (green). Government PBL managers need the flexibility to use various appropriations (e.g. procurement and operation and maintenance) interchangeably as needs demand. The best way to garner increased flexibility is to continue to ask Congress for substantial increases in the amount of money that can be reprogrammed among appropriations without Congressional approval.

In industry, multi-year PBL contracts that span three to five years or more

are the norm. The Administration should continue to ask Congress for authority to enter into multi-year contracts. To buttress their case for these requests in Congress, OUSD (AT&L) should take responsibility for preparing several case studies that demonstrate the importance of both reprogramming and multi-year authority.

##### 4. Leverage the Defense Acquisition University (DAU) and other organizational

knowledge/education to accelerate PBL implementation.

Create a PBL 'Center of Excellence' at DAU. Build a database/repository of templates for Business Case Analyses (BCA), Statements

of Work (SOW), some example contracts, “how-tos” related to funding issues, etc, all to prevent reinvention of the wheel across Services and to help drive standardization.

Explore ways to partner with industry and capitalize on industry’s willingness to share lessons learned. Use Navy/Boeing Pax River joint contracting training as a benchmark.

Create exportable teams in the Services at the Systems Command (NAVAIR, NAVICP)/Major Command level to augment/assist PM offices with BCA, SOW, contract development. These teams would specialize in contracting, logistics, finance, or perhaps be cross-functional, to address variable experience at each location in developing BCAs, SOW, contracts, working with Federal Acquisition Regulation Part 12, etc. The teams would provide rapid assistance and augment the program office (unlike an audit function). The teams should be composed to ensure consistency of results across locations visited. Finally, DAU “resident experts” could also be sent out on visits to PM offices along with these teams to augment the teams and to keep current on issues in the field.

5. Increase exposure to private sector practices.

Expand Air Force’s “Education With Industry” beyond Air Force parameters. This program is currently used primarily for Air Force company grade officers. It should be expanded to include other Services and civilians. Additionally, the program should be broadened to include more industry experiences that would benefit the logistics career field (current emphasis within the Air Force is believed to be primarily information technology industries).

Leverage Defense Corporate Fellows Program to include supply chain assignments. Use a modified Defense Corporate Fellows

program to expose DoD officials to industries with high PBL and logistics content (1 year tour, Professional Military Education credit, logistics industry focus, include case studies). The target audience should be senior 0-5 and junior 0-6 military personnel on track to become PMs. Also create an equivalent for civilian personnel grades GS-13, 14 on track to become PMs.

6. Change structure/culture of PM Offices

Create a central “Log Provider” entity to coordinate all logistics activity for the PM. USD (AT&L) should consider the creation of a central “Log Provider” entity to coordinate all the logistics activity for the Program manager. CNF, a General Motors-owned joint venture supply chain entity, could provide a reasonable industry benchmark for this concept.

Streamline Program Management Offices, based on the model of the F-117 and Future Combat System (FCS) PMOs. The Task Group received a brief by OSD AT&L on a model for streamlining the PMO. The successful streamlining of the F-117 and FCS were based on this model. The brief proposed that the following items be considered core: Program Management, Financial Management, Contracting, Testing and that industry had in increasing ability to provide the remaining key PMO functions (Engineering, Logistics, Configuration Management and Subcontract Management). The consensus of the Task Group was that the streamlining model needed to be pursued further by DoD. Additionally, the Task Group felt that DoD should develop a methodology based on the model to apply to existing and future Program Offices and that the model consider such things as the maturity of the program, impact to career field sustainment, etc.

**(Continued on next page)**

Review PM Offices for applicability of a civilian PM. Identify easy opportunities for conversion to a civilian PM by capability area. For example, the designation of a civilian PM in Combat Support, Command & Control, or IT might be more broadly accepted by the Services as it avoids conflicting with the bias for having a “warfighter” manage a major weapon systems.

Specify tenure for Deputy PM for Logistics. Tenure should be equal to that

of the PM and rotation cycles should provide for continuity in the program.

Enforce congressional mandate to keep military PMs in place 4 years. The problems caused by frequent turnover could be exacerbated in a PBL environment based on the long-term relationship with a vendor. Frequent rotation results in knowledge loss (primarily in PM office) between program start and program fielding. Some systems are in development and test 10 years before its support phase. This could equate to about 4-5 PMs over the early lifecycle of a program. Recommend that Services be made to comply with legislation or convert PM to civilian.

## [GWAC CPL Study Group](#)

Your GWAC BoD is looking into setting up a CPL study group for benefit of GWAC members. This group will meet notionally one night a week for three hours at a location TBD. The study group will be of an informal nature and it will be facilitated by a CPL certified logistician. Participants will be expected to purchase their own reading materials and contribute to group discussion. Sample practice questions will be made available. If you are interested in participating in this study group, either as a facilitator or attendee, please contact Gary at [glickg@starpower.net](mailto:glickg@starpower.net) or at 703-414-6773.

## [POST-MAL 2004](#) [BoD MEETING](#)

A post-MAL BoD Meeting was held on 15 May 2004 at SOLE Headquarters. The first two and a half hours of the meeting consisted of discussions with Sarah James, the Executive Director of SOLE and Barry Levine, SOLE’s legal counsel. In short, Barry gave the MAL BoD members an overview of the Sarbanes-Oxley Act and its impact on non-profit organizations including SOLE. Sarah discussed the impact on MAL which she described as an unincorporated business association make up of Chapters legally created by and chartered by SOLE. She said MAL needs to work closely with SOLE Hq to manage liability risk particularly in the negotiation of hotel and conference contracts. Sarah made several excellent recommendations and will work with Pat D’Allosta (MAL Chair) and the Woodlands in restructuring our contract through 2007 to reduce our liability. I was highly impressed with the spirit of cooperation afforded by Sarah and Pat.

**Other Feedback on MAL:** Workshop attendance was down from last year (38 down from 42) — Pat D’Allosta would like to make it a two-track workshop in 2005 by combining it with the “Discovery Zone” track to increase attendance. Bruce Sundermann, CPL, will not be returning as the Finance Chair next year but his relief has been identified. Bill Horne will not be returning as the Exhibits Chair and his relief has not been identified. Due to the increased overall conference attendance, the doubling of the number of Exhibitors and measures taken to reduce costs from last year, the total amount available for shared distribution to the District 2 Chapters, the District 2 Chair and SOLE Hq amounts to \$14,000. The final chapter distribution amount will depend upon a number of considerations including which District 2 Chapters are in good standing.

## **NEW MEMBER** **SPOTLIGHT**



The Allegiant Packaging Company is led by Mark Wygonik who brings over twenty-three years of management, engineering, consulting and university teaching to his position. He is focused on satisfying client needs with efficient and effective solutions appropriate for budgets and timelines.

Mr. Wygonik began his career in 1981 at Sperry Defense System. He was responsible for the design of protective packaging for computers, electronics and spare parts, all in accordance with Department of Defense packaging standards. He conducted material flow and facility design analysis in support of an automated warehouse system and generated standard packaging procedures for internal and external customers.

At NCR, Mr. Wygonik led a strategic initiative to evaluate products for their ability to withstand shipping hazards. This initiative used computer modeling and laboratory testing to improve the mechanical strength of products and ensured that its packaging provided the appropriate protection. This program resulted in 100% compliance to the corporate mandate of “plug-and-play” product delivery and “Design For Shippability” goals.

Mr. Wygonik held a two-year term as the Packaging Machinery Manufacturers Institute Professor at the University of Wisconsin’s packaging program, teaching undergraduate classes in distribution packaging and packaging dynamics. He was responsible for the operation of the University’s packaging dynamic laboratory where he introduced state-of-the-art data analysis systems. During this time he also served as an independent consultant, working with clients such as Golden Valley Microwave Foods and American BioSystems.

In 1992, Mr. Wygonik moved to Washington, DC to direct the technology and regulatory affairs programs for the Flexible Packaging Association. He took on industry wide issues such as environmental regulation, manufacturing technologies and marketplace analysis. Mr. Wygonik served as a technical resource for the industry and managed the development of standards for sterilized medical packaging.

Mr. Wygonik is a past Chapter President of SPHE (the Society of Packaging and Handling Engineers) and has served on the National Board of Directors of IoPP (The Institute of Packaging Professionals). Mr. Wygonik is a Certified Packaging Professional by IoPP.

Mr. Wygonik received his B.S. Degree in Packaging from Michigan State University and his M.S. Degree in Manufacturing Systems Engineering from the University of St. Thomas in St. Paul, Minnesota. He has received military packaging training from the Joint Military Packaging Training Center at Aberdeen Proving Grounds in Maryland. Mr. Wygonik is a frequent author and speaker, and has served on the Industry Advisory Panels for the Schools of Packaging at Michigan State University and the University of Wisconsin.



*Please join the Greater Washington Area  
Chapter (GWAC)  
of  
SOLE – The International Society of Logistics  
Non-members Welcome*



**at the Ft. Myer Officers' Club on 26 May from 11:15 am to 1:00 pm  
in the main Drum and Fife Dining Room area. Turn right and to the  
back as you enter the Drum and Fife Room**

*for a \$20.00 buffet lunch (cash or check payable at the door) and talk by*

**Dr. Russell A. Vacante  
President,  
SOLE International**

*RSVP to Mary Johnston at [bunnystreet@yahoo.com](mailto:bunnystreet@yahoo.com)*



**This is our last Luncheon until  
29 September 2004**

A member of the Society since 1995 and of its Board of Advisors since 2001, Dr. Russell A. Vacante is currently the Director, Customer Relationship Management and a Strategic Planner for the Defense Acquisition University (DAU). Originally serving as DAU's Director of Performance Based Logistics, Dr. Vacante now provides DAU's President with strategic guidance on the achievement of the University's goals, objectives and organization. In this role he serves as liaison for outreach partnerships and alliances with institutions of higher education, professional organizations and the leadership of the Office of the Secretary of Defense (OSD). Among the agreements and alliances he has negotiated is the August 2002 Strategic Alliance between DAU and SOLE. In recognition, in 2002 he was awarded the "President's Award of Merit" for his continued work in forging partnerships between SOLE and both the Reliability, Maintainability and Supportability (RMS) Partnership (RMSP) and TRANSLOG International. He also has been a critical and significant contributor to the technical programs for SOLE 2001 (Orlando), SOLE 2002 (Phoenix) and SOLE 2003 (Huntsville). During his 30 years as a career logistician and academician, Dr. Vacante has served as both a specialist and professor in contracting, acquisition, logistics, test and evaluation management, quality and reliability engineering, product and quality assurance, reliability, maintainability and supportability. A widely-published author with more than 50 articles in professional journals, books and technical newsletters to his credit, Dr. Vacante serves as the Chairman of the Liaison Committee, RMSL Division of SAE International; the Chairman of TRANSLOG International; and the Chairman of the RMS Partnership. Dr. Vacante was elected President of SOLE in August 2003, and assumed office on 1 October 2003.

# The 2004 GWAC Membership Survey

Your chapter Board of Directors (BoD) is taking advantage of this issue and this month's ballot mailing to ask you a few questions about how the chapter can better serve your needs. Please take a moment to indicate your view on these issues (you may check more than one answer to each question). Please fold this sheet and return with your ballot (elsewhere in this issue). All data submitted remains confidential. Thank you in advance for your participation – your comments are important to us.

## *GWAC BoD GENERAL*

1. **GWAC Membership.** What do you like most about being a GWAC member? What do you like least about being a GWAC member?

Most. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

Least. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

2. **Chapter Resources.** Area(s) in which you would make use of GWAC's resources include:

- Standards and practices in logistics applications.
- Consolidated library services (e.g., richly-linked web site surveying many disciplines).
- Stronger networking among agencies, businesses, and logistics experts.
- Clearinghouse for personnel recruiting or business development.
- \_\_\_\_\_

## ADMINISTRATION

What would you do differently about current GWAC Chapter functions, processes and procedures?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Nothing.

## TECHNICAL AND PROFESSIONAL DEVELOPMENT

**1. Logistics Training Opportunities.** Would you or your company/activity send your junior personnel to a one-day logistics introduction course, presented by GWAC, for a nominal fee and can you help publicize and promote attendance at a one-day logistics introduction course within your organization? Would you like to be a presenter at a one-day logistics introduction course, and what would be your topic?

Yes

No

Topic(s): \_\_\_\_\_

**2. CPL Study Group.** Would you be interested in participating in a GWAC CPL Exam Study Group that would meet one night a week from 6:00pm to 9:00 at a location TBD? As a participant? As a facilitator? As a provider of study materials?

Yes

No

Role: \_\_\_\_\_