



ORACLE



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Chair Talk

Happy New Year Fellow GWAC Members and Logisticians! This issue of the GWAC ORACLE Newsletter includes information about upcoming events; Chapter Officer reports; Management Team meeting minutes; an article on the Rapid Implementation of Automated Identification System (AIS) in the Navy, and announcement Flyers for the January and February GWAC luncheons.



As I reflect upon the past year, it is sad to note that three of our longstanding Chapter members either resigned or retired from SOLE-The International Society of Logistics. They included Mike Connor, our former VC Member Services, Webmaster and District 2 Director; Linc Hallen, one of our former GWAC Chapter Chairs and BoD Advisory member; and most recently John Martinez, CPL who was active in our GWAC luncheons and hosted the weekly GWAC breakfast forum. We recognized all three of these members for their stellar contributions to SOLE and GWAC and we wished them the very best in their future endeavors.

On a positive note, several GWAC members stepped up to take an active role in GWAC including LCDR Ron Hooks, VC Programs, Tom Griffiths, VC Member Services, Lorenzo Thomas, Webmaster, and Dev Raheja, DCCEAS representative. All of these members are a great addition to the GWAC management team and I will continue to look forward to working with them in the new year. In addition to the contributions of these members, GWAC tripled its operating budget with the chapter proceeds from Mid-Atlantic Logistics (MAL) 2005 and 2006. Although there will not be an MAL 2007 this year, we are working with the new District

2 Director in planning for MAL 2008.

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 8.

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. The guest speaker is Dr. Mark McHenry, President Shared Spectrum Company. The topic is Next Generation (NX) Dynamic Spectrum Sharing Radios. GWAC will reserve and pay for a table of 10 attendees. See Flyer on pg. 9. To RSVP contact: bunnystreet@yahoo.com.

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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
Dev Raheja	301-483-4525
Lorenzo Thomas	

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
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Gary Glick	703-697-4271
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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.

Upcoming Events

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.

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

March 7-9, 2007 Advanced Configuration Management Seminar to be held in Washington, DC. Contact: www.TechnologyTraining.com.

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

March 19-22, 2007 NDIA, 23rd National Logistics Conference & Exhibition, Miami, FL. Contact mgeary@ndia.org.

April 3-4, 2007 Department of Defense (DoD) Radio Frequency Identification (RFID) Summit, Washington, DC. Contact www.dodrfidsummit.com.

Financial Report

by BJ Silvey at
silveybjmarbj@comcast.net
 As of 31 December, 2006
 Beginning Balance: \$6686.66

Income: Luncheon
 Total Income: \$0.00

Expenses: (\$429.37)

Total Expenses: (\$429.37)

Ending Balance: \$6257.29

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 speak at the dinner. He plans to find another speaker 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.

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

Administration.

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

Finance.

- December Financial Report

Chapter Events List 2007-2008

Date

Jan 31
Feb 12
 Feb 28
Mar 12
 Mar 28

Event

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

GWAC Management Management Team Meeting Minutes

CALL TO ORDER:

Chair Dave Floyd, CPL, called the meeting to order at 5:45p.m. on 8 January, 2007 at the Hamburger Hamlet restaurant in Crystal City, Arlington, VA.

CHAPTER OFFICERS PRESENT:

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

OLD BUSINESS:

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

VC/COMMITTEE REPORTS:

VC FINANCE:

The GWAC financial balance was a decrease of \$429 to \$6257 from the previous month. The amount reflected mostly expenses from the October 2006 GWAC Awards luncheon (i.e., plaques). The GWAC budget for next year will include funds for at least one GWAC Logistics Seminar.

VC MEMBER SERVICES:

Lorenzo Thomas took over payment for the GWAC Web site from Mike Connor. 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 BoD meeting.

VC PROGRAMS:

Luncheon Speakers. The guest speaker for our 31 January Luncheon 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 21 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 coordinated with SOLE HQ about putting together a Certificate of Appreciation for John Martinez, CPL and then he presented it at John's retirement luncheon in December. Lyle Paulson asked if there was anyone else interested in attending the Friday morning logistics breakfast forums that John had been hosting before he retired. Lyle Paulson, CPL mentioned that he was still looking for resumes of logisticians for his new employer, TSC.

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.

ARTICLE

Rapid Deployment Capability In Action: The Automated Identification System By; Bob Poor and Randy Case (Reprinted from Defense AT&L, Nov-Dec 2006)

Since 9/11, the Automated Identification System (AIS) has received significant attention within the Departments of the Navy, Defense and Homeland Security. Numerous friends and allies, systems commands, commercial shipping firms, and others are fielding AIS indicatives at varying levels of maturity. From a program management perspective, this commercial-off-the-shelf capability hits the grand slam of acquisition: it is inexpensive; it is innovative; it is simple to understand; and most important, it provides a useful capability to a variety of customers at all levels of warfare. AIS is fielded in the Navy today primarily via the Rapid Deployment Capability process. The RDC process has received significant attention lately because it seems to offer a means for program managers to surmount chronic challenges embedded in the Joint Capabilities Integration & Development System process; untenably long delays between functional needs analysis and deployment; costs resulting from JCIDS-related events and deliverables; and acquisition processes often more focused on risk aversion than risk management. As the saying goes, "You can have it good, you can have it cheap, or you can have it fast – any two of the three." In that light, the following provides our thoughts, high-fives, wishes for do-overs, and lessons learned from our experiences working rapid deployment in a life-cycle management world. Please note that we are cheap and we are fast; we will leave the reader to determine if we're good.

The AIS Initiative

AIS, a commercial VHF Line-Of-Site transceiver, connects vessels and shore sites that purchase the capability. This virtual network shares hull, location, deployment, and other information. AIS has been around for years but began to gain traction in the aftermath of 9/11 as Defense and Homeland Security leaders reconsidered the implications of the post-Cold War world. In 2002, several events significantly raised awareness of AIS. The International Maritime Organization established guidance on the mandatory carriage of AIS transceivers aboard merchant shipping of a certain tonnage. The U.S. Navy provided implementation guidance for AIS for the first time. Soon after, a variety of U.S. platforms and organizations, largely in U. S. Central Command, began local AIS installations. The Fleet provided extremely positive feedback on these early initiatives.

In his fiscal year 2006 Global War On Terrorism Implementation Guidance Memorandum (July 2005), the Chief of Naval Operations (CNO) directed OPNAV (Operational Navy) N6/N7 Warfare Requirements and Programs, in coordination with Fleet Forces Command and OPNAV N8 Warfare Assessments to develop a plan to procure and install AIS systems for all surface ships by the end of fiscal year 2006. OPNAV tasked our office within PEO C4I and Space to pull together the specifics of the plan. As program executive office action officers started to clarify and define the operational, budgetary, and acquisition-related requirements for fielding, we began to realize that unlike our previous experiences in acquisition, getting appropriate operational and budgetary oversight and execution approvals was proving relatively easy. For example, an AIS concept of operations drafted by the Third Fleet staff and facilitated by Naval Warfare Development Command quickly evolved from first draft to Commander Fleet Forces Command approval in less than a year. Similarly, in conjunction with OPNAV staff, we generated budget estimates, identified funding streams, and received Congressional authorization to spend resources in less than six months.

(Reprinted with permission; continued next page)

We were greatly aided by the simple fact that AIS is easy to understand from an operational and systems engineering perspective, and the costs associated with fielding were extremely low. The low cost of AIS was especially significant when compared to the overall value-added of this unique DataStream for commanders at all levels of warfare. Additionally, senior Navy leadership's need for new, relevant capabilities in support of maritime domain awareness and the global war on terror provided great momentum for our efforts. SECNAVINST 5000.2C, Section 2.8.1 (Secretary of the Navy Instruction 5000.2C, "Implementation and Operation of the Defense Acquisition System and the Joint Capabilities Integration and Development System," Section 2.8.1) explicitly relates RDC to "the ability to react immediately to newly discovered threat(s) or potential enemy threat(s) or to respond to significant and urgent safety situations through special, tailored procedures." In our submission, we used safety and enemy threat language in our justification. Specifically, we discussed AIS in support of safety at sea, maritime domain awareness, and homeland defense. While some may joke that an RDC designation acts as a "get-out-of-jail-free card," in actuality RDC is more of an "acquisition permission slip" that assists the RDC manager in expediting decisions within the requirements, planning, programming, budgeting, and execution (PPBE), and acquisition management communities.

Four pages in all, our RDC submission included a brief description of the operational requirement and urgency of the threat; the range of available AIS products; quantities required; identification of funding; deployment date; logistics and maintenance support requirements; plans for testing; and manpower, personnel and training requirements for fielding. The assistant Secretary of the Navy for research, development, and acquisition approved the RDC plan in January 2006.

In a typical acquisition cycle, funding for research, development, test and evaluation (RDTE) acts as the primary source during the first years of a program. As a program evolves into its operations and support phase, procurement and maintenance funding grow. Meanwhile, a fundamental risk within the acquisition community is requirements creep. Based on our experience with AIS, an addendum to this risk is as follows: a fundamental risk within the rapid deployment capability process is rapid requirements creep within a given execution year in which scarce resources were pulled together at the eleventh hour for the RDC in the first place. In the case of AIS, we received procurement dollars after approval of our RDC. This funding allowed for commercial-off-the-shelf purchases and installation but did not support any development in support of additional fleet requirements to our initial baseline capability. To mitigate this lack of funds to handle emergent requirements, we requested RDTE funding through the Office of Naval Research's Rapid Technical Transition (RTT) process, to begin integrating AIS information into the Global Command and Control System (GCCS) family of systems. Simultaneously, the calls for integrating AIS into the common operational picture grew louder as the fleet's AIS concept of operations matured. We used this RTT-provided RDTE to deliver a significantly greater capability than originally envisioned in the CNO's guidance, based on rapid creep of operational requirements. Essentially, we provided a second increment of the AIS capability that fed tracks into GCCS-M (Maritime) within three months of receipt of the RDTE funding. Without this additional RDTE funding, we believe our RDC efforts would have been considered a colossal failure by Navy operational commanders.

Fielding the AIS Capability to the Fleet.

We considered our integrated AIS capability, developed using the RTT RDTE based on rapid requirements creep, to be an 80 percent solution for the fleet. But by getting our AIS capability quickly into the hands of operators, we received significant operational feedback that allowed us to make measurable and attainable improvements to our baseline in weeks, not years. The flip side of this effort, of course, was that configuration management became a tremendous pain. We

believe our configuration management headache, however, has been more than offset by the benefit of quickly deploying this technology to the warfighter. The admirals and commodores who led our afloat strike groups became our strongest and most effective advocates.

As we are writing this article, the initial AIS RDC capability has been fielded on about 60 U.S. Navy unit-level ships and the integrated AIS capability on six U.S. Navy force-level ships. The ongoing fleet AIS lessons learned will go a long way toward defining capabilities as AIS transitions from RDC to Program of Record. We hope to achieve a positive Milestone C decision during the first half of fiscal year 2008. In certain cases, the RDC process provides an incredible opportunity within the Navy and DoD to get new capabilities fielded quickly. Whenever these new capabilities provide “the ability to react immediately to a newly discovered enemy threat... or to respond to significant and urgent safety situations through special, tailored procedures, “ we recommend program managers invest the time and energy to consider this acquisition strategy. While RDC designation is not a get –out-of-jail-free card, it significantly streamlines dialogue and decision making within the requirements, PPBE, and acquisition management communities.

The authors welcome comments and questions and can be Contacted at robert.poor@navy.mil and randall.case@navy.mil.

Historical Logistics Lessons:

Referring to the WWII Pacific Theater effort: It was sea-based logistics--responsive to the warfighters--and it minimized time away from combat for replenishment. It also maintained and repaired ships in theater and returned battle damaged vessels to service, thereby conserving the strength of the forward operating forces. The value of sturdy ships and a strong repair capability is strikingly demonstrated. Logistics in the National Defense is based on the experiences of Admiral Eccles both during World War II and in the classroom at Newport. His book is focused on operational factors such as the logistic snowball and organizational issues, which are treated comprehensively. A logistic snowball is a buildup of stocks far beyond need and results from various causes. Recalling *Industrial Dynamics* by Jay Forrester in 1961, the use of all the spares of a given item is interpreted on the unit level as underplanning, and the remedy is overplanning. If ten spares are used, the call goes out for a hundred replacements so the item will never again be out of stock. Planners at the next echelon record a tenfold increase in demand and move ten times more spares than required to the theater, having a snowball effect. Discipline and asset visibility are required to control the process. In Desert Storm, visibility was lost when items moved from supply channels to the transportation system. And without asset visibility and timely delivery, units assumed that their orders were misplaced and reordered. This resulted in a mountain of iron on the beach among other problems. Since then attention has been given to attaining asset visibility, including in-transit visibility, and the concept of focused logistics, all aimed at reducing the logistic footprint ashore.

(Reprinted from the Joint Forces Quarterly – Autumn 2002 Book Review by David A. Shradly)



*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**

From 1130 - 1245

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)



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

On Wednesday February 21, 2007

at the Pier 7 Restaurant,

650 Water St. SW, Washington, DC

From 11:30 am - 1:30 pm

for a luncheon buffet and talk. The event is free to GWAC Members

RSVP to bunnystreet@yahoo.com

**Engineers & Architects Day Joint Luncheon with the
DC Council of Engineers and Architects Societies
(DCCEAS)**

Complimentary 3 hours of parking, or walk from the Waterfront Metro Station

**Dr. Mark McHenry
President, Shared Spectrum Company (SSC)**

Join us to recognize Engineers Week in the Washington DC area! We will enjoy a buffet lunch, followed by Dr. McHenry's discussion of Next Generation (XG) Dynamic Spectrum Sharing Radios that determine locally unused spectrum and operate on these channels without causing interference to the existing "non-cooperative" users.