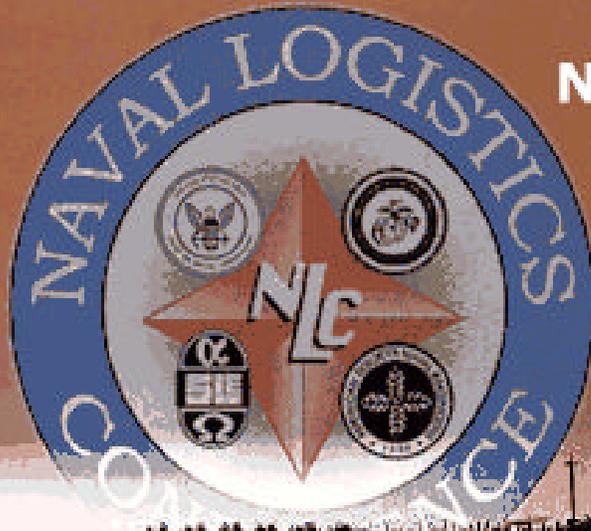


# DEPARTMENT OF THE NAVY

## NAVAL LOGISTICS CONFERENCE

"High Yield & Precision Logistics"



**NLC2000**

**“NAVAL LOGISTICS  
CONFERENCE 2000”**

**November 14-16, 2000  
Norfolk, Virginia**

*Final Report to N4*

**Naval Logistics Conference 2000**  
**14-16 November 2000**  
**Norfolk Waterside Marriott**  
**Norfolk, Virginia**

***Executive Summary***

The Naval Logistics Conference 2000, conducted by ASNE, the American Society of Naval Engineer's and SOLE, the International Society of Logistics in co-sponsorship with the U.S. Navy and the U.S. Marine Corps, provided a forum for government and industry leaders to identify opportunities for the logistics community to meet supportability issues.

Conference attendees were challenged with seeking new and modern ways of providing weapons systems that not only incorporate future technology, but also provide full life cycle support. The conference theme – *High Yield & Precision Logistics* – highlighted logistical requirements deemed necessary to maximize return on investment, while remaining focused on the customer and improving the effectiveness and efficiency of the entire logistics process. As a result of the conference, participants established three major themes and identified respective recommendations to improve weapons systems life cycle support (refer to 'Final Report-Out Recommendations' Section for detailed report):

Technologies and Weapon Systems

**Finding: Utilize technology to improve readiness and reduce costs**

*Recommendations (including, but not limited to): Establish corporate COTS technology strategy; assess NMCI; acquire multi-platform technology; standardize logistics systems; communicate, integrate and consolidate technology efforts; focus on future readiness requirements; pursue joint solutions; partner with industry, fleet customer and other services; and pursue a single technical manual system for the Department of the Navy.*

Logistics Reform

**Finding: Identify approaches to modernizing contractor logistics support**

*Recommendations (including, but not limited to): Develop baseline policy / guidance to define and establish logistics concept parameters; obtain early fleet review and establish communication vehicles; provide standardized contract; establish Statement of Objectives based on clearly defined performance requirements; align resources and life cycle support accountability; collaborate across SYSCOMS to leverage best practices; establish technical data ownership; and involve fleet in requirements determination.*

Life Cycle Logistics

**Finding: Identify changes necessary to improve readiness / reduce cost**

*Recommendations (including, but not limited to): Develop CONOPS for operational logistics; integrate / leverage SYSCOMS; establish criteria / methodology for common TOC tool; define and prioritize legacy system boundaries; use performance-based contract requirements; develop long range alignment plan; implement customer review / approval of ILS prior to installation; and pool funding against an integrated priority list.*

The attached NLC 2000 report provides a full documentation of conference outcomes. The conference agenda, provided as the last Appendix to this report, provides a clear representation of all conference events.

**NAVAL LOGISTICS CONFERENCE (NLC) 2000  
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***Background Information***

The Naval Logistics Conference 2000 (NLC 2000) was held on 14-16 November 2000, at the Norfolk Waterside Marriott, Norfolk, Virginia. The purpose of the conference was to provide a forum in which the naval logistics community could share philosophy, innovation and technology that would improve weapons systems life cycle support.

NLC 2000 was the second bi-annual Naval Logistics Conference. In 1998, this forum replaced all present logistics conferences, such as the joint NAVSEA / NAVSUP / ASNE logistics symposium (held alternatively in Mechanicsburg, PA, and San Diego, CA) and the NAVAIR Engineering / Supportability conference (held in Arlington, VA). The first conference was chaired by NAVSUP; NAVAIR chaired NLC 2000.

The American Society of Naval Engineer's and International Society of Logistics conducted NLC 2000, in co-sponsorship with the U.S. Navy and the U.S. Marine Corps.

The report documents the accomplishments and recaps the technical track / workshop processes used to achieve a set of recommended actions that, if approved by N4, would address salient issues identified by NLC 2000 participants.

NLC 2000 participants undertook a new challenge – incorporating information technology (IT) to enhance fleet and attendee participation. The technological approach set the conference in the 21<sup>st</sup> century in terms of operational and technical execution.

Much of the success of NLC2000 was attributable to the increased level of participation through the IT support, which enabled more than 1,180 attendees to provide feedback throughout the conference. The central location and lower conference fees also resulted in increased fleet attendance. The reduced fee also enabled more than 400 exhibitors to attend and share new products available to the warfighter. The synergy and combined knowledge of industry, government, and military attendees resulted in a successful conference the outcome of which was that participants identified logistics challenges and implementation recommendations to N4.

***Pre-Conference Information***

A Board of Directors (BOD) was appointed, consisting of one representative from CINLANTFLT, HQMC, NAVSUP, MCSC, NAVFAC, SPAWAR, NAVSEA, OPNAV N432, and ASNE with NAVAIR holding the Chair. *Board member names are listed in Appendix A.*

A Memorandum of Agreement was signed on 01 June 1999. *Memorandum of Agreement is Appendix B.*

The BOD played a critical role in the success and outcome of NLC 2000 by providing overall management and direction for the conference, retaining responsibility for approving the structure of the conference, and providing necessary resources and support from their respective Commands.

The *Operations Committee* was responsible for developing an operations plan addressing all logistics elements for the conference, including conference IT support, and a financial plan with requirements. The Operations Committee worked closely with ASNE to determine ways to increase fleet participation and involvement. The BOD and ASNE agreed to a financial plan that met requirements for the conference (including 130 fleet attendees at no cost). The committee chair was a key point of contact in coordinating

all deadlines and milestones for this conference and informing others of emerging critical paths. *The Operating Plan is Appendix C.*

The *Technical Committee* was comprised of representatives from supporting commands. The committee agreed upon a theme, "High Yield and Precision Logistics", as the technical basis for the conference. The theme was further defined within the three technical tracks: Technologies and Weapon Systems, Logistics Reform, and Life Cycle Logistics. Individual tracks focused on more defined aspects of the overall conference theme. A technical track chair assigned to each track, established, directed, managed and maintained the technical content of respective tracks from beginning to end.

The *Papers Committee* stood-up the NLC2K Virtual Program Office (VPO), a web site for reviewing papers and providing registration guidance. The web site provided an innovative and efficient way for participants to review and comment on multiple documents. Three individuals were nominated by each command to coordinate reviewing abstracts and technical papers. *This process is outlined in Appendix D.*

In total, the paper committee reviewed the 68 technical papers, 27 of which were approved for presentation. The technical paper sessions set the stage for panel discussions by bringing forward new logistics concepts, innovative approaches to logistics, successful logistics planning scenarios, and the latest approaches in solving future problems.

Prior to the conference, moderators reviewed the papers to familiarize themselves with the topics being presented during the forum. Each moderator contacted the presenters to reiterate the length of each presentation and ask for a few key questions to stimulate discussion. The moderator served as key facilitator during each of these forums. *The Moderator's Guide is Appendix E.*

Fleet involvement was a factor in planning this conference. The location of NLC 2000 was selected to allow the fleet to attend with minimal cost involved. The fleet was encouraged to submit thoughts and concerns prior to the conference via the web site.

Computers were set up outside the technical rooms to provide ample opportunity for participants to offer input at any time during the conference. The IT stations gave attendees an opportunity to voice their thoughts and ideas with the option of remaining anonymous.

Registration was available the evening prior to the conference to accommodate exhibitors, board members and their staff. At 0700 Tuesday morning NAVAIR interns and management analysts assisted ASNE in processing more than 700 additional attendees. The efficiency of this process allowed the conference to kick off at 0900 as scheduled.

### ***Conference***

The exhibit hall contained products to benefit the naval community. There were more than 100 exhibit booths with more than 400 exhibitors. The agenda permitted sufficient time for attendees to visit the exhibit hall. *Names of exhibitors are listed in Appendix F.*

Panel presentations, based on technical papers, were associated with each of the three general tracks. The workshops provided an opportunity for attendees to engage in open, informal discussions on issues facing government / industry program managers and logisticians. In this facilitated forum, the workshops generated a great deal of discussion in the development of recommendations and potential actions for consideration by N4. The Outcome of these workshops at the conference was a summary report presented to all attendees.

IT support consisted of 12 computer stations outside the technical tracks, linked to each workshop. Each workshop had two computers and a printer; one computer was connected to the Intranet, the other was a

stand alone connected to the printer. At any time during the conference an attendee could send a message to any one of the three tracks on any portion of the conference. All input added to the final outcome or recommendations made to OPNAV N4 on the final day.

*Workshop 1.* Technologies and Weapon Systems had 56 attendees. Participants split into four sub-groups (Ground Systems, Sea Systems & Facilities, Aviation Facilities, and C4I Systems), which identified specific challenges to utilizing technology, potential solutions to the challenges, specific opportunities for utilizing technology, and suggested ways in which to seize opportunities.

*Workshop 2.* Logistics Reform had 47 attendees. Participants began with three questions (earmarked as areas of concern prior to the conference) to stimulate the workshop.

*Workshop 3.* Life Cycle Logistics had 55 attendees. The question, “What changes are needed to improve readiness and/or reduce cost in Life Cycle Logistics?” resulted in 26 issues, including 12 major issues.

The challenges each workshop identified, along with recommended solutions are located ‘Final Report-Out Recommendations’ section, page 4.

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FINAL REPORT-OUT/ RECOMMENDATIONS FROM THE  
THREE TECHNICAL TRACKS

## Technologies and Weapon Systems

**Workshop Focus:** Utilizing Technology to Improve Readiness and Reduce Operating and Support Costs

- Identify specific challenges to utilizing technology
- Identify potential solutions to the challenges
- Identify specific opportunities for utilizing technology

Identify how we can seize upon the opportunities

## Logistics Reform

**Workshop Focus:**

- What approaches should be considered and what factors do we need to take into account (i.e. problems, issues barriers, etc) in establishing guidelines for Contractor Logistics Support (CLS) that will ultimately be used to assist Program Offices with their logistics planning during the acquisition process?
- From a Fleet (customer) perspective, what are the most significant issues regarding implementation of contractor logistics support, full service contracting? ...and what actions do you propose we take to best serve the fleet customer?
- What approaches should be considered and what factors do we need to take into account (i.e. problems, issues, barriers, etc.) in order to make the transition from functionally and organizationally stove-piped processes to truly integrated logistics/Fleet support processes?

## Life Cycle Logistics

**Workshop Focus:** “What changes are needed to improve readiness and/or reduce cost in Life Cycle Logistics?”

The following pages contain the challenges and recommended solutions that each workshop developed. Additionally they identified potential responsible organizations and / or existing forums that could be used to work on these actions.

## Technologies and Weapon Systems

**Objective: Utilizing Technology to Improve Readiness and Reduce Operating and Support Costs**  
**Workshop Focus:**

- Identify specific challenges to utilizing technology
- Identify potential solutions to the challenges
- Identify specific opportunities for utilizing technology
- Identify how we can seize upon the opportunities

*Challenge:*

- **Lack of a corporate strategy to get COTS technology to the “deckplate” and support it once its there**

*Recommended Solutions:*

- **Establish common policy for supporting technologies that are refreshed on a continuous basis (COTS) joint policy, not service unique**

POC: N4/DC I&L/Navy and USMC SYSCOMs

Timeframe: Minimum of one year to develop joint policy

Forums: N4/N6, DC I&L

- **Assess the Navy and Marine Corps Intranet (NMCI) business approach**

POC: Navy and USMC CIOs

Timeframe: Currently being stood up; once implemented, a maximum of six months

Forums: NMCI

Additional Information: Ensure that COTS technology is considered during development of the business approach

- **Acquire technologies that can be used on multiple platforms**

POC: N4/DC I&L/Navy and USMC SYSCOMs

Timeframe: As required

Forums: Science and Technology (S&T); Office of Naval Research (ONR); Industry

- **Don't force the entire shore solution onto the ship – limit Technology push to what's really needed**

POC: N4/Navy and USMC SYSCOMs/MCCDC/N6/N8

Timeframe: As required

Forums: Standing IPTs (AoA IPT, ORD IPT, etc.)

Additional Information: Ensure tailoring of requirement and coordination between requirements and program office personnel

*Challenge:*

- **Lack of data standardization for logistics systems**

*Recommended Solutions:*

- **Agreement on standards of information and data elements**

POC: N6/DC I&L/Navy and USMC SYSCOMs

Timeframe: Ongoing

Forums: Joint Computer-aided Acquisition and Logistic Support (JCALS), Asset Tracking, Logistics and Supply System (ATLASS), Naval Aviation Logistics Command Management Information System (NALCOMIS), Shipboard Uniform Automated Data Processing System (SUADPS); Industry

Additional Information: Ongoing efforts of the services to standardize data.

- **Develop translator programs**  
 POC: N6/DC I&L/Navy and USMC SYSCOMs  
 Timeframe: TBD  
 Forums: Joint Computer-aided Acquisition and Logistic Support (JCALS), Asset Tracking, Logistics and Supply System (ATLASS), Naval Aviation Logistics Command Management Information System (NALCOMIS), Shipboard Uniform Automated Data Processing System (SUADPS); Industry  
 Additional Information: If data standardization is successful, this option is moot. May be investigated as an interim option. Translator program development would depend on the number, complexity and age of the systems.
- **Conscious investment in an integrated data environment**  
 POC: N6/DC I&L/Navy and USMC SYSCOMs & CIOs  
 Timeframe: Ongoing  
 Forums: JCALS (ATLASS, NALCOMIS, SUADPS); Industry  
 Additional Information: Ongoing efforts of the services to standardize data.

*Challenge:*

- **The process for identifying, integrating and inserting technology that improves readiness and reduces costs.**

*Recommended Solutions:*

- **Map and publicize the process**
- **Identify focal points for specific technologies**
- **Establish clearinghouses for specific technologies**
- **Consolidate technology efforts**
- **Share lessons learned**

POC: N4/DC I&L/Navy and USMC SYSCOMs/ASN RDA

Timeframe: As required

Forums: S&T; ONR; Industry

Additional Information: These are interdependent solutions. This is an ideal application for the knowledge management (KM) process.

*Challenge:*

- **Articulating logistics requirements**

*Recommended Solutions:*

- **Publicize the changes that are being pursued by N4 to increase the visibility of logistics needs in requirements documents**

POC: N4/DC I&L

Timeframe: 36 months

Forums: Service newsletters (i.e, Logistics Update, Spectrum, PM Magazine), various Government web sites

Additional Information: Ensure the services have a timely and efficient posting process.

- **Incentivize programs to consider ILS and Reliability, Maintainability, and Availability (RMA) on new and existing programs**

POC: Navy and USMC SYSCOMs, ASN RDA

Timeframe: Ongoing

Forums: Navy and USMC SYSCOMS (Command Level IPT and Working Groups)

Additional Information: Incentives are monetary, priority placement of programs, et al.

- **Focus on requirements that will improve readiness**  
POC: Navy and USMC SYSCOMs /MCCDC and N6/N8  
Timeframe: Ongoing  
Forums: Navy and USMC SYSCOMs (program level IPTs)  
Additional Information: S&T, ONR, and Industry provide additional forums for obtaining information.
- **Give the logistics advocates the authority to render decisions on logistics requirements at the DON level.**  
POC: N4/DC I&L/  
Timeframe: TBD  
Forums: Joint Logistics Commanders, USMC Combat Service Support Element Advocacy Board

*Challenge:*

- **PPBS doesn't accommodate the transition and insertion of new and emerging technologies.**

*Recommended Solutions:*

- **Establish a generic funding line to support the insertion of emerging technologies**  
POC: NAVCOMP/DC P&R  
Timeframe: TBD  
Forums: N4/; DC I&L, MROC  
Additional Information: POM process needs to more effectively consider the speed with which technologies emerge (18 months), otherwise the Services will continue acquiring dated technologies.
- **Partnering and cost sharing with industry, fleet customer, and other services**  
POC: Navy and USMC SYSCOMs/DRPMs/PEOs  
Timeframe: Ongoing  
Forums: S&T; ONR; program office IPTs
- **Redefine/restructure 6.4 process**
- **POC: NAVCOMP/DC P&R**  
Timeframe: TBD  
Forums: Science and Technology Working Groups

*Challenge:*

- **Pursue a single technical manual system for the DON**

*Recommended Solutions:*

- **Determine customer needs**
- **Initiate a team to identify/understand the capabilities of the existing systems and recommend best approach**  
POC: N4/Navy and Marine Corps SYSCOMs/  
Timeframe: TBD  
Forums: Joint Commanders Group for Communications Electronics JCGCE;  
Interactive Electronic Technical Manual (IETM) Technology Working Group; JCALS  
Joint Technical Manuals (JTM)

## Logistics Reform

- Question # 1 What approaches should be considered and what factors do we need to take into account (i.e. problems, issues barriers, etc) in establishing guidelines for Contractor Logistics Support (CLS) that will ultimately be used to assist Program Offices with their logistics planning during the acquisition process?
- Question # 2 From a Fleet (customer) perspective, what are the most significant issues regarding implementation of contractor logistics support, full service contracting? ...and what actions do you propose we take to best serve the fleet customer?
- Question # 3 What approaches should be considered and what factors do we need to take into account (i.e. problems, issues, barriers, etc.) in order to make the transition from functionally and organizationally stove-piped processes to truly integrated logistics/Fleet support processes?

### *Challenge:*

- **Define Full Service Contracting (PMs are individually trying to define maintenance strategies to establish degree/Level of Support to be contracted & appropriate mix of contractor government mix of support). No Service-wide strategy exists.**

#### *Recommended Solutions:*

- **Develop baseline policy and guidance to define new logistics concepts as well as parameters for implementation.**
- **Parameters need to be established (i.e. standard face to Fleet).**
- **Guidance needed to use specific tools and to establish Availability based minimum support requirements. Focus on making Availability/TOC tradeoff decisions.**

Responsible Organizations: OPNAV N4, USMC (I&L) & SYSCOMs

Duration: Establish high-level baseline policy and definitions (12-15 months) & set up a process of continuous refinement.

Existing Forums: Joint SYSCOM Logistics Forum

### *Challenge:*

- **Contract Issues**

#### *Recommended Solutions:*

- **Obtain Fleet review/input to new Fleet support concepts early and maintain a continuous communication link through an ongoing feedback process.**
- **Strengthen Fleet role in Acquisition Milestone Decisions.**
- **Provide Full Service Contracting (“New Logistics”) education for Government acquisition and contracting personnel.**
- **Mandate planning for technology refresh/obsolescence management by contractors.**

Responsible Organizations: ASN (RD&A), OPNAV N4, USMC (I&L) & SYSCOMs

Duration: Establish plan (69 months) that provides a structure for the early involvement of Fleet personnel in establishing a logistics support plan. Set in place guidance that sets up training in use of Full Service Contracting (FSC) language and establishes requirement for logistics planning that supports technology refresh (12-18 months).

Existing Forums: NAVSEA COTS Steering Board

*Challenge:*

- **Contract Issues**

*Recommended Solutions:*

- **Provide standard, but tailorable, template contract language and assistance to PMs relative to the whole range of support products and services.**
- **Performance based specifications/standards needed to achieve data interoperability and standard “face to the Fleet” BUT without restrictive MIL standards of the past.**
- **Establish and implement Statement of Objectives based on clearly defined logistics performance requirements.**
- **Incentives for Life Cycle Cost reductions and RM&A.**
- **Examine removing barriers to long-term support.**

Responsible Organizations: ASN (RD&A), OPNAV N4, USMC (I&L) & SYSCOMs

Duration: Establish top level contract templates and compatible performance based specifications (18-24 Months). Establish guidelines that allow Programs Managers to work more efficiently within existing frameworks or to remove barriers while simultaneously incorporating more realistic incentives into the contracting process (24 months).

Existing Forums: Not aware of an existing Navy-wide Forum

*Challenge:*

- **Resource Allocation**

*Recommended Solutions:*

- **Conduct overarching evaluation to establish approved set of TOC/BCA tools.**
- **Examine existing alignment of and/or redundancy of resource allocation.**
- **Align funding/resources and life cycle support accountability . . . Should a single organization control all life cycle support funding? Issues of resource adequacy, visibility of current costs, and alignment.**

Responsible Organizations: ASN(RD&A), OPNAV N4, USMC (I&L) & SYSCOMs

Duration: Conduct initial review of status quo for implementation of TOC & BCA within PEO structure (9-12 months). Examine funding alignment to ensure most efficient use of funds for Life Cycle Support (12-18 months) and develop possible recommendations for implementation (18-24 months).

Existing Forums: ASN(RD&A) Total Ownership Cost Assist Team.

*Challenge:*

- **Leadership/Best Practices**

*Recommended Solutions:*

- **Encourage communities of common interest to share best practices and adopt common processes and tools as appropriate across organizational boundaries.**
- **“Adopt USMC “ethanization” concept.**
- **Collaborate across SYSCOMs to leverage their best practices (there is such a thing as a “government best practice”).**
- **Establish a culture of sharing and leveraging.**
- **Resist the temptation to discard an idea just because it was “not invented here”.**
- **Establish clear ownership and accountability of processes.**

Responsible Organizations: OPNAV N4, USMC (I&L) & SYSCOMs

Duration: Establish a framework that allows for collaboration and sharing across all lines in order to minimize Life Cycle Support costs by sharing Best Practices (9-12 months). Set up a plan/process that allows for review of support processes and provides a method by which to curtail (euthanize) projects that have out lived their usefulness (12-18 months).

Existing Forums: Not aware of an existing Navy-wide Forum

### *Challenge:*

- **Establish customer requirements for CLS**

*Recommended Solutions:*

- **Involve Fleet early in requirements determination in CLS**
- **Partner with Industry to share logistics concepts and innovations**
- **Develop CLS Metrics, Incentives and Exit Criteria**
- **Obtain customer feedback, establish goals/exit criteria, and measure actuals:**

*Impact on fleet workload*

*RM&A*

*Fleet operational costs*

*Impact on funds for steaming/fleet hours*

*Impact on Military Shore duty billets*

Responsible Organizations: ASN (RD&A / PEOs), Fleet (N4s), OPNAV N4, USMC (I&L) & SYSCOMs

Duration: Partner with the Fleet and Industry in establishing requirements that coincide with “tomorrow’s” support concepts and can simultaneously be measured and tracked (18-24 months). Establish a feedback mechanism that will serve as a scorecard of the actual implementation results (24-30 months).

Existing Forums: Not aware of an existing Navy-wide Forum

### *Challenge:*

- **Technical Data/IT Management**

*Recommended Solutions:*

- **Establish clear guidance specifying ownership of technical data. . i.e. there can be only ONE authoritative source of each TM, drawing, etc.**
- **Store once - use many times.**
- **Settle on a set of data interoperability standards (preferably industry standards) and use in new contracts.**
- **Establish the size and priority of legacy data “problem” and allocate resource accordingly.**
- **Address COTS data rights and distribution (data security) issues on Navy-wide basis.**
- **Enforce existing requirements regarding NEW-start IT projects.**

Responsible Organizations: Navy CIO, OPNAV N4, USMC (I&L) & SYSCOMs

Duration: Establish a benchmark that encompasses all of today’s requirements (i.e. ERP, IDE, etc.) into guidance that can provide an overarching framework for writing contracts (18-24 months). Establish a format that can be included in contract language, and will take into account interoperability while ensuring total interoperability with legacy systems (18-24 months). Establish a method for standardizing new IT starts (18-24 months).

Existing Forums: Navy CIO Forum

### *Challenge:*

- **Fear of Change**

*Recommended Solutions:*

- **Need:**

1. *Change Management assistance.*
2. *Education and training to facilitate a major change in the way we do business.*
3. *Plan for logistics workforce transition.*

Responsible Organizations: OPNAV N4, USMC (I&L) & SYSCOMs

Duration: Establish a plan that will facilitate change and eliminate “fear” within the PEOs & SYSCOMs by ensuring a common theme for business throughout Navy (12-15 months). Work in concert with the DRID54 initiatives to ensure uniformity (yearly).

Existing Forums: OPNAV N40 Logistics Breakfast Club

### *Life Cycle Logistics*

**“What changes are needed to improve readiness and/or reduce cost in Life Cycle Logistics?”**

### *Challenge:*

- **Command and Control/Common Logistics Picture**

*Recommended Solution:*

- **Develop CONOPS for Operational Logistics component of C4I in support of Logistics Doctrine**

Responsible Organizations: CNO N4/FLTCINCs

Duration: 6 – 9 months; strawman should be developed by N4, at a conference including participation by N4’s from Numbered fleet commanders, Joint Staff, and CTFs 63/73. Resulting draft should be farmed out for comment by ALCON, including Unified CINCs; then signed out by N4/FLTCINC N4’s.

### *Challenge:*

- **SYSCOM Logistics Strategies (ODVD, LECP, Integrated Maintenance, Tele -Initiatives, CLS), are uncoordinated**

*Recommended Solution:*

- **SYSCOMs integrated/leverage each other’s efforts**

Responsible Organizations: NAVAIR

Duration: Ongoing. Recommend NAVAIR establish forum for cross-talk; perhaps LIB is it.

### *Challenge:*

- **LCL evaluations of legacy systems are not routinely evaluated for technology insertion/refreshment**

*Recommended Solutions:*

- **Establish criteria and methodology for common TOC tool**
- **Define legacy system boundaries, prioritize**
- **Evaluate for sustainment or re refreshment**

Responsible Organizations: CNO N40/N43

Duration: Policy development promulgation – 6 mos. Oversight – ongoing by N43.

*Challenge:*

- **Product Data Management: Disparate databases, no standards, widely distributed, ERP integration needed**

*Recommended Solution:*

- **Establish cross-SYSCOM teaming and common policy/standards**

Responsible Organizations: CNO N40

Duration: 35 years. Need recognition of who policymaker is; then use conferences/discussion to build consensus. If no consensus, leadership will have to come from the top.

*Challenge:*

- **Government contracts for logistics are too constraining and over-specific; require use of old government ways of doing business**

*Recommended Solution:*

- **Wider use of Performance Based requirements in contracts vice so many constraints in order to obtain more innovative/effective solutions**

Responsible Organization: CNO N40

Duration: Policy establishment – 6 mos. Oversight – ongoing.

*Challenge:*

- **Life cycle support not optimally co-located with Fleet/USMC concentration areas**

*Recommended Solutions:*

- **Review LCL facilities/products/services in view of BRAC/Force reductions**

- **Develop business/long range alignment plan**

Responsible Organizations: CNO N43/N46

Duration: 15 years. Field/site surveys; data collection effort – 1 year. Analysis, recommendation, approval, realignment – 35 years.

*Challenge:*

- **COTS/NDI support material returns are out of material traceability and control**

*Recommended Solution:*

- **Review interim support, warranty items for improved control through established means (ATAC, SNT), including USMC ground systems DLR support**

Responsible Organization: CNO N41

Duration – 9 mos. N41 broker policy/operational business rules with SYSCOMs – 6 mos. Implementation – 3mos.

*Challenge:*

- **Lack of ILS policy enforcement impedes LCL (TTE facilitation, log continuously chasing production/delivery)**

*Recommended Solutions:*

- **Implement customer review/approval of ILS prior to installation**

- **In FSC, shift CM/performance management to industry**

Responsible Organizations: CNO N40/N43/ FLTCINCs/SYSCOMS

Duration: Ongoing. Policy enforcement strategy review/development w/FLTCINCs – 6 mos, oversight – ongoing.

*Challenge:*

- **Lack of Visibility of maintenance/repair items obtained through IMPAC purchases**

*Recommended Solutions:*

- **Develop OMMS/IMPAC interface**
- **AMEX “Blue Card” like capability**

Responsible Organizations: CNO N41/NAVSUP

Duration: 6 – 18 mos, depending on resources.

*Challenge:*

- **Configuration Management system proliferation, accuracy and completeness is inadequate**

*Recommended Solutions:*

- **One CM System to support HW/SW as designed, as built, as maintained across programs**
- **Block management policy required**

Responsible Organizations: CNO N43

Duration: 2 – 3 years. N43 coordination/review of requirements vs existing systems – 6 mos ; establishment of lead developer/sourcing development of tool/implementation across Navy for both Acquisition/Field Management – 30 mos.

*Challenge:*

- **LCL takes a back seat to HW/SW procurement at the SYSCOMs**

*Recommended Solution:*

- **Review OMN funding for ISEA/CFA life cycle support in view of CNO readiness priorities**

Responsible Organizations: SYSCOMs

Duration: 3 mos annually; initiate annual review reporting process. N4 oversight similar to N41 spares role.

*Challenge:*

- **Multiple “emphasis” funding pots don’t make a big enough dent in the problems they’re intended to solve (CALs, LECP, E-business, etc.)**

*Recommended Solution:*

- **Pool the pots against an integrated priority list to make bigger/faster progress on fewer fronts**

Responsible Organizations: CNO N40

Duration: 3 mos annually; Annual data call/review through representative forum.

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**Norfolk Waterside Marriott**  
**Norfolk, Virginia**

## **Synopsis of Conference Comments**

The Naval Logistics Conference 2000 provided a forum in which the naval logistics community could share philosophy, innovation and technology that would improve weapons systems life cycle support. Computer stations were available to attendees facilitating two-way, open communication throughout the course of the conference. Input was compiled and incorporated into an electronic database. The following synopsis highlights participant comments and recommendations.

### Technologies and Weapons Systems

Attendee comments reflect relevance of advancing critical technologies that provide measurable advantage, ensure superior performance of military systems, and reduce costs. Comments include need for increased interoperability and integration, joint solutions and partnering with industry in order to effectively combine resources, leveraging investments and capitalizing on existing technologies.

### Logistics Reform

Comments indicate commitment to addressing the challenge of developing and procuring systems and components, as well as combining our product knowledge with the use of information technology to provide the warfighter with a range of cost-effective, real-time solutions. It is imperative to establish early communication and involve fleet in requirements determination. Through the use of commercial off-the-shelf technology and applying IT training environments to provide simulated environments / capabilities, there exists potential to realize savings. Additionally, the Department of Navy / Department of Defense must synchronize initiatives related to system and software interoperability.

### Life Cycle Logistics

Reducing total ownership costs is the bottom line; assigning oversight responsibility and decision authority is critical to success. Comments reflect desire to leverage existing expertise across organizations ensuring maximum use of experience to meet operation support requirements while reducing O&M. Comments point toward need to make a concerted effort to plan and implement sustainable development of existing / planned infrastructure to achieve further savings. Attendees address need for better assessment of technology and tracking to direct RDT&E and acquisitions. Logistics technology needs to be tracked in new, more effective ways.

### Other Logistics Issues

Effective logistics is a force multiplier; the key to the strength of logistics support is an intricate network of technical support and information. Attendees expressed concern regarding budget constraints, resources, and long-term costs associated with future support and logistics capabilities. Comments reflect need to focus on supporting existing systems rather than modernizing those systems. Decide what logistics capabilities should be retained organically and which are candidates for privatization / outsourcing. Attendee input addressed disconnect between what the military is asked to do and what can realistically be done. For example, we are continually resourced at a level that barely sustains peacetime operations much less the full spectrum of combat operations.

### General

Overall, the conference was a success. Participants not only felt the technical content was meaningful, but also appreciated the workshops, which allowed interactive participation and two-way communication. Twelve strategically placed computer stations afforded attendees the opportunity to provide input into the workshops. However, there were some complaints regarding size limitations of the workshops and concurrent presentations. It was assumed that holding the conference in a fleet-concentrated area would increase warfighter participation, however, the choice of location seems to have made only a marginal difference.

## NLC 2000 Track 1 - Technologies and Weapon Systems Comments Summary

- Concern regarding shortfall (MH-60S replacing MH-53E) in airlift capability
- Concern regarding percentage of corporate resources spent on improvements of ILS IT infrastructure, excluding ERP
- Research and development of Offshore Mobile Facilities must continue to allow for speed, flexibility and sustainability of Naval forces.
- Plan to combine staffs / responsibilities of COMLOGGRU TWO / COMSCLANT/NFAFE into a single command (COMARLOGGRU) located in Norfolk, Virginia, must follow course; MSC to take increasing responsibility for MSC ships and USS vessels (until their demise), logistic policies and principles / doctrine, as well as take its rightful place as the Logistic Type Commander for the United States Navy.
- Concern that logistics influence occurs too late in systems engineering process
- NAVAIR and NAVSEA should examine benefits of digitized electronic publications
- Apparent lack of corporate programs providing sufficient incentives for industry to conduct research and development
- Concern with MOBS selling, depth of water required, and United Nations venture.
- Industry technology investments are not uniformly distributed.
- Are we developing cadre of individuals who can grasp the opportunity in the midst of not enough information, or failed information?
- Through the ILS process, new facility requirements should be identified early enough for timely development, demonstration or validation of emerging advance technology to drive the facility design.
- Investigate comparable Air Force technology programs that are tackling logistics problems.
- Improve the SBIR process by requiring proposals be comprised of "joint venture firms " between the R&D / Innovation firm and one or more firms already in the production business.
- Need more integrated approach to requirements / R&D / demonstration / acquisition and ILS
- Imperative that DoN / DoD synchronize their initiatives in relation to system and software interoperability.
- Invest R&D to solve the multitude of ship unloading and interface issues for sea-basing operations. Some R&D may help solve the sea-basing problems.
- Technical Manuals – concern regarding disparate environments of Sailors on ships, aircraft, shore and Marines in the field

## All Comments Posted for Technologies and Weapons Systems

### Code - Key

1	Suggestion to cover next conference
2	Pass on to someone (addressed to someone)
3	Post for information only
4	Question - no comment
5	Information Request
6	Short recommendations - understood problem with solution
7	General Comments / Not technical in nature
8	General comment or statement -pertaining to technical

Code	Date	Comment
5	11/3/00 10:32	Contact: buckinghamr@hc4.sicily.navy.mil Good Morning- My name is LCDR Bob Buckingham, the Tactics Officer at Helicopter Combat Support Squadron FOUR in Sigonella, Sicily. HC-4 flies the MH53E Sea Dragon in a Heavy Lift Logistics and Combat Support role in the Mediterranean and Red Sea/African Areas of Responsibility. We have been researching Sea Based Logistics with regard to the Marine Corps strategy of OMFTS (Operational Maneuver From The Sea) and the role of Navy heavy lift in future logistical concepts. We have power point and Pont papers addressing OMFTS and the Helo master plan schedule to replace all MH53Es with MH-60S and the incredible shortfall in airlift capability associated with it From an operational logistics standpoint, these topics need to be addressed and I was curious as to the forum makeup and agenda. I have reviewed the formal agenda posted on the website and believe we could offer an operational fleet perspective on the future of naval logistics
4	11/14/00 13:45	How much of our Corp resources are being spent on improvements of our ILS IT infrastructure excluding ERP?
2	11/14/00 15:17	Contact: olearysp@navair.navy.mil This question pertains to Lynn Torres' presentation. You spoke of a predictive model for system supportability. Can you provide me with the details on what that model would look like? What will your data sources be? How many years of data, what data elements, etc.. I have just started thinking about defining a supportability model and any guidance would be helpful.
7	11/14/00 15:23	Super panel presentations. Thanks.
8	11/15/00 08:28	Contact: herndon@jfcom.mil Track 1 briefs on the afternoon of 14 November indicated the Mission Needs Statements in support of Off-Shore Mobile Bases/Facilities had not been submitted. To enable early decisive operations where theater infrastructure is not available, the requirement to further our ability to sustain from the sea is of utmost importance. Naval forces may never operate in isolation again in the future, but they most always will be the first on scene and will be expected to handle all Joint Operations to include sustainment of the forces involved. Continue research and development of Off-Shore Mobile Facilities must continue to allow for speed, flexibility and sustainability of Naval forces.

- 8 11/15/00 Contact: CDR.Huber@msclant.msc.navy.mil  
08:34 Underway replenishment is soon to be the sole responsibility of ships operating for the Military Sealift Command. AOE-1 class ships will be replaced by T-AKES commencing 2005, and AOE-6 class ships will transition to MSC commencing in 2001. Meanwhile, plans are going forth to combine the staffs and responsibilities of COMLOGGRU TWO and COMSCLANT/NFAFE into a single command (COMARLOGGRU) located in Norfolk, and responsible for both the MSC ships and the USS vessels (until their demise). Logistic policies and principles/doctrine must follow the course with MSC playing an ever increasing role and taking their rightful place as the Logistic Type Commander for the United States Navy.
- 8 11/15/00 Contact: Rgalvelis@aol.com  
08:46 During the first panel discussion, Mr. James Haley, SPAWAR was asked how to ensure logistics is given proper consideration in program development. He stated that once a system goes to OPTEV 4 for TECHEVAL/OPEVAL, there is an 'opportunity' for logistics to influence the program by 'insisting' that support resources required for transition to in-service be in place. From a TOC perspective, this is too late. Milestone exit criteria for logistics in 5000.2 needs to be strengthened to ensure proper and timely development and acquisition of optimum support at optimum cost. As a key part of the overall Systems Engineering process, logistics criteria/requirements are 'weak' in current Acquisition guidance.  
Xtra Info: INS, Inc. (301) 862-5103 (410) 544-1080
- 7 11/15/00 On Tuesday the AIT discussion was held in track 1, at the same time the button  
08:55 technology was discussed in track. It was difficult to split time between the two venues....
- 8 11/15/00 Contact: hardyrr@nswccd.navy.mil  
09:45 Please refer to my question I submitted to the "other" logistical issues "site". I think some select invited/solicited papers on what is happening in the S&T/RDT&E areas on logistics issues and problems would be very beneficial. I mean actual briefing on technology, NOT a program manager standing up and "waving" his or her hands on how great their program is!!! I believe both industry and the Fleet want to hear about the latest and greatest, and transition the technology to meet/help/solve operational and mission needs and requirements!!!! If you would like me to help in future conference planning or execution please give me a call. Thank you.  
Xtra Info: Naval Surface Warfare Center, Carderock Division Business and Technology Development (Code 601) 9500 MacArthur Blvd. West Bethesda, MD 20817-5700
- 8 11/15/00 Technology today is playing a vital part in Naval Air and Surface warfare. We  
10:02 should take full advantage of this technology. One example is the way we provide technical data (publications and drawing) to our warfighters. NAVAIR AND NAVSEA both have separate and distinct systems that provide the same product or results. Both are driving to digitized, electronic publications. Why not join efforts and develop one system that meets both AIR and SURFACE (including SUB-SURFACE) requirements? Yes, there are differences between Sea and Air requirements but the benefits gained by combining the process can be enormous. Reduced costs in systems development, management, upkeep and distribution of the data are just a few. If we are going to survive in today's environment of continual reductions in our funding we must do everything possible to reduce cost. It seems like this area is a prime candidate to investigate to reduce cost for both NAVAIR and NAVSEA.
- 8 11/15/00 Contact: hamberra@nfesc.navy.mil

- 10:43 There seems to be a lack of corporate programs that provide sufficient incentives for industry to conduct R&D, alone, or in partnership, with the Navy in the area of 'large scale' logistics with unique naval needs. Large scale does just mean physically large projects. The MOB program is physically large, and an example of what we should see more of. The on-board diagnostics is info-tech large, and another example of what we should see. But both of these have industry participation because there are a lot of commercial applications. There are many examples in combat systems with industry funded R&D where there is little or no public-commercial application. The SBIR and CREDA are insufficient to promote industry investment in 'large scale' logistics.
- 1 11/15/00 Contact: taylorgw@mcsc.usmc.mil  
10:47 Next conference recommend a site where exhibits, lunch, and sessions utilize only two levels. Also, recommend eliminating panels and provide more concurrent sessions (length of time is fine) on multiple topics with a minimum of two briefers. This would allow more in-depth presentation of the topics.
- 8 11/15/00 Contact: paulsl@navair.navy.mil  
11:03 I was quite impressed w/ the presentation from Georgia Tech concerning Enhanced Nitride Coating technology. I followed up with the Ga Tech folks... I think we should steer a copy of their paper to the NAVAIR PMB {Propulsion Management Board} and get the right propulsion engineers to discuss this effort w/ Georgia Tech. It appears that we could evaluate and initially test this technology for very little money; potentially significantly enhancing our ability to restore blended airfoils and other parts. The cost avoidance potential for this technology is significant.  
Xtra Info: Captain Stu Paul, AMDO, NAVAIR 6.1A 301-757-8408/8440
- 8 11/15/00 Contact: vaughterstg@nswccd.navy.mil  
13:46 MOBS 1. Only way to sell this concept in my opinion is to say that this will "replace" an overseas base. In that way you can make a better case for cost savings. Should compare LCC of an overseas base to a MOB. 2. Depth of water required for a MOBS would restrict it's use in many OMFTF ops and could create other logistics problems since the MOB would be so far from shore. Would need a whole new family of high speed lighters which could move supplies to the beach. 3. In our zero sum game of the budget perhaps the MOBS should be a "United Nation" venture. Why should the US pay for it.
- 8 11/15/00 Technology investments by industry are not uniformly distributed. The construction  
13:52 industry that supports the facilities infrastructure is not investing sufficiently in advancing critical technologies for navy operational facilities as in waterfront, aviation, ordnance and communication facilities Selective Navy investment is key to transferring and adapting for application to facilities technologies for diagnostics and prognostics in determining condition readiness for minimum and just in time maintenance investment; extending life of overage facilities that must continue to serve; and in developing long durability( maintenance free materials and design for maintainability. In many respects such technology will reduce the total volume of construction and maintenance acquisitions and thus lead to TOC in the facilities infrastructure. This is little understood as it is commonly assumed that industry will tend to technology development. Pivotal trvh investment by Navy in appropriate ways can have a high impact in the industry that serves us.
- 8 11/15/00 Contact: bryantre@navsea.navy.mil  
13:56 Dr. John Mishler, mentioned that one intent was to provide 'actionable information', yet this assumes almost the individuals have the tools and capabilities to turn the information into knowledge and understanding, to see the larger patterns provided through and by the information. I heard no mention of how we were going to address developing the ready and capable user, the war fighter, that can employ the 'actionable information', and even further, be ready and able to continue to act, when and if the automated information systems crash and fail for what ever reason.

TO say that another way, are we developing the individuals and cadre of individuals who can grasp the opportunity in the midst of not enough information, on failed information delivery systems?

Xtra Info: work: 703-602-1990 x422 home: 703-670-7521

- 8 11/15/00 Contact: Milon Essoglou NAVFAC  
14:04 Through the ILS process new facility requirements should be identified early enough for timely development, demonstration or simply validation of emerging advance technology to drive the facility design. Currently the last minute identification of facility requirements for new platform and weapons, do not allow for bold new approaches focused on durability and maintainability needed to drive TOC reduction. Estimates of facilities needs are needed as early as milestone one. Contact me for more details.
- 8 11/15/00 Would have been interested in comparable Air Force technology programs that are tackling logistics problems.  
14:28
- 8 11/15/00 Contact: Milon Essoglou NAVFAC  
14:49 Improve the SBIR process by requiring that proposers be comprised of "joint venture firms" between the R&D/Innovation firm and one or more other firms who are already in the production business. Most SBIR firms cannot really be serious in attempting to commercialize on a shoestring. No wonder we have a high mortality rate and if not, then at least the joint venture approach will increase the probability of commercialization
- 8 11/15/00 Need a more integrated approach to requirements/R&D/ demonstration/ acquisition and ILS  
14:57
- 8 11/15/00 Technology and Diagnostics re: Integrated Support Systems for Rotorcraft Health Management and Maintenance Speaker attempted to much technical detail within just twenty minutes. Didn't lead the audience in a start, begin or intro and became confusing the further he went. A good product, great concept but failed in delivering the message. Perhaps, a couple of sessions with Toastmasters would be of benefit.  
16:40
- 8 11/15/00 It is imperative that DoN and DoD synchronize their initiatives in relation to system and software interoperability. This is especially crucial for logistics for data management, training development  
16:46
- 8 11/16/00 Contact: vaughterstg@nswccd.navy.mil  
08:53 Need to invest R&D to wcccd the multitude of ship unloading and interface issues for sea-basing ops. We only have a fair weather operational capability to do JLOTS ship ops today although work is being done to extend this capability to sea state 3. Some of this R&D may help solve the sea-basing problems but working further offshore perhaps 50 miles plus will create countless new technical issues and will require a new family of high speed, heavy weather capable, lighters which are designed to interface with the sea base so cargo can be transferred in sea state 4 and perhaps 5. This is a weak link in the whole concept of sea-basing.
- 8 11/16/00 Contact: buckinghamr@hc4.sicily.navy.mil  
11:19 I would like to thank MR Kruse for including an "operational logistician" in the Aviation systems workshop of Track 1. While my concern of the loss of Navy heavy lift with the planned phase out of the H53E was not included in the Workshop topics, I believe the literature I brought gave at least some visibility to the issue. Talking to the JSF rep on the workshop brought up another glaring shortfall of the planned replacement of the H53E with the CH60. The engine to be used in the JSF will be over the max gross weight capability of the H60, even externally. This means that all JSF engines will either have to be carried for the duration of the CV cruise cycle of brought over by crane on the pier. The loss of Navy H53Es planned for 2008 will deal a very serious blow to our fleet re-supply effort. I hope this topic will be readdressed at higher levels. Thank you R Buckingham LCDR USN

- 8 11/16/00 Contact: [lklipp@gryphonlc.com](mailto:lklipp@gryphonlc.com)  
11:38 In attempting to develop a single type of Technical Manual for Sailors on ships, aircraft, shore and Marines in the field, don't forget the disparate environments in which they each work. For example, an HM&E Petty Officer on SEAWOLF has a different environment than does one on DDG-61 RAMAGE. The Aviation Mech on the stern of NIMITZ at night under red light, a pitching deck and 30 knots of wind over the deck has a different environment in repairing a hydraulic line than does a Marine in 2D Tracs who has a flashlight in his mouth and four pounds of mud caked on his boots while he repairs a hydraulic line.
- 8 11/16/00 Contact: [hamberra@nfesc.navy.mil](mailto:hamberra@nfesc.navy.mil)  
13:59 Background: A model/simulation of sufficient fidelity and resolution that can be used for one community can be leveraged for another. The more the model simulates all the decision making, troops and equipment in the system, the easier it is to replace modeled entities and decisions with live humans. vvvvvv To be more specific, an analytical model of a portion of the logistics system (we are a long ways, say 10 years) from connecting models of all parts of the log system so we can simulate the whole system) can be set up by one analyst, and once 'run' is clicked, the whole system is simulated to represent some period of time. If one replaces some of the simulated decision maker, with a live decision maker, and the simulation paused to accept his input each time one of 'his' decision points comes up, the model can now be used for the training community. vvvvvv If the model is linked to C2 systems that can quickly update the model's inputs to the current situation, then the model can be used by the operational planning community to get insight in to a possible outcome of a plan. If the model has input screens or software agents that make it easy to input alternative courses of actions, the model can be a course of analysis tool. vvvvvv If the model can use HLA or other techniques to interface with combat models, then the interdependencies of logistics and combat and manpower can be better explored. vvvvvv If the model has cost factors built into it, the model can be used to help compute total ownership cost, and depending upon the model, it can do it better than a typical TOC model. An alternative approach is to add key outputs to the model such as equipment operational hours, failure rates and attrition statistics, and use these outputs in a typical TOC model. Recommendation: The Tactical Logistics Distribution System, a discrete event simulation of the USMC tactical supply chain, from the seabase to the foxhole, is an analytical model currently in beta and is being ready for fielding to MCCDC Studies and Analysis Division. This model is poised to be leveraged into a training simulation, a Course of Analysis tool, a TOC model, and a federate of other distributed simulations. If you are interested in writing a requirement document to support any of these extensions, please contact [hamberra@nfesc.navy.mil](mailto:hamberra@nfesc.navy.mil). For more info on TLoadS and our sister model, C.LoadS that includes re-supply of the sea-base, see <http://tloads.nfesc.navy.mil>

## NLC 2000 Track 2 – Logistics Reform Comments Summary

- Often pushed to do new, better, smarter business even implement new process, but still run up against contracting rules/regulations making the process bulky yet again.
- What is NAVSEA 04L doing to transform logistics to meet future needs?
- Who is the working level person responsible for logistics reform is 04L?
- Are there any plans to combine the DOD supply function under one activity (i.e. DLA)?
- NAVFAC Presentation was great - the extension of the TOC profile from the traditional 'systems' model to the remainder of the system, the logistics infrastructure tail.
- I was very impressed w/ the JATDI
- Major General Paul Lee presentations - Where exactly is the Marine Corps in the "Evolution" of the implementation phase of their "Precision Logistics" Program?
- NAVSEA's pursuit of the Balanced Scorecard Process of assessing logistics might benefit from talking to NAVAIR. This ensures timely support resource development and acquisition concurrent with design maturation.
- Logisticians are more concerned with 'form and process', than with what can actually be accomplished within the mission, performance requirements, and physical constraints and realities of a given operational 'solution' (hardware development). Logisticians must acquire system knowledge, possibly as a DAWIA requirement, in order to do this successfully.
- Concerned with Total Asset Visibility in regards to include Army, Air Force, DLA, Coast Guard, FMS, NATO countries, and commercial entities in an integrated IT interface environment that may be more inclusive of world wide asset visibility? Is this feasible/what limitations are currently planned?
- When using performance based specifications how do you determine if your objectives are being sufficiently met along the way?
- GAP 21 - What are the plans for OPNAV direction to commence implementation of the Concept /process.
- It is imperative that DoN and DoD synchronize their initiatives in relation to system and software interoperability.
- The lack of communication between the different sponsors, Navy-wide, towards commonality of problems and approaches for Logistics life cycle support were evident. Optimum sustainment requires the active sharing of data, information across the board.
- The question of putting contractors in harms way has been raised as it relates to logistic reform. Even with a commitment from contractors to assist in certain areas, it would take years to build the depth of knowledge and training that exists within the current DOD system.
- Logistics Workforce of the Future - consider merging "over time" the 1.0/3.0/4.0/6.0/2.0 ACG/LOG/ENG/IND/CONT series into one so the barriers between the specialties could be resolved through common goals, common visions, common compensation, training and technical competence?

## All Comments Posted for Logistics Reform

### Code - Key

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3	Post for information only
4	Question - no comment
5	Information Request
6	Short recommendations - understood problem with solution
7	General Comments / Not technical in nature
8	General comment or statement -pertaining to technical

Code	Date	Comment
8	10/26/0 0 14:02	Probably a too hard, but often pushed to do new, better, smarter business even implement new process, but still run up against contracting rules/regulations making the process bulky yet again.
4	11/14/0 0 10:30	What is NAVSEA 04L doing to transform logistics to meet future needs?
4	11/14/0 0 10:37	Who is the working level person responsible for logistics reform is 04L?
4	11/14/0 0 14:43	Are there any plans to combine the DOD supply function under one activity (i.e. DLA)?
2	11/14/0 0 15:03	Contact: jgaul@drc.com Guy Miro, Your "sharing of information" is consistent with the Navy CIO Network Centric approach. However, you limit your users and contributors to Naval activities. The Air Force and Army have addressed many of the same issues you are wrestling with, as has DMSO. Why not leverage their investments. Also, there are many off the shelf tools to help gather your lessons learned (e.g. Doors)
8	11/15/0 0 07:38	Contact: bryantre@navsea.navy.mil NAVAIR pm presentation was particularly interesting because of the implication of operating in the chaotic region of operations before the lock-up _too chaotic_ region . . . the need to place some bounds, or understand the bounds within which the chaotic organization operates and makes significant progress. This was the take away I received from the presentation. Thank you. Xtra Info: work: 703-602-1990 x422 home: 703-670 7521
8	11/15/0 0 07:44	Contact: bryantre@navsea.navy.mil NAVFAC Presentation was great because of the extension of the TOC profile from the traditional 'systems' model to the remainder of the system, the logistics infrastructure tail. I suspect there is an additional area of savings which can be realized when there is the additional step taking to apply the potential for IT training environments to provide simulated theater of war (stow) capability which will support training with out ALL the maintenance on the hardware requirements while providing the operators 'improved flight simulator' type experiences. Note the Army Armor School using commercial game software for training tank commanders. The software aspects wmay offer the chance to draw back another level on the training infrastructure of bricks and concrete buildings, though still require some location with the computers and simulators.

Xtra Info: work: 703-602-1990 x422 home: 703-670-7521

- 8 11/15/0 Contact: bryantre@navsea.navy.mil  
0 07:48 Mr. Hammonds comments were instructive from the stand point of remember that it is not only the systems and the hardware that must be migrated from legacy to new, but the training and education of the integrated work force: officer, enlisted, and civilian (public & private) which must be trained, educated, and provided with the tools to allow taking the data and information then moving on to knowledge and understanding. With the later two come the ability to have improved communications and improved realization of completion of intended results from tasking. Thank you.  
Xtra Info: work: 703-602-1990 x422 home: 703-670-7521
- 8 11/15/0 Contact: paulsl@navair.navy.mil  
0 08:40 I was very impressed w/ the JATDI concept that is being experimented with. It's impressive that they are smart enough to be trying this project out w/ USS ABRAHAM LINCOLN... The old engineering axiom "One Test Is Worth A Thousand Opinions" comes into play. I do not know if this is the "Best of Breed" idea, but it sure looks like it.  
Xtra Info: Capt Stu Paul, NAVAIR 6.1A
- 2/8 11/15/0 Contact: jack.c.dessommes@lmco.com  
0 08:47 Major General Paul Lee presentations - Where exactly is the Marine Corps in the "Evolution" of the implementation phase of their "Precision Logistics" Program? Conceptual, Pilot, Full blown implementation? Is there any savings or avoidance feedback metrics associated with any implementation effort? I'm not looking for specifics. Just curious and good luck to the Marine Corps.
- 8 11/15/0 Contact: Rgalvelis@aol.com  
0 10:10 NAVSEA's pursuit of the Balanced Scorecard Process of assessing logistics might benefit from talking to NAVAIR. Key logistics events/requirements are keyed to key configuration events during development. These include, but are not limited to maintenance planning and technical manual/documentation verification at preliminary and critical design reviews, and at the physical configuration audit. This ensures timely support resource development and acquisition concurrent with design maturation.  
Xtra Info: INS, Inc. (301) 862-5103
- 8 11/15/0 Contact: A. Einstein  
0 10:11 "Data is not knowledge."
- 2/8 11/15/0 Contact: harleytm@navair.navy.mil  
0 10:12 The presentation given my Judith-Elliott Brown from Port Hueneme showed some slides put together by a J.B. Hall of NUWC. On the slides there were several places that referred to the acronym ILS. Suggest that these slides be corrected before it is published to any website. In 1996, ILS was replaced with Acquisition Logistics and Supportability (ALS).  
Xtra Info: Tina Harley AIR 3.0 Acquisition Reform Representative
- 2/8 11/15/0 Contact: harleytm@navair.navy.mil  
0 10:15 In the Presentation "Using the Balanced Scorecard Process to Quantify Results of Logistics Assessments" given by Dave Thompson, suggest the slides that refer to ILS be changed to Acquisition Logistics and Supportability (ALS). The acronym ILS was changed to ALS in 1996.  
Xtra Info: Tina Harley 3.0 Acquisition Reform Representative
- 8 11/15/0 Contact: Rgalvelis@aol.com  
0 10:20 Too many times, the logistician is more concerned with 'form and process', than with what can actually be accomplished within the mission, performance requirements, and physical constraints and realities fo a given operational 'solution' (hardware development). The logistician must acquire/develop a certain viable level of engineering knowledge of the 'hardware' they are supporting in order to: > properly analyze comparative legacy system's data to identify targets for improvement in the new system. > properly conduct maintenance planning and identify support resource requirements within the realities and constraints of the new system during the development process. > deal intelligently and intelligibly with design

engineers, and value to the team effort. Logisticians must acquire system knowledge, possibly as a DAWIA requirement, in order to do this successfully.  
Xtra Info: INS, Inc. (301) 862-5103 (410) 544-1080

- 8 11/15/0 Contact: searlcj@navair.navy.mil  
0 11:58 Total Asset Visibility has been addressed with emphasis within the Navy community. Are activities underway to include Army, Air Force, DLA, Coast Guard, FMS, NATO countries, and commercial entities in an integrated IT interface environment that may be more inclusive of world wide asset visibility? Is this feasible/what limitations are currently planned?
- 8 11/15/0 Contact: MiltonTA@cbcph.navy.mil  
0 12:19 Very informative. Brought out points I wouldn't have considered. Guess that's why I'm here! Thx!
- 4 11/15/0 Contact: bfleming@comdt.uscg.mil  
0 12:45 When using performance based specifications and contracting over a designated period of time, in terms of contractor payment, how do you determine if your objectives are being sufficiently met along the way? Specifically, when the time frame spans lets say 40 years. Additionally, what happens when at the end of that 40 years the goals haven't been completely met? (at this point the contractor has already received most of his payment). What are the government's options?
- 8 11/15/0 GAP 21 has been developed and widely briefed. It all seems to be in place. What are the pins for OPNAV direction to commence implementation of the Concept /process that was briefed to day. If there are inadequacies then the GAP team needs to go back and rework as needed. The investment in the shore infrastructure can be better focused with a management process as GAP 21.
- 8 11/15/0 It is imperative that DoN and DoD synchronize their initiatives in relation to system and software interoperability. This is especially crucial for logistics for data management, training development, configuration and spares management.
- 8 11/16/0 Contact: vegaRG@navair.navy.mil  
0 08:41 throughout the different presentations and including the cost reduction strategies workshop, two things were evident to me: first, the lack of communication between the different sponsors, Navy-wide, towards commonality of problems and approaches for Logistics life cycle support, and secondly, I saw no evidence that the sponsors at OPNAV who holds the pursue, had an active role-participation in Logistics planning for life cycle support. So here we are: everyone is doing their own planning, and no one has a grip on funding availability. Sustainment requires the integration of funds. Optimum sustainment requires the active sharing of data, information across the board.
- 8 11/16/0 Contact: Sanderste@navair.navy.mil  
0 08:44 Old issues presented, no demands or planned events to resolve the problems " more so pleas!" As always to many commands in the completive mode for work. Flag officers need to worry more about readiness and less about sustaining sites and personnel. I would love to be involved in a Joint effort to address these issues!
- 8 11/16/0 Contact: burgessj@navair.navy.mil; sanchezbp@navair.navy.mil  
0 10:04 The question of putting contractors in harms way has been raised as it relates to logistic reform. Should the situation arise, for whatever reason, that the DVD system needs to be reverted back to DOD control, the resulting lack of training, tooling, and depth in expertise will be lost. Even with a commitment from contractors to assist in these areas, it would take years to build the depth of knowledge and training that exists within the current DOD system.
- 8 11/16/0 Contact: sonnieb@infi.net  
0 11:09 In reforming logistics, there was no discussion on the presumptive theory of the threat coming from SPACE. We have been held hostage to the paradigm of a land or sea sustainment. How would we sustain a space threat...is that thought too far-reaching?

- 8 11/16/0 Contact: Sanderste@navair.navy.mil  
0 11:15 Specifically to the Logistics Workforce of the Future. Should we not consider merging "over time" the 1.0/3.0/4.0/6.0/2.0 ACG/LOG/ENG/IND/CONT series into one so the barriers between the specialties could be resolved through common goals, common visions, common compensation, training and technical competence?

### NLC 2000 Track 3 – Life Cycle Logistics Comments Summary

- Needs to be more enterprise related efforts vs. individual SYSCOM focus on reducing costs.
- Moving the resources to the fleet from pentagon and the SYSCOMs would vastly improve readiness while, at a minimum, keep our costs the same.
- Much more informal training and specific workshops should be offered to address the issues and every task of the GRUNT logistician.
- Do the memory buttons on the tail rotors affect the dynamic balance of the rotor?
- Where's the dollars to take advantage of the best of these ideas in the exhibit hall? Are we talking about canceling the efforts or marginal value to fund innovative endeavors?
- What obstacles prevent full implementation of Performance Based Logistics (PBL) process?
- In-Service Logistics Support - Tool Bag for a logistician? What's the chance of developing a boot camp with the basic skills for logisticians - Certified?
- Is there a way to leverage existing expertise in the logistical / life cycle aspects of procurement across organizations within government/Navy and bring them in early in the process as an integrated member of the team ensuring the use of their experience is maximized.
- TOC reduction. The system needs to be more aggressive in finding ways to fund the design improvement or redesign of aircraft items/parts.
- How can you marry the technical means for reducing logistics costs with incentives for PEO/PMs to invest in them? These technical and log R&D types seem to be working in a vacuum, with no end-goal for cost reduction.
- Is the issue of differences in funding being considered to facilitate support in future for aviation units on ships providing maintenance to other ships?
- Does DVD of support open the door to the vendors being essentially a civilian 'supply corps/quartermaster corps' vice being able to retain their protected civilian, non-combatant protected category of status?
- Has industry discussed the view of groups that provide a 'significant contribution' to the military effort does not continue to enjoy protected non-combatant status even if they do not wear the uniform, insignia, or carry arms openly?
- Does the parts funding analysis include an evaluation factor or metric for how the parts support contributes to the successful completion of the CINC assigned mission tasking under JOPES and JSCP?
- How does the Navy make a concerted effort to plan and implement sustainable development of the existing infrastructure to achieve savings of scarce O&M dollars to support naval operations
- The wide spectrum of technologies in logistics needs to be tracked in new ways that are more effective than those now in use
- In the area of cost reduction most presenters talked to "reduced manning" as a way of cost savings. We need to keep in mind that the ships are not manned for the daily functions of the ship but for maintaining the weapon platform in case of war .
- Logistics Training developed by one activity (whether Headquarters and/or field activity) should be made available to other NAVSEA activities?
- Concern on addressing Parts Obsolescence/DMS.
- Concern with badly out of balance budget.
- Life cycle cost reduction strategy was very well explored I feel that those topics were

mainly applicable to in-service cycle.

- The COSSI presentation was excellent.
- Funding needs to be much more flexible within the Navy and within inter service.
- There have been many discussions on strategies to reduce Total Ownership Cost.. Focus on some initiatives from the logistics community on how to influence design and production in order to reduce logistics related cost after systems deployment.
- Who is responsible and liable for the safe and effective operation of systems turned over to the FSC?

## All Comments Posted for Life Cycle Logistics

### Code - Key

1	Suggestion to cover next conference
2	Pass on to someone (addressed to someone)
3	Post for information only
4	Question - no comment
5	Information Request
6	Short recommendations - understood problem with solution
7	General Comments / Not technical in nature
8	General comment or statement -pertaining to technical

Code	Date	Comment
8	10/26/00 14:01	Needs to be more enterprise related efforts vs. individual SYSCOM focus on reducing costs. Appears that SYSCOMs vie for resources in a competitive manner vs. supportive for what's best for Navy in whole.
8	11/2/00 12:51	Logistics is the only way to move things from point a to point b
8	11/2/00 12:53	Shipping and receiving is the lifeblood of the logistics workflow
8	11/14/00 08:12	Contact: Lonnie_W_Cole@navtrans.navy.mil The use of central information repositories. These would contain a data dictionary and library of the business or system that would be a master for documentation...knowledge centric with focus nodes (centers of operations/ process improvements) to be used by modelers, developers, operations, knowledge engineers etc. The terminology would be consistent or translated to promote usability/recognition for those who have a need. Any other efforts that promote information structural definition to promote sharing and collaboration.
8	11/14/00 13:04	I have often wondered if we have our manpower requirements down pat, after all, look at the tens of thousands of people in the pentagon and the SYSCOMs, versus the actual number of people actively employed at fleet sites. Do we really need all these staffers? I think not. Moving the resources to the fleet would vastly improve readiness while, at a minimum, keep our costs the same.
7	11/14/00 14:24	Brilliantly executed... a fantastic performance...
8	11/14/00 14:50	I personally agree with the conclusion of Mr. Russell's ISE Logistics pitch. I agree that much more informal training and specific workshops should be offered to address the issues and every tasks of the GRUNT logistician. AMO school and JASMMM are very resourceful courses, however, they do not address the specific concerns of the logistician. Especially at the FST level and when dealing with legacy and transitioning systems. We need to gear up for doing more with much less. I am glad that someone finally decided to set this up as a real issue. It's about time.

- 5 11/14/00 16:19 Contact: olearysp@navair.navy.mil  
This question pertains to SNT presentation by LCdr. Matt Mullens. Is there an NAVSUP instruction on SNT? Is the data set identified by NAVSUP been coordinated through the SYSCOMs? I have two teams in San Diego implementing CMB and they are both collecting different information. How flexible will OOMA be in the acceptance of information from different programs. I am looking for policy or guidance on getting the teams to standardize.
- 2 11/14/00 16:21 Contact: tjcurry@elcbalt.uscg.mil  
To LCDR Matt Mullins, I see that your contact memory buttons were on the tail rotors. Are these buttons removed prior to being installed? If they are not removed, do they affect the dynamic balance of the rotor? Tim Curry U.S. Coast Guard
- 8 11/15/00 08:33 Contact: paulsl@navair.navy.mil  
In walking around the exhibits and talking with both contractors and exhibitors, I see lots of great ideas.... But "where's the dollars to take advantage of the best of these ideas?.." I clearly recognize that "We have all the money we're going to get; there isn't any more". So that means doing the work necessary to chop out all the efforts that are "burning money; but only marking time". We're not talking about "bad people", we're talking about canceling the efforts or marginal value to fund innovative endeavors.  
Xtra Info: Capt Stu Paul, AIR 6.1A @ Pax 301-757-8408
- 5 11/15/00 09:48 Contact: robinsos@spawar.navy.mil  
What obstacles prevent full implementation of Performance Based Logistics (PBL) process?
- 8 11/15/00 10:12 Contact: vincent.m.dothard@lmco.com  
In-Service Logistics Support - Tool Bag for a logistician? There was a major discussion on training for today's logisticians (new & gray), I'm an outside observer on this one but, What's the chance of developing a boot camp with the basic skills for logisticians - Certified?  
Xtra Info: 856-722-7921
- 8 11/15/00 10:36  
It would seem that in an era of declining (or no change) resources, that weapon system acquisition offices are devoting even less to the logistical aspects and life cycle aspects of procurement. Is there a way to leverage existing expertise across organizations within government/Navy (i.e. NAVSUP, NAVICP, NAVFAC, CNET, BUPERS, etc ...) and bring them in early in the acquisition process as an integrated member of the acquisition logistics team to ensure that we maximize the use of their experience to meet operational support requirements while reducing O&M cost of ownership? While some programs do take advantage of this opportunity, most do not appear to do so or do so too late in the acquisition process to minimize impacts to both the weapons system and the support required.
- 8 11/15/00 10:49 Contact: irenemh@navair.navy.mil  
I just listened to the TOC reduction discussion. One of the initiatives mentioned was the use of LECs to improve items/parts that are costing a lot in terms of cost of purchasing spares and/or repair. One good example of a very high cost and high replacement item present in our fleet is the F404-GE-402 afterburner flame-holder. We spend millions of dollars buying spares for this consumable \$30,000+ part. Why haven't the system being more aggressive in finding ways to fund the design improvement (F414 AB adapt ion or alternate redesign)? General Electric ROI calculations show this effort acceptable. We owe it to our fleet to really look at this issue again and reconsider the redesign options that will bring significant life improvement and reduced spare cost.
- 8 11/15/00 11:34  
I don't want to hear presentations that talk solely about circuit card consolidation, or how to emulate functions on more reliable, newer-tech chips. That these efforts are inherently cost effective is self-evident. I don't need to hear that, either. Instead, I

want to know how to marry these technical means for reducing logistics costs with incentives for PEO/PMs to invest in them. They are responsible for modernizing their equipment, which in turn, reduces logistics costs; but what is the business strategy to incentivize them to want to save logistics dollars, in the first place. Why is this so low on the PM horizon? These technical and log R&D types seem to be working in a vacuum, with no end-goal for cost reduction, other than piece, by piece, by piece, by piece.

- 8 11/15/00 12:09 Contact: searlcj@navair.navy.mil  
The deployed maintenance capability for the aviation units aboard big decks have the ability to provide some maintenance for ship board systems on other ships within a battle group. Differences in funding methods and billing have often thwarted taking advantage of the available maintenance capability. Is this issue being considered to facilitate support in future?
- 8 11/15/00 13:35 Contact: bryantre@navsea.navy.mil  
During RADML Massenburg's presentation the Aging Aircraft IPT was mentioned along with membership groups, which all seems to be HQs staff groups. Many individuals, including retired Adm Reason, have said that many of the solutions can be found through the individuals who are actually using the systems and components, the war fighters on the front line we are charged to support. I hope that the fleet operators have a prominent position on the team for producing solutions and results which they can identify with and partly own because they produced or participated in the production of the solutions. Many times they are able to provide the solution, and all they need is the confidence from all then leadership to be allowed and provided the tolls and resources to produce them.  
Xtra Info: work: 703-602-1990 x422 home: 703-670-7521
- 4 11/15/00 13:38 Contact: bryantre@navsea.navy.mil  
During K. Meloy's presentation there were several mentions of DVD of support. Does this open the door to the vendors being essentially a civilian 'supply corps/quartermaster corps' and thus becoming more of a military component target under the Geneva Convention, vice being able to retain their protected civilian, non-combatant protected category of status?  
Xtra Info: work: 703-602-1990 x422 home: 703-670-7521
- 2 11/15/00 13:44 Contact: bryantre@navsea.navy.mil  
For the LM-NE&SS speaker, MR. John Grosson (sic) I would like to ask what is industry's view of being the civilian 'supply/quartermaster corps' for the services when considering that under the Geneva Convention individuals, or groups which provide a 'significant contribution' to the military capability or effort does not continue to enjoy protected non-combatant status even if they do not wear the uniform, insignia, and carry arms openly? Has there been any significant discussion within industry about this issue?  
Xtra Info: work: 703-602-1990 x422 home: 703-670=7521
- 2 11/15/00 13:48 Contact: bryantre@navsea.navy.mil  
For Capt Masters, does the parts funding analysis include an evaluation factor or metric for how the parts support contributes to the successful completion of the CINC assigned mission tasking under JOPEs and JSCP, where CINC and the war fighters are apportioning the forces available to meet their missions? This is an aspect of logistics support to their operational missions in their operational environment.  
Xtra Info: work: 703-602-1990 x422 home: 703-670-7521
- 8 11/15/00 13:57 While BRAC provides infrastructure savings for the Navy so that additional resources can be made available for other purposes (ships, planes, training, etc...), there are no further BRAC rounds planned (yet). The Navy needs to made a concerted effort to plan and implement sustainable development of the existing/planned infrastructure to achieve further savings of scarce O&M dollars to

support naval operations (again ... planes, ships, training, etc.). How do we best do this?

- 8      11/15/00      Contact: Milon Essoglou NAVFAC anonymous  
14:32      The wide spectrum of technologies in logistics needs to be tracked in new ways that are more effective than those now in use. Available technology is a skilled work force and production capacity that is in being rather than in reports etc. Industry and work force are in a state of flux always. Small but critical consultants and vendors go out of business constantly leaving technology gaps. We need better ways of doing technology assessments and tracking so that we can direct RDTE and acquisitions as to assure the maintenance of current critical technology and give rise to new technology. Just for starters, see how the MOB Platform Project of ONR handled technology assessment. This is one way that costs less and covers more technology territory per dollar than traditional methods. Another, is to track whether critical subcontractors (the small firm that is the stronghold of technological innovation) are still in business; what do they need to stay in business; and what do we do if we let them die out. This is true for low procurement items and especially those to be needed in contingency build up. Similar, more or less, tracking of critical manpower is needed such as using knowledge management concepts. While the name of the firm remains the people content (and hence the technical knowledge can change radically. Dependence on global technology further complicates the process. WE need a few explorations and test demonstrations of such new ways of tracking technology at a time when the DOD production volume is not an industry incentive.
- 8      11/15/00      Contact: sp2424@ssp.navy.mil  
14:47      In the area of cost reduction most presenters talked to "reduced manning" as a way of cost savings. It was not clear to me if the reduced manning means the sailor in the fleet or the supporting contractors and government employees who are trying to justify their jobs. If we are talking about the fleet we need to keep in mind that the ships are not manned for the daily functions of the ship but for maintaining the weapon platform in case of war by performing damage control and fire fighting. Most all other functions can be achieved by computers. In addition, we need to keep in mind the recruitment and retention of sailors and marines. We need to assure that their jobs are challenging and that they have the feeling that they are part of the team. You can not make their job to be a mindless task and ask them to give their all. When we are talking about technology and advanced systems let us not loose sight of the real people we are supporting and why.
- 4      11/15/00      Contact: myers\_mike@crane.navy.mil  
14:58      During the Tuesday Morning Track 2 session, Ms. Judy Elliot-Brown mentioned that PHD had developed an excellent Logistics Training Program. My questions are (1) Has this training program been looked at/reviewed and "approved or certified" by SEA04 or any other NAVSEA entity? (2) Since we are moving towards a NAVSEA Corp concept (as apposed to competing field activities), would it not be prudent/cost effective to consider that Logistics Training developed by one activity (whether Headquarters and/or field activity) be advertised and shared/made available to other NAVSEA activities?  
Xtra Info: 812.854.6006
- 2      11/15/00      Contact: alan.jorgensen@baesystems.com  
15:34      To: Henry Russell, Mr. Russell, During your presentation yesterday on In-Service Logistics Support, you stated that part of the Logistics Toolbox should contain both Fedlog and Haystack. For one, the Fedlog data is most times at least thirty days old, for two, Haystack is expensive. Why would you not advocate using an online system such as: Logrun or LOLA 97? They are both online applications available from DLIS On-Line Products at Battle Creek, MI. A Contact Point for information about these products is; Barbara Bulko, (616)-961-4181. She can tell you what you need to do to get these software packages. The nice part is they do not cost anything. They are updated, and your version is updated automatically. You might

also consider PCLINK from DAAS. The above items, LOGRUN/LOLA 97 and PCLINK all require letters, and are password and i.d. protected, but that should not be a problem for government activities. I use them all the time to track requisitions, get supply data, do inquiries, etc. If you would like to contact me, I am at: (301)-231-3165 , Fax: (301)-231-3108. I will be back in the office on Monday, Nov.20th I work for BAE SYSTEMS as a Supply Systems Analyst on the TRIDENT Missile Weapons System. Just thought I would put in my two cents. I really enjoyed your presentation.

- 2      11/15/00      Contact: alan.jorgensen@baesystems.com  
15:47      TO: RDML Walter Massenburg, USN Sir, Enjoyed your presentation, but you never really addressed Parts Obsolescence/DMS. In our program, on the TRIDENT Missile Weapons System, this is a common consideration. How is your planning for support of your items, as well as future planning taking in account this problem of obsolete parts? It seems we are engulfed with new technologies all the time. At what planning levels do you consider buying new, as opposed to fixing what already works, and what trade-offs are considered? I realize only too well you cannot buy new every time a new part, or technology is introduced. I am the person doing the Diminishing Manufacturing Parts (DMS), as well as the GIDEP Point-of-Contact for our part of the TRIDENT Program. I just thought I would ask what your views were. I enjoyed the panel and your presentation. I will be back in my office, next week, Nov. 20th Thanks, Alan R. Jorgensen BAE SYSTEMS (301\_231-3165
- 4      11/15/00      Does a single NAVSEA or OPNAV authority have responsibility for ensuring that the various life-cycle logistics support solutions, which are being developed by largely autonomous PEOs, are properly integrated with each other and with the future Navy infrastructure and surviving legacy systems? Reducing Navy-wide TOC is the ultimate bottom line and I believe that assigning this oversight responsibility and decision authority to a single entity is critical to our success. I do not believe that encouraging the PEOs to share program information and/or to form cross-deck IPTs will be sufficient to guarantee success in this area because of the lack of any clear-cut leadership role or decision authority in these types of venues.
- 4      11/15/00      Contact: taylorgw@mcsc.usmc.mil  
16:21      COTS Circuit Card Assemblies that require conformal coating present a unique problem for logisticians. The item once conformal coated is considered an altered or new item and assigned a new part number. How has the DMR program controlled these items and the cost associated with them?
- 1 and      11/15/00      Contact: Pegg  
8      17:11      Recommend you provide hyperlinks to relevant information of interest from the NLC2K conference web site. Specifically, briefings on the Future Naval Capabilities (FNCs) would provide an overview of where we, the Navy collaborating as a whole, are headed. Unfortunately I missed the presentation on Expeditionary Warfare, but feel it is important our audience familiarize themselves with all of the FNCs. There are technologies "ripe for the harvesting" not just for the Operational Warfighter, but for the "Corporate Warfighter" - especially the Logisticians. We need to leverage this foundation of work, especially the Information Distribution and Decision Support Systems FNCs. None of us can afford to run multiple parallel efforts alone. Decision makers are decision makers, whether deciding to fire a missile or making programmatic budget cuts that we'll pay for in our current or future readiness. They all need highly diffused information that they can quickly turn into knowledge and action. It's just a different kind of situational awareness.
- 8      11/16/00      We tend to ignore that the budget is badly out of balance and that with the depot crowd on the hill, there is not enough money to fund a contractor infrastructure and an existing organic (Gov) infrastructure. Something must give. I think many of the corporations are waiting to see what really happens. There is also a rising expectation by many in the Gov procurement and support organizations that

industry will spend their own money to do things done in the past by the Gov. Only the Gov prints money!!! We are headed for a "fiscal train wreck" within the navy later this FY. Support structures are being reduced in size as money is reduced. Where is it going? We are in deep "dodo". We will and should press on and do our best. This symposium has been a good one and we have had some interesting conversations among ourselves standing around.

- 1      11/16/00      Contact: i.kotecki@dnd.ca  
08:31      Although the life cycle cost reduction strategy were very well explored I feel that those topics were mainly applicable to in-service cycle. Very little, if anything, was said with regard to life cycle aspects at a design stage. What incentives can we built into the design contract to have the designer to consider supportability issues at this stage. One of the options would be to have the designer to maintain the ship at fixed cost but anything else? Any thoughts on US Navy or industry part? Maybe this could be a topic for NLC2002? Otherwise I find NLC 2000 very well organized, good cross selection of topics and well presented. Congratulations! Irek J. Kotecki Canadian Navy Ship Supportability Mgr for Afloat Logistics and Sealift Capability Project
- 8      11/16/00      The COSSI presentation was excellent. The speaker seemed to be knowledgeable in all areas of the program and the information conveyed was right on target.
- 8      11/16/00      Contact: Sanderste@navair.navy.mil  
08:52      More collaborative efforts with Organic/"Joint" Naval commands, commercial, universities need to address these issues. We need to kill legacy systems much more quickly and re-capitalize on the funding. Funding needs to be much more flexible within the Navy and within inter service. If congressional actions are required then work the Hill. We make this way to hard for our selves..... I would be happy to be involved in a collaborative forum to make actual plans and expected solutions.
- 8      11/16/00      There have been many discussions on strategies to reduce Total Ownership Cost. Most are directed to O&S cost. It seems to me there should be a focus on some initiatives from the logistics community on how to influence design and production in order to reduce logistics related cost after systems deployment. Many times when the system hits the fleet, maintenance problems, training, supply support, etc... begin. It would be nice to deploy system and all the sailors have to do is operate the system.
- 2      11/16/00      Contact: byrnshf@phdnswc.navy.mil  
09:51      for Mr. Grosson....consider adding to your list of questions the issue of technical authority. Who is responsible and liable for the safe and effective operation of these systems turned over to the FSC? Don't think the answer is as obvious as you think. Appears to me the lines would be blurred somewhat.

## NLC 2000 – Other Logistics Issues Comments Summary

- Request next conference cover ground logistics for the Marine Corps
- Define who is included in the "logistics footprint".
- Decide what logistics capabilities they want to retain as core organic logistics capabilities.
- Concern with "leveraging off existing technologies" , and doing it right.
- We are not doing enough logistics in systems engineering.
- Concern that the 5 CNO objectives ARE NOT separate and distinct, they are intricately interconnected.
- It appears the support infrastructure (ISEA/NAVSUP/Budget Process) is reluctant to change processes / procedures in order to support the rapid deployment of the latest technology to the FLEET.
- Comment: "one-touch-support (OTS)". If the fleet submits an e-mail inquiry via OTS, will the appropriate logistician and item manager (IM) be automatically be "carbon copied" (CC) and/or notified that the fleet as an issue with the program or part number/NSN. Suggestion: The OTS system be robust enough to "CC" the appropriate logistician/IM to assist in issue resolution.
- We heard a lot of talk about "Precision Logistics" and yet little about how we're going to find the resources to accomplish such efforts.
- There exists a lack of correlation between the level of training, the level of technical documentation and degree of part support provided to the deck sailor on new systems.
- I was interested to see the initiatives regarding use of the www for logistic support on deployed locations.
- A change in the way we evaluate our senior officers for promotions is required to have a chance in obtaining true availability data.
- What are the limits of contractor logistics support? How far do you think they should be prepared/permitted to go?
- Recommend that future conferences make a strong effort to add the Marine Corps view to the program, and a higher Marine Corps participation.
- There was too little time for questions and comments.
- Interested in participating in DRID-54.
- COTS- I would be interested to know how other commands manage the ever changing world in providing logistics support .
- NAVICP has numerous data management systems (i.e. weapon system file, one touch, etc). Recommend user-friendly user guides be developed so the community can access and utilize the available data.
- Contract incentives are needed for Cleanup contractors to use advanced technologies that do not require multiple year maintenance and operation costs.
- I'd like to recommend that the next Conference include more sessions/workshops with industry folks.
- The Conference should provide information to attendees on logistics initiatives that have DoD dollars available for use by the Services.
- Would like to see at future conferences environmental, safety, and health (ESH) topics.
- The USMC needs to look at other options besides trying to do everything from a sea base.
- Would have liked to see more on ERP and discussion on NMCI at this conference

- How is the effort (One Touch Supply) connected/related to the Navy ERP effort?
- On balance, CLS is found to be an excellent approach to achieving cost saving while gaining mission capability.
- Would like to see more briefs/participation from the Fleet/warfighter/CINC perspective.
- Would like to see more DoD participation to bring in the DoD perspective.
- Is it planned for the services/SYSCOMs/fleet to convene at a flag level in order to become more integrated, share information and technologies and leverage from each other.
- Data and information under grids the philosophy of logistics, why is communication (vertical and horizontal) still "stovepiped" in our relationships with each other.
- Would like to see presentations on all aspects of ILS participate facilities.
- Would really like to see an operational logistics focus track

## All Comments Posted for Other Logistics Issues

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6	Short recommendations - understood problem with solution
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8	General comment or statement -pertaining to technical

Code	Date	Comment
1	11/13/00 20:41	Did you think to cover ground logistics for the Marine Corps... perhaps next time consider this aspect as well..
2	11/14/00 10:43	Contact: pwiedenhoeft@comdt.uscg.mil for LtGen Lee: A humble attempt at a one sentence definition of Precision Logistics based on your keynote remarks: The surgical, jeweler-like application of logistics processes, science, and art in support of the warfighter. very respectfully, CDR Paul Wiedenhoeft, USCG
1	11/14/00 10:46	Why doesn't this system provide outside internet access?
8	11/14/00 10:56	Contact: bryantre@navsea.navy.mil Both presentations and discussions by VADM Amerault and MajGen Lee were thought provoking regarding the long term costs associated with the decisions being made currently for the future support and logistics capabilities of all the US military forces. Having a logistics tail will always be with us as long as we are engaged with world events and world commerce. We must pay attention to not only how our own personnel view our actions, but more importantly continue to grow our understanding of how others (allies and opposition) view our actions. While aligning logistics to the tasks and needs of the warfighter is one path, aligning our actions so they do not invoke a generation of more opposition then capabilities to deal with them is likely to be more important. We must observe a conservation of opponents. A balance between actions and international laws and treaties co-signers must be assessed with all the efforts that take place to solve the logistics to support the war fighter. Xtra Info: Work 703-602-1990 x422
8	11/14/00 11:31	Contact: byrnshf@phdnswc.navy.mil I've got a couple comments in a few areas. I'm sure my concerns have been answered elsewhere however, I'm not sure where. - Please define who is included in the "logistics footprint"? Always hear about the huge footprint but I'm not perfectly clear on who is making it. - Distance support. Aren't there risks associated without having sustainability elements...training, documentation, etc... with you onboard vice depending on some activity far away at the other end of a VTC. Seems to me we are driving full speed ahead and not everyone is discussing the risks associated with this path? How can these risks be mitigated? - Sealift and re-supply assets seem somewhat slim. One or 2 of them go away and we may be in trouble sustaining our forces. Really think we need to redirect some funding into these types of platforms

vice all the hi tech stuff on the drawing boards. - Some of the work done in Govt organizations is done because it "is the right thing to do"...i.e. we're not getting funding for it but the systems are out there and they need support. The folks in Washington may not realize it but we pay for this support "out of hide". Not sure you can/will get the same level of support out of CLS. Just something you all may consider. - Precision logistics sounds great but my experience is that those who get there first with the most usually end up on top. Also all these great mathematical models etc can't explain some things on the battlefield. As an American I sure hope we are building in a big "fudge factor" to support our troops logistically with lots of stuff, ammo in particular, and the sealift/airlift to move it, on the shelf. - Observation. Perhaps we should focus more on supporting the systems we have out there now vice modernizing those systems.

- 3      11/14/00      Contact: deborah\_haven@dsccl.dla.mil  
 11:39      During VADM Amerault's brief this morning, a question was asked about the DLA contracting initiative for 92,000 DLA managed NSNs. The purpose of this initiative is: -reduce customer wait time -partner with industry by sharing forecasting and historical demand information - reduce redundant levels of DoD inventory held by Navy Retail and DLA Wholesale The DLA Contracting Officer for this initiative is Eleanor Holland. For additional details, she can be reached at 614-692-7264 email Eleanor\_Holland@dsccl.dla.mil v/r Deborah Haven 614-602-7626
- 8      11/14/00      Contact: sandy\_ellis@n4.navy.mil  
 15:10      Before N4 and the Navy can reengineer Naval Logistics, the Navy (and Marine Corps) need to decide what logistics capabilities they want to retain as core organic logistics capabilities. Once that is done, any capability outside that core organic requirement can be a candidate for privatization and outsourcing. This action would provide a better focus on logistics capabilities and more fully support JV2020. This decision would also allow a more quantitative assessment for the POM process. It may drive additional consideration on how to work within the budget PROCESS constraints that prevent timely access to technology. (I am not referring to more dollars but to the actual PPBS process itself, which is cumbersome and extremely slow to respond to emerging needs.
- 8      11/14/00      Mr. Milan and other NAVAIR senior managers continually speak of "leveraging off existing technologies", yet NAVAIR, specifically NATEC, continues to create a NAVAIR-unique Technical Manual life-cycle database, and forces it's LEMs to create TMCRs by hand. NAVSEA and SPAWAR have been managing their TM life=cycle data using the web-based TDMIS Data Base developed by NAVSEA, and develops TMCRs electronically using the NAVSEA-developed web=based MSPECS system. Additionally, the TDMIS Data Base interfaces electronically with the Technical Manual Library System (TLMS) to reconcile ship and shore activity library holdings with the latest status info in TDMIS. None of this is used by NAVAIR. How can we continue to stand up and talk about integrating "stovepipe" data systems when NAVAIR continues to create multi-million dollar data systems of their own while systems exist that have been redesigned and are capable of supporting NAVAIR's needs?
- 8      11/14/00      Contact: selbytj@navair.navy.mil  
 16:46      As a loggie I continually see our lack of good systems engineering practices. If we can mandate, and make our teams accountable to use systems engineering practices our logistics problems would be eliminated or greatly minimized. When I talk to the "new" engineers who are currently being systems' engineered trained, most have the same comment; "We don't do any of the things I am being taught in my SE classes". How long is it going to take for us to stop talking and just do it!?
- 8      11/15/00      Contact: bryantre@navsea.navy.mil  
 07:58      Tuesday :Lunch time remarks by VAdm Amerault point to the fact that while there are 5 CNO objective they ARE NOT separate and distinct, they are intricately interconnected. This interconnection is not limited to the CNO's level of leadership; it

is also down at the Program Manager and PEOs levels. Not only must a PM/PEO provide the hardware, they must also 'provide for the tail' of support and testing which will get the hardware to the ultimate user, the CINCs and their warfighters on the front line. They have needs and tasks which are allocated to them and the PO/PEO systems must be ready for the trained and capable users to employ upon delivery because they have n\been playing with the 'electronic prototypes' and already completed the development of the 'tactics, techniques, and procedures, along with the CONCOPS' for the systems. They the warfighters are READY to use the equipment as it comes into theater!

Xtra Info: work: 703-602-1990 x422 home: 703-670-7521

- 8 11/15/00 08:33 Contact: donovandw@supship.navy.mil  
It appears the support infrastructure (ISEA/NAVSUP/BUDGET PROCESS) is reluctant to change processes / procedures in order to support the rapid deployment of the latest technology to the FLEET. I know change takes time and is inconvenient but I also know that change is necessary. It is all too often that we deploy new technology without the required ILS, this becomes a burden on the deck sailor when the new toy is desired or required for mission support and the proper technical documentation or adequate part support has not been funded. All too often we in the FLEET have new systems to support and the allowed part support is not in the system to requisition. A valid requisition is passed through the system and there is no asset to purchase. I support the need to provide our warfighter at the pointed end of the spear with the latest and greatest technology has to offer, however we need to provide them with the right level of support concurrent with the deployment of that system. I believe this can be accomplished and should enough folks in the infrastructure become dedicated to accomplishing just that level of support it would reduce the frustration at the FLEET level.  
Xtra Info: Del Donovan (757) 380-3801 office thru NOV 00 (757) 896-5588 office after NOV 00 (757) 615-6714 cel
- 4 11/15/00 08:42 Contact: harringtonrj@navair.navy.mil  
Comment: "one-touch-support (OTS)". If the fleet submits an e-mail inquiry via OTS, will the appropriate logistician and item manager (IM) be automatically be "carbon copied" (CC) and/or notified that the fleet as an issue with the program or part number/NSN. Suggestion: The OTS system be robust enough to "CC" the appropriate logistician/IM to assist in issue resolution.
- 8 11/15/00 08:49 Contact: paulsl@navair.navy.mil  
We heard a lot of talk about "Precision Logistics" and yet little about how we're going to find the resources to accomplish such efforts. The current state of affairs is that in NAVAIR we have not even managed to fund what we define as the "Safety Of Operation" level of Program Related Logistics PRL. Leadership needs to solve this challenge --- I know they're working on it, but results are what counts. The FST {Fleet Support Teams} are not even doing the basics in many cases. Some NAMDRP related reports such as TPDR's, EI's, etc are not being handled because of lack of funding. Let's get PRL funded properly... I know that means chopping other things; so be it!  
Xtra Info: Capt Stu Paul, AIR 6.1A
- 8 11/15/00 08:51 Contact: Donovandw@supship.navy.mil  
There exist a lack of correlation between the level of training, the level of technical documentation and degree of part support provided to the deck sailor on new systems. The sailor is trained at one level during initial installation and provided tech doc at another level. There is a lack of pipeline training on new systems. I believe this is due to the pain one goes thru to get pipeline training in place and the time it takes to make it available through CNET. We must do better in this area.  
Xtra Info: Del Donovan (757) 380-3801 office thru Nov 00 (757) 896-5588 office after Nov 00 (757) 615-6714
- 4 11/15/00 Contact: jwells@nacma.nato.int

- 08:56 I was interested to see the initiatives regarding use of the www for logistic support on deployed locations. In NATO we would like to use internet (as opposed to any intranet) but are presently constrained by security procedures. Currently these restrict the passing of fault reporting and other logistics data, because it must always contain references to the weapon system, thereby forcing the use of VPNs, which are quite costly and complex to set up. Does the US Navy have the same problem or is this type of info not regarded as classified Restricted?
- 4, 8 and 1 11/15/00 09:36 Contact: hardyrr@nswccd.navy.mil  
?Have you considered having a session regarding what is in the science and technology "pipeline" [work being sponsored by ONR or SYSCOM's with academia, industry, and the Navy "laboratories (Warfare Centers)] in the areas of Logistics, Materials, Environmental Quality, Total Ownership Costs, Total "Platform" (ships, submarines, aircraft, etc.) Systems, etc. [and I don't mean programmatically mambo-jumbo, but actual engineers and technologists conducting the project efforts and tell the audience how their work would impact and/or benefit the logistics of Navy systems. [P.S. I would be willing to help in any way possible to have this session become a reality.]  
Xtra Info: Naval Surface Warfare Center, Carderock Division Innovation Center (Code 601) 9500 MacArthur Blvd. West Bethesda, MD 20817-5700
- 6 11/15/00 10:31 During the Life Cycle Logistics Cost Reduction Strategies Panel a question centered around metrics that we track to determine readiness. The discussion centered around what metrics we use and how well we document the information that rolls up to the established metric. We do not do a very good job at documentation, in fact, we probability go out of our way at the squadron level to show the can-do, will-do whatever it takes to meet the fight schedule. Why? Because that is what the squadron Maintenance Officer, XO and CO are evaluated against. Their promotions depend upon meeting sorties, flight schedule. A change in the way we evaluate our senior officers for promotions is required to have a chance in obtaining true availability data.
- 2 11/15/00 10:34 Contact: jordeel@matcom.usmc.mil  
MajGen Lee: You stated that you were concerned about placing too much reliance on contractor logistics support (i.e., you weren't sure how far the contractor would be willing to go on the battlefield). Have you given any thought to how far you think they should go? Have you surveyed any contractors to determine how far they are willing to go? It seems that we'll have to know the answers to these questions in light of the increasing reliance on contractor support. What was your experience in Southwest Asia in this regard? Is there some natural limit beyond which the contractors were unwilling or not permitted to go? VADM Amerault: What are your thoughts on the limits of contractor logistics support? How far do you think they should be prepared/permitted to go?
- 1 11/15/00 10:35 Contact: lukschanderla@mcsc.usmc.mil  
i am a first time attendee to the conference, representing the marine corps systems command. Although the conference is intended to address both the navy and marine corps acquisition and logistics communities, my impression is that the topics and discussions are focused on the navy side of the don family. i would like to recommend that future conferences make a strong effort to add the marine corps view to the program. Presenters should be encouraged to expand their view -- don't just simply reference the "sailor" -- let's not forget the marines!! on our side, we need to make an effort to encourage higher marine corps participation in the conference -- both as attendees and presenters.
- 1 11/15/00 10:36 The panel presentations were too abbreviated due to the time constraints on the panel members. in addition, there was too little time for questions and comments. Recommend that panels are limited to 2-3 speakers, allowing for longer discussions and more detailed presentations.

- 4 11/15/00 12:21 Contact: stdash@hqcnsg.navy.mil  
DRID-54.... Does this include participation from the Intelligence community, i.e. Commander, Naval Security Group Command (COMNAVSECGRU)? We have not received any information concerning this process, nor did we provide input. But, we are very interested in participating in DRID-54.  
Xtra Info: Sheila Dash at Area Code 240-373-3042
- 5 11/15/00 14:31 Contact: SP2424@ssp.navy.mil  
In the area of COTS, I would be interested to know how other commands manage the ever changing world in providing logistics support. How do other commands budget for emergent requirements (i.e.: you started production and the vendor notifies you that he is terminating production on your item) I am looking for more innovating ways of procuring COTS material.
- 6 11/15/00 14:42 NAVICP has numerous data management systems (i.e. weapon system file, one touch, etc). Recommend user-friendly user guides be developed so the community can access and utilize the available data.
- 8 11/15/00 14:57 Contract incentives are needed for Cleanup contractors to use advanced technologies that do not require multiple year maintenance and operation costs. Current contracting encouraged use of old proven technologies, which usually net more profit and less risk to the contractor; but the Navy gets stuck with high long-term costs. Devise a process (including legislation) to enable the transfer of technology to the industry that serves us. There are numerous possibilities that won't interfere with competition and wont expose the Government to greater liability. Explore the issue and try a few.
- 1 11/15/00 16:48 Contact: lukschanderla@mcsc.usmc.mil  
I'd like to recommend that the next Conference include more sessions/workshops with industry folks. The DoN Acquisition Logistics Community could benefit greatly from benchmarking industry's successes and leveraging from their lessons learned. I'd also like to recommend that the next Conference include discussion of logistics support to Automated Information Systems/Business Information Systems -- especially discussion of those that are primarily software with minimal or no hardware to support (e.g. web enabled systems).
- 1 and 6 11/15/00 16:50 The Conference should provide information to attendees on logistics initiatives that have DoD dollars available for use by the Services. I heard mention of several of these efforts in various briefings. There needs to be some marketing of these areas so that we can take advantage of the dollars available to improve our logistics processes.
- 4 11/15/00 16:58 Contact: tom.bauer@matcomcorp.com  
Can we receive copies of the speakers slides?
- 1 11/15/00 17:04 Contact: gardnerra@nfesc.navy.mil  
Another topic that I would like to see at future conferences is environmental, safety, and health (ESH). This topic is important to the acquisition world in several respects as delineated in DODR 5000.2R; these include NEPA considerations, environmental compliance requirements, system safety and health, hazardous materials, pollution prevention, and demilitarization/disposal at the end of system life. If ESH is properly planned and designed for early in the acquisition life cycle, tremendous cost savings can accrue during fielding, operation, and sustainment of the system. Because of this, ESH is normally categorized as a systems engineering function. However, my experience suggests that certain aspects of ESH (e.g., environmental compliance, hazardous materials management, worker safety and health, and systems disposal) may be more appropriately treated as a logistics element.  
Xtra Info: Richard Gardner Naval Facilities Engineering Service Center ESC427 Port Hueneme, CA 93043 805-982-3686, DSN 551-3686

- 1      11/15/00      Contact: gardnera@nfesc.navy.mil  
17:20      My team at the Naval Facilities Engineering Service Center has recently initiated an environmental RDT&E project to investigate facilities, equipment, and environmental issues related to the Integrated Maintenance Concept (IMC) for Naval aviation platforms. We are currently focusing on IMC for the H-60 helicopters in coordination with PMA-299, AIR-6.0, AIR-8.0, the Lead Maintenance Technical Center for the Environment (LMTCE) at NADEP Jacksonville, and LANTFLT. Specifically, we are evaluating the establishment of a test-bed facility to test new NAVAIR pollution prevention technologies that may greatly reduce pollutants from future maintenance operations (especially coating and de-coating operations). I am interested whether future Naval logistics conferences will examine the linkage of logistics elements such as maintenance with their ESH implications. I am concerned that, unless this linkage is made, ESH will continue to be an unplanned stepchild of the weapons systems communities, with potentially costly consequences for the Navy in future years. After all, our shore bases and training ranges must comply with increasingly stringent environmental requirements at the Federal, state, and local levels ... their job will be much easier if the systems sited at Navy bases have already incorporated ESH planning.  
Xtra Info: Richard Gardner Naval Facilities Engineering Service Center ESC427 Port Hueneme, CA 93043 805-982-3686 (DSN 551-3686)
- 7      11/16/00      The facilities where great, there were some hick-ups, but all in all, the Motel did a  
08:57      good job in handling such a large group of attendees. The price for the room was very reasonable, considering the quality of accommodations.
- 8      11/16/00      Contact: NA  
08:59      The USMC needs to look at other options besides trying to do everything from a sea base. Fuel will be a huge problem. An underwater fuel delivery system using a submarine type vehicle shuttle fuel from an offshore tanker to a near shore underwater pipeline like the OPDS where divers make the connection.
- 8 and      11/16/00      I would have liked to see more on ERP at this conference. Also, there was almost no  
1      09:01      discussion on NMCI and its effect on the distribution of Logistics data and products. I would also like to see a Navy focus on the relationship between IT-21 initiatives (SPAWAR led) and the introduction of new Logistics Information Systems by NAVAIR, NAVSUP, NAVSEA, et. al..
- 8      11/16/00      Contact: dilledr@navair.navy.mil  
09:01      During the conference there was a lot of discussion on One Touch Supply, however it was unclear how this effort (One Touch Supply) is connected/related to the Navy ERP effort. There needs to be a better explanation of how these two efforts will complement each other.
- 8      11/16/00      Contact: stifledw@navair.navy.mil  
09:02      As a APML supporting a CLS aircraft program, I have come to the firm belief it is both cost effective and enhancing to mission capability. I know Navair and other SYSCOMs are becoming more and more involved in CLS and Full partnerships, I simply wanted to say that, on balance, I have found CLS to be an excellent approach to achieving cost saving while gaining mission capability.  
Xtra Info: ph: 301-757-8548
- 8      11/16/00      Contact: byrnshf@phdnswc.navy.mil  
09:06      General comments: - Logistics, yes, you can save \$\$\$ at the margins but when is someone going to come out and say that if you want a robust defense, you have to pay for it! - Still not convinced...despite assertions to the contrary...that Program Managers are fully incentivized to consider RMA and ILS in the face of instant problems in need of resolution. Despite all the reviews these programs go thru...and modernizations that do not...I don't think it is working. - For the NAVSUP folks. Need to look at your process for issuing repair parts and consumables from waterside activities....DDDs and FISCs. Rather than going BA with something on hand,

perhaps we should first scan residual assets in RAM and CRAMSI for the lower pri stock replenishment stuff. - There are far too many risks associated with the FSC concept. - PBL...are we saving anything? How do you know? These are sole source arrangements with liberal contractor incentives. They are hard to award because companies don't want to bid on them. That should tell us something right? Can Govt entities compete? 2 issues...first, are we tracking the cost of these parts being issued to the fleet...i.e., last year a cca was \$1k, this year it's \$2k. Who's watching that? I hope we're reviewing the subcontractor bids these PBL contractors are obtaining and asking some hard questions? Having negotiated contractor bill of materials this is prudent. Second, what happens when these PBLs contractors decide they want to get out of the business because it is no longer profitable...like HP with the TAC3/4 support contract?

- 1 11/16/00 09:35 Would like to see more briefs/participation from the Fleet/warfighter/CINC perspective. They are the ultimate customers and need to have a major part in the conference, both in presenting their points of view to those who support them, and to receiving information from those who are supporting them. More focus on logistics supporting warfighting needs is appropriate. Need to drive more participation by the Fleet. Did not see enough uniforms in the Exhibit halls becoming familiar with the products or in the briefings.
- 8 11/16/00 09:40 Would like to see more DoD participation to bring in the DoD perspective. Many of the issue being discussed are also DoD issues. Need to understand how these issues are impacting DoN issues. Also need to have more joint participation. The JCS perspective has been missing. Navy should be making more of an effort to support joint initiatives and be a partner in the JV2020 strategy. The drive to operate in a joint, even multinational environment will only become more pressing given the emphasis to share the burden of operations across the spectrum.
- 2 11/16/00 09:50 Contact: haydenmk@mcsc.usmc.mil  
For Mr. Grosson As multinational corporate industry competes for prime vendor support, how do DOD policies or regulations impede full service contracting when considering potential international conflicts of interest? Can US and coalition forces depend on the integrity of the PVS provider to support operations in countries where corporate interests (financial profits) are in jeopardy? Will PVS be restricted to "buy American Only?" How can industry-government partnerships leverage on the potential in the global marketplace?  
Xtra Info: Mark K. Hayden Colonel USMC
- 4 11/16/00 09:53 Contact: spinlerm@gdls.com  
I noticed when I reviewed the CD provided that it contained the papers, which were the basis for the various presentations. Will the presentations be made available for download from any given web site? Which web site address? Will the format be in MS PowerPoint for ease of use?  
Xtra Info: Mark F. Spinler 810-825-7332
- 4 11/16/00 09:54 Contact: spinlerm@gdls.com  
Will there be an attendee list with phone numbers and email addresses available for the conference?
- 4 11/16/00 11:12 Contact: edgerb@navsea.navy.mil  
During the conference it was constantly stated that there is a need for all of the services to become more integrated, share information and technologies and leverage from each other. Is it planned or has it already occurred whereby the services/SYSCOMs/fleet will convene at a flag lever in order to do this and initiate some form of action (IPTs, working groups, etc) to ensure this effort is maintained and information becomes widely disseminated?
- 4 11/16/00 11:15 Since data and information undergirds the philosophy of logistics, why is communication (vertical and horizontal) still "stovepiped" in our relationships with

each other? We tend not to be focusing on "win/win". The "us" versus "them" still seem to resound throughout the industry...just a question to provoke dialogue

- 8 11/16/00 11:18 Contact: Sanderste@navair.navy.mil  
Assigning action with specific priorities, due dates and not just to Senior Exec's. Share the responsibility with the entire workforce and the customer.
- 8 11/16/00 11:21 In the end, everything comes down to resources and whether they (that would be dollars and funding as well as the people and things they purchase) are provided or not. One thing so far unaddressed is the apparent disconnect between what the military and our Navy-Marine Corps team are asked (directed may be a better word) to be capable of doing, on short notice. Recent events in Kosovo and Aden underscore the reality of going into and being in harm's way on a daily basis at various locations around the world. Yet while we are asked to be capable of (depending on who you ask) fighting one MTW, Tow MTWs, Two MTWs and an SSC or some combination and phasing of these, we seem to be resourced over and over at a level that barely sustains peacetime operations, engagement, the bare minimum of training, etc., etc. Yet, we are supposed to be readily to "transition quickly" from peacetime operations to the full spectrum of combat ops. That requires funding. Do be capable of X, costs Y; and, while we have been and will continue to work to decrease Y, it will never be zero. And, when we are asked to do X plus something, it is not illogical or unreasonable to expect that will cost Y plus something. That seems to be a reality that, given the constrained budget, we just ignore and are unwilling to deal with. As Admiral Amerault eloquently stated, all the "extra" stuff, ends up being "can do" on the backs of our Sailors and Marines. Until we are willing to say, "sorry, no, we're just not resourced properly to do that without an unacceptable risk or impact to our troops, the DoD budget cutters will continue to validate their program cuts by pointing to the fact that, despite the cuts, we somehow continue to get the job done, ergo, we must have been over-resourced as the budget weenies said when they took the \$\$\$ away. A frequently heard comment at the budget tables is "you must have been fat because the job is getting done "post-cuts" and you still aren't showing us any pain, you're just whining about life being hard. Our senior leadership has got to stand up and tell a less rosy truth about current readiness, not only forward deployed, but within the presumed INCONUS surge fleet as well. As bathtubs get deeper and the sides become steeper, our surge capacity continues to diminish. It's gotta be fixed or our people will continue to "vote with their feet" fleeing to the better security and benefits offered by the private sector. You recruit individuals but retain families. It all gets done by people.
- 8 11/16/00 11:23 Contact: Sanderste@navair.navy.mil  
NAVAIR and all Naval System Commands should: HEAR Mr. Bob Hammond's, Assistant Deputy Chief of Staff for Logistics and Installations, HQMC Specifically the Naval Air Systems Command should, host this ASAP. I have spoken with Mr. Hammond and would be happy to facilitate. Tim Sanders 301-757-3030
- 8 11/16/00 11:34 Contact: NA  
I challenge the senior Navy and Marine Corps leadership to: 1. Identify core naval log capabilities needed to support the National Military Strategy and JV2020. 2. Identify which of those capabilities must be organic due to their importance to the warfighter. 3. appropriately release all other capabilities to be privatized and outsourced as appropriate.
- 1 11/16/00 13:25 I would like to see presentations on all aspects of ILS particularly facilities. Are there new technologies in the commercial sector that enhance maintenance operations i.e. green facilities? Logistic leaders need to develop a mechanism to bring in young engineers and logisticians into this and similar conferences. They can benefit from the seminars and panels.

- 1 11/16/00 13:29 Would really like to see an operational logistics focus track. The military mission of providing logistics (lift, throughput, systems that support this), not just life cycle and the tail end logistics support of other weapon systems.

## Comments from Conference Survey

[How did you hear about the symposium?](#)

[Comments on the location and facility](#)

[Are there any other exhibitors you would like to have seen?](#)

[Workshop Comments](#)

[Additional Comments](#)

## How did you hear about the symposium?

ASNE (x 5)

Attended conference in 98 (x 3)

Brochures (x 6)

Command (x 18)

Co-worker (x 6)

Defense News advertisement (x 3)

Email (x 6)

official Naval message traffic (x 5)

Flyer (x 8)

Nalda website (x 2)

I was invited to provide a paper for the conference.

Mailing (x 3)

My supervisor (x 6)

NAVAIR Notification (x 6)

OPNAV N4 Web page (x 2)

SOLE (x 11)

Web (x 9)

Word of mouth (x 9)

## Comments on the location and facility:

All well done

The Radisson where I'm saying isn't as close as was indicated prior to registration (minor issue).

It would be more convenient to me to be held in DC.

Both yes and no, This needs to be held on both coasts, with input from LANT and PAC customers.

Lack of parking was a problem.

Conference location was ok, but having to go to the 1st floor each time for refreshments/drinks was inconvenient and was too crowded.

Good facilities and good area for conference.

Good idea to have near warfighter, although uniform attendance wasn't as high as it should have been.

Great location to serve the East coast. Central location for all.

I have been at another symposium here in the past two years and the Marriott seems to go above what is expected everytime.

I thought the conference rooms were set up well. The presentations and slides could be seen easily. The only problem was with the service of Marriott waiters/waitresses during lunch. The service was friendly, but slow.

Intent of moving this to Norfolk was to get operational force participation. I don't see them here in number. better to have it in the beltway probably for the rest of the participants.

It was fine, but like Washington, DC better.

Like the hotel, but not the layout. Everything associated with the conference should have been confined to two floors max.

Location - Everyone met/talked to/ate with were from Washington D.C. or a Virginia DC suburb. From my perspective, "Fleet" in area were not major participants.

Location fine. Facility climate control faulty, e.g., 11:14 too hot and lack of ventilating air; 11:15 too cold and more than enough ventilating air.

No, Should go to VA Beach when in Tidewater. Downtown Norfolk is not convenient.

No, Should have been in Virginia Beach.

Norfolk was a great location, thank you for giving information on what was available to see and do. I was unimpressed by Marriott's service at lunch.

OK

Prefer New Orleans or Vegas

Some problems, overall it was a good location. Some parking problems.

The hotels physical setup (e.g. numerous escalators, spread out rooms) made the conference inefficient. I recommend a more spacious, centralized facility.

The location and facility were excellent.

The location was excellent. Parking was difficult but understandable, perhaps a standalone convention center next time - just a suggestion.

Very convenient to downtown Norfolk..... easily accessed from Portsmouth vis Elizabeth River Ferry.

Very good location! Everthing within walking distant.

Very nice facility and helpful staff [Did not stay at hotel].

Yes and no: Yes, it was very convenient to me, I'm stationed here and wouldn't have attended otherwise. No, because I was disappointed that it was held in such a fleet intensive environment and yet there seemed to be so very little representation.

Yes it is centrally located to most of the areas and businesses that are involved in this business.

Yes, but Washington area would be better.

Yes, Enjoyed the Norfolk venue very much.

Yes, the Marriott was a great facility. The food during the luncheon was great, but the service was not very good during lunch. No drink refills, etc.

Yes, But--- 6 weeks in advance there were no rooms available at the conference rate.

Yes, Very Convenient.

## **Are there any other exhibitors you would like to have seen?**

Textron Marine Systems, New Orleans Operations

A little more emphasis on ground combat systems would serve to make the next NLC more Naval - less Navy.

Air 3.6

Lots of issues with Data and Data intergity from fleet to depot. Need to force a complete team participation.

Automotive Industry and "CAT" people who is teamed with Honeywell.

BAE SYSTEMS. Especially would like to see BAE SYSTEM's approach to their Type 45 Air Defense Destroyer (UK) procurement.

CACI

AMS

DZS

Commercial providers - Cat Logistics, etc

Could have used more info on maintenance planning.

Don't know.

E-Mail, IDE (DLA initiative), more industry, Exostar (new supply chain management team from Boeing, L-H, BAE, Raytheon), a DLA row similar to NAVSUP row (the supply centers, distribuion centers, depots, etc), DCMA.

Exhibitors were predominantly military support organizations...good to see. However, more commercial participation would have been informative too.

Exhibits that were geared to some of the initiatives and projects that the Air Force is currently doing. Cross talk between the two aviation communities would be of great benefit.

FMS & TYCOMs

Good cross-sectional representation from gov't - industry and functional/commodity areas.

I didn't see Boeing here.

I'm not too familiar with this type of conference, specifically having contractor and government exhibitors. Perhaps more contractors that focus on operational ground logistics.

Less USN organizations and more Industry New Technology.

Many of these were IT. Would have been good to see a larger variety of naval vendors.

Marine Machinery Assoc.

Microsoft, Intel, IBM, EDS

Military Sealift Command and Blount Island Command, and I didn't see any reserve activities.

More information technology vendors and consultants -- Oracle, PwC, etc.

More NAVAIR Logistics Support Contractors!

More traditional based corporations. There were a lot of high technology based companies that had displays. I would liked to have seen more companies that dealt in airframes.

More vendors and universities that can or have developed logistical decision support tools.

Naval Sea Logistics Center

NAVTELCOM Jacksonville, FL unit that facilitates the interactive computer aided provisioning system (ICAPS).

Northrup Grumman

People manning exhibits weren't always knowledgeable of subject matter.

Science Applications International Corporation

Some additional exhibits from my own organization (NAVAIR) would be beneficial.

Something with a specific subject, e.g. supportability initiative related to new acquisition (like LPD-17).

Vendors/Government representatives with expertise in manpower and personnel, and training. I my opinioin, these ILS elements were under-represented.

Would have liked to seen some of the trainers who put on Logistics courses.

## **Workshop Comments:**

As a by-stander. They were interesting.

Change mgmt of how to gain participation. Many complained they wanted in but didn't get in. In my workshop subgroup, only 4 of the pre-assigned 15 participants showed. 3 others came in without a "pass".

Didn't want to miss the technical sessions.

Found workshop of little value. Rehashed old known issues. Cost reduction strategies was held in two small of a room, had two groups going at once with little ability to concentrate or hear over the other group.

Great ideas flowed, but overlapped with technical sessions. Could have moved to afternoon, when less was scheduled.

I did not know that it would be alright for an exhibitor to also purchase a session pass, first time mistake.

I feel that the time allowed for the workshop was too short.

I thought the workshops were interesting and beneficial. It allowed people to make suggestions and talk out many of the issues and problems that have been not been resolved.

I was busy with business partners and other executives.

I was too late in signing up.

LCL Workshop was very lively and worthwhile. Really got into the knotty issues and feel we made some solid recommendations.

Life cycle workshop was extremely interesting, informative, and fun.

Most interesting part of conference. Unique opportunity to discuss impediments to inserting new technology that hold the potential to improve logistic performance.

New to the logistics arena!

No, but would have like too.

No, but I would have loved too.

Not open!

Scheduled for later this morning and this afternoon.

Since my experience is with the U.S. Army and USMC, I found the workshops educational on learning about the Navy Logisitcs and the support issues involved. This was very beneficial to my life cycle support USMC project on the AAAV.

The workshop I was involved with was very good, the only problem was that I could not attend the briefings because the workshop was held at the same time. I would have liked it if the workshops were held after the briefs.

The workshop was very informative; however, there was not sufficient time for each of the lecturers to present all of their informattion. Need to add more time.

The worksohps and subjects have, not unexpectedly, a heavy emphasis on engineering and procurement. That's OK; but, as a Fleet Supply Officer (N41 on CINCUSNAVEUR staff) my focus is more short term on today's operational logistics issues and problems.

Topics discussed were very enlighten. The workshop informed me more in depth on how we, as logistician, want to develop and do more with less.

Very helpful - Really allowed me to understand the IPT process.

Very informative.

Well organized and conducted to maximize participation.

Well structured, well planned!

Workshops had a free flowing flavor, which is good. However, a little more pre-planning would have been beneficial for generating results. For instance, a one line mission sentence would have benefited each sub-group that formed within each workshop.

Workshops should have been held either prior to or after the presentations not concurrently.

Worthless. I was in the Track 3 workshop and the Cost Sub-Committe. Due to the lack of space, we tried to hold concurrent sub-committee discussions in one small room. It was choatic. The moderator was way in over her head.

Would have liked to but was not invited.

Yes -- speakers shouldn't read presentations -- I prefer more open dialogue.

## **Additional Comments:**

Good job in the pre-planning, contributing to an excellent forum for exchange of ideas and added value to me personally.

As a retired Navy Aviation Maintenance person the material presented was of tremendous benefit.

[Workshops received low rating (1) because:] Early departure on Thursday prevented me from attending the reporting out of the workshops.

Need more IPT & Fleet Representation .

Need follow-up on the workshop initiatives and an advocate assigned to each to see it through. Have the initiatives and issues from past conferences been resolved?

The MPF Information Tool (MIT) - Blount Island Command has been intimately involved in the development of this program, yet we were neither notified nor consulted on this presentation.

A facility where attendees could leave coats, briefcases, etc. while visiting the exhibits or between sessions would be most beneficial.

As indicated in #5, the conference struck me as being more about Navy logistics than Naval logistics. That said, I think the Marine Corps should be more involved and should contribute more to the agenda.

Better visiting the exhibits, but still need more decision makers , military and civil service from headqtr's and fleet organizations. This was much better than some of the ASNE exhibits where we often talk to other exhibitors out of boredom.

Complaint: With Rreeman Decorating employee Mark Henley( this is the name given by employee) employee was very rude. The hotel security stored my storage box and when I tried to retrieve my box to transport my component out the employee told me I could not.

Continue having these in major Fleet Concentration areas.

Excellent conference - looking forward to 2002!

Extremely well organized and attended. Need to add spell check to this program.

Good Conference, Thanks!

Great conference.

Great job by the NAVAIR staff and ASNE in putting together an efficient, effective conference. The planning and attention to detail were evident in the execution of this conference. Thanks....

Hotel - some logistic issues: 1. It was very crowded directly outside the Exhibit Hall when attendees congregated for registration, breaks, etc - perhaps when considering a different venue, this should be taken into account. 2. The exhibit hall was also quite crowded. 3. There were some presentations on some of the tracks that did not go ahead as advertised - either substituted with a different speaker or a different presentation given. With so many of the tracks of interest it would have been handy to know that in advance as it would have changed my decision on what track to follow.

I appreciated the availability of the computers for asking questions. The reason why so much of this conference was not beneficial to me was because I've only worked for the Navy as a logistician for a few months. Much of what I heard I was unable to undeestand.

I believe that DLA Centers (particularly DSCC in Columbus) can provide value added to the fleet customer from a Lead Center perspective at your next conference. Please consider inviting them as a presenter next time.

I consider the Naval Logistics Conference one of the main focal points for innovations in logistics planning and execution. Very much worth my time.

I feel it would be tremedously benefical to have each and every section of Navair Logistics represented at anything this size. Thankyou.

I forgot to mention in my previous submission, the rooms and exhibit hall are TOO HOT!!!!

I think the comments to have a "fleet day" that would include Navy and Marine Corps active duty personnel would be beneficial. I think a discussion of integrating the reserves into the Naval logistics process needs to be addressed.

I thought that the presenters were very good. I would have liked to had more discussion. The Q&A sessions were good, but more in-depth discussions throughout the conference would have been more beneficial.

I thought the panel discussions were somewhat disjointed and the overall quality of the speakers was poor. A better approach would have been to have separate breakout rooms for the individual speakers so participants could listen to speakers from different Commands.

I was concerned about the drop out speakers, because I have studied their papers, but the replacements have been more than adequate.

I would have preferred shorter workshops on one or two topics. This format, particularly the panel discussions did not lend themselves to good discussion and/or presentations. Many presentations were simply read from the papers.

I would like to see the outcome of the many projects and new system implementations to see how it has improved how we do business.

In the end, everything comes down to resources and whether they (that would be dollars and funding as well as the people and things they purchase)are provided or not.

Include brief at next NLC providing status of initiatives/topics identified by the working groups. Consider revisiting these topics if they are still outstanding and relevant - during the next NLC.

It would have been more beneficial if more people were given the opportunity to participate in the workshops.

The lunch on Wed. was disorganized. The box lunches were provided but many people had no place to eat their lunch.

Just to reiterate my comments above. There was little communication for local fleet reps to hear about this conference, therefore there was little attendance. This is a real pity and a waste of holding this conference in a fleet intensive area.

Lessons learned: Door prizes on last day to ensure full participation on that day, i.e.folks won't leave as early. Another lesson learned, keep exhibits throughout conference; if doing workshops again, bigger rooms to allow for breakouts.

Lots of good ideas coming out of this conference. It is hoped that the Navy leadership can tie things up and execute the necessary funding to implement those Logistics life cycle support initiatives that would maximize sustainment to the Fleet.

More information on how ERP is viewed from a Naval Logistics vantage point would be helpfull (how will ERP affect Navl Logistics???)

My attendance is based on where the conference is located.

Need more of a Marine Corps/Navy flavor to the conference. The information provided and the exhibitors represented were excellent. More concurrent sessions with a maximum of two briefers would be better; the allotted time per sessions was alright.

Need more space for exhibitors. Was too crowded.

Organizers did an extremely good job of putting this symposium together. Workshops and computer access were high points. Better guidance to presenters (no sales pitches, don't parrot papers, clear and readable slides, and so on).

Outstanding Conference! looking forward to the next event...

Overall good conference, not sure how to keep folks on the last day, perhaps keep exhibit hall full length of conference. No host social was a hit, might want two of those and then have one lunch "open" i.e. not planned, folks are on their own ...

Overall I think this was an excellent conference.

Perhaps there might be a way to encourage the speakers to speak more freely as opposed to reading a prepared speech. About 80% of the speakers I heard either read their brief word for word or read a prewritten speech.

Please provide access to internet so people can access news, financial market stuff...otherwise this conference is pretty good. This feedback system is excellent!

Please, allow enough time in the Track presentation for discussion.

Many of the presentations were not very relevant to today's issues.

The areas of concern have not changed for a decade.

Presentations by TYCOMs on key issues would be beneficial: ie - 1. Determination of specific areas for which intermediate level of maintenance is still desirable. - 1a. O to D concepts on some systems may be contrary to customer needs. 2. Fleet perspectives on contractors deploying to hostile areas - 2a. This issue may provide a better understanding to the support community in putting together creative contracts, if a more definitive position were to be put forward by the fleet operating community.

Several of the presentations I attended were very elementary, even to the extent of being ILS 'primers'. Suggest that this is not the appropriate forum for such; rather, we should be receiving presentations on forward looking, new concepts and methodology.

Shouldn't schedule events the afternoon of the third day of a symposium especially when flag level is involved because of the high drop out rate and resultant low attendance.

Some speakers clearly substandard and unprepared: Track 1--Grant Davidson on MPF Information Tool.

Some terms were foreign. What is a Stovepipe process? I think I finally figured it out the last day.

Hotel was okay, but chairs were too hard and need replaced.

Suggest an annual conference.

Would be more helpful to have presentations/viewgraphs posted on the website and/or on the CD.

Suggest you have it in San Diego.

Support staff was outstanding. Very helpful and nice. Thanks for your support.

The 2001 committee did an excellent job in pulling everything together. Everything ran smooth and unlike the plane trip it was not bumpy! Very enjoyable experience and will be going home with a lot of information and new contacts.

The conference was well attended and everyone I talked to was pleased with the technical sessions, exhibits and food.

The hotel selection was excellent except that every other hour it required a change of floors to participate.

The overall quality of slides was poor. The mix of colors made readability EXTREMELY (if not impossible) to read.

The speakers did not excite me and provided little useful information or success stories. Some speaker read their papers back to us.

The session that was the worst (track 2). Mr Orner the moderator spoke for 30 minutes on this topic.

There were too many gaps in time. E.G. A few hours gap between sessions. Perhaps calls for papers were not pressed.

This conference is a benefit to all that attend to stay current with Naval focus. It is imperative that the Joint community be invited and stay engaged with this event. The future interoperability issues and Joint focus along with the Services must stay current

This is an excellent event. This is my 2nd NLC and I am looking forward to the 2002 event.

This is directed at the Hotel:

- 1) Brown water out of my hot water tap.
- 2) Room not cleaned until late afternoon
- 3) Only decaf coffee in room
- 4) Did not clean up coffee maker. Left coffee grounds in machine. Did not clean coffee pot.
- 5) Gym is a joke.

This is the first one I have attended. It is very beneficial for SYSCOM types. While I learned a few things and was personally interested in some of the innovations, in my current billet, my time is probably better spent other places.

This is the worst managed Marriott I have ever experienced. I have registered a series of complaints with the manager and plan to write to Marriott when I return home. **DO NOT RETURN TO THIS HOTEL.**

This is one of the best conferences I have attended. The information and usefulness should be shared with customers and managers alike. Get the word out about your web site.

Thought overall conference was very good. Location, speakers and exhibits very good. Would not suggest continuation of the workshops. Either add more time for exhibits, additional luncheon speaker or something of better value.

Throughout the convention, refreshments could stand an improvement. The rooms where the speakers were located were too warm (day one). My room at the Marriott was adequate. The tech support and the hotel IT specialist on site were excellent.

Tracks and presentations did NOT cover ALL logistic elements. Shouldn't a Logistics Conference cover ALL logistics elements?

Very well organized. Administrative support was excellent. Enjoyed the conference and exhibits. Great venue for communicating with co-workers from the government and industry.

We need copies of the speakers notes sent to attendees.

Web site should have a map to help find the hotel. Parking was plentiful - I was on the top level of an overflow garage added after the nearby one filled up - still only a couple of blocks away. Reasonable parking rates. Loved the Starbucks across the street! Enjoyed the afternoon down time while others were in workshops (Having coffee in the cafe while writing this!) Others might prefer to hear the panel and run. Liked the message board. No problem finding a table for lunch.

Wednesday afternoon was too slow/long. Recommend session at 1300 vice 1500 then exhibits can be visited or side trips in the area.

Workshops - Hopefully the efforts and recommendations will have resolution and not fall on deaf ears or not acted upon due to political influences.

Would like to see the N4/I&L sponsors start the conference by throwing out some challenges to the participants, and having the participants participate in more workshops producing deliverables or recommendations. More workshops and less briefs.

I have years of experience in planning and conducting Conferences and meetings for the Government and Associations. I would volunteer to assist with NLC 2002 in whatever capacity required or needed.

You would have to change the topic, disappointing amount of IT discussion. No operational logistics (warfighter) focus in any given track. -- hard to apply the great thoughts of the workshops. Nothing ended with a "go home and try this" type of forum!

***Appendix A***  
***Board of Directors***

***Chairman***

**Lawrence Milan**, Deputy Assistant Commander for Logistics, NAVAIR

***Members***

**Don Cole**, Deputy Director of Fleet Maintenance, CINCLANTFLT

**Bob Hammond**, Asst Deputy Chief of Staff for Installations and Logistics, HQMC

**Lawrence Kreitzer**, Deputy Commander, MCSC

**Jeffery Orner**, Asst Deputy Commander for Fleet Logistics Support, NAVSEA

**Dr. Get Moy**, Chief Engineer & Director Base Development, NAVFAC

**Kevin Fitzpatrick**, Asst Deputy Commander for Fleet Logistics Operations, NAVSUP

**CAPT John Graham**, SC, USN, Logistics Management, SPAWAR

**Charles Borsch**, Logistics Policy and Programs, N432 OPNAV

**Dennis Kruse**, Executive Director, ASNE

***Technical Committee Chairman***

**CAPT Jeffery Braden**, SC, USN, Deputy Director, Fleet Logistics Support, NAVSEA

***Operations Committee Chairman***

**Patricia von Perbandt**, Senior Program Analyst, NAVAIR

## Appendix B

1 June 1999

### MEMORANDUM OF AGREEMENT BETWEEN THE NAVAL AIR SYSTEMS COMMAND, THE AMERICAN SOCIETY OF NAVAL ENGINEERS AND SOLE - THE INTERNATIONAL SOCIETY OF LOGISTICS

In consideration for Department of the Navy sponsorship of the 2000 Naval Logistics Conference conducted by the American Society of Naval Engineers, hereinafter referred to as ASNE, and SOLE — The International Society of Logistics, hereinafter referred to as SOLE; the Naval Air Systems Command on behalf of the Department of the Navy (DON) and ASNE, and SOLE, through their duly authorized officers, have agreed as follows:

1. Nature and Purpose of the Event. The symposium will be held in the Tidewater Area of Virginia, on 13-17 November 2000. The symposium will be a forum for presentations and exhibits of scientific, technological and professional developments in the field of Naval Engineering and Logistics. Enclosure (1) is the schedule of events that shows each party's responsibilities.

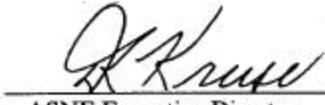
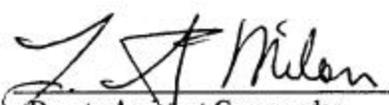
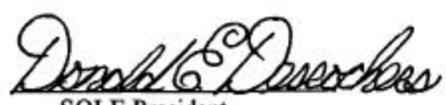
Undertaking and Liabilities of the Respective Parties. ASNE and SOLE agree to hold the U.S. Navy, the U.S. Marine Corps, the U.S. Government, and any Government officers or employees harmless and to indemnify the U.S. Navy, the U.S. Marine Corps, the U.S. Government, and any Government officers or employees from any claim for damages or injury to any person or property caused by or resulting from the planning and management of this symposium. However, if the terms and conditions of this agreement are inconsistent with the terms and conditions of any specific contract between ASNE, SOLE or their agents and subordinate activities of DON; such as individual exhibit contracts, then the terms and conditions of the specific contract shall prevail. The U.S. Navy and U.S. Marine Corps agree to co-sponsor the Symposium with ASNE and SOLE.

2. Funding Responsibilities and Cost. The Department of the Navy is not responsible for providing any funds for this symposium. Registration fees for DON employees who attend the symposium, and "booth rentals" for exhibits, are the responsibility of the employees who attend, and exhibitors, respectively. DON makes no comment to provide exhibits.

3. Reduction or Termination of Support by the U.S. Navy or U.S. Marine Corps. In the event that the U.S. Navy or U.S. Marine Corps reduce or terminate the level of support for this event, the U.S. Navy, the U.S. Marine Corps, the Department of the Navy, the Department of Defense, or the U.S. Government will not be liable for any damages arising from the reduction or termination.

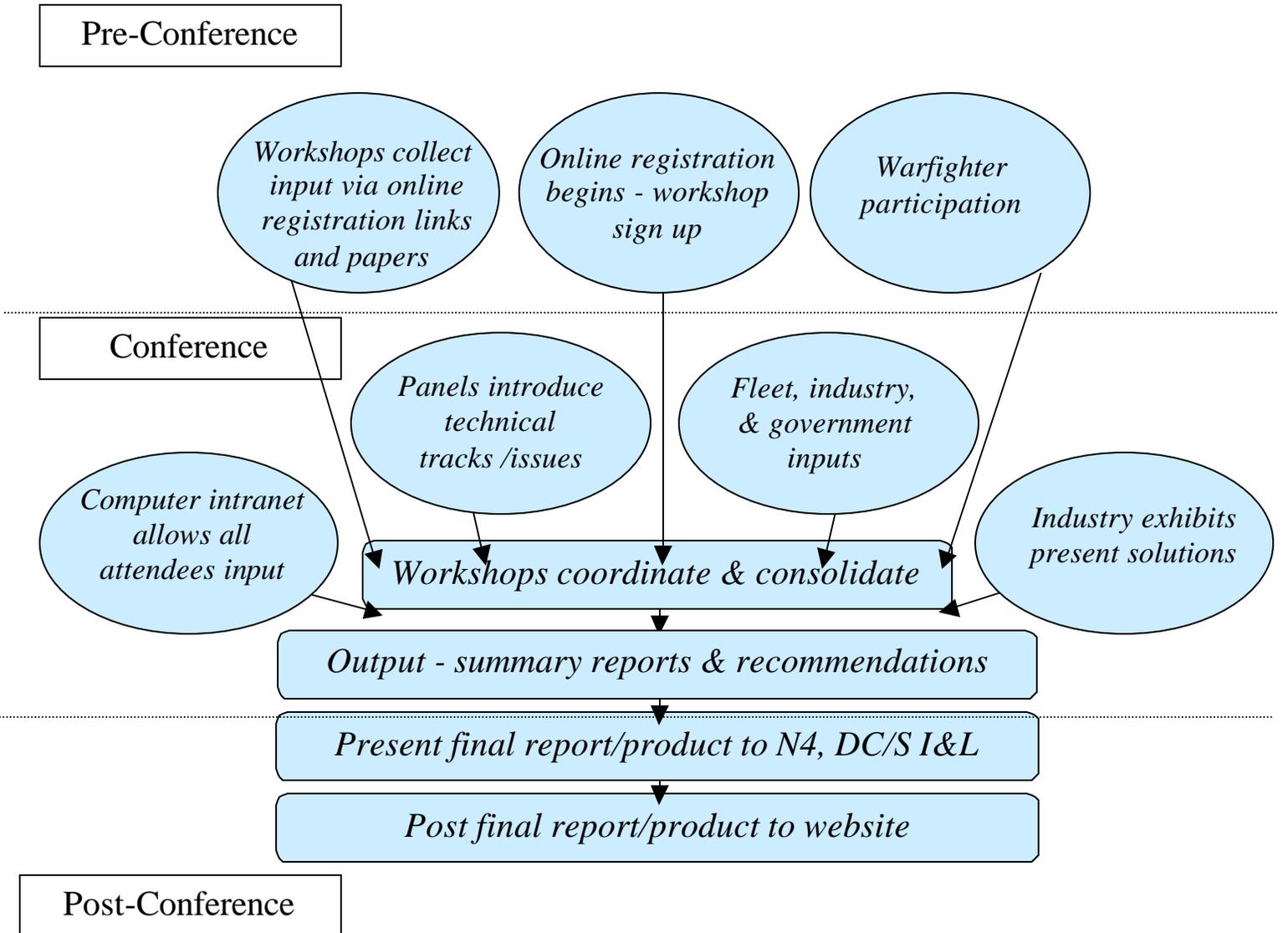
4. No Representation of Endorsement by a Government Entity. ASNE and SOLE will not use U.S. Navy or U.S. Marine Corps co-sponsorship of this event to imply endorsement of ASNE, SOLE or any other person or entity participating in the symposium by the U.S. Navy, the U.S. Marine Corps, the Department of the Navy, the Department of Defense, or the U.S. Government.

5. Admission Fees. No admission fee beyond the reasonable cost of the program and presentation of the symposium may be charged.

 ASNE Executive Director	 Deputy Assistant Commander, Logistics, NAVAIR 3.0 Symposium Chair	 SOLE President
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This is not the original document, Signatures were scanned and document was re-typed

# Operational Focus



## Appendix D

### NLC2K Virtual Program Office Web Site

The Chairman of the Papers Committee Captain John Graham, United States Navy, Director of Logistics, Code 04L, Space and Naval Warfare Systems Command, stood-up the NLC2K Virtual Program Office (VPO) Web site for reviewing papers and providing guidance on registration.

The purpose of the VPO was to make the reviewing and commenting of multiple documents by as many reviewers a simpler and more organized process.

The following team members were nominated by their commands to review abstracts and technical papers for the Naval Logistics Conference 2000, held in Virginia Beach, 14-16 November 2000.

#### NLC2K PAPER REVIEWERS

NAME EMAIL	ORG	PHONE TRACK
MS PEGGY INGERSKI <a href="mailto:ingerskm@spawar.navy.mil">ingerskm@spawar.navy.mil</a>	SPAWAR 04LA	619-524-7318 LIFE CYCLE LOG
MR DAVID POPPERT <a href="mailto:poppertdj@navsea.navy.mil">poppertdj@navsea.navy.mil</a>	NAVSEA 04L4	703-602-8018 LIFE CYCLE LOG
MAJ SHAWN CONLON <a href="mailto:conlonSP@matcom.usmc.mil">conlonSP@matcom.usmc.mil</a>	MCLB ALBANY ILS 820	912-439-6401 LIFE CYCLE LOG
MS TONI FELKAMP <a href="mailto:felkamp1@navair.navy.mil">felkamp1@navair.navy.mil</a>	NAVAIR	301-757-8517 LIFE CYCLE LOG
MR ED KIRKPATRICK <a href="mailto:edward_1_kirkpatrick@navsup.navy.mil">edward_1_kirkpatrick@navsup.navy.mil</a>	NAVSUP	717-605-7518 LIFE CYCLE LOG
MS LESLIE DICENZO <a href="mailto:dicenzlh@spawar.navy.mil">dicenzlh@spawar.navy.mil</a>	SPAWAR 04L1	619-524-7250 LOG REFORM
MS DEBORAH MOTZ <a href="mailto:motzds@navsea.navy.mil">motzds@navsea.navy.mil</a>	NAVSEALOGCEN N10B	717-605-1736 LOG REFORM
MR RANDY WILSON <a href="mailto:wilsonRD@mcsc.usmc.mil">wilsonRD@mcsc.usmc.mil</a>	MCSYSCOM PAE	703-784-2427 LOG REFORM
MR JIM MILLER <a href="mailto:millerjd@navair.navy.mil">millerjd@navair.navy.mil</a>	NAVAIR	301-757-9150 LOG REFORM
MR JOE MINNICK <a href="mailto:lloyd_j_minnick@navsup.navy.mil">lloyd_j_minnick@navsup.navy.mil</a>	NAVSUP	717-605-5737 LOG REFORM
MR BRAD CLARK <a href="mailto:bwclark@spawar.navy.mil">bwclark@spawar.navy.mil</a>	SPAWAR 04L2	619-524-7822 TECH & WEP SYS
MR JAMES PENROD <a href="mailto:penrodjr@navsea.navy.mil">penrodjr@navsea.navy.mil</a>	NAVSEA PEO-TSC	703-602-9893 TECH & WEP SYS
MS PAULA LOVE <a href="mailto:lovepm@mcsc.usmc.mil">lovepm@mcsc.usmc.mil</a>	MCSC ILSO	703-784-5827 TECH & WEP SYS

MR DON SINBACK  
[sinbackdl@navair.navy.mil](mailto:sinbackdl@navair.navy.mil)

NAVAIR

301-757-3084  
TECH & WEP SYS

MR SHAWN MAGILL  
[shawn\\_p\\_magill@navsup.navy.mil](mailto:shawn_p_magill@navsup.navy.mil)

NAVSUP

717-605-6886  
TECH & WEP SYS

LOG ON to the web (NETSCAPE 4.5 or later, or IE 4.0 or later was required) and go to the URL: <http://vpo.spawar.navy.mil>, the SPAWAR VPO Information Center. Registration was required and a fairly simple process was followed. Once registered, the following URL would take you directly to the Logon/password screen <http://vpo.spawar.navy.mil/04/04L/NLC2000/master.nsf>

In the VPO there were three sections.

NEWS-. This was general information from The Chairman of the Papers Committee.

ACTION ITEMS - This section includes Chairman's Notes, which tell how to find, read, review and comment on the abstracts and papers.

COLLABORATION- This is where the work was done; this section was divided into four subsections, one for the Abstracts and a separate area for each of the conference tracks. All assigned paper reviewers reviewed all abstracts and responded with their opinions regarding the potential inclusion of the proposed paper in the conference, which track it should go to, and any questions/comments/suggestions were passed to the author. When all abstracts were reviewed and commented on, abstracts were chosen and approved papers were selected for each track session. In the second round, reviewers only needed to read and comment on the papers in their track.

This process was very successful and opened communications for all involved.

## ***Appendix E***

### **NAVAL LOGISTICS CONFERENCE 2000 MODERATOR'S GUIDE**

#### Prior to the Conference:

Review papers and be familiar with the topics.

Telephone all of the presenters and introduce yourself. Reiterate that the authors should give a 20-minute persuasive and informative presentation. Ask the presenter for one or two questions to ask so the moderator can facilitate discussions.

#### On the Day of the Presentations:

- Ask the assistant moderator to become familiar with the audio-visual equipment.
- At the beginning of the session, introduce yourself, welcome the audience to the session, and make a brief statement about the session if you desire -- perhaps relating the papers to the theme, or plenary session discussions.
- State that there will be two or three 20-minute papers. Each paper will be followed by questions from the floor.
- It is essential to keep control of the time. Sessions are coordinated with the other sessions and audiences often move from one to the other.
- There will be a timer on the podium. A yellow light indicates 5 minutes are left -- a red light indicates the author must wrap up in 30 seconds.
- If the presenter does not finish, tell the presenter that he/she has 30 seconds to finish.
- If all goes on schedule, there should be about five minutes for questions from the floor.
- Allow one-two minutes between papers for any audience shift. A typical session:

1445	Assemble in the presentation room -- moderator, assistant moderator, all session papers presenters, and interns.
1500	Your opening remarks and introduction.
1502	First Paper
1522	Questions from the floor/author answers.
1528	Thank the author, announce title of next paper.
1530	Second paper
- At the end of the session, thank all of the presenters and hand out plaques to each one.
- It is important to keep as close as possible to the schedule. Your assistant moderator will be with you on stage to assist.
- Contact your assistant moderator if you have any questions.

## **Appendix F**

### **EXHIBITORS INFORMATION AND HALL HOURS**

Tuesday, November 14<sup>th</sup> 0800 – 1830

Wednesday, November 15<sup>th</sup> 0800 – 1700

AMSEC, LLC	LOCKHEED MARTIN NE&SS
APM HEXSEAL CORP	LOGICON
ARINC, INC.	LOGISTICS MANAGEMENT INSTITUTE
BOEING CO.	MACSEMA, INC.
BQR RELIABILITY ENGINEERING	MANUGISTICS
CAE ELECTRONICS	MARTIN BAKER AIRCRAFT
CARDEROCK DIV.-NSWC/NAVSEA	MATCOM
CDI MARINE GROUP	MCBRIDE AND ASSOCIATES, INC
CLOCKWORK SOLUTIONS	MERANT
CNO N4	NATEC
COMPACTORS INC.	NAVAL AIR SYSTEMS CMD-JATDI
CONCURRENT TECHNOLOGIES	NAVAL AVIATION DEPOT-CHERRY POINT (NADEP)
CPU TECHNOLOGY	NAVAL AVIATION SYSTEMS COMMAND
CREATIVEDGE VIDEO & FILM PRODUCTION	NAVAL FACILITIES ENGINEERING COMMAND
DCS CORP.	NAVAL SEA SYSTEMS COMMAND
DEFENSE LOGISTICS AGENCY	NAVAL SUPPLY SYSTEMS COMMAND
DEPARTMENT OF THE NAVY ACQUISITION REFORM OFFICE	NAVSEA SHIPBUILDING SUPPORT OFFICE
DOCUMENT AUTOMATION & PRODUCTION SERVICE	NAVY SYSTEMS SUPPORT GROUP
DYNAMIC INSTRUMENTS	NDI ENGINEERING
EAGAN MCALLISTER ASSOC.	NEWPORT NEWS SHIPBUILDING
ECRC	NSWC CRANE
ELECTRIC BOAT CORPORATION	NUWC DET FEO-NORFOLK
ENTERWORKS	PHD-NSWC, LOGISTICS DIRECTORATE
GEORGIA TECH RESEARCH INST.	PRIME TECHNOLOGY
GIDEP	RADIAN
GODWIN PUMPS OF AMERICA, INC.	RADIANT AVIATION SERVICES
GSA FEDERAL SUPPLY SERVICE	RAYTHEON CO.
ICI, LLC	RB ENTERPRISES
INFORMATION HANDLING SERVICES	RELIABILITY ANALYSIS CENTER
INSINGER	S3, LTD
INTEGRATED SUPPORT SYSTEMS	THE SIGMON GROUP
INTERGRAPH GOVERNMENT SOLUTIONS	THE SOURCE
INTERMEC TECHNOLOGIES CORP.	SPSS
JTAV	SUPSHIP-PORTSMOUTH
KAMATICS CORP.	ULTRA POLY
KETRON DIV - BIONETICS CORP	UNITED DEFENSE
KPMG CONSULTING	USA INFORMATION SYSTEMS
LIFE CYCLE ENGINEERING	USAA
LINE-X MID-ATLANTIC	USAMC LOGSA
LITTON SHIP SYSTEMS FULL SERVICE CENTER	VERIDIAN ENGINEERING
	VISICOM

**Appendix G**

**TUESDAY, NOVEMBER 14th**

0700 - 1800	<b>Registration</b>		
0800	<b>Continental Breakfast Exhibit Hall</b>		
0900	<b>Welcome</b> <i>Lawrence F. Milan</i> Deputy Assistant Commander for Logistics, NAVAIR		
0915	<b>Keynote Speakers</b> <i>VADM James F. Amerault, USN</i> , Deputy Chief of Naval Operations for Fleet Readiness and Logistics <i>MajGen Paul M. Lee, Jr., USMC</i> , Commander, Marine Corps Materiel Command		
1045	<b>Exhibit Hall Hour</b>		
1145	<b>Luncheon</b> <i>Speaker: VADM James F. Amerault, USN</i> , Deputy Chief of Naval Operations for Fleet Readiness and Logistics		
	<b>Track 1</b> <i>Technologies and Weapon Systems</i>	<b>Track 2</b> <i>Logistics Reform</i>	<b>Track 3</b> <i>Life Cycle Logistics</i>
1315	<p><b>Panel One Presentation</b> <i>Technologies and Weapon Systems/ Topic: Logistics in a Technology Rich Environment: How Technology Drives or Influences Logistics in the Future</i> Moderator: Lawrence Kreitzer, Deputy Commander, MCSC Bob Houts, Dept. Head, Design Interface and Maintenance Planning, NAVAIR James Haley, Senior Logistician, Information Warfare Systems Directorate, SPAWAR CAPT Robert Westberg, Jr., CEC, USN, Commanding Officer, NFESC Lynn Torres Deputy Program Manager for ONR Logistics</p>	<p><b>Track 2</b> <i>Product Support-Managing Logistics &amp; Financial Data</i> Moderator: Paul Kovalsky, Head, Logistics Integration Expert Team, NAVAIR <i>Data Mediators-Enabling the Virtual Enterprise</i> Mark Zalubas <i>Weapons System Life Cycle Product</i> <i>Support Enterprise Integrated Information Chain</i> Guy Miro <i>Material Financial Control System-Program Development &amp; the Retail Ashore Project</i> LCDR Timothy Worstell, SC, USN CDR Thomas Leonard, SC, USN</p>	<p><b>Track 3</b> <i>Organizing for Support</i> Moderator: Brad Clark, SPAWAR <i>In-Service Logistics Support</i> Henry Russell <i>Obsolescence Prediction Tool</i> Daniel Olson <i>Seawolf Repair Support</i> Clifford Clark</p>
1445	<b>Break</b>		
1500	<p><b>Track 1</b> <i>Information Technology and Automation</i> Moderator: Bob Williams, MCSC <i>Maritime Pre-Positioning Force Information Tool</i> Grant Davison <i>Requirements Definition for Automated Identification Technology</i> Benjamin Morgan, Dan Kimball <i>The Urgent Need for Configuration Management</i> Susan Dart</p>	<p><b>Panel Two Presentation</b> <i>Logistics Reform/ Topic: Acquisition Reform &amp; Information Technology</i> Moderator: Jeffery Orner, Asst. Deputy Commander for Fleet Logistics Support, NAVSEA Panelists: Rick Massaro, Logistics Management, NAVAIR David Lamourex, NAVFAC, Atlantic Region Bob Hammond, Assistant Deputy Chief of Staff for Logistics &amp; Installations, HQMC Robert Mason, ADUSD, Maintenance Policy, Programs and Resources</p>	<p><b>Track 3</b> <i>Maintenance and Sustainment</i> Moderator: John Wenke, NAVAIR <i>21<sup>st</sup> Century Aviation Maintenance via RCM</i> Nancy Regan <i>Serial Number Tracking</i> LCDR Bill Hayes, SC, USN <i>Optimum Sustainment Strategies</i> Dr. Eric Sjoberg</p>
1630 - 1830	<b>Adjourn to Exhibit Hall for No Host Social</b>		

# WEDNESDAY, NOVEMBER 15th

<b>0700</b>	<b>Registration</b>		
<b>0800</b>	<b>Continental Breakfast Exhibit Hall</b>		
	<b>TRACK 1</b> <i>Technologies and Weapon Systems</i>	<b>TRACK 2</b> <i>Logistics Reform</i>	<b>TRACK 3</b> <i>Life Cycle Logistics</i>
<b>0900</b>	<p style="text-align: center;"><b><u>Track 1</u></b> <i>Technology and Diagnostics</i> Moderator: Fred Howard, MARCORLOGBASES</p> <p><i>Enhanced Plasma Nitriding for Durable, Repairable, and Cost Effective Metals Surface Treatment</i> Robert F. Hoskin</p> <p><i>Integrated Support System for Rotocraft Health Management and Maintenance</i> Ted Kell</p> <p><i>The Impact of Autonomic Logistics on the Marine Air - Ground Task Force</i> Maj Chris Wagner, USMC</p>	<p style="text-align: center;"><b><u>Track 2</u></b> <i>Influencing Logistics Decisions by Knowledge, Performance Measures &amp; Models</i> Moderator: Connie Bowling, Director, Acquisition Logistics Division, NAVSEA 04L</p> <p><i>The Measure of Performance in Logistics Acquisition</i> Judith Elliott-Brown</p> <p><i>Using the Balanced Scorecard Process to Quantify Results of Logistics Assessments</i> Dave Thompson</p> <p><i>What Engineers Should Understand About Logistics Engineering: The Black Box and the Need to Know</i> Robert Moore</p>	<p style="text-align: center;"><b><u>Panel 3 Presentation</u></b> <i>Life Cycle Logistics/Topic: Cost Reduction Strategies</i> Moderator: CAPT John Graham, SC, USN, SPAWAR 04L</p> <p><i>RDML Walter Massenburg, USN, Assistant Commander for Logistics, NAVAIR</i></p> <p>CAPT Paul Masters, SC, USN, NAVSEALOGCEN</p> <p>Karen Meloy, NAVSUP</p> <p>Joe Grosson, Lockheed Martin</p> <p>Robert Pohanka, ONR</p>
<b>1030</b>	<b>Break</b>		
<b>1045</b>	<b>Workshops Convene for Pre-registered Participants</b>		
<b>1045</b> <small>Workshops run concurrently</small>	<p style="text-align: center;"><b><u>Track 1</u></b> <i>Sea-Based and Focused Logistics</i> Moderator: Milon Essoglou, NAVFAC</p> <p><i>Mobile Offshore Base, Logistics Platform for the 21<sup>st</sup> Century</i> Dr. Robert F. Zueck, Robert L. Taylor</p> <p><i>Naval Aviation Initiative to Support Focused Logistics in a Network Centric Environment</i> Dr. John W. Mishler III</p> <p><i>Simulation Tools for Evaluating the Operational Performance of the Mobile Offshore Base</i> Ronald Brackett</p>	<p style="text-align: center;"><b><u>Track 2</u></b> <i>Improving Today's Logistics Support Process</i> Moderator: John Goodhart, Director, Logistics Readiness Group, NAVSEA Logistics Center</p> <p><i>Global Ashore Planning for the 21<sup>st</sup> Century</i> Dr. Get Moy</p> <p><i>Distance Support</i> Bruce Branham</p> <p><i>Systems Thinking in a Changing Support Environment</i> Andrew Payor</p>	<p style="text-align: center;"><b><u>Track 3</u></b> <i>Cost Reduction</i> Moderator: CDR Greg Martin, SC, USN SPAWAR 04L</p> <p><i>Navy Logistics R&amp;D Program</i> Dr. Gary Fitzhugh</p> <p><i>ILS Planning, Budgeting, &amp; Execution</i> Brad Hoisington</p> <p><i>COSSI – A Structured Program for Operations &amp; Support Cost Reduction</i> Daniel Hoffman</p>
<b>1215</b>	<b>Exhibit Hall Luncheon followed by an Exhibit Hall Hour</b>		
<b>1500 – 1630</b> <small>Workshops run concurrently</small>	<p><b>Industry/Government Partnership Panel</b>  <b>"Innovative Government Contracting and Partnering"</b>            Moderator: Judd Gambill, Manager, Military Logistics Programs, Honeywell Aerospace Services            Panelists:  <i>"Navy Auxiliary Power Unit Total Logistics Support"</i>            Mark Shea, Program Manager, Honeywell Aerospace  <i>"Navy Central Air Data Computer Performance Based Logistics"</i>            Clyde Smith, Director of Programs, BAE SYSTEMS  <i>"Navy Aegis Lifetime Support[CG/DDG]"</i>            Jack Dessommès, Senior Engineering Manager, Lockheed Martin Naval Electronics &amp; Surveillance Systems  <i>"Marine Corps Maritime Prepositioning Force Logistics Support"</i>            Judd Gambill, Manager, Military Logistics Programs, Honeywell Aerospace Services</p>		
<b>1700</b>	<b>Exhibit Hall and Registration Close</b>		

# THURSDAY, NOVEMBER 16th

0800 - 1130	<b>Registration</b>
0900	<b>Keynote Industry Speaker</b> <i>Joe Grosson</i> , Business Area Manager for Lifetime Support, Lockheed Martin Naval Electronic and Surveillance Systems
0945	<b>Break</b>
1000	<b>Workshops Report Out</b> Lawrence Kreitzer, Technologies and Weapon Systems Jeffery Orner, Logistics Reform CAPT John Graham, SC, USN, Life Cycle Logistics
1115	<b>Break</b>
1130	<b>Luncheon</b> <i>MajGen Paul M. Lee, Jr., USMC</i> , Commander, Marine Corps Materiel Command
1300	<b>Break</b>
1315	<b>Senior Naval Leadership Panel</b> <i>VADM James F. Amerault, USN</i> , Deputy Chief of Naval Operations for Logistics <i>Robert E. Hammond</i> , Assistant Deputy Commandant for Installations and Logistics <i>Lawrence F. Milan</i> , Deputy Assistant Commander for Logistics, Naval Air Systems Command <i>Mr. Larry Glasco</i> , Executive Director, Naval Supply Systems Command <i>RADM Kenneth D. Slaght, USN</i> , Space & Naval Warfare Systems Command <i>RADM Terrance T. Etnrye, USN</i> , Vice Commander, Naval Sea Systems Command <i>RADM Michael K. Loose, CEC, USN</i> , Vice Commander, Naval Facilities Engineering Command
1515 - 1530	<b>Closing Remarks and Adjourn</b>

“The Department of Defense finds this event meets the minimum regulatory standards for attendance by DoD employees. This finding does not constitute a blanket approval or endorsement for attendance. Individual DoD component commands or organizations are responsible for approving attendance of its DoD employees based on mission requirements and DoD regulations.”

## NLC 2000 WORKSHOPS

New for NLC2000 is the inclusion of Technical Workshops associated with each of the three general tracks. These workshops will provide a unique opportunity for some of the conference attendees to engage in open and informal discussions on important issues facing program managers and logisticians in both government and industry. The workshops also provide a means to develop potential recommendations to solve these challenges. The outcome of this increased exchange and interaction will be summary reports presented on the final day of the conference. A final report will ultimately be presented after the conference and will be posted on the internet for all attendees to see, along with the associated action plans. The workshops will run concurrent with the three primary tracks. There is limited space for conference attendees to participate in the workshops. Those who desire to take part in a workshop should indicate their first and second choices on the conference registration form. Those who are able to be included will receive their workshop assignments when they check in for the conference. There will also be other opportunities for all participants to provide their input/ideas to the workshops. Before the conference, comments and recommendations may be submitted to the workshops via the NLC 2000 web site <http://www.nlc2000.org>. During the conference computer terminals will be available onsite for all participants to use in providing input to the workshops for their consideration. Please help us make the workshops a valuable part of the conference, and help contribute to solving the challenges ahead.