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12 April 1981

Dear Larry & Eleanor,

"Time goes fast when you are having fun" is an expression that, I guess, is true; but is no excuse for my delaying a note to two fine friends.

I do hope that you will excuse my procrastination in light of the following explanation.

Life aboard is enjoyable, exciting, time consuming and tiring. We found that when the sun goes to bed that we are usually ready also.

after Ellie & I left St Michel, we sailed down the Chesapeake and in 3 days arrived at Portsmouth, Va where we waited a few days for our mail. Our delay put us behind our 2 sailing

companions "Endurance" and "Gemini" -- so

we are still behind. The 15th and

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The advice given by the Kings was very helpful in getting us started down the Intercoastal waterway - especially the good places to stop for the night.

We soon met another nice couple at Coinjock. He ~~is~~ is a retired police chief from the Chicago area, and is doing about the same thing that Ellie and I are. His name is Bill Curtis and had sailed across the Great Lakes, New York State canals to the Hudson R. and thus to the ICW. His plans were to go back to Chicago for the holidays and when we left him we felt a loss.

Shortly after, however, we caught our earlier companions "Endurance" & "Gemini" in time for a rafted "Thanksgiving Dinner"

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We tried to call Carlos from Southport the Friday after Thanksgiving - but no answer and considered that they would be gone for the week-end or week - so sailed on. We received a note from Mrs Fallon and will answer it shortly when our plans for returning are firm. We do hope to see him at that time, which should be approx late May.

The trip did have a few bad spots but most ended well. For instance, Ellie lost a giant filling from her tooth that held her bridge. We were lucky to have friends in Charlestown SC that arranged for a quickly scheduled root canal.

During our short stay in Charlestown we toured the historic Fort Sumpter and watched Friday PM

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The days were delightful and full, but we soon realized that we would have to push much faster in order to reach Hollywood, Fla before Christmas.

The east coast of Florida raced by and we arrived at Hollywood Dec. 19th.

When we tied up at the local marina, they did not have an electrical outlet that mated with our umbilical cable so the dockmaster, in an attempt to help us, jury rigged a connection for us. I must have been tired to allow this, but none-the-less when he switched on the power a fire started aboard. The damage was minimal because we were right there with the extinguisher. However the next month was spent in a boat yard for repairs and additions

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We made contact with the manufacturer of our boat - the Mariner Yacht company, and showed our boat "Our Girl" at the Miami International Boat Show in February.

We later met a retired navyman and teacher who sailed with us to the Bahamas.

We only spent 3 weeks on the trip but even with the strong winds that many times kept us in port, we reached as far as Nassau.

Today I helped "wish" the space shuttle to the next giant step. And so

here I am exhausted from the ordeal, but with all excuses ~~vanished~~ vanished as the vapor trails of Columbia, an ideal time to write. all

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reflect on the splendid evening that you provided for Ellie and me. and how tired you must have been for your trip the next morning. I am very grateful.

I also have given several hours-thought to the "Value Engineering in Purchasing" theme, but have not until now reached the conclusion that follows. ~~then~~ Maybe due to the space shuttle, I call it "the next giant step for Value Engineering". It is basically a systems concept to applying Value Engineering.

Sam, I'm sorry that I was unable to present a paper for your consideration on Purchasing VE. but please use these thoughts that I have jotted down in letter form, as

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During the last 20 years of my personal VE involvement, I find that most time is spent in convincing others that VE/VA can help them & that they are not already doing the full VE job. That is to say the first answer is "we always do VE at our location" but I find that for the most part it is not a full function/ cost analysis with creative solutions evaluated to give the best solution to each problem. Many times cost reductions are packaged as VE solutions or as in my last assignment in purchasing with GE I was a problem solver to expedite material for manufacturing working under the VE banner.

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also cost reduction is favored in labor saving areas when labor represents only 25% of the cost and the big contributor 50% for materials is left untouched because of the short time to achieve required changes.

VE training has done more in the seminar concept to publicize and promote VE than to make individual practitioners of the art. after the seminar the students return to the old environment where it is "work-as-always"

Suppliers are usually willing to bend over backwards to gain your favor as a customer, but exercised too often without reward some how manage to insert hidden charges for the effort.

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Bureaus are too over-loaded with clerical paper work to be effective VEs.

Generally speaking in all parts of the manufacturing cycle from Engineering to Manufacturing to Marketing to Purchasing to Gen Management — no mention of FUNCTION or Total Cost exists in the normal routines of doing business

It is with this last thought that the idea of "systems for VE" comes to life.
For example -

Engineering Drawings - should have a block to identify the function of the part and it should include the parameters and limitations such as pounds of force or number of operations required.

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Manufacturing - the planning cards should include the function of each operation and if it is basic or secondary.

Marketing - should in the proposal & continuing through contract list the functions that the customer wants and the cost of each

Purchasing - should have a vendor program to share the savings on ideas submitted that would provide the function as stated on the engineering drawing. This should be routine not on special parts.

In conclusion I feel the individual can not be effective if he has to continually

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Each individual will as a matter-of-fact be performing VE if the system, procedures and forms are modified to include those valuable lessons learned in VE.

the engineer will have to identify the function of each part; the planner will include functions in a space on the planning and operations sheet; the marketing man will identify and verify to the customer the functions of the product to be delivered. And last but not least the General Manager will be able to measure function and cost as never before to assist him in improving customer acceptance and profit to the stockholders.

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And that, Larry, is what I think the next giant step for Value Engineering should be.

Take the responsibility from the individual and incorporate into the normal daily routine of everyone the necessary ingredients of the VE techniques so that VE will happen on every program, every part, every hour of every day.

Larry - one last apology for my poor writing (not typed) but if your patience has allowed you to reach this far, maybe - just maybe, you agree with my logic and can use the thoughts for more effective Value Engineering and Analysis.

Sincerely with love to