



ORACLE



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Chair Talk

Greetings Fellow GWAC Members and Logisticians! This issue of the GWAC ORACLE Newsletter includes information about upcoming events; Chapter Officer reports; Management Team meeting minutes; a Part III article on *Total Ownership Cost (TOC) Considerations in Key Performance Parameters and Beyond*, a memo for the record of the District 2 Meeting held on 18 November and a January GWAC Luncheon Flyer announcement.



Fond Farewell to John Martinez, CPL

We bid a fond farewell to John Martinez, CPL who transitioned to full retirement at a farewell luncheon held at his company Strategic Insight on 20 December 2006. John has been a member of SOLE for more than 30 years. He was active in GWAC and in addition to being a frequent and contributing attendee at GWAC luncheons, he selflessly ran a weekly breakfast

club forum with logisticians from GWAC. He received a Field Award from SOLE for his development of a provisioning model. John's active participation in GWAC functions will be sorely missed. Please join me in wishing him the best on his retirement!

January GWAC Luncheon

Our GWAC luncheon for the month of January will be held on 31 January at the Booz Allen office in Crystal City, Arlington, VA. The guest speaker is Mr. Jim Beggs, a Senior Associate with Booz Allen Hamilton. He will be speaking on Performance Based Logistics (PBL). The cost of the luncheon is a mere \$5 and comes with a sandwich and chips. The office is accessible by Metro. To RSVP contact bunnystreet@yahoo.com. See the Flyer announcement on page 10.

February GWAC Luncheon

GWAC will be joining the DC Chapter of Engineers and Architects Societies (DCCEAS) at the Pier 7 Restaurant in Washington, DC on 21 February for a luncheon to celebrate National Engineers' Week. GWAC will reserve and pay for a table of 10 attendees. More information will follow in the January Newsletter.



GWAC Chapter Chair Dave Floyd, CPL presents John Martinez, CPL with a Certificate of Appreciation signed by Dr. Lloyd Muller, CPL and President of SOLE

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Chapter Officers

Chair	
Dave Floyd, CPL	571-218-3342
Immediate Past Chair	
Lyle Paulson, CPL	703-412-9319
Vice-Chair, Admin	
Mary Johnston	202-646-5518
Vice-Chair, Finance	
B.J. Silvey	703-860-5141
Vice Chair Member Services	
Tom Griffiths	703-383-3150
Vice-Chair, Professional Development	x325
LCDR Ron Hooks	202-475-3135
Vice-Chair, Education	
Gary Glick, CPL	703-697-4271

Advisory Members

Joyce McCallister, PMP, CPL	703-217-8431
Richmond Miller, CPL	202-314-1149
Ken Gary	703-692-5920
Lincoln Hallen	301-460-5060

Committee Chairs

<u>Bylaws</u>	Open
<u>CPL Coordinator</u>	
Gary Glick, CPL	703-697-4271
<u>Education</u>	
Dr. Lloyd Muller, CPL	703-751-1060
<u>Elections</u>	Open
<u>Historian</u>	
Dave Floyd, CPL	571-218-3248
<u>Job Referral</u>	
Linc Hallen	301-460-5060
<u>Logistics Education Foundation</u>	
Dave Floyd, CPL	571-218-3248
<u>Membership</u>	Open
<u>Nominations</u>	Open
<u>Oracle Newsletter Editor</u>	
Dave Floyd, CPL (Acting)	571-218-3248
<u>Public Relations</u>	
Dave Floyd, CPL	571-218-3248
<u>Retail Sales</u>	Open
<u>Speaker Editor</u>	Open
<u>Training</u>	
Gary Glick	703-697-4271
DCCEAS Delegate	
Dev Raheja	301-483-4525
<u>Other</u>	
<u>District Director</u>	
John Buder	703-445-1616
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The ORACLE

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

January 22-25, 2007, 2007 The International Symposium on Product Quality & Integrity (RAMS) to be held in Orlando, FL. Contact www.rams.org or call 1-866-996-9939.

January 29, 2007, Defense Transformation Forum to be held in Washington, DC. Contact: www.Defenseperformance.org.

January 29-31, 2007, 2007 Defense Logistics Summit to be held in Washington, DC. Contact www.defenseperformance.org or call 703-894-8481.

February 5-6, 2007 Configuration Management Seminar to be held in Washington, DC. Contact: www.TechnologyTraining.com.

February 7- 8, 2007 Advanced Configuration Management Seminar to be held in Washington, DC. Contact: www.TechnologyTraining.com.

February 12-13, 2007 Total Life Cycle Systems Management to be held in Washington, DC. Contact: www.TechnologyTraining.com.

February 22-23, 2007 Advanced Project scheduling to be held in Washington, DC. Contact: www.TechnologyTraining.com.

February 26-27, 2007, Future Military Data Links Seminar to be held in Washington, DC. Contact: www.Technology Training.com.

Financial Report

by **BJ Silvey** at
silveybjmarbj@comcast.net
 As of 30 November, 2006
 Beginning Balance: 4656.02

Income: Luncheon
 Total Income: \$2159.60 (MAL disbursement)

Expenses: (\$128.96)

Total Expenses: (\$128.96)

Ending Balance: \$6686.66

VC Programs

by **LCDR Ron Hooks, USCG,** at
dhooks@comdt.uscg.mil

The guest speaker for our 31 January is Mr. Jim Beggs, a Senior Associate with Booz Allen Hamilton. He will be speaking on Performance Based Logistics (PBL).

VC Technical

By **Gary Glick, CPL** at
glickg@starpower.net

CPL Exam Update

The next CPL Exam will be held the first Saturday in May. Applications to take the May CPL Exam must be submitted by 1 February 2007. For more info check out the Certification section on the SOLE Web site at www.sole.org.

SOLE Searchers

Check out the updated "Jobs" page hyperlink at the GWAC Web site at www.gwacsole.org, or contact Tom Griffiths at 703-383-3150 x325.

DCCEAS

The DCCEAS National Engineers Week Committee Report is as follows: Mr. Bhattacharya invited Dr. Mark McHenry as the luncheon speaker and Dr. Matt Mountain to

speaking at the dinner. He plans to find another speaker for the dinner because a scheduling conflict prevents Dr. Mountain from attending. NASA Speakers Bureau has promised a replacement with excellent speaking credentials.

The Engineers & Architects Day Luncheon, will be held Wednesday, February 21, 2007 at the Pier 7 Restaurant in DC. The Awards Banquet, will be held February 24, 2007 at the Crowne Plaza Hotel in Silver Spring, MD. The Banquet will have a cash bar. Inclusion of the center pieces for the tables will be in the contract. Delegates are to ask their societies to reserve the tables as soon as possible.

Chapter Website

Contact our new webmaster at webmaster@gwacsole.org with your comments and/or input. Files added during the last month to the functional areas include the following:

General.

- Nomember Membership Committee Meeting Agenda and Minutes
- Updated Calendar of Events

Administration.

- Membership Spreadsheet, Password protected (contact webmaster@gwacsole.com)
- November ORACLE Newsletter

Finance.

- November Financial Report

Chapter Events List 2007-2008

Date

Jan 8
Jan 31
Feb 12
Feb 28
Mar 12

Event

GWAC BoD Meeting
 GWAC Luncheon
 GWAC BoD Meeting
 GWAC Luncheon
 GWAC BoD Meeting

GWAC Management Management Team Meeting Minutes

CALL TO ORDER:

Chair Dave Floyd, CPL, called the meeting to order at 5:45p.m. on 11 December, 2006 at the Hamburger Hamlet in Crystal City, Arlington, VA.

CHAPTER OFFICERS PRESENT:

Dave Floyd, CPL	Chapter Chair
Lyle Paulson, CPL	IPC
Tom Griffiths	VC Member Svces
Richmond Miller, CPL	Board Advisor
Ken Gary	Board Advisor
Lorenzo Thomas	Board Advisor

OLD BUSINESS:

Past Minutes. The GWAC Management Team reviewed and recommended approval of the November 2006 Management Team Meeting minutes and Financial report for the month of November.

VC/COMMITTEE REPORTS:

VC FINANCE:

The GWAC financial balance was an increase of over \$2030 to \$6686 from the previous month. The amount reflected gains from the disbursement from SOLE of MAL 2006 funds. The GWAC budget for next year will include funds for at least one GWAC Logistics Seminar.

VC MEMBER SERVICES:

Lorenzo Thomas took over payment from Mike Connor for the GWAC Web site. Chair Dave Floyd, CPL reviewed the results of the GWAC Chapter membership survey forms and provided feedback from the October Seminar at the November GWAC Membership Team meeting.

VC PROGRAMS:

Luncheon Speakers. The guest speaker for our 31 January is Mr. Jim Beggs, a Senior Associate with Booz Allen Hamilton. He will be speaking on Performance Based Logistics

(PBL). We will be joining the DC Chapter of Engineers and Architects Societies (DCCEAS) in honor of National Engineer's Week at the February luncheon to be held at the Pier 7 Restaurant in Washington, DC.

VC ADMINISTRATION:

Our VC Administration, Ms. Mary Johnston, is out of action for the next few weeks due to surgery. She will be sorely missed. Any first time attendees at SOLE luncheons are free (except for the Awards Luncheon). The qualifier is you cannot already have attended a luncheon within the last three years to qualify. You must also identify yourself as "new" when you RSVP. Any full time students get a lunch free.

VC EDUCATION:

The next CPL Exam will be held the first Saturday in May. Applications to take the May CPL Exam must be submitted by 1 February 2007. For more info check out the Certification section on the SOLE Web site at www.sole.org.

NEW BUSINESS:

Dave Floyd, CPL made a commitment to coordinate with SOLE HQ about putting together a Certificate of Appreciation for John Martinez, CPL who had announced plans at the most recent weekly logistics breakfast forum that he would be retiring. Lyle Paulson, CPL mentioned that he was looking for resumes of logisticians for his new employer.

ADJOURNMENT:

There being no further discussions, Chair Dave Floyd, CPL, adjourned the meeting at 7:10 pm. The next board meeting will take place at the Hamburger Hamlet Restaurant in Crystal City on 12 February, 2007. GWAC members are welcome to attend as guests.

District 2 Meeting Nov 18, 2006

Memorandum for the Record

1. Attendees (representing):

David Floyd, CPL (02-01)

Lee Morris, CPL (02-03)

Fred Kegler (02-04)

Roy Ray, CPL (02-06)

Stephen Rodock, CPL (02-12)

Jon Buder, DML (02-14)

District 02 Director, Jon Buder, welcomed all to the Jacobs Engineering facility and introduced himself. All followed with an introduction and general discussion about the SOLE experience.

Mr. Buder conducted Chapter Chair training and provided handouts (attached). He stated he would provide some specific examples of what chapters had done, but would not identify which chapters had done them (none ret-ribution basis). He stated that if you don't take risk, you do not grow, but cautioned not to take unnecessary and unwise risk. Main ideas presented were:

a. There is no "us" and "them." We are all one organization bound by an < Employer Identification Number or (EIN) (used in every chapter's bank account).

b. Always include SOLE Headquarters in initial planning stage. Only they can sign contracts and make representations of SOLE. They can issue track CEUs, chapters can not. They may offer some better options than the Chapter Management Team members have thought of.

c. Including SOLE HQ keeps you in line in terms of legality (example of hiring a foreign nation for cash payment to conduct a workshop) - both IRS and INS implications.

d. Be careful not to allow Chapter Newslet-

ters' editors to skew facts or put SOLE in a situation where it has libeled somebody. While edited and released by a Chapter, it still represents the Society as a whole.

e. Anything one chapter does to increase risk to 501(c) status or increase SOLE's liability, could affect all the chapters. Anything a chapter does to increase SOLE's liability uses the whole organization's resources.

f. Chapter Chairs are responsible for their chapters and their chapter's activities, including Vice Chairs and volunteers' work.

g. The rules and procedures are not being changed – they are simply being applied. Application of rules/procedures in the past has been haphazard, but SOLE HQ is trying to ensure there is consistency across the board, and attempting to make sure procedures are being followed.

h. Expect a major audit of Organization resources. Also, expect soon that there will be information forthcoming about the consolidation of Chapter bank accounts into a Bank of America account. This is to ensure compliance and total asset visibility of the corporation.

Mr. Buder conducted a short discussion on the "Bogus" Sole Elections charge by the "Reformation Team": He stated that members had only received one side of the story. He also stated that while most members of the Reformation Team may not have liked the outcome, members of the Board of Directors (after the review at the Annual Symposium) admitted the written processes were in fact followed properly and fully. He also added that if Self-Nomination forms did not contain awards artifacts, SOLE cannot accept them without proper verification since SOLE does not have visibility of these awards unless the artifacts are submitted.

District 2 Meeting Nov 18, 2006 **Memorandum for the Record**

Next discussion centered on MAL 08. Mr. Buder stated that he had unilaterally decided not to hold a MAL 07, since there would not have been enough time to properly plan for it. Chapters will discuss their desirability to participate and hold a MAL in 08. Chapters will email the District Director no later than 15 January. A Preliminary Formation Management Team will also be identified by 01 February (based upon Chapter status and appointment of reps) and a Business Plan and framework will be initially established by 28 February. The attendees discussed the best approach to MAL, and whether the focus should be to help logisticians to do a better job. Mr. Buder preferred a more local approach than previous MALs and Chapter Chairs stated they did not want to compete with the Annual Symposium.

Mr. Buder then addressed the way forward for the District 2 Chapters. He challenged them to become the "Leading Edge" of the Society again. He spoke of Mentorship Programs, establishing solid training programs and workshops, and leveraging activities in other nearby chapters. Chapters will look at how they wish to recruit younger logisticians and retain them, passing off years of experience. Chapters will report this at the next District Meeting (expected in April 07)

Input/Actions for the District Director from chapters included:

1. Need to keep website up to date. (I did look into this and website information may be up to two weeks late, but reflect actual database information. If a member does not list contact information properly, then it cannot be reported accurately by the Society.)

2. Chapters requested information on what the process is for CEU administration.

3. CPL Prep Classes – How can chapters and/or more than one chapter coordinate or learn about such classes?

4. Status of SOLE publications (Spectrum, SOLETech, Management Letter...)

Input/Actions from the District Director to chapters included:

1. Determine whether Chapters wish to participate in MAL 08 (notify District Director NLT 15 January). Identify MAL rep NLT 01 February

2. Identify best way for Chapters to recruit and retain Young Logisticians.

3. Chapters who are holding local events should involve SOLE HQ from the beginning to ensure following the laws and Operating Procedures.

4. Chapters prepare for upcoming audit of financial information.

CONTACT

www.gwacsole.org

**FOR ALL YOUR CHAPTER
INFORMATION NEEDS!**

ARTICLE (Part 3)

TOTAL OWNERSHIP COST CONSIDERATIONS IN KEY PERFORMANCE PARAMETERS AND BEYOND

**By: MICHAEL W. BOUDREAU AND BRAD R. NAEGLE
THE BEST EFFECT—UP FRONT AND EARLY**

TOOLS, TECHNIQUES, AND CONCEPTS SUPPORTING EFFICIENT TOC SOLUTIONS (Cont'd)

One answer to this challenge was postulated earlier—make TOC goals part of the system's KPPs. One of the only methods of keeping the TOC goals from being in the *trade-space* for CAIV or other trade-off analyses is to designate those goals as KPPs. As with other KPPs, a TOC KPP would be considered as a mandatory threshold, and the use of other tools and techniques would then serve to reinforce the importance of TOC. Since KPPs are also part of the APB, TOC would receive attention from decision makers at every level throughout the developmental process.

CAIV and Other Trade-off Analyses. With a firm understanding of the performance characteristics (hopefully including TOC) that the warfighter deems critical to the system's effectiveness and suitability via the KPP, CAIV analysis techniques can be used to reduce the TOC of subsystems, features, and capabilities in the *trade-space* (i.e., items not identified as KPPs). These analyses serve the materiel developer in balancing system capabilities, technologies, schedules, and costs within the parameters set by the sponsor. Proper identification of performance parameters and closer connectivity between the materiel developer and sponsor will help ensure that the developed system is effective, suitable, and affordable.

Integrated Product Teams (IPTs). Cost-Performance IPTs (CPIPTs) play a key role in trade-off analyses that impact TOC, and other IPTs can, and should, participate in reducing costs as well. By their nature and in accordance with their charter, IPTs solve problems and make recommendations based on their research of a particular program aspect. If each IPT charter includes the goal of reducing TOC within its area of concentration, significant opportunities for TOC reduction could be captured.

In addition to cost trade-offs that occur in the CPIPT, other trade-off analyses may reduce system TOC. For example, a high-maintenance, low-availability, and cutting-edge system that is not a KPP requirement might be traded-off or deferred to a future block upgrade, allowing the technology to mature, reliability to improve, and LCC to be reduced. Schedule trade-offs, while often considered negative, may allow software engineers to more fully test and integrate a critical software function and eliminate frustrating downtime and costly diagnostics. Both of these trade-offs would likely result in reduced TOC.

It is important to recognize that cost-performance trade-offs may reduce TOC at the price of reduced performance. In this regard, the warfighters—the real users of the systems—must be involved in the process to ensure that the solution set is acceptable and that it balances warfighting capability and O&S cost, which are typically borne by the warfighter.

Ownership Cost Databases. Due to the lack of reliable information databases, we are currently limited in our understanding of LCCs for our legacy systems (IDA, 2005). Without that knowledge, we are limited when estimating the impact of TOC reduction efforts on those LCCs. Asking a program office how much it will save by an R-TOC effort is rather like asking a person the distance of the path he or she *didn't* take and comparing it to the one taken.

(Reprinted with permission; continued next page)

Someone else certainly has traveled the other path, but there is simply no record of it.

Establishing Reliability, Maintainability, Sustainability (RMS) cost databases may seem an expensive initiative, but the knowledge gained from capturing sustainment costs would help focus R-TOC efforts, influence the design of future systems, and thus bring about a better balance of capabilities and affordability.

Contractor and Government R-TOC Incentives. The profit incentive present in the commercial marketplace provides the DoD with a powerful tool for reducing TOC. Contract incentives (e.g., improving reliability, increasing MTBF, and reducing maintenance cycle time), Value Engineering Change Proposals (VECPs), shared savings from cost reduction initiatives, and other incentives motivate contractors to perform in a manner that enhances their profit and reduces TOC of the weapon system—a true *win-win* situation. In the sustainment phase, improvements are possible, and there are many good examples from the TOC Pilots (IDA, 2005). However, the *home runs* in TOC reduction are more likely to occur prior to production rather than afterward.

Source selection criteria shape how contractors compete for development, production, and Contractor Logistics Support (CLS) contracts; therefore, TOC elements in the Source Selection Plan positively impact proposals that contractors submit. In the case of public private competition or partnerships for logistics support contracts, the same concept applies—the winning bidder must present the most advantageous proposal, and the source selection criteria must define those parameters. Selecting key TOC elements as source selection criteria ensures that the competing entities focus on methods of achieving TOC efficiencies to gain advantage over other bidders.

TOC incentives for Government sponsors² and materiel developers have been less effective than desired (GAO, 2003). While TOC is obviously important to the combat developer and user community, it seems that more emphasis has been placed on emerging warfighting capabilities and modernization efforts than on TOC performance in the early stages of development: stakeholders are more interested in *what the weapon system will do* than *what it will cost to do it*. After introduction to the field or fleet, TOC has typically become an issue, and R-TOC efforts have been initiated in response—precisely at the point in development where such efforts are becoming more costly and less effective.

Following suit, the materiel developer communities focus on those APB elements, including KPPs specified by the sponsor in the capability documents. With little TOC emphasis passed from the sponsor in the defining capability documents, materiel developers have the incentive to focus only on the *acquisition cost*, program schedule, and specified performance, while ignoring potential impacts on operating and support cost. The reason materiel developers are focused on the acquisition costs is that the program and budget elements they manage are typically research, development, test and evaluation and procurement funding, which relate primarily to the acquisition cycle; but these accounts represent only about 25–30 percent of the TOC. Except for TOC-related KPPs, TOC elements inevitably drop into the *trade space* for managing the acquisition cost, program schedule, and performance identified by the combat developer. This tendency often suboptimizes TOC by trading off features/functions (resulting in higher O&S costs) in favor of lower acquisition cost, even though O&S costs consume about 70–75 percent of TOC.

Reduction in Total Ownership Cost (R-TOC). Although R-TOC initiatives are more effective and less costly when performed early in the development cycle, TOC reduction still can be beneficial throughout the system's life cycle. Confirming through cost-benefit analyses, that R-TOC initiatives will reduce cost, these initiatives are likely to increase the warfighter's capabilities. Having more funding available in the acquisition phase or in the O&S phase will either provide more assets directly (acquisition phase) or buy increased readiness rates (O&S phase). Therefore, R-TOC initiatives can increase military effectiveness when evaluated on their own merits and not coupled to other interests, such as increased system capability.

CONCLUSIONS

1. Up-front planning can result in major TOC savings, but JCIDS offers little emphasis on CAIV and R-TOC at the front end of the process (i.e., in Concept Refinement and Technology Development phases). Current guidance permits TOC to be designated a KPP, but this is not required.
2. Serious consideration must be given to elevating TOC to KPP status. This will go a long way to avoid trading off TOC during the developmental process. Joint Strike Fighter (JSF) certainly offers an example of creativity in treating TOC as KPP.
3. There are many success stories several of which are documented in TOC pilot programs that might be beneficial to other acquisition programs, especially legacy systems. The R-TOC success hinges on finding the cost drivers and addressing them with innovative R-TOC solutions. Limited funding hinders aggressive action to redesign components that are cost drivers.
4. Tools and processes are generally available, with the exception of complete and integrated cost databases. Without complete, easily retrievable cost data, it is difficult to identify cost drivers and recognize components or warfighting systems that need to be redesigned to reduce TOC.
5. The real question is: Does the DoD leadership have the will to demand that TOC be addressed seriously?

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*Please Join the Greater
Washington Area Chapter (GWAC) of
SOLE – The International Society of Logistics*

On Wednesday January 31, 2007

**at the Booz Allen Crystal City Office, Suite 1100,
1725 Jefferson Davis Highway, Arlington, VA**

for a sandwich lunch and talk. The event is \$5 pay at the door

RSVP to bunnystreet@yahoo.com

The Speaker for this Event is:

**Mr. Jim Beggs
Senior Associate
Booz Allen Hamilton**

**The Topic is:
Performance Based Logistics (PBL)**

(The office is easily accessible from the Crystal City metro station. Paid parking is available in the parking garage underneath the building)