



NATIONAL DEFENSE TRANSPORTATION ASSOCIATION

50 South Pickett Street, Suite 220 Alexandria, VA 22304-7296 T: (703) 751-5011 F: (703) 823-8761 www.ndtahq.com

Photograph: Walter Hodges



The road ahead - Trucking Industry See page 2

wishing
HAPPY HOLIDAYS
to NDTA members & friends

FRONT PAGE

- Trucking industry experts predict surge*
- DTCI selection process continues*
- New program pays off for DLS's military customers*
- USA unit transformation in Germany*
- Passenger passport regulations*
- Trial of a Revolutionary Container Security System*
- The C-17 - taking off in new directions*

CORPORATE SPOTLIGHT

Con Way NOW, Crowley, Europcar, National Air Cargo, Ryder

CHAPTER SALUTE

San Joaquin

OPINION from Defense Logistics 2006 Conference

see page 9 for EVENTS



AMU Homeland Security Conference

SDDC Symposium & NDTA Expo



Photos: LTC Todd Robbins
840th Deployment Distribution Support Battalion, commander



MAERSK LINE, LIMITED

Soldiers with SDDC's 840th Deployment Distribution Support Battalion and the 49th Transportation Battalion receiving the 4000 packages in early November that Maersk Line, Limited shipped from the 2006 Forum.



THANK YOU to Forum attendees who helped make the USO Project a success!



NDTA COMMITTEES

ADMINISTRATIVE

Action-35

[Ms. Lori Leffler](#)

The Hertz Corporation

Chapter Support & Membership Development
Vacant

Communications & Publications

[Dr. William J. DeWitt](#)

University of Maryland

Finance Chairman, Finance & Audit

[Mr. C.N. \(Pete\) Seidlitz](#)

Bristol Associates, Inc.

Forum Education & Professional Development

[Mr. Gregory A. Reid](#)

YRC Worldwide

FUNCTIONAL

Military Distribution

[Andrew \(Andy\) Jones](#), UPS

Military Airlift

[Mr. Robert F. Agnew](#)

Morten, Beyer & Agnew

Military Sealift

[Mr. James L. Henry](#)

The Transportation Institute

Passenger Travel Services

[Mr. "Rocky" Mobarak, PhD](#)

The Hertz Corporation

Security Practices

[Mr. Ted Rybeck](#)

Benchmarking Partners

Surface Transportation

[Mr. Daryl Deel](#)

R&R Trucking

The **NDTAGram** is produced monthly by The National Defense Transportation Association.

To submit articles or information, please contact [Karen Schmitt](#), Editor.

Content may be adapted to fit format.

Sponsor the GRAM.....it'll

broaden

your reach

Contact [Denny Edwards](#) or [Carl Wlotzko](#)



Trucking Industry experts predict a surge in the requirements for truck drivers over the next 8 years

Culver, IN (PRWEB) November 28, 2006 - In October, a study was completed by the American Transportation Research Institute (ATRI) that outlines critical issues confronting the US trucking industry. The number one concern was the shortage of skilled truck drivers to meet the growing transportation demand over the next decade. Fuel issues were next, followed by concerns over high driver turn over and retention issues. At a cost of \$4000-\$8000 for driver recruiting and training it is an obvious concern.

Jim McCormack, owner of TruckerToTrucker.com is one of the many small businessmen that are attempting to assess the impact of this study on their livelihood. While the news that an increased demand for truck drivers probably means that there will be an accompanying increase in demand for trucks, parts and services is promising, it may not necessarily be the case. Other industry trends and economic news needs to be carefully monitored to determine the full impact of this forecast.



Con't., next page

DTCI selection process continues

By Senior Master Sgt. Anthony Schmidt, DTIC Program Management Office

SCOTT AIR FORCE BASE, ILL. (USTCNS) --- Following a Government Accountability Office (GAO) decision Monday, U.S. Transportation Command's Defense Transportation Coordination Initiative (DTCI) will continue with its source selection process.

The GAO decision denied a protest filed on behalf of 90 motor carriers and Transportation Intermediaries Association members against the program. During GAO's deliberations of the protest, DTIC has continued to review industry proposals it received in late August with an anticipated contract award in 2007.

"We have great respect for the bid protest process," said Col. Jim Lovell, director, DTIC Program Management Office, "and we're pleased the GAO found that the DTIC solicitation was accomplished in accordance with all applicable statutes and governing regulations. We look forward to moving forward with this initiative so that government and industry can fully team for the best possible outcomes."

DTIC is a freight management system designed to improve the reliability, predictability and efficiency of Department of Defense (DOD) materiel moving within the continental United States by reducing cycle times and improving predictability through the use of more dedicated truck schedules, cross docking operations, better mode selection and load optimization. All this will be accomplished with the development of a long-term partnership with a world-class coordinator of transportation management services to synchronize up to 260 independent shipping sites.

Benefits of the new program are expected to include increases in efficiencies and cost savings, as well as better visibility of freight movements. The enhanced visibility will enable predictability that will enhance planning of other modes of transportation so DOD can better meet end customer (warfighter) expectations of delivery.

Con't., next page

Trucking industry - surge, con't.

McCormack, whose Internet business specializes in introducing truck buyers and sellers on-line, as well as providing a source for trailers, parts and specialized trucking equipment reports that he has experienced phenomenal growth since launching business just four years ago and views this report as a possible harbinger of things to come. While he is optimistic and is in fact expanding his business to include construction equipment, he remains well-grounded and continues to insure that he is offering the same high value service that has resulted in steady growth. He reports that he has experienced a 35% increase in visitors to his site in just the last three months.

However, he states that it is hard to ignore the fact that the ATRI study reports the driver shortage by 2014 is expected to be over 110,000. Additionally, according to industry experts, driver compensation has increased to historic levels and in some cases companies have had to turn down freight transportation orders because of driver shortages.

The meaning of this information is clear. Independent truck drivers as well as company drivers should continue to be in demand with concomitant increases in benefits and compensation. This will in turn sustain and increase the demand for trucks, parts, services and equipment associated with the trucking industry.



Click [HERE](#) for Trucker-to-Trucker Webpage



The **American Transportation Research Institute (ATRI)** and its

predecessor organization the ATA Foundation have been engaged in critical transportation studies and operational tests since 1954. ATRI, part of the American Trucking Associations Federation, is organized as a 501(c)(3) not-for-profit research trust headquartered in Alexandria, Virginia. It's primary mission is to conduct research in the field of transportation, with an emphasis on the trucking industry's essential role in a safe, efficient, and viable transportation system.

NDTAGram

**Upcoming -
At the Transportation Table**

**Peter Ruane, President & CEO
American Road and Transportation
Builders Association**

**"The Road Ahead"
January 26, 2007**

The Transportation Table is a not-for-profit venture that serves the transportation community. A \$12 contribution, or "dues", helps cover expenses. Transportation Table luncheons, accompanied by guest speakers, are normally held the fourth Friday monthly at the National Press Club (14th and F Streets, NW) on the top floor. Cost is \$25; luncheon starts at 12:30pm, but come a little early to shake some hands. The presentation commences at 1pm and concludes promptly at 2pm. The meeting is open to audience questions, press conference style. Sponsored by Traffic World and the Journal of Commerce.

If you'd like to join, contact India Jackson
TEL: (202) 355-1141
Fax: (202) 355-1151

THE TRANSPORTATION TABLE
*The leading transportation Forum
in the Nation's Capital*
Sponsored by Traffic World
And the Journal of Commerce

DTCI selection process, con't.

Since USTRANSCOM was named the DOD's Distribution Process Owner (DPO), several initiatives have been studied to improve supply chain support to the warfighter. DTCI is just one of these initiatives that will leverage commercial best practices to improve the movement of DOD materiel throughout the United States distribution pipeline and onward to the warfighter.

**Status updates on
The proposal process
Will be posted to
the DTCI website at
<http://dtci.transcom.mil/>**

NDTAGram



New Program Pays Off for DLA's Military Customers

American Forces Press Service

WASHINGTON, Nov. 8, 2006 Some military maintenance depots got parts and supplies faster and cheaper and

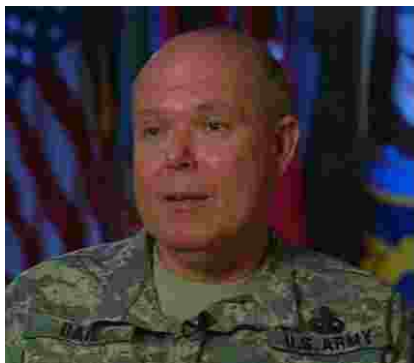
America's military services got refurbished equipment returned sooner thanks to a pilot program called "Customer Pay." The program demonstrated early dividends supporting the rebuilding of Army High-Mobility Multipurpose Wheeled Vehicles, commonly known as Humvees.

Customer Pay, a partnership between Defense Department elements and a defense contractor, pays contractors and suppliers at the point of delivery. That reduces the need for millions of dollars of Army inventory and lowers prices for spare parts. Additionally, supply chain costs are reduced since management at the production line minimizes handling by government personnel.

"Customer Pay is a vivid glimpse of our future. (It) will be seen as a pioneer in DLA's support to the services' industrial sites by leveraging the relative strengths of our industry, service and DLA partners. It has brought new efficiency and effectiveness to our logistics solutions," said James McClaugherty, deputy commander of Defense Supply Center Columbus.

Customer Pay required DSCC personnel to adjust their thinking, Eric Tranter, chief of DSCC's Tactical Vehicles Support Division, said. "To best understand the challenges of Customer Pay, you have to think retail support, not the usual DLA wholesale approach," he said. "This equates to constantly working with the people at the various depots and maintenance sites, ... providing responses within hours and actual support in a few days. All of our people have done a great job making this happen because they applied a retail focus to their work with urgency and flexibility. If you take a 'business as usual' approach to anything such as Customer Pay, it won't work."

For the whole story, click [HERE](#)



For 11/22/06 Pentagon Channel interview with General Dail, commander of the Defense Logistics Agency, click [HERE](#)

[NDTAGram](#)

Unit transformation in Germany

HEIDELBERG, Germany (USAREUR Public Affairs) -

In FY07, the US Army, Europe will convert, inactivate and return numerous units to the US to support Army transformation and the DOD's overall plan to increase strategic responsiveness in the face of threats posed by the Global War on Terrorism. The command will return the 1st Brigade Combat Team (BCT) of the 1st Armored Division to the US; set the conditions for the modular design, inactivation, or return of combat service support units; convert USAREUR aviation units into a Combat Aviation Brigade (CAB); and conduct transformation activities related to engineering and other units.

These unit transformation actions will affect approximately 12,500 Soldier positions and 18,750 family members in Germany. In addition, 503 US and 587 local national civilian employees assigned to the units will be affected by this decision. Numbers reflect the total personnel associated with the units and organizations in this announcement. The impact on both military and civilian personnel will vary, based on the disposition of their units as outlined below and the status of individual Soldiers and employees. Also, the number of Soldiers reflects authorized positions, while the number of civilians is actual strengths.

After the unit returns from deployment to Iraq in January 2007 and subsequently reintegrates with their families in Europe, they will move to the US. Manning will be reduced before returning with the unit flag to the US.

These unit transformation actions will affect approximately 3,500 Soldiers and 5,200 family members. In addition, 3 US civilian employees assigned to the units will be affected. There are no local national positions associated with the 1st Brigade.

For more on USAREUR transformation Click [HERE](#)

[NDTAGram](#)





Passenger Passport Regulations

By Michael Milligan

(11/22/2006)

DHS has set Jan. 23 as the new start date for passport regulations for

airline passengers entering the US from within the western hemisphere.

Joanna Gonzalez, spokeswoman for the Homeland Security department, explains that the regulation, referred to as the Western Hemisphere Travel Initiative (WHTI), was delayed due to the rule making process, and not through any difficulty with the regulation. Original start date was projected as Jan. 8th.

While the new date may confuse some air passengers who expected earlier start, Richard Webster, vice president of government affairs for the Travel Industry Association said overall the delay was "not a big deal."

"Some will read into it that there was some sort of political intrigue," he said. "But this is just a very busy period. The WHTI is not the only policy that the DHS has got going. I think the challenge was just going through all of the checks with other agencies to make sure it was all buttoned up and done right. We have said all along that [regulations] shouldn't be implemented until they are ready to go. They need to get it right."

Nevertheless, the passport rule for air passengers has raised the ire of the Caribbean tourism industry, which fears island destinations will lose business as travelers without passports decide to go elsewhere.

The WHTI has its origins in an anti-terrorism measure signed into law in December 2004 by President Bush mandating the development of programs to improve border security.

On Sept. 29, Congress approved a provision that delayed until June 1, 2009, implementation of passport requirements for U.S. citizens re-entering the U.S. via land borders and seaports.

However, the delay did not impact air travelers, who, under the provision, were required to have passports to travel to and from destinations in the Western Hemisphere beginning Jan. 8.

NDTAGram



Photos: Eurogate Terminal in Bremerhaven

containers bound for Florida through Eurogate terminals in Bremerhaven. Quehenberger Logistics Group will monitor the containers throughout the transport chain. European participants in the project also include: ASTRUM; Eurogate; and EDC (European Datacomm). EADS assumed project coordination with support of the Government of the Federal State of Bremen, Germany. The only other US firm involved in the project is Florida Stevedoring, Inc.; It will provide administrative support for the containers scheduled to arrive at Port Everglades, Florida.

The project includes the use of a small "Black Box" installed into a container, equipped with RFID, GPS, and satellite communication systems. Regardless of which means of transport, the patented security system is able to report status information from the container 24/7, anywhere in the world in real time to the parties responsible for the container. Additionally, SCSS allows compliance with the highest security requirements. If, for example, an unauthorized container breach occurs, it will be detected, recorded, and reported faster than an actual entry can be effected, enabling immediate action by authorities and other entities. The SCSS even has the capability to report its own hijacking.

Since 9/11, supply chain and port security have become a major global concern, resulting in regulations and governmental guidelines. In Europe, new procedures have been legislated in the control of foodstuffs requiring a 100% traceability of food shipments through the supply chain. Also, 169 national administrations, including the US, have become signatories to the new Standards of the World Customs Organization (WCO), which call for end-to-end controls, and electronic data transfer. Origin-to-Destination controls and electronic transfers of data are also encouraged in US programs such as Customs and Border Protection's C-TPAT (Customs and Trade Partnership against Terrorism), and the new US SAFE Port Act also encourages smart container usage through incentives.

For the first time, a container security system integrates the requirement of authorizing access by capturing at origin, booking, manifest, and Customs information and the identity of the person supervising the loading, closing and arming of the SCSS and the carrying of that data to destination where there must be an authorized opening of the container and verification of data carried and transmitted. Only vetted and approved personnel with a controlled electronic key are allowed access. If a container is opened during the transport chain without authorization, the system will detect and report this immediately. All data will be

Con't., next page

Container security system, con't.

communicated to the authorities, customers, and partners in the supply chain and also archived for analysis and documentation. In effect, the SCSS system serves as an enhanced version of the US Postal Service's Certified and Registered letter; except it replaces the letter with a shipping container. It not only guarantees that the container shipped is the container received, but also it provides a "third party's" real-time worldwide monitoring of the international movement through the global call-centre of EDC (European Datacomm) in Belgium.

Photo: courtesy of Powers International, Inc.



Powers International is a global organization focused on solving security challenges and global trade issues by providing cost-effective container security technology, and consultancy on C-TPAT compliance.

Visit the web site at www.powersintlinc.com

NDTAGram

The C-17 Globemaster TAKING OFF in new directions



Hobbyists from the United Kingdom have constructed a 1/9th scale radio-controlled C-17 model, which recently took center stage in a television series. To date, the craft has logged over 20 successful flights. The model, which took one year to build, is powered with 4 Jetcat P-120 turbines with a total

thrust of 108 lbs. It weighs over 250 lbs fuelled, and carries 12.5 liters (3.3 US gallons) of 95% kerosene and 5% turbine oil fuel. Other details include 5 Futaba PCM receivers, 16 battery packs (93 cells), 20 Futaba servos, on board air compressor and electro/pneumatic retracts. Wingspan is 20 feet 8 inches, and the top of the fin is 74 inches (6 feet 2 inches) above the ground. Takeoff weight is 264 lbs. The rear cargo doors open and they drop an r/c jeep on a pallet, as well as 2 freefall r/c



Creators of the C-17 Globemaster model

parachutists. The model also has smoke systems both of the inboard turbines, and uses 2.4 GHz data link to provide real-time data to a laptop computer on the ground while in flight, this data includes airspeed, turbine RPM, EGT, fuel consumption, etc. The fuselage, built primarily of balsa and ply woods, is covered in fiberglass and epoxy resin; carbon fiber moldings to reduce weight. This C-17 Globemaster III is one of the largest jet models in the world today and comes complete with retractable landing gear and pneumatically operated flaps.

NDTAGram



**NDTA 2007 Forum and Expo
Sept. 15 - 19, 2007
will be held in
Charleston, SC**

**Home of the 437th /
315th Air Wings
and the USAF C-17
Globemaster**

CORPORATE SPOTLIGHT

Con - Way Freight receives safety awards

ANN ARBOR, MICHIGAN November 9, 2006
The Iowa, Wisconsin and Arizona state trucking associations honored less-than-truckload freight carrier Con-way Freight, a subsidiary of Con-way Inc. (NYSE: CNW), for its safety record and practices.

The Iowa Motor Truck Association recognized Con-way Freight as the state's safest carrier in the Over 10 Million Miles Driven category. The Great West-sponsored award was presented at the association's management conference.

The Wisconsin Motor Carriers Association at its annual safety awards conference awarded Con-way Freight first place in Division IV of the Great West Safety Award contest in the Over 5 million Miles Driven category. The company was judged on several criteria including its number of accident-free miles driven, overall safety ratings and established safety programs within the company.

CON-WAY

The Arizona Trucking Association honored the company as the overall safest carrier in the state and presented the Grand Trophy award. Con-way was also recognized as the safest carrier in the General Commodities-LTL, Four Million Miles and Over Driven category. A determining factor was the number of reportable DOT accidents per million miles a company had.

At a special breakfast meeting Con-way driver sales representative, Manny Gonzales, a 22-year trucking veteran who works in the company's Phoenix service center, was named Arizona Driver of the Year. He's worked at Con-way for the last ten years. Four other Con-way Freight drivers were also honored.

NDTAGram



Ryder recognized in Security 500 report

MIAMI, November 6, 2006 Ryder System, Inc. (NYSE: R), a global leader in transportation and supply chain management solutions, today announced it has been recognized by *Security Magazine* in the first ever ranking of top security operations at business, government, transportation, healthcare and educational enterprises. Ryder, representing the trucking and truck leasing industry, ranked at #263.

"The *Security 500* recognizes the top security operations, and our goal is to establish a benchmark of the value of security operations," said *Security Magazine* Publisher Mark McCourt. "Ryder is a global brand of high quality with a longstanding commitment to security and safety. This honor recognizes their commitment and helps set a precedent in the trucking industry."

As part of this research project, *Security Magazine* and Quandt Analytics used available public and private resources and interviews to identify the most intense industries and organizations facing significant risk and requiring aggressive risk mitigation strategies. According to the magazine, assets, people, reputation and regulation were the four core elements being secured. The risk factor was evaluated on value, environment, compliance/regulatory issues, geographic size, appeal and other intrinsic measures, which elevate risk.



NDTAGram

***Security Magazine* is a leading publication examining security threats, solutions and developments for security professionals.**

Chapter SALUTE San Joaquin Valley



San Joaquin Valley Chapter has had a busy start to this year. The year began with Government Night in September at Defense Distribution Depot San Joaquin (DDJC). Mr. Adriaan Adendorff, DDJC Deputy Commander briefed the Chapter on the state of the Depot. In October two fundraising functions were held. On October 14th Green Valley Transportation hosted an Open House/Scholarship Fundraiser and on October 20th, the Chapter held their Fall Classic Scholarship Golf Tournament, with a combined earning over \$10,000. This also included two monetary donations from Ready Transportation and Available Shippers. November's general meeting was Safety Night with Brenda Mahan, ERS Solutions, Inc briefing the audience on regulatory compliance. November 17th, the Chapter donated 82 turkeys to the DDJC Turkey Drive. These turkeys are ultimately donated to the Second Harvest Food Bank which services San Joaquin and Stanislaus Counties, CA. Chapter partners Green Valley Transportation and Xcelerated Transportation also made monetary donations to the Food Bank.

NDTAGram



Major strategic transaction for Europcar

Saint-Quentin-en-Yvelines, France, 13th November 2006
Europcar today has announced the signing of a major strategic agreement with Vanguard Car Rental oldings LLC ("Vanguard"), one of the leading passenger and light utility vehicle rental companies in North America, operating under the National Car Rental and Alamo Rent A Car brands. Under his agreement, Europcar is acquiring Vanguard's European businesses ("Vanguard EMEA") for an enterprise value of 670 million euros, thereby becoming the leading rental operator in the United Kingdom and strengthening the N° 1 position it has held in Europe since 2003.

In addition, Europcar and Vanguard have signed a transatlantic partnership agreement enabling Europcar to attain a leadership position on the worldwide rental market and to offer clients a premier network in North America.

Vanguard EMEA manages a fleet of over 43,000 vehicles and achieved revenues of 405 million euros in 2005, with over 2 million rental contracts. Vanguard EMEA operates directly under the National Car Rental and Alamo Rent A Car banners in the UK (84% of revenues) where the company is the market leader, in Germany (9% of revenues) and in Switzerland. Vanguard EMEA is active in the other European countries via franchise operations and licensing agreements for the National Car Rental and Alamo Rent A Car brands.

The Company has a workforce of over 3,200 employees. The acquisition of Vanguard EMEA has been concluded at an enterprise value of 670 million euros, corresponding to a multiple of 12.7 times the company's estimated 2006 EBIT, before synergies. Europcar and the National Car Rental and Alamo Rent A Car businesses it has acquired will continue to be managed as two separate networks. The acquisition will enable synergies to be generated, notably in the area of fleet management. This transaction remains subject to competition authorities approval. Transatlantic alliance with Vanguard The transatlantic alliance with Vanguard enables Europcar to offer its clients a network which covers every country in the world, and notably North America. Accordingly, in the United States and Canada, both Europcar's business and leisure clients will find a premium quality rental offering under the National Car Rental and Alamo Rent A Car brands. Europcar will also be well positioned to participate in tender business by providing a competitive worldwide commercial solution.

"Within six months of its acquisition, and with the support of its new shareholder Eurazeo, Europcar is achieving two major milestones in its development: first, the group becomes the leading car rental operator in the UK market, thereby considerably strengthening its position as the largest car rental company in Europe. Second, the strategic alliance with Vanguard enables Europcar to become a worldwide car rental player by offering its clients access to one of the United States' and Canada's premier networks."



NDTAGram



Crowley Opens New Larger Distribution Center in Jacksonville

JACKSONVILLE, Fla.; November 13, 2006 --- Crowley Maritime Corporation's logistics group has moved and expanded its Jacksonville distribution center to the Jacksonville International Tradeport business park, which is strategically located near the Jacksonville International Airport with close access to the Jacksonville Port Authority's Talleyrand, Blount Island and Dames Point terminals.

The relocation has increased the company's Jacksonville warehouse capacity approximately 33 percent to more than 34, 000 square feet, and nearly doubled existing pallet positions to more than 1,500. The distribution center has 15 dock-high loading doors to allow for increased throughput. Distribution center services range from cross-docking of domestic trailer cargo into ocean containers, to storing and consolidating freight for domestic and international transportation. As a third-party logistics provider (3PL), Crowley offers supply chain management and transportation management services including: freight forwarding, ocean, inland, and air transportation, customs house brokerage, cargo insurance and warehousing and distribution. Offices and distribution centers are located throughout the U S and Central America.



NDTAGram



National Air Cargo becomes CRAF carrier

Global forwarder National Air Cargo has joined the ranks of the nation's Civil Reserve Air Fleet (CRAF) carriers with the acquisition of Murray Air, an air carrier based in Ypsilanti, MI.

"With the purchase of this reliable CRAF participant, we're committed to further our overall support to this nation's global war on terrorism," said Chris Alf, President and CEO of National. The US Transportation Command's recent award of another significant contract to Murray Air for global cargo delivery is additional proof of this proven performer's capability and will compliment NAC's unique international freight forwarding mission."

National Air Cargo is a freight forwarder headquartered in Orchard Park, N.Y. with offices located throughout Europe, the Middle East, and Asia. It is a major supplier of transportation services to the US Military. Murray Air operates three DC-8 cargo aircraft under a FAA part 121 certificate primarily for the automotive industry along with passenger operations under FAA Part 135 Operations Specifications.

NDTAGram



Report from the Defense Logistics 2006 Conference

By Peter Buxbaum

WASHINGTON, DC Nov. 28, 2006 -- Military logisticians aiming to serve warfighter requirements had better discard a supply-chain mentality. That was the message delivered yesterday by two retired rear admirals now working in the private sector at the Defense Logistics 2006 conference in Washington.

"If you're still thinking supply chain, you're not going to get where you want to go," said retired Rear Admiral Ray Archer, vice president for operations at Dell Inc. of Round Rock, Texas. "The supply chain is internal to the organization and has little to do with customers. Customers don't care about your infrastructure but only whether you met their expectations."

Retired Rear Admiral Michael Finley, a director at PRTM, an international management consultant company, argued that a "logistics of precision" must "focus on delivering specific items to specific customers." "The focus now is on internal processes and procedures," he argued.

The Army has been trying to improve how it manages its logistics, but has been struggling with its Logistics Modernization Program. LMP has faced repeated Government Accountability Office criticisms and attempts by members of Congress to cut its budget because of ongoing problems. Finley contended that military logistics has lagged behind other areas of military transformation.

"The military has become leaner, more mobile, more lethal and more precise," he said. "It no longer relies on mass to deliver its product. But we're still mired in the logistics of mass."

Logistics performance measurement would have to be revamped to achieve Finley's vision. "Performance is often measured by averages," he explained. "Averages give credit for delivering unimportant material early." Current averages show that 85 percent of requisitions are satisfied within 30 days. "That is way too imprecise," Finley commented.

Mark Krysko, assistant deputy undersecretary of Defense for strategic sourcing, defended the progress DOD is making in transforming logistics.

"The department's metric is that you woke up this morning free and safe," he said. "Everything else flows from that." But Finley countered that waste is built into the current system. "Logisticians never get feedback about stuff that was bought but never used," he said. "That squanders taxpayer money."

From [Government Computer News](#)



NDTA Exposition at the SDDC Symposium

April 23 - 27, 2007

Rosen Shingle Creek Resort
Orlando, Florida

Contact [Denny Edwards](#) for exhibit details



Homeland Security: The Ripple Effect

February 6 - 7, 2007 National Press Club,
Washington, D.C.

Explore the cascading impacts of terrorism and natural disasters on smaller communities - from resources, planning, and training needed to prepare for such an event. Media attention tends to overlook impact on small towns, counties, and states surrounding metropolitan areas. This two-day event will mix practice with policy to develop a systematic approach to assist communities in responding.

Speakers:

Hon. Gary Hart

Hon. James S. Gilmore, III

Hon. Bennie G. Thompson

Lieutenant General Russel L. Honoré

For more information and registration
Click [HERE](#)