



# 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 Committee meeting minutes; an article on *The Themes of US Military Logistics*; a Part 6 Article on *My Cancer Survival Story* by Dave Floyd, CPL; and article on PBL: A DoD Strategic Readiness Imperative by Bill Kobren, DAU and a Flyer on our 18 November Luncheon.

## 12th Annual GWAC Awards Luncheon Results

The 12th Annual GWAC Awards luncheon was held on 28 October at the Fort Myers Officer's Club in Arlington, VA. The Guest Speaker for the GWAC Awards luncheon was Major General John Taylor of the Virginia Defense Forces. See page 5 for the individual who received the "Logistician of the Year" Award. See pages 9 and 10 for the list of individuals and Teams who received an award in Logistics.

## Newsletter Editor Farewell

As I complete my 80th GWAC newsletter, it is with mixed feelings that I say farewell as your GWAC newsletter editor. While it has been a lot of work writing/editing the GWAC ORACLE newsletter every month, I take pride in accepting, on behalf of GWAC, the SOLE Large Chapter Platinum Newsletter Award at the SOLE Symposium the past several years.

To me, the Chapter newsletter is far more than information, it is the glue that keeps the Chapter members interested in and involved with Chapter activities. It promotes profes-

sional development with articles on logistics topics of interest and listings of upcoming logistics events. It announces job openings and recognizes those who have received logistics awards. It provides feedback on meetings and luncheons held. It recognizes and welcomes new members who submit their bios and companies who submit their corporate capabilities.

It hasn't always been easy yet I feel personally rewarded for having served you in this capacity.

Best Regards,  
Dave Floyd, CPL  
GWAC Newsletter Editor

## November GWAC Luncheon

The 18 November GWAC luncheon will be held at LMI Corporation's Office in McLean, VA. The guest speaker is Mr. Eric Herzberg, LMI. The topic is *Cost of Corrosion of DoD Weapons Systems and Infrastructure*. See the Flyer on pg. 11.

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## Chapter Officers

Chair	
Tom Griffiths	703-995-9555
Immediate Past Chair	
Dave Floyd, CPL	703-805-4575
Vice-Chair Operations	
Tom O'Dowd	202-609-6910
Vice-Chair, Admin	
Ron Charest	202-475-5882
Vice-Chair, Finance	
Thomas Lorenzo	703-588-6516
Vice Chair Member Services	<b>(Open)</b>
Vice-Chair, Professional Dev.	
Julie Smith	571-633-7954
Vice-Chair, Education	<b>(Open)</b>

### **Advisory Members**

Lyle Paulson, CPL	571-227-5070
Joyce McCallister, PMP, CPL	703-217-8431
Richmond Miller, CPL	202-314-1149
Ken Gary	703-692-5920
Dev Raheja	301-483-4525
John McLaughlin	202-314-1435

### **Committee Chairs**

<u>CPL Coordinator</u>	
TBD	<b>(Open)</b>
<u>Education</u>	
TBD	<b>(Open)</b>
<u>Elections</u>	
Tom Griffiths	703-995-9655
<u>Historian</u>	
Thomas Lorenzo	703-805-4575
<u>Job Referral</u>	
Lorenzo Thomas	703-588-6516
<u>Logistics Education Foundation</u>	
TBD	<b>(Open)</b>
<u>Membership</u>	
Tom Griffiths	703-995-9655
<u>Award Nominations</u>	
TBD	<b>(Open)</b>
<u>Oracle Newsletter Editor</u>	
TBD	<b>(Open)</b>
<u>Public Relations</u>	
TBD	<b>(Open)</b>
<u>Retail Sales</u>	
Tom Lorenzo	703-588-6516
<u>Training</u>	<b>(Open)</b>
<u>DCCEAS Delegate</u>	
Rich Miller, CPL	202-314-1149

## 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](http://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

16-17 November, 2009, Configuration Management to be held in Washington D.C. Contact [www.technologytraining.com](http://www.technologytraining.com).

18-17 November 2009, Advanced Configuration Management in Washington DC. Contact [www.technologytraining.com](http://www.technologytraining.com).

16-17 November 2009, Systems Engineering to be held in Washington, DC. [Technology-training.com](http://www.technologytraining.com).

18-20 November, 2009, Integrated Logistics Support to be held in Washington, D.C. Contact [www.technologytraining.com](http://www.technologytraining.com).

2-3 December, 2009, Open Architecture to be held in Washington DC. [technologytraining.com](http://www.technologytraining.com).

25-27 January, 2010, USMC Expeditionary Power & Energy Symposium to be held at the Marriott in New Orleans, LA. The theme is "Lightening the Load: Reducing the Footprint in the Expeditionary Environment". Contact [www.ndia.org/metings/0820](http://www.ndia.org/metings/0820) for more info.

**Access [www.gwacsole.org](http://www.gwacsole.org)**  
**For all you Chapter**  
**Information Needs**

## VC Finance Report

by Thomas Lorenzo at

[thomas.lorenzo@pentagon.af.mil](mailto:thomas.lorenzo@pentagon.af.mil)

As of 30 September, 2009

Beginning Balance: \$5,790.15

Income: \$0.00

Total Income: \$0.00

Expenses: \$0.00

Total Expenses: \$0.00

Ending Balance: \$5,790.15

## VC Prof. Dev. Report

Ms. Julie Smith, LMI, was officially elected this past June to serve as VC for Professional Development. She will be assisting in the identification and contacting of guest speakers and the coordination of GWAC luncheons held at LMI.

## CPL Chair Report

By Dave Floyd, CPL at

[floyd\\_david@bah.com](mailto:floyd_david@bah.com)

### CPL Exam Update

After having passed the May CPL exam, Mr. Steve Morgan, CPL was officially awarded his CPL certificate at SOLE 2009.

### GWAC 2009 CPL Study Group

The CPL Study Group has completed its Study Group sessions. The final chapters of William Stevenson's 8th Edition of *Operations Management* was finished along with Stock and Lambert's book on Strategic Logistics Management. We added a new member to our Study Group, Tracey Ramsey. Previously, we have covered such topics as Reliability, Maintainability and Availability Measures (now referred to by DoD as Reliability, Availability, Maintainability (RAM)), recent trends in logistics, the definition of logistics and systems engineering and how logistics has evolved from the traditional 10 ILS elements. We covered Supportability Analysis, and logistics in the various phases of the acquisition life cycle. We studied studying Forecasting, Quality, Inventory

Management, Supply Chain Management, Project Management and Waiting Lines and Simulation. A review of sample questions was conducted prior to the exam.

## SOLE Searchers

Check out the updated "Jobs" page hyperlink at the GWAC Web site at [www.gwacsole.org](http://www.gwacsole.org). or contact Thomas Lorenzo at [thomas.lorenzo.ctr@pentagon.af.mil](mailto:thomas.lorenzo.ctr@pentagon.af.mil)

## DCCEAS Chair Report

Rich Miller, CPL has agreed to take over from Dev Raheja as the GWAC delegate to the DC Council of Engineering and Architectural Societies. In this capacity he will be attending monthly DCCEAS meetings and reporting out on results. Please join me in congratulating him on volunteering for this.

## Website Chair Report

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

### General.

- September Management Committee Meeting Agenda and Minutes
- Updated Calendar of Events

### Administration.

- Membership Spreadsheet, Password protected ([contact\\_webmaster@gwacsole.com](mailto:contact_webmaster@gwacsole.com))
- September ORACLE Newsletter

### Finance.

- Contact Tom Griffiths for a copy of the Financial Report.

## Chapter Events List 2008-2009

<u>Date</u>	<u>Event</u>
<u>November 17</u>	GWAC Mngt. Com. Mtg.
<u>November 18</u>	GWAC Luncheon
<u>December 10</u>	GWAC Mngt. Com. Mtg.
<u>January 15</u>	GWAC Mngt. Com. Mtg.

## GWAC Management Committee Meeting Minutes

### CALL TO ORDER:

Chair Tom Griffiths, called the meeting to order at 5:45 p.m. on 15 October, 2009 at Hamburger Hamlet in Arlington, VA.

### CHAPTER OFFICERS PRESENT:

Tom Griffiths	Chapter Chair
Dave Floyd, CPL	District Director
Lyle Paulson, CPL	IPC
Tom Lorenzo	VC Finance
Rich Miller, CPL	Advisory member
Ken Gary	Advisory member

### OLD BUSINESS:

**Past Minutes.** The GWAC Management Committee reviewed and recommended approval of the September 2008 Management Committee Meeting minutes and Financial Report.

### VC/COMMITTEE REPORTS:

#### VC FINANCE:

The GWAC financial balance is \$5,790.15.

#### VC MEMBER SERVICES:

Position is vacant.

#### VC PROGRAMS:

**Luncheon Speakers.** Please join me and the GWAC Management Committee in congratulating Ms. Julie Smith, LMI, for being elected to VC Programs.

Mr. Ted Seymour, Booz Allen, was our 30 January, 2008 speaker. He spoke on *PBL Business Case Analysis (BCA)*. Our 20 February luncheon was held in conjunction with DCCEAS at the Pier 7 restaurant in Washington, D.C. There was no GWAC luncheon held in March. The 30 April GWAC luncheon speaker was Mr. Bill Kobren, CPL, Director of the Logistics and Sustainment Group at DAU, who spoke on the topic: "What DAU Can Do for You!". Our 28 May luncheon speaker, Mr. Irv Varkoni, spoke on *Supply Chain Globalization, Preparedness and Resilience*. The 25 June GWAC luncheon speaker

was Mr. Alex Melnikov, Senior Analyst for DMSMS in OSD. He spoke on *Managing DMSMS*. Our 30 July GWAC luncheon speaker was Mr. Michael D. "Bo" Gourley, Program Director for Logistics Sustainment at the Defense Acquisition University (DAU). He spoke on *The Relationship Between Systems Engineering and Logistics*.

### VC ADMINISTRATION:

**On a personal note,** Chair Dave Floyd, represented the Melanoma International Foundation at a meeting in Bethesda with the new Director of NIH, Francis Collins, M.D., Ph.D on 9 September. He is also helping to facilitate a melanoma support group at Shady Grove Adventist Hospital with the backing of the Melanoma International Foundation.

### CPL COMMITTEE CHAIR:

The next CPL Exam will be held on 7 November, 2009. The location is TBD and will depend upon whether or not someone from GWAC is taking the CPL exam.

### NEW BUSINESS:

Dev Raheja, a GWAC Management Committee Advisor, expressed interest in conducting a GWAC Seminar on "*Design to Reduce the Logistics Footprint*" to be held sometime in the Spring contingent on SOLE's approval of the Business Plan. Topics include:

- How Much Logistics Support We Really Need?
- Designing out failure modes
- FMECA for reducing logistics needs
- Designing maintenance-free subsystems
- Techniques of reducing MTTR
- Reliability Centered Maintenance (RCM)
- Techniques of improving Inherent Availability
- Techniques to improve Operational Availability
- Prognostics design to reduce logistics cost.

### ADJOURNMENT:

There being no further discussions, Chair Tom Griffiths, adjourned the meeting at 7:00pm. The next GWAC Management Team meeting will take place on Thursday, 17 November, 2009 at Hamburger Hamlet in Crystal City. GWAC members are welcome!

## GWAC Annual Awards Luncheon Logistician of the Year Award

Attached is a picture of Major General Taylor presenting the Logistician of the Year award to Ms. Cheryl L. Magagnotti, Senior Logistics Analyst, for support to the Headquarters, US Marines Corps's Second Destination Transportation Team. Ms. Magagnotti personally identified and resolved a complex, multifaceted, multi-million dollar billing problem, saving the Marine Corps over \$10 million per year in forward stocking charges.

Major General Taylor served as the Keynote Speaker at the Greater Washington Area



***Major General Taylor presents the Logistician of the Year award to Ms. Cheryl L. Magagnotti, Senior Logistics Analyst***

Chapter (GWAC) of SOLE - The International Society of Logistics (SOLE). There were over 95 attendees to hear General Taylor speak and several attendees expressed interest in joining the VDF. GWAC was pleased that MG Taylor was able to take the time to speak to our members, guests and award recipients.

### Example CPL Exam Questions

1. In the Purchasing function, the economic order principle:
  - a. Equates ordering costs with inventory costs.
  - b. Obtains the lowest item cost considering all factors.
  - c. Seeks to minimize inventory costs.
  - d. Minimizes item costs and inventory costs.
  
2. Pipelines are:
  - a. Useful only for petroleum products.
  - b. Not labor intensive.
  - c. Useful for moving only liquid products.
  - d. Highly sensitive to climatic conditions.
  
3. A Systems concept emphasizes that managers:
  - a. Operate within a fixed hierarchy.
  - b. Are assigned without clearly defined boundaries.
  - c. Try to establish an equilibrium within an organization based on fixed parameters.
  - d. Should have a primary goal to introduce regularity into the system.

#### Answers to questions:

- 1.a
- 2.b
- 3.b

## **ARTICLE**

### ***My Cancer Survival Story Part 6 (Final)***

**By Dave Floyd, CPL, GWAC Chair  
(Continued from last month)**

My doctors recommended that I get adjuvant radiation treatments following the removal of the melanoma from my brain to make sure any remaining microscopic cancer cells were destroyed. They told me that the radiation would last six weeks - four weeks of whole brain radiation followed by two weeks of radiation targeted at the removal location. The side effects would include the permanent loss of much of my hair. I would also feel tired and not ready to go back to work for a while. I would be receiving the maximum lifetime dosage of radiation so it would rule out any future radiation treatments. I also might experience nausea. I could not drive while I was receiving treatment.

After careful consideration of the pros and cons of radiation treatment, I elected to go with the treatments. I wanted to do everything possible to make sure the cancer would not return, even if it meant that most of my hair would never grow back.

My mother insisted on driving me to the weekday radiation treatments. She may have been feeling guilty that she had passed the melanoma on to me genetically. My father asked me if there was anything that he could get me and I asked for a large color TV with a remote so I could watch TV while I was recovering from home -why not?

My mother sat with me while I waited for treatments. She would talk with the other cancer patients in the waiting room which made me feel embarrassed. I remember one patient who was so positive about curing his cancer even though he had a large growth on his neck that couldn't be removed surgically. I felt bad for him but I understood the need to hang on to hope.

The radiation treatments weren't so bad. They actually made small tattoos on my face so they could line up the radiation equipment the same each time. I didn't get nauseous but I got tired. One thing bothered me. The radiologist, in a moment of candor, said my cancer would return. What a terrible thing to say, I thought. When I returned to work after six weeks of radiation and another two weeks of rest, I found that I had to start out with half days. I would be fine in the morning but as the day's stress built up I seemed to hit a brick wall in the afternoon. My company was supportive and it was great to have my job back.

It's been seventeen years since I had my last radiation treatment and all my follow-up scans have been negative. I think about the day I was diagnosed with melanoma and I got down on my hands and knees and prayed to God to give me just another seventeen years. Well, my prayers have been answered and every day going forward I consider to be a bonus. I feel extremely fortunate and grateful just to be alive. I wouldn't wish cancer on anyone but it has changed my life and made me much more appreciative of what life has to offer. When things don't go as well as I had planned or hoped, then I remind myself that things could be a LOT worse.

## Article

### The Themes of US Military Logistics

From a historical perspective, ten major themes stand out in modern US military logistics.

- The tendency to neglect logistics in peacetime and expand hastily to respond to military situations or conflict.
- The increasing importance of logistics in terms of strategy and tactics. Since the turn of the century, logistical considerations increasingly have dominated both the formulation and execution of strategy and tactics.
- The growth in both complexity and scale of logistics in the 20th century. Rapid advances in technology and the speed and lethality associated with modern warfare have increased both the complexity and scale of logistics support.
- The need for cooperative logistics to support allied or coalition warfare. Virtually every war involving US forces since World War I has involved providing or, in some cases, receiving logistics support from allies or coalition partners. In peacetime, there has been an increasing reliance on host-nation support and burden sharing.
- Increasing specialization in logistics. The demands of modern warfare have increased the level of specialization among support forces.
- The growing tooth-to-tail ratio and logistics footprint issues associated with modern warfare. Modern, complex, mechanized, and technologically sophisticated military forces, capable of operating in every conceivable worldwide environment, require that a significant portion, if not the majority of it, be dedicated to providing logistics support to a relatively small operational component. At odds with this is the need to reduce the logistics footprint in order to achieve the rapid project of military power.
- The increasing number of civilians needed to provide adequate logistics support to military forces. Two subthemes dominate this area: first, unlike the first half of the 20th century, less reliance on the use of uniformed military logistics personnel and, second, the increasing importance of civilians in senior management positions.
- The centralization of logistics planning functions and a parallel effort to increase efficiency by organizing along functional rather than commodity lines.
- The application of civilian business processes and just-in-time delivery principles, coupled with the elimination of large stocks of spares.
- Competitive sourcing and privatization initiatives that replace traditional military logistics support with support from the private business sector.

(Reprinted from AF Logistics Journal Winter 2006/Spring 2007, Volume XXX1, #1)

## Article

### **Performance Based Logistics: A DoD Strategic Readiness Imperative**

*Bill Kobren, CPL*

*Director, Logistics & Sustainment Center  
Defense Acquisition University*

Despite the fact Performance Based Logistics (PBL) support and sustainment strategies have been used successfully by the DoD for much of the last decade, misperceptions persist. This article seeks to clarify what PBL is and is not, and what it can and cannot do for the department, military Services, weapon system program managers, and ultimately the warfighter. It also examines key strategic implications for the DoD logistics and sustainment community charged with supporting aging weapon systems in an increasingly austere budgetary environment.

PBL is not about contractors on the battlefield, outsourcing, degrading organic workforce expertise or taking workload away from organic maintenance depots. It is about weapon system performance. It is about readiness, best value outcomes, capability, and effective and efficient support for the warfighter. PBL represents a fundamental change in how DoD supports its weapon systems and ensure those systems are reliable, maintainable, and available when and where the warfighter needs them. As the Assistant Deputy Undersecretary of Defense for Materiel Readiness stated, “The evidence is clear: PBL works. PBL delivers dramatic improvements in performance with lower operating costs across the total life cycle.”

*Our equipment is aging. We cannot replace much of that equipment in the near future. Consequently, our Operations and Maintenance (O&M) costs will continue to escalate. This results in reduced readiness — yet at increasing costs. And, unless we reverse the trend quickly and deliberately, we face what I have described as a “death spiral” — a situation where reduced readiness requires us to keep removing more and more dollars from equipment modernization and putting it into daily O&M, thus further delaying modernization, causing the aging equipment to be over-used, further reducing readiness, and increasing O&M — a vicious*

The Honorable (Dr.) Jacques S. Gansler (Former Under Secretary of Defense (Acquisition & Technology) Statement to the House Armed Services Committee Readiness Subcommittee, June 27, 2000

Performance Based Logistics (PBL) is a strategic readiness imperative. As a weapon system sustainment strategy, it is an integral mechanism by which the Department of Defense (DoD) seeks to break the stranglehold of the ‘death spiral’ Dr. Gansler warned of in testimony to Congress earlier this decade. By leveraging long-term performance-based agreements and incentivizing desired outcomes using a well-crafted set of metrics, PBL can deliver substantial performance improvements for both new and legacy weapon systems over traditional “spares and repairs” sustainment models. Moreover, when these strategies are properly implemented, those outcomes can often be achieved at a lower cost than otherwise attained through more traditional sustainment approaches.

Despite the fact PBL support and sustainment strategies have been successfully used by the department for almost ten years, however, misperceptions persist within the DoD acquisition, logistics, and sustainment communities as to exactly what this thing called PBL is all about. This article will qualitatively examine a range of documentation on the subject in to attempt to clarify what PBL is and is not, and perhaps just as importantly, what it can and cannot do for the department, the military Services, the weapon system program manager, and ultimately the warfighter; additionally it will examine some of the key strategic implications for the DoD logistics and sustainment community charged with supporting aging weapon systems in an increasingly austere budgetary environment.

***(Continued next month)***



**Announcing the Winners of the GWAC of  
SOLE - The International Society of Logistics**



**12th Annual Logistics Awards Program**

**held on Wednesday, October 28, 2009**

**from 1100 to 1300 at the Fort Myer Officer's Club, Arlington, VA**

**Those individuals who received awards are identified below and the  
Team Awards are located on the next page.**

<i>INDIVIDUAL AWARDS (SEE TEAM AWARDS NEXT PAGE)</i>	
<b>Name</b>	<b>Specialty Award</b>
<b>Jeremy R. Hiers</b>	Enterprise Applications
<b>MGySGgt Roy J. Childers</b>	Financial Management
<b>David W. Fisher</b>	Integrated Distribution
<b>Robert E. Burluson</b>	Logistics Analysis
<b>MGySgt Spencer L. Felder</b>	Logistics Data and Quality Assurance
<b>Archie A. Mackie, Jr.</b>	Logistics Information Systems
<b>Alonzo H. Mays</b>	Logistics Policy
<b>Mark A. Edwards</b>	Logistics Support Analysis
<b>Major Brian J. Spooner</b>	Maintenance Automation and Information Management
<b>MGySgt Ouris P. Pellegrin</b>	Maintenance Management
<b>James V. Robinson</b>	Obsolescence Management
<b>Julia A. Smith</b>	Service Parts Management
<b>Thomas A. Delaney</b>	Supply Support
<b>Cheryl L. Magagnotti</b>	Logistics Resource Management

**TEAM AWARDS**

**Army PM J-AIT AIT/RFID Team Award**

*Team Members*

Jagjit Gulati

John S. Domin

Joseph P. Zagursky

Cathy A. Golden

Nonya J. Nichols

**GSA-NASA Information Systems and Property Disposition Team**

*Team Members*

David M. Robbins

Roman J. Marciniak

Nancy J. Brotherton

Kevin J. Payne

Ghidey Berhane

Narendra Rao Namana

B. P. Perumal

Balkrishna Salvadi

Francis Varkey

Dustin Anderson

Bryan R. Tiplady

Susan C. Kinney

Michael Showers

Michael Eaton

Robert S. Sherouse

Jerome G. Phillips

Ronald A. Taylor

Ed Core

**USMC Installation Planning & Facilities Management Team**

*Team Members*

Kim G. Weirick

Colonel Henry D. Malanowski

Mattie V. Coleman

Major John M. Dietz

LCDR Sabrina Golden

Major Mark T. Silcox

Sheila E. Wright

Katrina S. Emerson

Scott Jancy



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



**On Wednesday, 18 November, 2009**

**at LMI Corporation**

**2000 Corporate Ridge**

**McLean, VA 22102-7954**

*The luncheon is a pay as-you-order cafeteria menu*

*RSVP to Ms. Julie Smith at 571-633-7954 or [jsmith@lmi.org](mailto:jsmith@lmi.org)*

***Topic: Cost of Corrosion of DoD Weapons  
Systems and Infrastructure***

***The Guest Speaker is Mr. Eric Herzberg  
LMI Corporation***

Mr. Herzberg is a West Point graduate who came to LMI with considerable experience in both the military as an Army officer and more recently in private industry with Michelin Tire Corporation. His most recent position with Michelin was that of a manufacturing facility Business Manager, with responsibility for strategic business planning and execution, production planning, information systems, distribution, logistics, finance, accounting and industrial engineering. Significant achievements included designing and installing an electronic kanban ERP system in which production operators scheduled their own production in realtime using the company intranet, establishing the manufacturing facility as an inventory deployer to replenish distribution safety stock, and developing metrics to measure not only the amount of stock but the quality of inventory.

Mr. Herzberg is currently a member of the Supply Chain Management Program working on both Logistics and Maintenance projects. Most recently, he has been working in a variety of fields including continuous process improvement (CPI), cost measurement, operations strategy and automatic identification technology. He has developed the method to measure the cost of corrosion for DoD weapon systems and infrastructure.