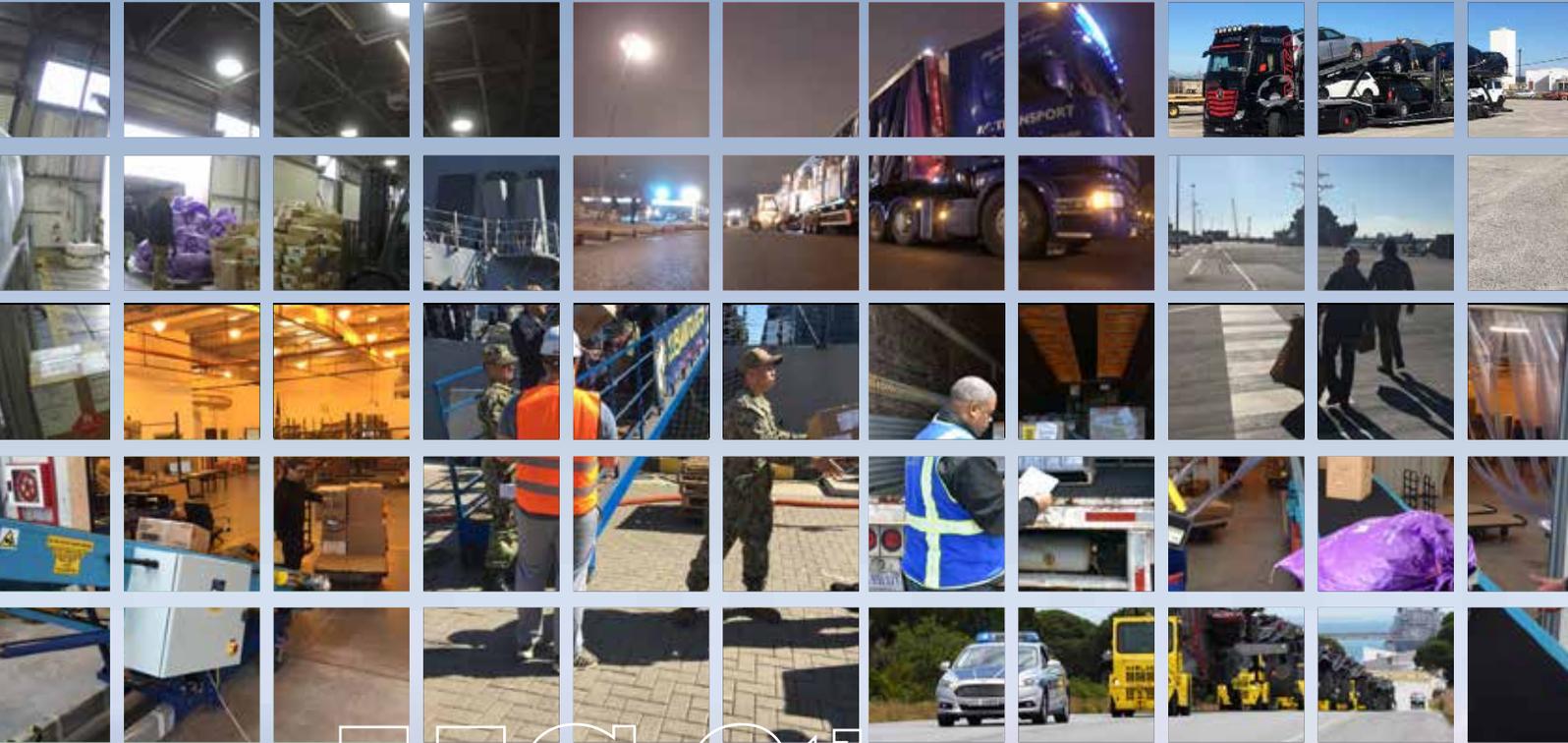


THE NAVY SUPPLY CORPS
Newsletter

Winter 2019



U.S. 6th
Fleet





A Message from the Chief of Supply Corps

During the first six months as Commander, NAVSUP and 48th Chief of Supply Corps, I have witnessed the hard work our team of dedicated NAVSUP Enterprise professionals, the Navy Supply Corps, and our supply community perform day in and day out. Your commitment, respect and integrity create the culture necessary to effectively serve the fleet and improve warfighter readiness and sustainment.

Based on our productive dialogue during the NAVSUP Commander's Conference and Supply Corps Senior Leader Symposium, I am confident we have the right people, teams and talent positioned globally to support our supply mission and meet the logistics challenges inherent in today's strategic environment. We must continue to effectively communicate and leverage our global network of experts to consistently provide logistics and sustainment solutions with an unprecedented sense of urgency.

This issue of "The Navy Supply Corps Newsletter" features articles on NAVSUP Fleet Logistics Center (FLC) Norfolk's and NAVSUP FLC Sigonella's dynamic force employment support in the 6th Fleet area of responsibility, an update on NAVSUP reform efforts, and the second excerpt from Rear Adm. Peter Stamatopoulos' "Maritime Logistics in a Changing Strategic Environment."

In December, the CNO released "A Design for Maintaining Maritime Superiority 2.0," a document we must all be familiar with and use to guide our actions. We stand at a critical juncture as our Nation and Navy posture for great power competition. Not since the close of World War II have we placed the emphasis on campaign logistics that we are placing on it today. The supply community, Supply Corps and NAVSUP play critical roles in being ready to fight tonight and sustain tomorrow. Rest assured that our expertise in the logistics arena will be counted on. As a community, let's ensure we remain ready.

Thank you for your continued hard work and dedication. It's an honor to lead such a talented team of individuals dedicated to enabling mission success, prepared to push through whatever challenges may lie ahead. Together we will always be ready to serve, ready to sustain the fight, and "Ready for Sea."

Thank you for all that you do. Keep making a difference!

MICHELLE C. SKUBIC
RADM, SC, USN



NEWS FROM THE Command Master Chief

Team Supply,

Happy new year and happy 75th birthday to all Ship's Servicemen!

Looking back at November and Veterans Day, let us pay tribute to the men and women who have served, and to those who are currently serving, to recognize their contributions to the fight and the safeguarding of our country.

During this holiday season, I hope you had the opportunity to connect with family and friends. Many of our Culinary Specialists (CSs) and the rest of the supply department's food service divisions took the theme of "home" and created a place for our Sailors and Marines to enjoy their holidays while serving at sea or ashore. We can't thank the team enough for the planning, coordination, and hours of hard work that make the holidays memorable.

At the NAVSUP Commander's Conference in October, commanding officers, executive directors, and senior enlisted leaders received Rear Adm. Skubic's rudder orders on NAVSUP's strategic plan. Logistics is a warfighting capability with our Enterprise serving as the Navy's trusted provider of supplies, services, and quality-of-life support.

This fall we also held the Supply Corps Senior Leadership Symposium where senior leaders discussed our culture, the way we fight, and how our supply community (civilian, active duty, and Reserve Component) overcome challenges, provide solutions, and deliver to our customer.

This newsletter features the dynamic power of NAVSUP Fleet Logistics Center (FLC) Norfolk and NAVSUP FLC Sigonella as they provided direct support to the European, African and Central theaters. Not only am I proud of these two commands, but I also recently learned a lot from visiting both and getting a direct view of their roles in the fight.

Looking back at my own career, I can't thank these two commands enough for their responsiveness in maintaining fleet readiness. NAVSUP FLC Norfolk prepared me to deploy, and NAVSUP FLC Sigonella sustained me and allowed the multiple ships I served on to successfully answer the nation's call.

In addition to showcasing these two NAVSUP FLCs, this newsletter also features our NAVSUP reform efforts, and part two of "Maritime Logistics in a Changing Strategic Environment."

Lead with character and competence!

CMDCM(SW/AW) Thaddeus T. Wright, USN
Command Master Chief
Naval Supply Systems Command

NEWSLETTER

Winter 2019

Rear Adm. Michelle C. Skubic,
SC, USN
Commander
Naval Supply Systems Command
and Chief of Supply Corps

Mike Madden
Vice Commander
Naval Supply Systems Command

Capt. Timothy Daniels, SC, USN
Chief of Staff
Naval Supply Systems Command

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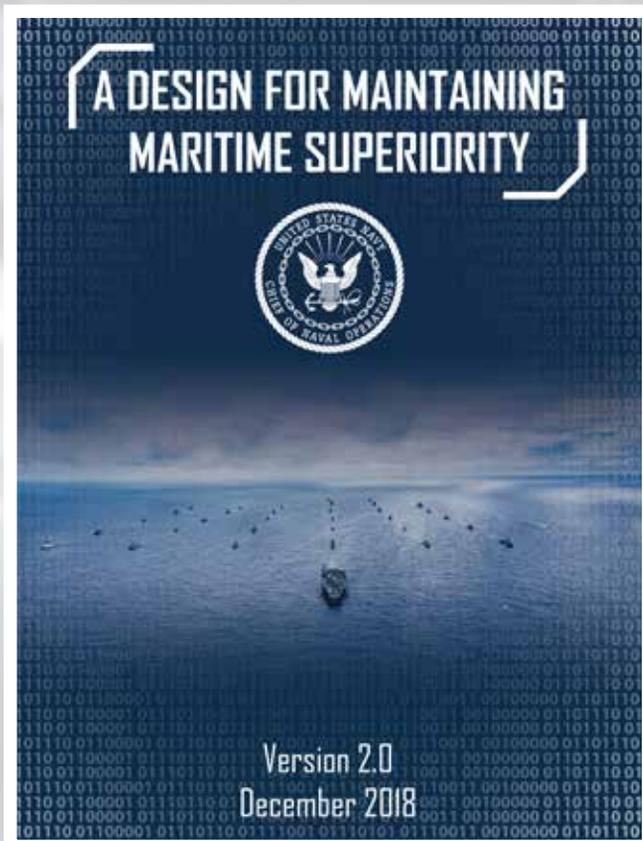
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Editorial Staff

JANICE DERK
Publisher

KARLA GABEL
MATTHEW MORRISON
Editors



Chief of Naval Operations Adm. John Richardson released ‘A Design for Maintaining Maritime Superiority, Version 2.0,’ Dec. 2018. The document is an update to the earlier ‘A Design for Maintaining Maritime Superiority, Version 1.0,’ released in January 2016.

To recapture strategic momentum and grow our advantages in the maritime domain, the U.S. Navy will act with a sense of urgency and creativity. Three central themes will guide our response:

1. The Navy will become more agile.
2. The Navy will compete in ways that are sustainable.
3. The Navy, fighting with the Joint Force and with our allies and partners, will control the high end of maritime conflict.

“The margins of victory are razor thin but decisive. We will remain the world’s finest Navy by fighting each and every minute to achieve excellence in everything we do. Our rivals are intent on taking the lead from us – we must pick up the pace and deny them. We cannot be satisfied with achieving minimum standards – we are a Navy focused on being the best we can be, every day.

I am counting on you. I am honored and proud to lead the Navy team.”

JOHN M. RICHARDSON
Admiral, U.S. Navy
Chief of Naval Operations

Download at: www.navy.mil/navydata/people/cno/Richardson/Resource/Design_2.0.pdf



Leadership Symposium

The 2018 Supply Corps Senior Leadership Symposium was held in Leesburg, Virginia, Nov. 7-9. The three-day event addressed a wide range of Supply Corps topics and provided unique perspectives from across the Navy and the Supply Corps.

Organized around three themes—Setting the Strategic Stage, Professional Development, and Professional Topics of Interest—the symposium served as an opportunity for participants to refresh their understanding of the roles they have in the Navy and gain a better understanding of what to expect in the future.

During the symposium, Vice Chief of Naval Operations (VCNO) Adm. Bill Moran briefed participants on the importance of fleet readiness.

“The competition is real. It’s not a game,” Moran said. “The Supply Corps has the knowledge to shift the curve of what happens with readiness.”

Deputy Assistant Secretary of the Navy (Acquisition and Procurement), Elliott B. Branch and Acting Assistant Secretary of the Navy (Financial Management and Comptroller) Joseph B. Marshall Jr. also briefed participants.

Branch spoke about the importance of leadership and what it means to the Navy’s mission and Marshall explained how the Navy is handling audit. —photo by Dorie Heyer





Right: VCNO Adm. Moran and Rear Adm. Skubic during the leadership symposium. –photo by Lauren Ramos

Below: The Navy Supply Corps O6 Select Conference was held in Leesburg, Virginia, on November 6, 2018.

During the conference, the captain selects were welcomed by Rear Adm. Skubic, and were briefed on legal discussion, the O6 detailing process and how to properly handle media relations and communications.

Row 1 left to right: Capt. Kerri Yarbrough, Capt. Donna Johnson, Capt. Greg Eaton, Cmdr. Kevin Corcoran, Rear Adm. Skubic, Cmdr. Johnetta Thomas, Cmdr. Jason Werner, Cmdr. Paul Demeyer. *Row 2 left to right:* Cmdr. Jay Hamilton, Cmdr. Bert Hornyak, Cmdr. Shawn Triggs, Cmdr. Mike Krisman, Cmdr. Troy Pugh, Cmdr. Eric Naley, Cmdr. Mark Wills, Cmdr. Ryan Lookabill, Cmdr. Justin Lewis, Cmdr. Jason Adams –photo by Dorie Heyer





Above: Rear Adm. Skubic hosted a Retired Supply Corps Flag Meeting in September. She spoke at length about NAVSUP's continued reform and audit efforts as well as her top priorities as Commander, NAVSUP and 48th Chief of Supply Corps: fleet readiness, reform, auditability, and people. –photo by Jan Derk

Navy Establishes U.S. 2nd Fleet, Vice Adm. Lewis Assumes Command

By U.S. Fleet Forces Public Affairs



Chief of Naval Operations (CNO) Adm. John Richardson presided over a ceremony establishing U.S. 2nd Fleet (C2F) and naming Vice Adm. Andrew “Woody” Lewis as the commander during a ceremony aboard the nuclear aircraft carrier USS George H.W. Bush (CVN 77), Aug. 24, at Naval Station Norfolk, Virginia.

“Although deeply consequential, the meaning of this establishment can be summarized simply as a dynamic response to a dynamic security environment — a security environment clearly articulated in the National Defense Strategy,” said Richardson. “We first need to understand this competitive security environment and why it demands every ounce of our tenacity, ingenuity and fighting spirit. Then we can focus on the mission and how best to accomplish it;

2nd Fleet will enhance our capacity to maneuver and fight in the Atlantic, and as a result, help to maintain America’s maritime superiority that will lead to security, influence and prosperity for our nation.”

Lewis assumed command as the first commander of the re-established C2F, after his confirmation by the Senate June 28. U.S. 2nd Fleet will be headquartered in Norfolk. All of Lewis’ operational command tours have been on the East Coast, making him intimately familiar with operations in the Atlantic. Most recently, he commanded Carrier Strike Group 12 and deployed with USS Theodore Roosevelt (CVN 71) to the U.S. 6th and 5th Fleet areas of operation.

“I am truly honored to lead this fleet. U.S. 2nd Fleet has a storied history, and we will honor that legacy,” said Lewis. “However, we

will not simply pick up where we left off. We are going to aggressively and quickly build this command into an organization with operational capability. We will challenge our assumptions, recognize biases, learn and adapt from failures so as to innovate in order to build a fleet that is ready to fight. Ready to fight – so we don’t have to.”

U.S. 2nd Fleet will exercise operational and administrative authorities over assigned ships, aircraft and landing forces on the East Coast and the North Atlantic. Additionally, it will plan and conduct maritime, Joint and combined operations as well as train and recommend certification of combat ready naval forces for maritime employment and operations around the globe. U.S. 2nd Fleet will fall under operational control of U.S. Fleet Forces Command. ★

Executing Dynamic Force Employment in U.S. Sixth Fleet

By Lt. Josh Coffman, Logistics Officer, NAVSUP Fleet Logistics Center Sigonella

NAVSUP Fleet Logistics Center (FLC) Sigonella provides logistics support to local customers and U.S. ships operating in the U.S. 6th Fleet area of operations. The theater logistics network is geographically dispersed, and dynamic, which enables rapid response to world events and shifting operational requirements throughout the European and African operating areas.

As wide as the continental United States, the Mediterranean Sea is the traditional backbone of NAVSUP FLC Sigonella's logistics infrastructure. The command uses the hub and spoke concept, where NAVSUP FLC Sigonella Site Sigonella, Italy is the hub and NAVSUP FLC Sigonella Sites Rota and Madrid, Spain; Souda Bay and Athens, Greece; Naples, Gaeta, and Rome, Italy are the spokes. These sites not only support ships operating in the Mediterranean Sea but also in the Black Sea, Adriatic Sea, North Sea, North Atlantic, the Baltics, and the vast expanse of the land and waters surrounding Africa. This creates significant logistics challenges with respect to timeliness of materiel movement.

Flight availability, aircraft pallet configuration, trucking contracts, country-specific customs restrictions, hazardous material (HAZMAT) restrictions, threat conditions, inclement weather, fuel availability, and shipboard evolutions are all critical factors that must be assessed by multiple stakeholders when moving materiel to meet fleet requirements.

NAVSUP FLC Sigonella logistics support officers (LSOs) are uniquely trained to support fleet requirements from enduring bases as well as provide support to austere locations such as Dakar, Senegal or to an established port like Portsmouth, England. An experienced LSO recognizes what the requirements are, where local assets are, and how to surge personnel appropriately to meet the requirement.

In the 2014 to 2017 timeframe, U.S. aircraft carrier deployments typically followed the Optimized Fleet Response Plan (OFRP) cycle. The OFRP cycle is 36 months and consists of maintenance, training, and a regularly scheduled seven-month deployment followed by 15 months of surge capability. Carrier deployments typically involved transiting from the United States through U.S. 6th Fleet in order to operate out of U.S. 5th Fleet. The carrier operates in U.S. 5th

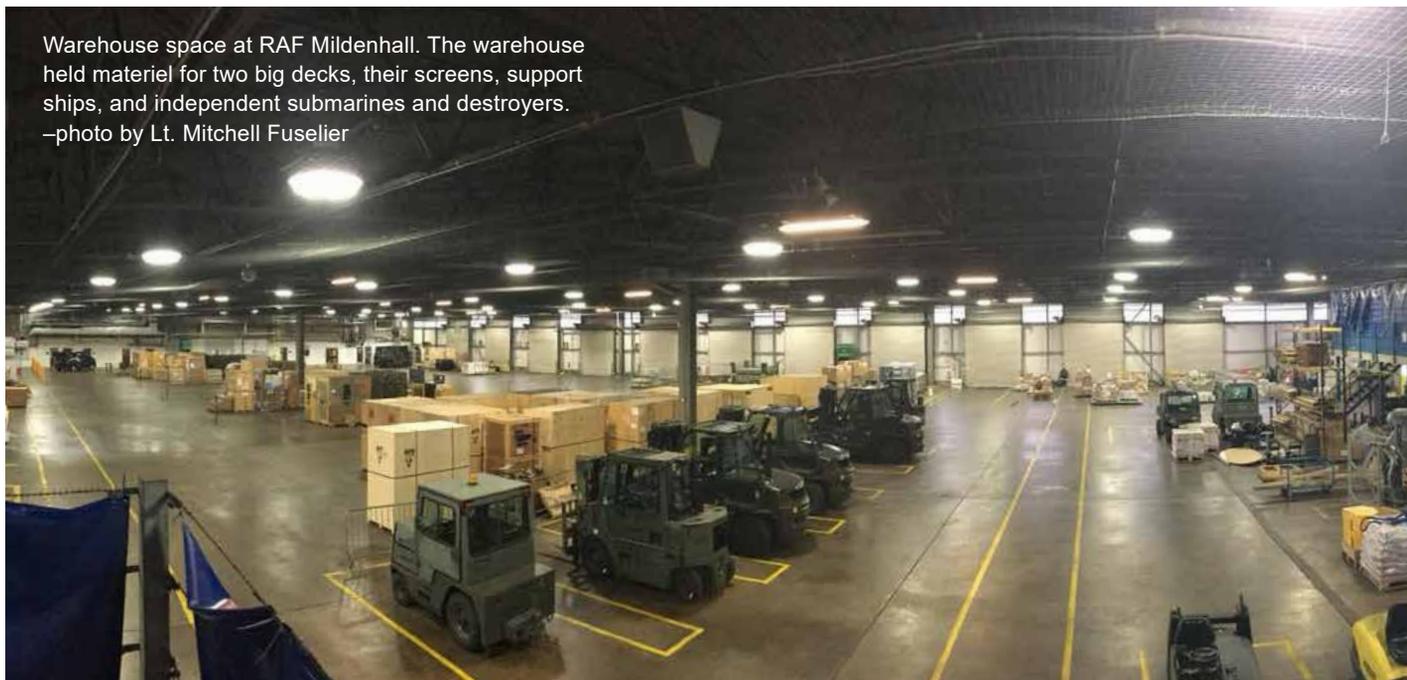
Fleet for a five to six-month period before transiting back to the United States through U.S. 6th Fleet. As carrier strike groups began to support Operation Inherent Resolve from the Mediterranean Sea, U.S. 6th Fleet employed the strike groups' other assets for missions that support our NATO allies and partners while demonstrating commitment to the region.

Fleet deployments are increasing in areas where there is no enduring U.S. Navy infrastructure. U.S. 6th Fleet is conducting extended operations in austere and expeditionary locations far away from FLC infrastructure. This created a demand for a

Below: The combined team of U.S. civilians, local nationals, Reservists, and active duty service members pose for a photo. Included are representatives from the United States Air Forces in Europe—Air Forces Africa (USAFE), 100th Air Refueling Wing, 727th Air Mobility Squadron, NAVSUP FLC Sigonella, and USS Harry S. Truman (CVN 75). Without support from the U.K. and USAF, the cargo routing information file (CRIF) shift to Mildenhall would have been a failure. —photo by U.S. Navy



Warehouse space at RAF Mildenhall. The warehouse held materiel for two big decks, their screens, support ships, and independent submarines and destroyers.
—photo by Lt. Mitchell Fuselier



new logistics approach to supporting the warfighter.

During its seven-month deployment in 2017, USS George H. W. Bush (CVN 77) followed the OFRP cycle. NAVSUP FLC Sigonella supported three port visits for the ship, two of which occurred over 600 miles from the nearest FLC support site. The last George H. W. Bush port visit of 2017 was in Portsmouth, England, where the ship participated in exercise Saxon Warrior 17.

As the U.S. Navy does not have an enduring logistics footprint in the U.K., NAVSUP FLC Sigonella, in conjunction with the NAVSUP Enterprise, deployed a 13-person logistics response team (LRT) to support fleet and exercise requirements. The LRT concept was organized through the coordinated effort of NAVSUP FLC Sigonella, NAVSUP Global Logistics Support, U.S. 6th Fleet, Commander–Task Force 63 (CTF-63), the U.S. Air Force, and the British Royal Navy. LSOs, transportation officers, contracting officers, and logistics specialists were all key members of the Saxon Warrior LRT.

NAVSUP FLC Sigonella chose Royal Air Force (RAF) Mildenhall as a temporary U.K. hub, and strategically selected temporary U.K. spokes near George H.W. Bush's Carrier Strike Group operating areas, British Royal Navy assets, and U.S. Air Force supporting infrastructure. Cargo and mail from the U.S.

arrived at NAVSUP FLC Sigonella (permanent hub) and was then forwarded to RAF Mildenhall (temporary hub) for further transfer to U.K. spokes near ship operating areas.

In 2018, the Secretary of Defense introduced the Dynamic Force Employment (DFE) concept, which is complimentary to OFRP, and allows us to be strategically predictable while remaining operationally unpredictable in an era of great power competition. This concept will improve readiness, allowing for combat capable forces to deploy on short notice.

Mirroring George H.W. Bush's deployment, NAVSUP FLC Sigonella supported USS Harry S. Truman (CVN 75) for two port visits during her 2018 DFE deployment. Building upon the insight gained from exercise Saxon Warrior in 2017, NAVSUP FLC Sigonella deployed an operational support augmentation (OSA) team to the U.K. in 2018 to support Harry S. Truman's carrier strike group. This evolution was longer in duration than the LRT used during Saxon Warrior.

NAVSUP FLC Sigonella active duty military and civilian personnel, in coordination with U.S. based NAVSUP FLCs and NAVSUP FLC Sigonella Reserve detachment personnel, established a forward logistics site at RAF Mildenhall with tremendous

logistics support from the U.S. Air Force 100th Wing and the 727th Logistics Readiness Squadron.

Carrier strike group cargo routing was shifted to RAF Mildenhall and OSA personnel received, sorted, and staged materiel in preparation for onward movement via CTF-63 flights, C-2 Carrier Onboard Delivery (COD) flights, or trucks to ultimate destinations. All cargo was received and dispatched using the In-Transit Visibility (ITV) system Automated Mobility System-Tactical (AMS-TAC) which provided continuous cargo tracking. U.S. mail was routed to London, and trucked to RAF Alconbury where it was sorted for truck shipment to RAF Mildenhall. Once the bulk mail was received at RAF Mildenhall, the mail was sorted for each unit and then prepared for shipment. Mail on hand reports were consolidated with the cargo on hand reports to keep all units informed on their materiel staged at RAF Mildenhall and subsequent shipping.

NAVSUP FLC Sigonella is continuing to explore new logistics support approaches and is working with U.S. 6th Fleet to find more permanent solutions to logistics support in the Baltic and high north regions. ★

Fleet Mail Center Provides Support from the United Kingdom

By LS2 Andrea Tucker, Custodian of Postal Effects,
Naval Air Station Sigonella

Your package has reached its final destination! The fleet mail center (FMC) knows the importance of what those words mean to those serviced in the Naval Air Station (NAS) Sigonella community and Navy units in the 6th Fleet area of responsibility (AOR). NAVSUP Fleet Logistics Center (FLC) Sigonella has extended that coverage, deploying members from the FMC

division to be members of an onsite support team in backing the postal operation of Exercise Trident Juncture 2018 (TJE 18) out of Royal Air Force (RAF) in Mildenhall, United Kingdom (U.K.).

During the holiday season, providing mail support is crucial. TJE 18's training requirements created an opportunity for the presence of a postal detachment comprised of 24 members from NAVSUP FLCs Sigonella, San Diego, Norfolk, and sites Naples, and Rota. Also included were beach detachment personnel from USS Harry S. Truman (CVN 75) and U.S. Navy Reservists from Texas and Washington.

Behind the scenes, Navy mail was received at the London Heathrow Airport (LHR) coordinated by Air Force personnel assigned to the mail control activity (MCA). The mail was loaded on trucks and routed to the RAF Base Alconbury Aerial Mail Terminal (AMT). At the terminal, all mail was screened, sorted, and reloaded on trucks to corresponding military post offices in the U.K. by AMT personnel.

The Mildenhall postal team arrived an hour prior to opening to allow the Navy detachment to pick up mail that was processed for distribution to Mildenhall. During

this exercise, the Mildenhall postal team processed 66,133 pieces of mail for the U.K. and 1,227 pieces of mail for the U.S. Navy. The Navy postal detachment processed 65,000 pounds of incoming mail and 53,000 pounds of outgoing mail. Depending on training requirements of TJE 18, which included around 150 aircraft, 65 vessels, and up to 10,000 vehicles, there were 12,000 to 18,000 pounds of mail on hand to be processed at any given time between these two postal teams.

All mail dispatched from the U.K. was accounted for and documented on generated reports. Navy mail was loaded on to the Mildenhall truck headed to the AMT. There, once again, AMT personnel went through the process of off-loading, sorting, and on-loading mail from all bases in the U.K. to a truck heading to LHR. The MCA team then dispatched mail on their assigned commercial flights returning to the continental United States (CONUS).

"Although these organizations are in the background; they also provide a very important piece of the Navy mail transportation puzzle in support of TJE 18 contingency operations," said Al Roque, postal operations specialist, NAVSUP FLC Sigonella.

Exercise TJE 18 was described as NATO's largest visibility exercise since 2015. ✨



Above: LS2 Geronimo Lujero (NAVSUP FLC San Diego) delivers a 463L pallet of mail as LSC Leejan Alindog (NAVSUP FLC Sigonella Site Naples) serves as safety. —photo by Lt. Mitchell Fuselier



Left: USS Bainbridge (DDG 96) pulled into Klaipėda, Lithuania as part of Baltic Operations (BALTOPS) 18. Lt. Josh Coffman and COR John Dubois were on-scene to coordinate the last tactical mile of logistics for BALTOPS warships. The contracting, log chain, and reach-back services for this port visit came at a distance of approximately 1300 miles, about the same distance as a Sailor graduating from Great Lakes would travel to Naval Air Station Key West. –photo by Lt. Josh Coffman

While this type of emergency situation is rare, a COR and KO providing support after normal business hours for visiting ships across the NAVSUP Enterprise of Fleet Logistics Centers (FLCs) has become the norm.

Prior to 2015, supply officers (SUPPOs) on ships had the authority to work directly with the HSP to make changes to requirements regardless of the time of day or the circumstance. In 2015, however, the Assistant Secretary of the Navy directed NAVSUP to remove contracting authority; specifically, the role of ordering officer and the authority to financially obligate the U.S. government to the HSPs for port visit services and supplies, and transferred all authority for HSP procurements above the micro-purchase threshold to the FLCs. This change in responsibility, as well as the implementation of a multiple award contract (MAC) strategy, has increased the demand for 24/7 365-day FLC support—specifically contracting.

In response to these changes, NAVSUP FLC Sigonella developed and implemented a duty KO program in which all civilian and active duty military personnel assigned to the HSP team participate on a rotating duty schedule throughout the year. The program provides the necessary KO coverage outside of normal business hours to ensure ships are not limited or negatively impacted due to changes in mission requirements or operational needs. Duty KOs provide authorization for a range of services and supplies from increases or decreases to vehicle quantities, volumetric services, forklifts and cranes, to changes in schedules, emergent port visits and emergency services for crew members. The duty KO concept and recent accomplishments have

NAVSUP Fleet Logistics Center Sigonella Husbanding—24/7 Support

By Gary Trimble, Supervisory Contract Specialist,
NAVSUP Fleet Logistics Center Sigonella

Late one evening, a contracting officer (KO) received an urgent call from a husbanding contracting officer representative (COR). A ship transiting the area of operation had a crew member who sustained a life threatening injury and needed immediate medical attention. Over the next half hour, the COR and KO worked with the husbanding service provider (HSP) and the host nation to secure a location to

pick up the crew member, arrange the transportation from the ship to the shore, and have the necessary emergency medical personnel standing by after arrival. The plans included logistical considerations, resource availability, price negotiations related to an existing husbanding task order, and authorization to proceed with the changes. The requirement was executed within a few hours and the Sailor was delivered to a local hospital.

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proven to be a mission enabler and invaluable asset to the NAVSUP FLC Sigonella and NAVSUP HSP program, and contributed to the ongoing success and evolution of making the MAC process work.

A majority of the personnel who participate as duty KOs have no prior experience working in a high tempo and time sensitive operational environment. This is their first exposure to having a direct impact on current Navy operations. The demands of the responsibilities are not for everyone as the multi-priority environment can be a stressful experience. The duty KO approaches each assignment with limited knowledge of the extent of changes required for many of the ship's needs. One weekend may involve a few phone calls for minor issues, while other weekends may consist of increased days of service, emergent port visits, and schedule changes.

Each request for change requires coordination and communication with the HSP, including requesting quotes, establishing and negotiating fair and reasonable prices, and authorizing modifications to task orders.

The after business hour calls require quick turnaround and therefore place a certain amount of unconventional responsibility on the duty KO to provide the authorization while adhering to all regulations. The KOs spend a majority of the day following a duty assignment finalizing documentation for the various authorizations.

While the contract approval authority comes from the duty KO, the change in contracting authority, as well as the MAC, created challenges for the 6th Fleet COR group. As ships were no longer able to manage their own requirements, the CORs were mandated to vet and approve any requirements and changes outside the standard logistics requirements (LOGREQs) messages. Any requirements changes from the ship flow to the duty COR for vetting and approval prior to coming to the KO. As a result, the CORs had to establish their own duty process to ensure 24/7 support.

Since the implementation of the MAC, the CORs have been able to work quickly and ensure the link between the ship, the HSP, and the KO is completed and require-

ments approved any time of day. They are and continue to be an instrumental piece of the process to ensure port visit success and continued improvement of the MAC and HSP program.

The Navy HSP program has evolved through myriad changes over the last several years. The ultimate goal of the program is to ensure ships and Sailors receive the necessary logistics support to complete their ongoing missions. A duty KO and COR are only two of many people involved in meeting mission needs and ensuring program success, but their contribution and impact is some of the most significant that directly affects Sailors and ships on a regular basis. While the majority of support personnel leave for home each evening or weekend, these duty KOs and CORs stand ready and available 24/7 to provide contracting support for any HSP situation that may arise in their AOR. These dedicated professionals are truly an integral mission enabler supporting the tip of the spear! ✨



The Operational Support Element (OSE) unloads pallets from trucks received from DLA Distribution Europe, located in Germersheim, Germany. The materiel was staged at RAF Mildenhall for further transfer. —photo by Lt. Mitchell Fuselier

NAVSUP Fleet Logistics Center Sigonella and the Logistics Support Officer

By Lt. Josh Coffman, Logistics Officer,
NAVSUP Fleet Logistics Center Sigonella

With 50 countries and 24 languages in Europe alone, U.S. 6th Fleet is a unique theater with unique logistics challenges. Navigating logistics in U.S. 6th Fleet requires experience, leadership, and communication. The logistics support officer (LSO) embodies all of these qualities and is the primary logistics enabler used by NAVSUP Fleet Logistics Center (FLC) Sigonella to ensure every port visit is a success.

LSOs have varying levels of experience and job scope depending on whether the LSO is a site LSO or headquarters LSO. The site LSO is typically a Supply Corps officer assigned to NAVSUP FLC Sigonella: Site Sigonella, Naples, Rota, or Souda Bay. He or she is responsible for tasking a division of Sailors and aligns local resources with ship requirements to ensure those requirements are met during port visits

co-located with the FLC site. The site LSO also ensures materiel is properly flowing through the site using local assets to meet the ship in time for port visits in non-FLC site locations.

Like the site LSO, the headquarters LSO aligns local resources with afloat unit requirements and provides training to site LSOs. The headquarters LSO is a subject matter expert (SME) in logistics support and typically brings anywhere from 10 to 20 years of logistics experience to the FLC. Many headquarters LSOs work in the NAVSUP FLC Sigonella Operations Department and have retired from prior service in a U.S. military branch. LSOs often travel to the port visit location, whether the port is located in proximity to an FLC site or not.

At the FLC site, the LSO voices the needs of the ship on a daily basis and coordinates installation organizations to meet these needs. Overseeing the movement of hazardous material (HAZMAT), cargo, mail, and food to or from the ship are all responsibilities of the site LSO. To accomplish these movements, the site LSO relies on the Defense Logistics Agency (DLA) for trucks; Air Mobility Command (AMC) for flights; Air Cargo for aircraft loading and unloading; Commander, Task Force-63 (CTF-63) for scheduling

and materiel movement; port operations for local pier space and material handling equipment (MHE) support; and public works department (PWD) for local duty vans and MHE.

Aside from leading materiel movements, the site LSO also trains Sailors to be logistics support representatives (LSRs) and ensures LSRs are qualified forklift drivers. The LSR is assigned to maintain communication with one or more ships and to report to the site LSO regarding the requirements of their assigned ships. The LSR follows the directions of the site LSO and can perform LSO functions in the absence of the site LSO.

Headquarters LSOs also act as trainers by publishing guidance and training site LSOs to help them overcome difficult logistics challenges. Mission accomplishment relies on good working relationships between headquarters LSOs and site LSOs as headquarters LSOs need to know who the LSOs at the sites are and what challenges the sites are experiencing.

Depending on the issue, headquarters LSOs will find an answer either by providing publication and experience driven logistics guidance, or support from another department (fuels, transportation, etc.). While port visits close to the FLC site are most easily supported, not all port visits fall into this category.

In cases where the port is not co-located with an FLC site, the LSO may need to travel to the port visit location to support the ship. Typically, the LSO travels to support high value units (HVUs) or support in locations where U.S. Navy ships do not typically make port calls. In 2017 and 2018, Russia's military posture shifted the focus of ship operations and logistics support, as ships are operating outside the Mediterranean more frequently than in previous years. As a result, there is a steady demand for deployed LSO support to locations where there is no FLC site.

In fiscal year 2018, 125 of the 428 total port visits (29 percent) supported by NAVSUP FLC Sigonella did not take place at an FLC site. Of the non-FLC port visits, the United Kingdom was the most visited (46 times), followed by Norway (33 times). In fiscal year 2017, 80 of the 378 total port visits (21 percent) supported by NAVSUP FLC Sigonella did not take place at an FLC site. Of the non-FLC port visits, the United Kingdom was the most visited (49 times), followed by Norway (37 times).

When at the pier for a port visit, the LSO is not alone when working with the ship. There is communication that takes place with multiple SMEs. NAVSUP FLC Sigonella contracting officers (KOs), U.S. 6th Fleet contract officer representatives (CORs), husbanding service providers (HSPs), transportation specialists, embassy liaisons, and shipboard supply officers (SUPPOs) all have a part to play before, during, and after the port visit.

Routinely, the LSO is working alongside the COR and the SUPPO to ensure a variety of tasks are completed such as on-loading or off-loading mail, disposing of HAZMAT, scheduling crane services, inspecting receipt of cargo or fuel, moving MHE, liaising with the U.S. Embassy, and coordinating requirements with the HSP. A capable LSO is able to work through the nuances of each port visit and find in the moment solutions. ✨



NAVSUP FLC Sigonella Postal Operations Specialist Al Roque and Logistics Support Officer Vlad Narvaez deliver mail on their way to a port brief with the USS Forrest Sherman (DDG 98) team. –photo by Lt. Mitchell Fuselier



NAVSTA Rota Security escorts a NAVSUP caravan of AH-64 Apache Helicopters during a 2018 intermodal evolution.

A Year in Review: NAVSUP Fleet Logistics Center Sigonella–Site Rota, Spain

By Lt. Christopher Gerber, Supply Operations Officer, NAVSUP Fleet Logistics Center Sigonella Site Rota

NAVSUP Fleet Logistics Center (FLC) Sigonella Site Rota, Spain is a unique and dynamic site within the European area of responsibility (AOR). Site Rota had an incredible year of supporting the fleet while proudly representing the NAVSUP Enterprise in all warfare areas across multiple branches.

Being the first stop in and out of theater, Site Rota supported 71 different port visits and operational tasking involving 37 different units; these units included five U.S. submarines, one carrier strike group, two marine expeditionary units, four U.S. Army combat aviation brigades (CABs), as well as multiple aviation squadrons and transient aircraft, all supported by NAVSUP Rota's logistics support center (LSC). The LSC in Rota is unique as there is no husbanding agent within the port, so the LSC itself conducts what a typical husbanding agent would do

for every port visit, resulting in over 7,000 man hours and 950 remedy transactions. The LSC in Rota received outstanding reviews for all ship surveys and evolutions in fiscal year 2018 (FY18).

NAVSUP FLC Sigonella Site Rota LSC also coordinates all efforts regarding the naval station intermodal evolutions. An intermodal is a unique evolution in which the U.S. Army CABs move their aircraft in and out of the U.S. Central Command (CENTCOM) AOR via Site Rota. Traditionally, after a deployment, equipment is flown home on a C-5 through several transportation evolutions. Site Rota LSC partners with the Theater Aviation Sustainment Maintenance Group (TASMG), and the Military Surface Deployment & Distribution Command (SDDC) to offload equipment and aircraft from transiting U.S. Military Sealift Command (MSC) ships, establishing both an air and sea bridge.

Through a Joint effort involving the USAF 725th Air Mobility Squadron (AMS), Louis Burger Air Terminal Service and Air Cargo Facility, 101st CAB Infantry Division (ID), 3rd CAB ID, VMM-261 from Morón Air Base, Defense Logistics Agency (DLA), and Naval Station (NAVSTA) Rota, Spain, NAVSUP coordinated movement of 900 containers and 159 aircraft to and from theater, resulting in \$60 million in transportation savings. The operations enable U.S. Army CABs to deploy to and from CENTCOM in a seamless and efficient manner.

Partnership is critical for making these evolutions and missions happen. Key players such as NAVSTA Rota, Base Naval de Rota (Spanish Navy), U.S. Air Force 725th AMS, Louis Burger Air Terminal Services, SDDC-Italy Detachment, TASMG, MSC, and all associated CABs made these operations happen without complication.

Site Rota also maintains the largest fuel reserve in the AOR, another critical aspect of the installation itself. NAVSUP FLC Sigonella Site Rota issued 21,767,145 gallons of F-76 to 177 U.S. Navy, Spanish Navy (SPN), NATO, MSC, and U.S. Coast Guard (USCG) ships. Fuels also issued 3,705,422 gallons of JP-5 to 47 USN and SPN ships and 21,849,803 gallons of JP-8 to 2,603 aircraft for FY18. Rota Fuels also has the region's only Class B level fuel lab, testing the capabilities for support to all military units transiting to and from theater. The fuels mission is absolutely critical for the warfighting effort across the entire 5th and 6th Fleet AORs.

Site Rota Personal Property Office and Transportation Office also had a significant year in FY18. The personal property shipping office (PPSO) was instrumental in the redeployments of NMCB-1 and NMCB-11. Over 2,400 household goods shipments and over 1,000 privately owned vehicle (POV) shipments took place in FY18, supporting NAVSTA Rota, Moron Air Base, and other various geographically separated customers. Transportation analyzed trucking tenders,



Rota Post Office went through significant renovations and underwent a remodel to ensure they had the most up-to-date technology to better service the customer and decrease wait times. One of the command goals was to develop better ergonomic practices within the work-center by enhancing safety and making more efficient moves to transport mail. NAVSUP FLC Sigonella procured a Newland TC-33 conveyor this year to reduce heavy lifting of mail and parcels. Rota Post Office is implementing new “smart lockers” for customers to increase efficiency, and are also undergoing an expansion to conform with the growing base and tenant command populations.

Site Rota is expanding and operations only seem to pick up year after year. The strategic location and the forces that flow through Rota make it a very unique, challenging and advantageous location to conduct operations.

NAVSUP FLC Sigonella stands ready to fulfill logistics responsibilities and serves as a vital link to enable mission success. ★

Site Rota postal personnel offload mail from new conveyor belt purchased earlier this year.

Rota's first use of the Newland TC-33 conveyor for improved postal operations. –all photos by MC1 (SW) Brian Dietrick

identified errant billing, and instituted round trip trucking for all European mail routes, saving over \$170,000 annually. Further, the traffic section worked with U.S. European Command (EUCOM) J4 to re-negotiate trucking tenders, expanding the list of available carriers, and prompting more competitive rates. By lowering trucking rates, Transportation Division slashed the European mail movement budget by an additional \$275,000.

Transportation also worked with the Customs and Border Clearance Agency (CBCA), to conduct 654 agricultural inspections in accordance with United States Department of Agriculture (USDA) standards, precluding the entry of invasive

species into the Customs Territory of the United States (CTUS). Finally, the transportation office worked with the Ocean Terminal to manifest and ship 49 bulk fuel containers containing 294,000 gallons of low-freeze JP-8 fuel from the port of Algeciras, Spain to Abu Dhabi, United Arab Emirates (UAE) in support of CENTCOM Operations.

Another significant operation for NAVSUP FLC Sigonella Site Rota is the postal operation. Site Rota's Postal Division processed and distributed 1.8 million pounds of mail for 32 tenant commands, four homeported forward deployed naval forces (FDNF) ships, and 71 deployed units to the 5th and 6th Fleet AORs in FY18.



NAVSUP Fleet Logistics Center Sigonella–Rome Detachment’s Contribution to the Fleet

By Dave Schattschneider, Postal Officer, NAVSUP Fleet Logistics Center Sigonella Site Naples, Mail Control Activity Rome

Mail Control Activity (MCA) Rome is a detachment of NAVSUP Fleet Logistics Center (FLC) Sigonella Site Naples based at Rome’s Leonardo da Vinci International Airport. MCA Rome is strategically located for the routing of all U.S. military mail in the 5th and 6th Fleet areas of responsibility (AORs). MCA Rome is comprised of eight highly motivated Sailors that work seven days a week to ensure that the mail moves in a timely manner for the Naples community and destinations around the world.

How does MCA Rome get this job done? Mail arrives from all over the world to be distributed throughout the AOR. MCA Rome Sailors work alongside their Italian airport counterparts (contracted mail handlers) from Fiumicino Logistica Europa (FLE) - B3 as well as ALHA group cargo handling services to process mail that arrives from Naples, Sigonella and other European locations to its intended destination as soon as possible.

Outgoing mail also arrives from Sigonella and Naples intended for different locations in the fleet and continental United States (CONUS). MCA Rome personnel ensure this mail reaches its final destination in a timely manner by having a strong working relationship with various airlines and ground handlers. They conduct numerous daily airport ramp sweeps and flight checks to ensure outgoing mail departs on scheduled commercial aircraft and that there is no mail left on the ramp. Some of the airlines that handle the mail are Delta, United, Alitalia, Lufthansa, Iberia, KLM and British Airways.

Additionally, all the mail departing to the Naples military community is transported via a Delta truck Monday through Friday and MCA Rome personnel monitor the truck departure to ensure timely delivery in Naples at the fleet mail center (FMC). All mail is screened by the military mail control agents to ensure the Universal Postal Union (UPU) barcodes indicate the proper routing to Catania for staging at FMC Sigonella. This ensures that the mail for the afloat ships is routed in an expeditious manner and meets required delivery times. Additionally, they work daily with Delta to process the airway bills and substitute delivery bill documents through Italian customs on the NATO 302 document and onward dispatch to Naples and Catania.

The holiday season is no exception to these tasks. In fact, MCA Rome is preparing to handle a higher volume of mail and our customers can rest assured that we will do everything we can to make sure their mail reaches them in time for the holiday season. Our devotion to duty and meeting the needs of our customers remains the same despite the workload and constraints during the busy holiday season. ✨

NAVSUP Fleet Logistics Center Norfolk Supports USS Harry S. Truman (CVN 75) CSG During “Unpredictable” Deployment

By Lt. Tam Colbert, Logistics Support Officer, NAVSUP Fleet Logistics Center Norfolk

In the NAVSUP Fleet Logistics Center (FLC) Norfolk Logistics Support Center (LSC), we pride ourselves on integrating support services, moving workload off afloat units, and providing the afloat supply officer (SUPPO) with a shore-based surrogate. LSC personnel coordinate husbanding and material processing services for ships home-ported or visiting our area of responsibility.

The Harry S. Truman Carrier Strike Group’s recent deployment, where the ship returned to her homeport of Naval Station Norfolk, along with some of her battlegroup, for a five week “working port visit” presented a unique challenge.

Our goal is to be the “easy button” for ships and battlegroups we service, taking some of the burden off shipboard SUPPOs and enlisted logistics specialists during the build-up to the deployment



Above: Alric Best, a logistics support representative from NAVSUP FLC Norfolk, discusses the on-load of material with members of the USS Harry S. Truman (CVN 75) Supply Department. –photo by Jim Kohler

and while the ship is underway. Thankfully, our team of nine personnel directly assigned to the battlegroup, along with the support of our entire 31-person team, was more than up to the task.

This deployment pattern is in line with a new defense strategy aimed at deployment patterns being “strategically predictable, but operationally unpredictable.” The challenge for us was that this unpredictability truly tested the flexibility and adaptability of my team.

Shortly after the carrier strike group left, we saw a couple of signs that this would not be a normal deployment. For starters, not all of the ship’s materiel was forwarded to her next port-of-call. We also noticed the fleet freight routing instructions were all different for the ships within the strike group.

Needless to say, this was not like what we experience with most deployments. Due to the Dynamic Force Employment (DFE) concept, the ship was unable to communicate with us that she would return to Norfolk earlier than expected and would only stay for a short time before getting back underway. We found out later than normal when the ship would return, which required increased flexibility on our part.

In addition to the Harry S. Truman Carrier Strike Group, we had other responsibilities this summer, including support to other major operational events including the USS Kearsarge (LHD-3) Amphibious Readiness Group Marine Integration Group Exercise and the USS Abraham Lincoln (CVN 72) Carrier Strike Group Sail. Balancing workloads among our active duty and civilian personnel, we were able to meet customers’ needs up and down the waterfront.

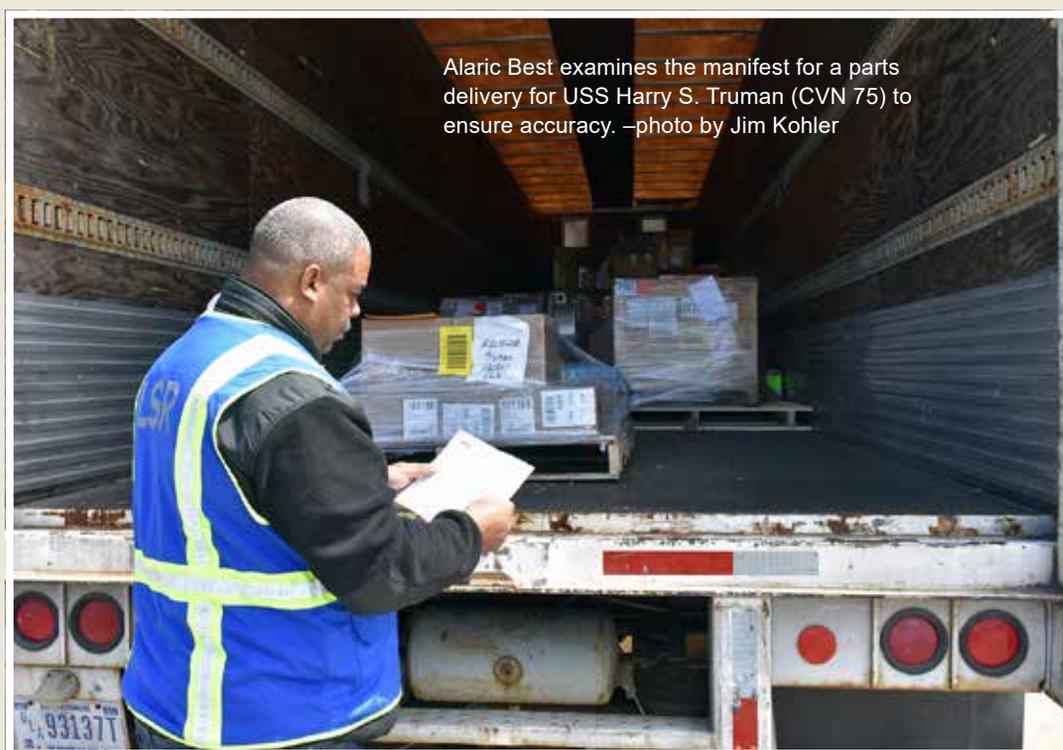
This also required us to leverage our great relationships with our vendors. The volume of the orders and their size increased significantly. We alerted the vendors to the demand surge as soon as we found out. This allowed them to work with their suppliers and adjust their inventory accordingly. For the long lead-time items that wouldn’t be available until after the ships’ departure date, we communicated with the ships so they could order acceptable substitute items. During the time in Norfolk, we processed 102 provision orders valued at \$3.7 million. Additionally, we coordinated the deliveries and on load of 1,835 pallets of food and more than 500 pallets of general stock material.

While this represented a change in how we normally execute, getting the ships ready for underway and deployment is what we do here day in and day out, so this was not a huge change for us once we knew what the requirements would be.

We learned after the Harry S. Truman Carrier Strike Group returned to Norfolk that the second phase of the deployment would be very different from the first and “non-traditional.” We also learned that a small working group was working for months to establish a new logistics pipeline and concept of operation for how materiel would flow to the ships.

We worked with the group to fine-tune the details of the plan, such as establishing the ideal cut-off dates for freight forwarding; transporting hazardous materials; and other important factors and capabilities to consider as the group conducted the site survey of the different material distribution locations, organic and inorganic. Once the group returned from the site survey, we advised on the best course of action based on the resources available.

At the same time, we brought our logistic partners, the Priority Material Office (PMO) and Defense Logistics Agency (DLA) Distribution



Alaric Best examines the manifest for a parts delivery for USS Harry S. Truman (CVN 75) to ensure accuracy. –photo by Jim Kohler

Norfolk, up to speed and worked with them to formulate the best action plan to support the carrier strike group with the newly established logistics concept of operation in mind.

For the Navy, the DFE concept requires flexibility. For us, flexibility has always been a major part of our DNA. Missions and schedules constantly change and for us to remain relevant and agile to the fleet, we have to be flexible to adapt and adjust with the requirements.

No two days are alike here at the LSC. ★

NAVSUP Reform Update

By Charla Fridley, Reform Management Office Lead, NAVSUP Headquarters

Last year NAVSUP launched our reform in reaction to the Department of Defense-wide call to action from Secretary of Defense, James N. Mattis, aimed at increasing readiness and lethality. The environment is changing and NAVSUP needs to reform in two ways to continue to meet the fleet's needs. First, there are increased customer demands and a need to increase our capabilities to serve them. Second, the environment has seen advances in digital customer service and elevated technological capabilities. The reform will enhance our unique capabilities, which allow us to be best positioned to support our customer, as the Navy's leader for supply chain management.

We interviewed and surveyed our customers across all levels to understand concerns, pain points, and how to partner in the most efficient ways. We used this input to develop our reform focus areas.

Structurally, the reform program is broken into five core pillars that are focused on essential areas for change, and four enablers, which span all core pillars to support and drive change throughout NAVSUP.

These core pillars are:

- 1. Responsive Contracting**—designed to increase the speed and productivity of contracting
- 2. Forecasting**—focused on enhancing predictions and use of forecasts to improve speed and reliability

- 3. Customer Presence**—redefining how we partner with our customers
- 4. Strategic Supplier Management**—increasing long term arrangements and relationships with suppliers to improve supplier performance
- 5. Integrated Logistics**—focusing on the end-to-end visibility and control for last mile fulfillment

Four enablers support these pillars:

- 1. Digital Accelerator**—digital tools
- 2. Enabling New Era Workforce**—enhancing the workforce to enable, support, and sustain reform efforts
- 3. Audit**—transparent processes and results
- 4. Driving Reform**—communicating and facilitating the change

The NAVSUP reform effort is seeing significant value and results last year. In Contracting, pilots focused on implementing a cross-functional pod structure to speed the efforts of planners, buyers, and technicians and get material on contract to be repaired faster. In this structure, these new pods are able to elevate roadblocks and find solutions to get customers their parts when needed.

In their first month of work, the Digital Accelerator team built a minimum viable product (MVP) to support the pods. The app lets pod members complete a digital purchase request checklist for a clean requirement that is passed to buyers to start the process of getting material on contract. The result has been an increase in clean contracting requirements as a result of pod usage of the new tool. Application updates are in process and continue to be rolled out to support additional functionality.

In Readiness Recovery, teams have been setting up a new operating cadence and deploying tools in the F/A-18 Integrated Weapon System Team to reduce the

number of items that degrade fleet readiness. Planners own the process by engaging suppliers and holding them accountable for improving their performance. The efforts resulted in improved get well dates by eight months for the F/A-18 servo cylinder, which had been holding down 28 aircraft.

To improve Forecasting, planners developed a streamlined planner override policy to standardize the process for when planners override system data, to result in more accurate forecasts. The policy updated nearly 300 overrides which will increase accuracy. Cycle time nodes that were missing from the Navy ERP planning engine were identified by another pilot. Adding this additional repair time will result in more timely repairs and increased fill rates.

We will continue the momentum of reform by expanding our Customer Presence pilot to improve communications and transparency with our customers, increasing efforts focused on supplier engagement, and supporting cross functional teaming across the Enterprise to support the end-to-end supply chain process. Looking ahead to the first quarter of calendar year 2019, pre-work is underway so that the final pillars, Integrated Logistics and Enabling New Era Workforce, can kick off in January.

Reform – Improving Forecasting to Increase Speed and Reliability

By Jennifer Blair, Public Affairs/Corporate Communications, NAVSUP Weapon Systems Support

In order to meet the fleet's changing needs, NAVSUP launched a reform effort in April 2018 focused on streamlining requirements and acquisition processes to ensure the readiness and lethality of U.S. naval forces.

There are five value pillars under the reform program and four enablers. The value pillars serve as the core efforts to improve the way NAVSUP does business: Responsive Contracting, Customer Presence, Forecasting, Strategic Supplier Management, and Integrated Logistics. The four enablers focus on areas that will facilitate and amplify the impact of the core pillars: Driving Reform, Digital Accelerator, Audit, and Enable a New Era Workforce.

Each element of reform is led by a senior leader from the NAVSUP Enterprise and has a value team focused on improving business processes. NAVSUP Weapon Systems Support (WSS) Vice Commander Lynn Kohl is the sponsor for the Forecasting pillar, and the value team is led by John Bendick from the NAVSUP WSS Surface Operations Directorate.

The goal of the forecasting effort is to provide enhanced agility and customer service to the warfighter by leveraging advanced analytics and data feeds to better anticipate customer demand.

"Forecasting is our business," said Kohl. "We need to make sure we're improving our processes to provide exactly what our customer needs."

The first step the team took was to hold workshops in Philadelphia and Mechanicsburg, Pennsylvania in order to identify

the root causes of forecasting inaccuracy and brainstorm possible solutions. The team was able to pinpoint 153 root cause drivers and developed 39 potential pilot projects to address those causes. The potential pilots focused on ways to incorporate forward-looking customer maintenance planning, forecast for growing fleets, and improve comprehensive cycle time estimates.

Of the 39 potential pilots, the team chose three to focus on during the 18-month reform program – "Private Shipyard,"

"We want to avoid a parts delay when the ship is in for maintenance," said Bendick. "To do that, we need more engagement with the shipyard."

"Missing Repair Time in ERP," and "Demand Accuracy." "From a forecast accuracy perspective, there's opportunity to improve overall," said Bendick. "Today, our systems look backwards. We look back five years and try to predict what our demand will be, but past demand doesn't always hold true to what we need now and in the future. With these pilots we're taking a holistic approach based off our operational and maintenance knowledge to drive a better supply model."

The "Private Shipyard" pilot focuses on improving communication with the shipyards to better anticipate needs prior to a ship's arrival for maintenance and modernization. Under the current system, the shipyard may know two to three years in advance when a ship will arrive

and what work they will need to perform. However, NAVSUP WSS may not know what parts are needed until the shipyard begins ordering materiel.

The team is working with the Regional Maintenance Centers to develop ways that NAVSUP WSS can know in advance what critical material or items with long lead times will be needed prior to the ship's arrival at the shipyard.

"We want to avoid a parts delay when the ship is in for maintenance," said Bendick. "To do that, we need more engagement with the shipyard. We're leaning forward and putting ourselves into communities where we haven't traditionally had a presence. This will allow us to gather better feedback and ultimately provide better service to the fleet."

The second pilot the team is working on is "Missing Repair Time in ERP." The team found that Enterprise Resource Planning (ERP) was recommending repair decisions too late, which was negatively affecting the fill rate. The ERP repair decision was based on a calculation that included demand and lead time. Upon further inspection, it was discovered that there were critical pieces missing from the equation.

The repair turnaround time in ERP only measured the time from when a vendor inducted an asset into repair until the time the repair was complete. The calculation did not include the days the part is in transit or account for delays that take place once the material is delivered to the vendor. "The team found an average of 80-120 days was missing from the overall repair time, which meant that we weren't as efficient as we thought we were. Now we're trying to load the true requirement," said Bendick.

The additional time will soon be loaded into ERP. The team expects the change will start driving procurements in the December timeframe, with benefits beginning to show in calendar year 2020. "We made a significant change to the math model. It's a large change that will do well, but it will take time to see the benefit," said Bendick.

The third pilot, "Demand Accuracy," focuses on overhauling the process for overriding the demand forecast in ERP.

"Because ERP only looks backwards, there are times when a supply planner may need to override the system, but it's not straightforward," said Bendick. "The engaged supply planner and integrated weapon system team can have valuable operational insight."

To assist planners with override decisions, the team is developing a forecast accuracy policy and training materials aimed not only at implementing overrides, but monitoring the overrides.

"Ultimately, it's about equipping our planners with the best knowledge and tools so they can make decisions that better serve the fleet," said Bendick.

"Driving reform takes a consolidated effort to get things done," he added. "We have good engagement from across the command and the full support of our leadership. Through reform, we've started looking towards the future and how we can best support a growing fleet." *

NAVSUP Weapon Systems Support Reforming Wholesale Predictive Model for Improved Readiness

By Kelly Luster, Director, Office of Corporate Communications, NAVSUP Weapon Systems Support

The U.S. Navy has a global reach with nearly 300 deployable battle ready ships, 92 submarines, and more than 3,700 operational aircraft operating in oceans and waterways around the world. Each year there are more than 500,000 equipment and repair part demands from a \$34 billion inventory of more than 30 million individual parts in support of Navy, Marine Corps, Joint and Allied Forces customers worldwide. Ensuring the Navy has the right materiel, when they need it, and where they need it, falls to the Navy's only Program Support Inventory Control Point (PSICP), NAVSUP Weapon Systems Support (WSS).

In recent years, the Department of Defense (DoD) and the Navy have looked for operating efficiencies while increasing readiness, leading to increased focus by the Office of the Secretary of Defense (OSD) on metrics like wholesale demand forecast accuracy. Through the DoD Comprehensive Inventory Management Improvement Plan (CIMIP), a set of DoD-wide metrics were created to measure forecasting performance. Through its reform process, NAVSUP WSS has targeted wholesale predictive modeling as a focus area for improved planning and forecasting ability. Refining the ability to more accurately plan what

customers need will lead to a more agile and lethal Navy.

By refining its wholesale predictive model, NAVSUP WSS may be part of the solution to meet Secretary of Defense James Mattis' requirement recently outlined in a memo to several undersecretaries. In the memo, Mattis wrote that in order to see effective and efficient change, the departments must focus on meeting the most critical priorities first. He wants to see reduced operating and maintenance costs and an 80 percent mission capability on the Pentagon's F-35, F-22, F-16 and F-18 inventory platforms.

According to Lt. Cmdr. Duncan Ellis, an operations research analyst at NAVSUP WSS, trying to determine what to buy, how much to buy and where to put it, is very challenging. NAVSUP WSS can have a greater success by leveraging more of its available data as a springboard to build better predictive models; enabling greater accuracy and efficiency and helping commanders determine risks when making inventory policy decisions. Working with the Navy Post Graduate School and Penn State University, Ellis is leading a team developing a new model for NAVSUP WSS to replace the current Wholesale Inventory Optimization Model (WIOM 4.0).

"Our goal is to be ahead of the problem," said Ellis. "The new model will help us better look at risks to materiel availability caused by uncertainty in both fleet demand patterns and our repair and procurement pipelines, with the goal of helping NAVSUP WSS make more sophisticated investment decisions. We need to ensure we make efficient use of the Navy Working Capital Fund (NWCF) to invest in the right materiel to support future warfighter requirements."

Understanding the hundreds of thousands of National Item Identification Numbers (NIINs), and the factors affecting the supply chain, is a formidable task.

"At any given time, the Navy's inventory is distributed across the entire global operating environment. Some is in

warehouses, some is with the customer on ships or forward deployed, and some is at organic and commercial repair sites,” said Ellis. Managing this rotational pipeline of stock is a challenging task. “Additionally, we support materiel over a diverse demand portfolio. While some materiel has predictable regular and steady customer demand, a large proportion of our items have irregular, episodic, or very limited demand. Essentially, there is no easy way to go about creating a model to account for everything.”

Ellis quotes George Box, a man often referred to as “one of the great statistical minds of the 20th century.” Box stated that “all models are wrong, but some are useful.” The point Box was making is that models cannot account for every variable or piece of data affecting the outcome they’re modeling, but that doesn’t mean they aren’t useful.

Model design is an exercise in determining the required complexity to inform a particular task. “Models are a bit like maps,” said Ellis. “Maps contain a level of complexity required to solve a

particular problem, for example, locating a position or navigating between points. A map with insufficient detail to perform the required task is useless. However, a map with the same level of detail as reality is too complex, and equally as useless as the map with insufficient detail. Models, like maps, are purposeful simplifications designed to provide insights into the behavior of complex systems and aid decision making.”

The new wholesale model, WIOM 5.0 will enable NAVSUP WSS to directly leverage the millions of rows of transactional data the ERP system accumulates. “This broad data set will enable us to better understand the range of effects across multiple metrics of interest for potential inventory investment decisions,” said Ellis. Previous models like WIOM 4.0 rely on fairly simple input data sets, and often make suspect assumptions about forecast accuracy or variation. A big change in moving to WIOM 5.0, is rather than relying on forecasting data, it looks directly at historical transactional records to provide a robust solution that relies on a minimal number of assumptions.

WIOM 5.0 combines a sophisticated inventory simulation tool with a resource optimization model. The simulation will leverage current asset posture with historical transactional data to include demand, procurement, and repair times, to assess the performance of inventory level decisions. The optimization will use the performance metrics from the simulation to help NAVSUP WSS make efficient and effective inventory policy tradeoffs.

The NAVSUP WSS WIOM development team has an aggressive timeline. The current plan is to have a prototype version of the new model completed by the end of 2018. Following initial release, technical testing, fine-tuning, and integration is planned for the spring with production implementation scheduled for late summer of 2019. As the critical link between the supply chain and the warfighter, NAVSUP WSS’s launch of WIOM 5.0 will translate directly to warfighter readiness and Navy lethality. ✨



To see a brief summary of NAVSUP reform program’s five value pillars, visit: <https://www.youtube.com/watch?v=2iNNMSKAAy8>

NAVSUP Reform Improves Customer Presence

By Joe Yanik, NAVSUP Office of Corporate Communications

NAVSUP is reforming to better align with its customers who coordinate with the command to accomplish its mission of delivering supplies, services and quality-of-life support to the Navy and Joint warfighter stationed around the world.

This reform initiative, or pillar—which is part of a comprehensive reform program—is Customer Presence.

“The goal of NAVSUP’s Customer Presence team is to identify and address critical deficiencies in coordinating and communicating with customers from industry and across the operational Navy who help us accomplish our mission,” said Capt. Raymond Bichard, the team’s sponsor.

“From conducting deep dive surveys and implementing immediate, high impact pilots, we learned from our customers that they’ve been unable to reliably convey their supply needs and priorities to us and track deliverables along the supply chain,” Bichard said. “This lack of communication and transparency into the supply chain process causes them a great deal of frustration, particularly when it comes to delivering time-sensitive repair parts and forecasting their supply needs.”

One of the solutions Bichard’s team is implementing to help resolve issues with communication and transparency for its customers involves a mapping framework of NAVSUP’s entire customer base, especially its key customers.

“As NAVSUP maps its customers, the Enterprise can improve its presence where it is needed the most,” said Capt. Blake Kent who leads the Customer Presence team responsible for the mapping effort. “Once we have a better understanding of where and who our key customers are, we can designate representatives to where they could best serve as coordinators and process enablers between us and our customers.”

Besides NAVSUP mapping its customers, Kent said that another solution to improving the command’s alignment with its customer base will be to empower key customers with improved escalation strategies for concerns on their requisitions, or orders for material placed by the fleet. These requisitions vary from requests for circuit cards to power supplies, and whatever they need from the supply system.

These strategies are being tested with six ships in San Diego, and they involve working with the NAVSUP Weapon Systems Support (WSS) item managers to improve background information on parts delays that appears in One Touch Supply, encouraging shipboard supply officers to utilize the Global Distance Support Center (GDSC) as an avenue to even more information, and

using the Logistics Support Representatives as a physical touch point, if the other avenues have still not resulted in sufficient information.

“These strategies will aid customers by giving them increased visibility and understanding of what is causing their requisitions to be backordered and assist with planning maintenance efforts based on the arrival of parts,” Kent said.

Since the Customer Presence team began working to align NAVSUP closer to its customers, Kent said there has already been some measurable success.

“We’re already seeing the progress we were hoping for in certain target areas,” said Kent. “Examples include improved information directly available to the six pilot ships through One Touch without having to call a given item manager, thereby making the Item Managers more efficient, and a seven percent increase in the use of GDSC as an escalation point for additional clarification on backorder status.”

Even with this forward momentum, Kent said aligning NAVSUP closer to its customers will take time.

“The reform we need in terms of improving customer presence won’t occur overnight, but we have great people who are dedicated to bolstering warfighter lethality and readiness,” Kent said. “Our team of supply chain managers are fully engaged in implementing solutions to improve how we do business.”

NAVSUP’s Customer Presence reform pillar is part of the command’s comprehensive reform program designed to deliver increased readiness and enhanced lethality to the Navy and Joint Warfighter by aligning closer with its customers throughout industry and the operational Navy.

The overall goal of the reform program is to improve business processes, increase the speed of support and rally with other key players in Navy sustainment. Over the next year, the results of the reform initiatives will evolve the organization’s operating model to adapt to the changing environment and remain always ready, resourceful, responsive! ✨

Authentic Trust & True Leadership Drive Complex Reform: Sensible Themes from DoD's Logistics Reform Effort

By Nicholas J. Avdellas, Department of Defense Logistics Reform Team

In February 2017, a Secretary of Defense (SECDEF) memorandum directed the Deputy Secretary to establish cross-functional teams to address improved mission effectiveness and efficiencies across the Department of Defense (DoD). The teams were to address key lines of DoD business, including logistics and supply chain management, in order to “free up” limited resources to contribute to fielding a larger, more capable, and more lethal Joint force.

In response to this directive, the Logistics Reform Team (LRT) was formed in late 2017. Because of the size and complexity of the department's approximately \$150 billion logistics enterprise, a strong, experienced leader was critical to optimize reform opportunities in this space. Dee Reardon was appointed as the LRT reform leader and immediately populated her team with a unique blend of functional and military service logistics expertise. Guided by Reardon's leadership, the LRT quickly developed a vision for the future of the department's logistics functions to help focus their activities, emerging initiatives, and outcomes.

DoD Logistics Vision:

A resilient and agile, best-in-class logistics force delivering cost-effective readiness to improve lethality, while constantly innovating to outpace our adversaries.

The vision was firmly supported by key near and long-term outcomes, including:

- Improve readiness; increase weapon system availability by 15 percent over the future years defense program (FYDP)
- Strengthen sustainment; reinvest approximately \$25 billion across the logistics portfolio over the FYDP
- Maximize buying power: apply limited resources more effectively and efficiently
- Establish single process owners and governance structures
- Steer by authoritative and aligned performance measures
- Leverage logistic enterprise data to improve decision making

Once this DoD logistics vision and associated outcomes were established, the LRT immediately got to work soliciting input from stakeholders for reform ideas consistent with this reform framework. The LRT also assessed their own, as well as leadership-directed reform proposals, and conducted thorough business case reviews of all potential reforms. From November 2017 to the present, the LRT has reviewed 64 potential logistics reform initiatives, resulting in 24 on-going enterprise LRT initiatives (with three complete) and 12 of which are component-led initiatives. The initiatives run the gamut from business process improvements (such as updating maintenance work packages and associated bills of material) to resource optimization (such as non-tactical warehouses and bulk fuel infrastructure) to decision support enablers (such as enterprise metrics and the munitions readiness initiative). The majority of

these initiatives include six to nine month proofs of concept to determine if the initiative warrants full enterprisewide implementation.

The initiatives the LRT generated demonstrate a great deal of work accomplished in an extremely short period of time—all while major strategic directional change was occurring in the department's mission set, and unprecedented organizational change was underway in its senior logistics management structure.

The remainder of this article focuses on several unique leadership organizational change themes that enabled this progress to occur in an extremely challenging environment.

Innovation sparks through trust and believing in people who care deeply about the mission and each other.

The LRT's initial Defense Logistics Agency (DLA) and Supply leads, Jim Liberko and Bryan Jerkatis, worked several initiatives together – many ideas they discussed over time culminated in Bryan's successful reform initiative designed to establish improved, enterprisewide strategic munitions management. Bryan, who made the sacrifice to be a “geographic bachelor” to be a part of the LRT, has taken his personal car over to Jim's house for various repairs on weekends during this assignment. These interactions led to a friendship that enabled trust to develop and true “out of the box” thinking to occur between the two. In this case, the power of “looking under the hood” proved to be exponential.

Diversity is a good thing, particularly in a reform environment.

In building the LRT, Reardon knew she needed input from various perspectives and all areas of logistics management. In order to achieve this richness, she found people from two programs to support LRT activities. First, the Intergovernmental Personnel Act (IPA) Mobility Program provides temporary assignments of personnel between the federal government

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and eligible organizations. As IPAs, Nick Avdellas, Mark Van Gilst and Brad Silver supplemented the LRT with significant senior expertise based upon their many combined years of logistics experience. Second, the LRT leveraged the OSD Sustainment Fellows Program. Wendi Duffy and Christine Morelli joined the team and offered cutting-edge concepts and insights that reflected the visits and practices they observed in both the public and private sectors.

Successful reform activity requires a unique style of day-to-day management.

Dan Blake had the perfect amount of logistics knowledge to be incredibly effective as the LRT's director of staff. His background as an operator, auditor, and congressional liaison enabled him to review a tremendous amount of logistics reform proposals with a level-headed realism that quickly separated the wheat from the chaff. His feedback on reform proposals did not discourage; in fact, it pressed staff to be more innovative and clear in the reform initiatives being formulated. In short, Blake was an efficient, hard-nosed clearing house for logistics reform proposals.

Reform initiatives that seem nearly impossible are anything but if driven by a truly visionary Marine.

Dan Ermer spent a very successful career in the Marine Corps and is now revolutionizing the way the department views and measures materiel availability and its contribution to fleet readiness. This is an incredible challenge. He is not using brute force, but rather a collaborative performance improvement process that serves as a model for generating true reform results that will eventually become part of the institution. Ermer's on-going efforts continually reinforce the important concept that reaching out and making new organizational connections is often an important starting point for reform in organizations as large and complex as the DoD. Innovation can often spawn quickly, just by demonstrat-

ing great passion and understanding of the reform you are trying to advance—and by solving problems in an empathetic way from the customer's perspective.

DoD top-down reform requires frequent, transparent, and clear communications, especially with the military services and defense agencies—the LRT's service and agency leads provided this role with the appropriate point of view.

Rex Curry (Air Force), Capt. William Booth (Navy/Marine Corps), Paul Hay (Army), and Jim Liberko (DLA), supported by Mike Boone, also from DLA, properly advocated for the perspectives and equities of their service or agency as logistics reform initiatives were developed. However, given the LRT's charter to increase materiel availability, generate savings, and apply limited resources more effectively and efficiently enterprisewide, these individuals were also open to and often generated reform initiatives that focused on the power of collaborative solutions, particularly when duplication was evident or technology insertion could overcome challenges through a Joint perspective. This kind of service and agency lead perspective, which they communicated frequently throughout their communities, was absolutely essential to the LRT's success. Reardon put full confidence in their capabilities to communicate effectively to all echelons of their stakeholder communities, and fully supported their positions when required.

On the DoD LRT, nobody took the credit or blame, they took the responsibility. Genuine reform requires individuals willing to take the ball and run—fully dedicated to the mission and their teammates.

As described above, the DoD LRT included functional, military service, and integrative personnel that requested and implemented reform initiatives identified across the DoD logistics enterprise. While roles and responsibilities were well defined, many

times the team had to address unexpected, time sensitive requests directly from senior DoD officials. This meant that priorities often changed quickly while firm deadlines remained in place. Without hesitation, "back-ups" quickly jumped in to pick up on task requirements when normally designated subject matter experts (SMEs) were required to address "wolf at the door" requirements. Three individuals, Randy Kendrick, who was known to Reardon for several years to be a top-notch OSD analyst and leader; Helen Newell, who was in the final stages of her DoD Sustainment Fellowship and responsible for integrating and reporting LRT initiative status and results to the CMO and other senior leaders; and Robyn Smith, Reardon's administrative assistant, regularly monitored and balanced tasking assignment and accomplishment. They were absolutely essential to the success of the LRT.

The success Reardon achieved as leader of the DoD LRT will improve the effectiveness and efficiency of the department's complex logistics management processes—directly contributing to the SECDEF's requirement for increased lethality of the force. In order to be successful, Reardon knew her reform team had to include change agents who could innovate as they developed and vetted logistics reforms, both individually and as a group. Reardon's rare leadership quality in this case was to trust her instincts to assemble a diverse, talented team that she knew could hit the mark. She then set the team's mission and objectives, and let them go to work. Her team worked within a clear structure and communicated clearly and frequently with all appropriate stakeholders—but as the examples above make evident, what they did was to demonstrate that the whole is greater than any individual contribution and that a true leader that trusts in her team can achieve far reaching and, potentially, enduring change in a very complex and challenging logistics organizational environment. ✨

Planning

Background and Context

Planning in some form occurs within all military organizations on a near daily basis. Next year's budget, the annual training schedule and the optimum quantity of ordnance to hold in reserve are all legitimate planning concerns. But the topic of this section is much broader in scope. The focus here will be on joint military planning at the strategic level, with a general discussion of some peripheral considerations. One critical element of the process must be emphasized in any study of planning, be the subject movement of armies, deployment of naval forces or this quarter's purchase of consumables. And that is ... *logistics is the foundation of planning and the ultimate enabler of operations.*

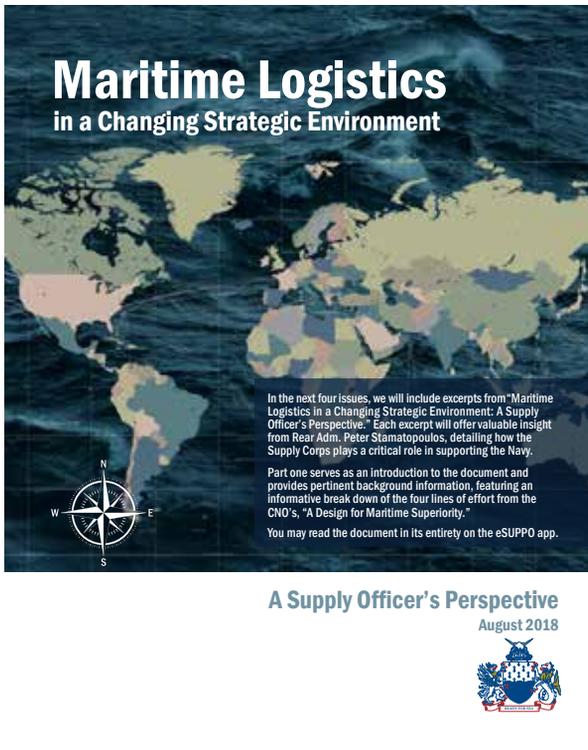
The planning process is also germane to this publication because of its impact as a requirements driver. Contingency planners, working within the framework described here, occasionally identify the need for a capability that is not readily available, or in some cases, may not even exist. That warfighting "gap" must be addressed if the operational commander's ability to execute the plan is to be properly supported. The process for bridging that gap falls under the general heading of Force Development, which includes requirements identification, acquisition, budgeting, maintenance and modernization and life cycle support. It is also the synchronization and integration of these and other elements and processes to prepare units for maintenance and deployment cycles. Force Development is the topic of the next section.

Finally, we must bear in mind that, even though we may operate routinely in a Navy environment, we will ultimately deploy and fight within the joint chain of command. This section establishes the foundation for understanding where our Carrier Strike Groups, Amphibious Ready Groups and other deployers fit into the joint construct.

Geographic Combatant Commanders

There is a wide range of guidance that defines and directs the national military strategy. Among those high level documents is the Unified Command Plan (UCP), which has immediate relevance to this section from a structural perspective. The UCP, which is approved at the Presidential level, establishes Combatant Commander missions and roles. It further delineates geographic responsibilities across the following organizations: U.S. Northern Command (USNORTHCOM), U.S. European Command (USEUCOM), U.S. Africa Command (USAFRICOM), U.S. Pacific Command (USPACOM), U.S. Southern Command (USSOUTHCOM) and U.S. Central Command (USCENTCOM). These Geographic Combatant Commanders (GCCs) are directly tasked with conducting military operations and warfighting execution within their regions as assigned by the UCP.

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This issue includes the second excerpt from Rear Adm. Peter Stamatopoulos' publication "Maritime Logistics in a Changing Strategic Environment: A Supply Officer's Perspective." Each excerpt will offer valuable insight detailing how the Supply Corps plays a critical role in supporting the Navy.

Part two takes a close look at Navy planning.

You may read the document in its entirety on the eSUPPO app.



Figure F. Depiction of Geographic Combatant Commander's Areas of Responsibility per the Unified Command Plan

Although the GCCs are the driving forces behind Operation Plan (OPLAN) development within their respective Areas of Responsibility (AOR), they are not the ultimate decision makers with respect to which contingencies merit planning consideration. Those judgments are made at the national level and tasked to the Combatant Commanders via the Joint Strategic Capabilities Plan (JSCP). The JSCP not only provides direction on the scenarios that will serve as the basis for planning, it further specifies the level of detail to which the plan will be constructed.

GCCs and Deploying Navy Units

The focus of this section is operational planning, but the role of the Geographic Combatant Commander also has daily applicability to our naval forces. We tend to think of the various Fleet Commanders as the ultimate operational leadership of our units. For example, ships deployed to the Mediterranean are viewed as Sixth Fleet assets ... and those we deploy to the Arabian Gulf are considered Fifth Fleet assets. But the numbered Fleet Commanders must in turn answer to standing operational chains of command that are external to U.S. Fleet Forces Command and U. S. Pacific Fleet. The Sixth Fleet Commander reports to Commander, U. S. Naval Forces Europe, who works directly for the GCC Commander, U. S. European Command (USEUCOM). The Fifth Fleet counterpart reports to U. S. Forces Central Command (USCENTCOM) via Commander, U. S. Naval Forces Central Command (COMUSNAVCENT). These GCCs, and their peers around the world, bear the ultimate operational responsibility for the units transferred into their Areas of Responsibility (AORs). This includes the Navy's Carrier Strike Groups, Amphibious Ready Groups, Surface Action Groups, and submarines.

In order to provide global presence and support for ongoing operations, the services routinely provide rotational forces to the GCCs. Ships embarking on planned deployments are typically included in the "rotational" category. The process through which these movements are managed is known as Global Force Management (GFM). The GCCs, Joint Staff and services all have a critical role in adjudicating and sourcing forces for the SECDEF, who serves as final approval authority. The output for this process is known as the Global Forces Management Allocation Plan (GFMAP). In addition to rotational forces, the services must maintain adequate capacity in support of emergent GCC requirements. These are commonly known as surge forces.

Joint Planning and Execution Community

When the JSCP directs the formulation of a new OPLAN, the appropriate GCC is tasked with primary responsibility for its development. But the effort to build a quality product requires the support and cooperation of the entire Joint Planning and Execution Community (JPEC) as depicted in Figure G.

This illustration rates a very careful review. The cognizant GCC is identified in the diagram as the “Supported Commander.” He or she is directly supported in the planning effort by supporting GCCs as well as subordinate service Component Commanders, who provide critical input to basic plan development. Concurrently, those service components build their own discrete supporting plans which define their actions in detail within the framework of the larger scenario.

The GCC is also supported by the services, their infrastructure and their associated logistics agencies. Their role is critical to the validity and success of the OPLAN. The services, as the force providers, must program resources and manpower to a level that enables operations as defined in the plans. They also have an obligation to ensure that the supported and supporting GCC’s components are populated with personnel who are trained, equipped and in all ways prepared to accomplish the mission as tasked.

The U.S. Transportation Command (USTRANSCOM) is one of three “functional” Combatant Commands with responsibilities and missions that extend beyond the constraints of a geographic boundary. USTRANSCOM is perhaps the most visible supporting combatant commander associated with any OPLAN. USTRANSCOM and its subordinate components, Surface Deployment and Distribution Center (SDDC – Army), Air Mobility Command (AMC – Air Force), Military Sealift Command (MSC—Navy) are the lynchpins to successful plan development and execution. All OPLANs require movement of personnel and equipment, some of them on a monumental scale. The USTRANSCOM organization will bear the responsibility for their delivery to the fight. Because they control the assets that move the forces, no plan can be considered valid until USTRANSCOM has analyzed it and declared it “transportation feasible.”

Considering today’s trans-regional threat environment, every OPLAN requires the engagement of multiple Combatant Commanders, both geographic and functional. In addition to the transportation role previously described, functional Combatant Commanders may be called upon to provide special forces, surveillance or other services. Other GCCs may be tasked to provide forces or staging bases for forward movement of personnel and materiel to the affected AOR. Because the level of connectivity and interdependence across all Combatant Commanders is so high, they may all be required to participate in development of a given plan.

With so many entities and organizations involved, plan development can be a complex and laborious endeavor. The responsible GCC must coordinate, analyze and integrate the inputs from all members of the JPEC and meticulously refine the plan prior to USTRANSCOM’s feasibility check. Once the GCC approves the plan, it is reviewed by the Chairman of the Joint Chiefs of Staff (CJCS) prior to its ultimate approval by the Secretary of Defense and the President. It is then reviewed continuously to maintain currency and consistency with mission needs and capability changes.



Figure G. Joint Planning and Execution Community (JPEC) Pyramid

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Planning and Budgeting – The Navy Connection

Because the primary purpose of our nation's military is to defend the United States and its interests around the globe, it is incumbent on those within our service who manage our resources and hold the purse strings to orient their allocations toward warfighter support. Every dollar spent on manpower, maintenance, equipment, etc., should be linked in some way to that end. To illustrate, there may be several degrees of separation between the purchase of a computer at an administrative command in Jacksonville and a hypothetical forward deployed unit. But the connection should

exist nonetheless. Let's consider it this way ... the computer in Jacksonville may be purchased to (a) manage the records of (b) the sailor undergoing training to (c) prepare him or her to serve as a Sonar Technician, imminently to be (d) assigned to an Arleigh Burke class destroyer, which will (e) deploy next year to the Arabian Gulf. There are other times, however, when there are zero degrees of separation between the warfighter forward and the funding source on the CNO staff at the Pentagon. A previous paragraph in this section discussed the roles of the services and their staffs in support of OPLAN development. The discussion must now be expanded to incorporate the Navy budgeting process in relation to that effort. As our aggregated national military strategy drives GCC planning and readiness for contingencies, so does that GCC planning process, in turn, drive Navy funding priorities.



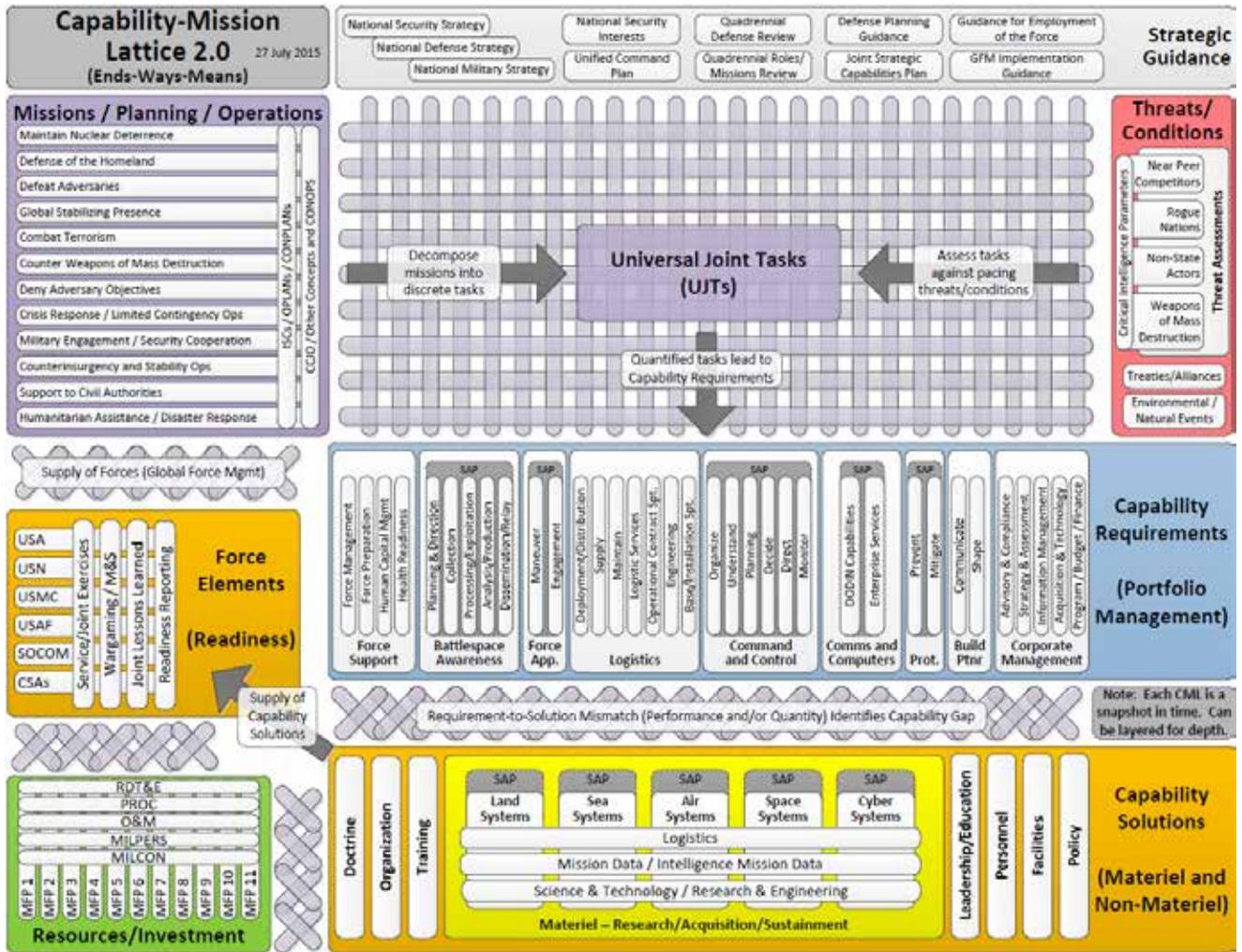
A GCC may be tasked to develop an OPLAN to defend a friendly country against a hostile neighbor that also happens to be a common foe. In support of that plan, the Navy component may be tasked to protect a seaport while the Navy Expeditionary Logistics Support Group's cargo handlers offload ordnance from MSC vessels and position it ashore at an Ammunition Supply Point (ASP). In order to accomplish the mission the component must define the requisite units and capabilities in a supporting plan. The ships, ordnance, cargo handlers, ASP manpower and material handling and civil engineering support equipment must be identified and incorporated into the plan if it is to be efficiently executed. If any of the critical elements do not exist, or if their employment conflicts with a higher priority plan, the Navy

component commander must then address the "gap" with service headquarters. This would usually be accomplished by defining the gap in the component's Integrated Priority List (IPL), which, after validation, is forwarded to the Navy staff for budgeting consideration.

Gap Identification

The mechanics by which GCC identified gaps are presented to the services could easily occupy a chapter in and of itself, but an abbreviated version will suffice here.

The planning process is conducted through the application of strategic, operational, and tactical tasks. To use the example in the preceding paragraph as an illustration, the GCC staff, through its planning efforts, would identify the need for the Universal Joint Task (UJT) of "Provide Protection." The component would then likely convert that to the Navy Tactical Task of (NTA) "Provide Security for Operational Forces and Means," which would then be further defined as "Provide Harbor Defense and Port Security." The task, together with the Projected Operating Environment (POE) - which includes both the physical and threat environment-creates the need for a capability. To summarize, a hypothetical capability requirement might be: to "conduct port security from the sea with the ability to pursue into the littorals; provide a minimum endurance of twenty days on station, and provide the ability to counter a FAC/FIAC threat." Figure H illustrates the complex relationships between missions, tasks, threats, and capabilities.



If the capability exists but is not sourced, the GCC staff will formally appeal to the appropriate service (via the Joint Staff) with a request for forces (RFF). If the component does not have the capability or capacity to perform the function, the requirement is presented to the service as a capability gap through the previously discussed IPL process or submitted as an Urgent Operational Need (UON). The services must then adjudicate the gap and identify potential operational contract or DOTMLPF solutions. Note: Not all capacity or capability gaps require a materiel solution.

Figure H. Capability-Mission Lattice 2.0 (Source: Joint Capabilities Integration & Development System (JCIDS) Manual)

Introduction to the PPBE

Via the Navy's Planning, Programming, Budgeting and Execution (PPBE) system, the component's IPL requirement is validated and adjudicated for funding by the appropriate Resource Sponsor on the Navy staff (see Annex A for a comprehensive discussion). The requirement illustrated in this example is likely to receive priority funding consideration because of its direct applicability to the GCC's OPLAN - literally zero degrees of separation from the warfighter.

Obviously, the PPBE system encompasses far more than Navy component and GCC IPL needs. It is the process through which all Navy funding allocation decisions are justified and resourced. But it is important to remember that the entire PPBE effort is ultimately designed to facilitate our Navy's ability to support our National Military Strategy and the warfighting combatant commander.

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The emerging threats and tilts in the global balance of power discussed in the Maritime Strategy section of this paper will certainly influence future high level national defense guidance and GCC operational planning. The newly ascendant “great powers,” the elevated importance of maritime choke points and, most importantly, the need to develop cross domain warfighting solutions, all present new and unprecedented challenges to the planner. Carrier Strike Groups and Amphibious Ready Groups might well soon find themselves employed in non-traditional ways, and the requirement for new and expanded capabilities may increase as the complexity of new threats evolves. In fact, the very composition of the Strike Groups and the capabilities they deliver are ultimately impacted by the planning process.

Uncertainty proliferates within this construct, but one thing remains evident ... and that is the need for resources to confront the changing global security environment. Those requirements will be defined by the GCC and its components, and programmed and delivered through Joint and Service acquisition and budgeting systems.

The processes by which an entirely new major capability is identified and procured via the Defense Acquisition System are a topic in a later section.

Summary

A careful examination of the planning process and its impact on the Service budgets should reveal important roles for the logisticians at all points throughout. The GCC and component staffs require experienced logisticians from each service to define and quantify materiel and transportation needs to make the plans valid. Supporting commanders like USTRANSCOM are heavily populated with professional transporters who understand how to move resources and personnel on a massive scale. The budgeting and logistics functions on the Navy staff are a core expertise for Supply Corps officers. From the pinnacle of the JPEC pyramid to the Supply Officer deployed afloat to the Arabian Gulf, our Navy cannot perform its demanding mission without the expertise and energy of its professional logisticians.

A thorough understanding of these processes will become increasingly critical as we adjust our thinking and practices to meet the challenges of emerging threats and new warfare domains. ✨

Look for the third excerpt in the next issue of the Supply Corps Newsletter.





NAVSUP's Semi-annual Commander's Conference

NAVSUP's semi-annual Commander's Conference focused on inventory accuracy, ethics, NAVSUP reform efforts, Husbanding Service Provider (HSP) Program and financial audit updates, along with other hot topics.

"Fleet readiness, reform, audit and people all contribute to improved readiness and lethality," said Rear Adm. Skubic. "We all must understand our 'fit' in the Enterprise

and how we can leverage and learn from each other. This is no time for passivity, we must be bold."

Held at Naval Support Activity Mechanicsburg, the two-day event brought together NAVSUP commanders, assistant commanders, commanding officers (COs), executive directors, and command master chiefs from across the NAVSUP Enterprise.

Above: Rear Adm. Skubic welcomed COs and XO's from across the NAVSUP Enterprise along with senior enlisted and civilian leadership to meet in Mechanicsburg, Pennsylvania. —photo by Dorie Heyer

NAVSUP BSC Visit



During an Echelon III visit to NAVSUP Business Systems Center (BSC) in Mechanicsburg, Pennsylvania, Rear Adm. Michelle C. Skubic, commander, NAVSUP and 48th Chief of Supply Corps provided guest speaker remarks during an all-hands call, answered questions from NAVSUP BSC employees, and participated in command discussions with NAVSUP BSC staff.

Left: Capt. Douglas M. Bridges Jr., commanding officer, NAVSUP BSC, and Rear Adm. Michelle C. Skubic, participate in a brief. —photo by James E. Foehl

NAVSUP Fleet Logistics Center Jacksonville Receives Stan Arthur Award

By Carol Williams, Office of Corporate Communications, NAVSUP Fleet Logistics Center Jacksonville



From left to right: Master Chief Petty Officer Eric Smith, command master chief of NAVSUP FLC Jacksonville; Capt. Matt Ott, commanding officer of NAVSUP FLC Jacksonville; Rear Adm. Jack Moreau, director, Fleet Ordnance and Supply/Fleet Supply Officer, N41, U.S. Fleet Forces Command; Kevin Mooney, executive director of NAVSUP FLC Jacksonville; Robert Brunson, deputy operations officer of NAVSUP FLC Jacksonville; Cmdr. Dave Glover, executive officer of NAVSUP FLC Jacksonville pose after Rear Adm. Jack Moreau awards NAVSUP FLC Jacksonville the Meritorious Unit Commendation for exceptional performance during the 2017 hurricane season. –photo by Carol Williams

Rear Adm. Jack Moreau, director, Fleet Ordnance and Supply/Fleet Supply Officer, N41, U.S. Fleet Forces Command, presented NAVSUP Enterprise Logistics Response Team (ELRT) with the Adm. Stan Arthur Award for Logistics Excellence: Logistics Team of the Year during a ceremony in Jacksonville, Florida, Oct. 31.

The Adm. Stan Arthur Award highlights military and civilian logisticians who epitomize excellence in logistics planning and execution. The award recognizes individuals and teams who have enhanced combat capability of operating forces; advanced technology, products, services and/or processes; resolved major logistics issues; developed innovative logistics that merit adoption for standard use; and had a positive effect on Joint operations.

The ELRT is a quick-response team composed of active duty and Reserve Sailors who are qualified for critical skillsets in logistics functions, including postal operations, material handling, contracting/purchasing, fuels operations and hazardous material management. The team can deploy in a matter of hours in support of a contingency or emergency response operation anywhere in the world. NAVSUP Fleet Logistics Center (FLC) Jacksonville activated the first operational employment of the ELRT in response to the 2017 hurricane season.

The ELRT was deployed to the Southeastern United States and Guantanamo Bay, Cuba, in the aftermath of Hurricanes Irma and Maria, who made landfall in late 2017 as Category 5 storms. Both natural disasters resulted in loss of life, as well as widespread devastation in the region.

Capt. Matt Ott, NAVSUP FLC Jacksonville commanding officer said, “The ELRT is a rapid-response team of professionals that can deploy quickly to assist with essential supply support operations as commanders begin to recover from a disaster. After the storm hits, it’s critical to develop supply coordination so that they have the tools and people in place to begin response operations immediately.”

Once on the ground, the ELRT provided logistical support to military entities, federal, state and local agencies and non-governmental organizations to support military installation recovery and provide defense support to civil authorities’ missions.

Moreau presented the award at a ceremony at NAVSUP FLC Jacksonville, where he touted the team’s collaboration and expediency when responding to a crisis situation. “This is a tremendous accomplishment – a true team effort, and I thank each of you for your effort to make a difference in the wake of the destruction wrought by these storms,” said Moreau.

The ELRT team includes Capt. Matthew Ott, commander, NAVSUP FLC Jacksonville; Capt. Stuart Day; Lt. Cmdr. Alejandra Holch; Lt. Jessica Chamberlain; Robert Brunson; Edwin Baldoria; Lt. Cmdr. Jason Morgan; Lt. Cmdr. Charles McCandless; LSCS Kristian Fabian; LSCS Juan Alvergue; LSCS Genedine Cabrera; LSCS Marvin Foster; Lt. John Waurio; LS1 James Wade; LS1 Geronimo Jimenez; LS1 Deandra Valdes; LS1 Nikko Casten; LS1 Marina Johnson; LS1 Gerardo Chan; LS1 Sebastine Agbo; LS1 Steven Morones; LS1 Ramon Monge; LS2 Christopher Edmondson; LS2 Darien Bonner; LS2 Steven Zybert; LS2 Melissa Wilcoxon; LS2 Christopher Grijalva; LS2 Joseph Clugston; LS2 Regina Leuty; LS3 Adam Icard; LSSN Jeannette Rangel. ✨

NAVSUP Weapon Systems Support's Acquisition Professional of the Year wins for the warfighter

By Sarah Glinski, Office of Corporate Communications, NAVSUP Weapon Systems Support

Barbara Johnson, deputy director of contracts at NAVSUP Weapon Systems Support (NAVSUP WSS), received the Acquisition Professional of the Year award at the Pentagon's Acquisition Excellence Awards ceremony, October 16.

Out of 89 nominations from across the Department of Navy (DoN) acquisition community of more than 63,000 people, Johnson rose to the top for her efforts in promoting innovation, excellence and mentoring within her department, all of which have significantly progressed NAVSUP WSS workforce capabilities in direct support of the warfighter.

"I'm extremely proud of Barbara's accomplishments," said Rear Adm. Duke Heinz, commander, NAVSUP WSS. "Her work is not just appreciated by me and those at my command, but by all of the Sailors and Marines that she works tirelessly to keep mission ready."

Johnson's newly established Strategic Acquisition and Performance Based Logistics (PBL) Center of Excellence (CoE) has quickly become the gold standard for performance-based contracting as the team manages 26 active PBLs and 25 percent of NAVSUP WSS's \$5.7 billion of obligations.

With the primary goal of developing and implementing acquisition strategies that best fit fleet requirements, the CoE leverages industry partnerships to improve warfighter readiness as contracts transition from one-off buys to strategic contracting vehicles including PBLs, basic ordering agreements and long-term contracts.

Under Johnson's leadership, the NAVSUP WSS contracting department increased their use of strategic contracting vehicles by 22 percent, keeping the U.S. naval fleet ready, resourceful and responsive through quicker delivery of crucial parts to the warfighter.

In addition to process innovations, Johnson implemented out-of-the-box training and development methods for the 120 acquisition professionals that she oversees. By instituting daily interactive open session training forums between working-level subject matter experts and new employees, she shortened the learning curve for new acquisition personnel and provided them with real time over-the-shoulder training and mentorship.

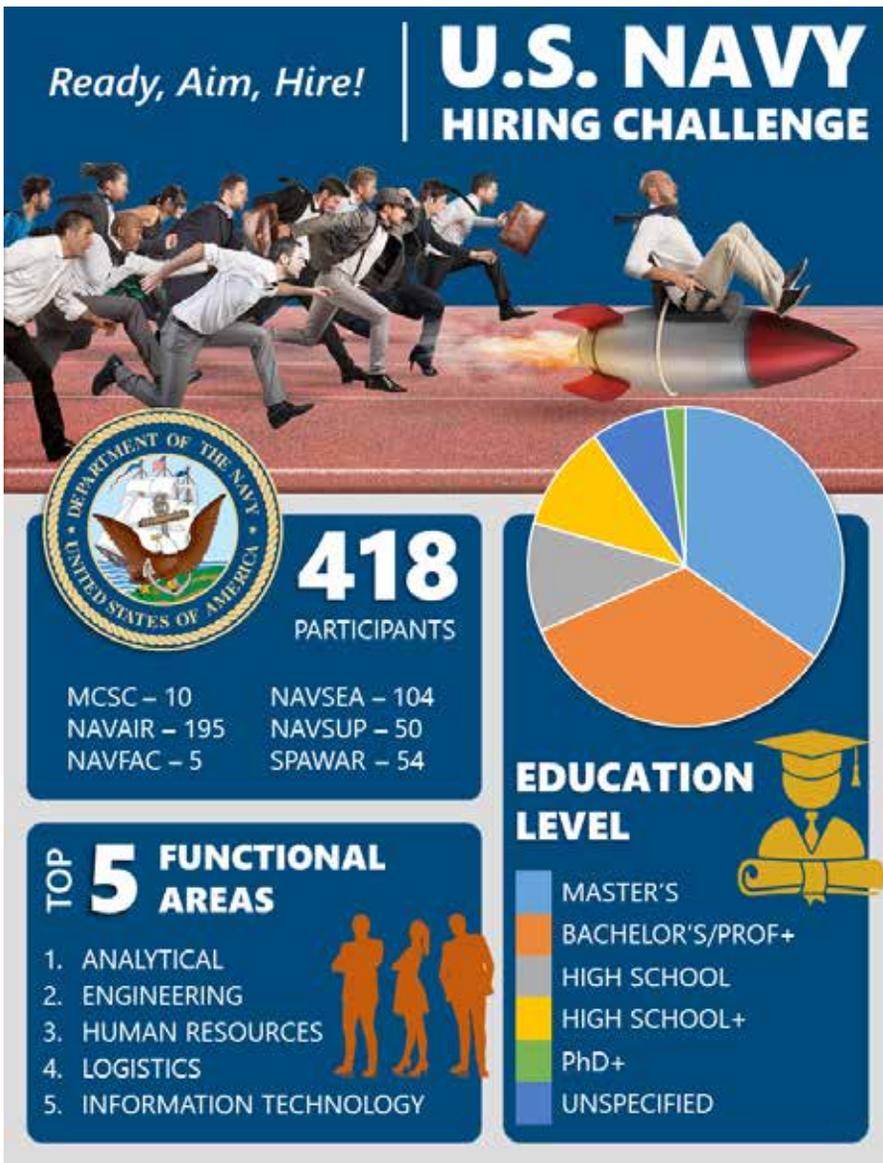
Johnson also advocated for the design and release of a department-specific website hosted on NAVSUP WSS's employee intranet, utilizing a tool that better resonated with new hires. The website now serves as a "one-stop shop" for all of the command's acquisition policy and training information, proving itself an extremely valuable asset to staff members across the organization.

Her innovative approach to continuous process improvement and introduction of new and progressive contracting initiatives culminated in her earning the Acquisition Professional of the Year title.

"I'm humbled to have received this award," Johnson said, "But this award isn't just a win for me. It represents a win for the warfighter." ✨



Barbara Johnson, deputy director of contracts at NAVSUP WSS receives the Acquisition Professional of the Year Award from James Geurts, assistant secretary of the Navy for research, development and acquisition (right) alongside Rear Adm. Duke Heinz, commander, NAVSUP WSS (left). –Photo by MC1 Jonathan Correa



Ready, Aim, Hire! NAVSUP Weapon Systems Support Recruitment Readiness Team Wins Hiring Challenge

By Office of Corporate Communications,
NAVSUP Weapon Systems Support

The NAVSUP Weapon Systems Support (WSS) Recruitment Readiness Team tied for first place in the U.S. Naval Air Systems Command-sponsored hiring challenge which culminated at a hiring summit in Norfolk, Virginia. The team's innovative ideas were selected over 46 other entries from six systems commands and the Office of Civilian Human Resources.

Teams were challenged to redesign the hiring process to reduce hiring cycle time to a goal of 45 days or less, from the time a request for personnel action is initiated to the time a candidate is onboard. Recent figures showed the average hiring time was approximately 88 days.

When the challenge was issued in July 2018, 46 teams applied to be part of the competition. Through a series of status checkpoints required in the challenge, teams were eliminated based on progress. As teams and ideas were narrowed down, NAVSUP WSS was among an elite group of seven semifinalists. From there, four teams were selected and advanced to the finals.

Finalists were invited to attend a hiring summit in Norfolk, Virginia, November 7 and 8. The NAVSUP WSS Recruitment Readiness Team presented a new and innovative strategy to aggressively lower the hiring process time to less than 45 days Navywide through the implementation of an automated dashboard, fingerprint technology and transparency throughout the new process. They tied for first place with a Naval Air Systems Command (NAVAIR) team and are eager to push through barriers to get qualified candidates in ideal positions in a timely fashion with their motto "Ready, Aim, Hire!" *



From left to right: Jane McMullen, Rita Hughey, Jennifer Malone, Kacey Lorson, Mandy Fanus, Jeff Grunigen, Dawn Miller, Catherine Spinner and Jenae Jackson.

NAVSUP Fleet Logistics Center Pearl Harbor Delivers Reliable Logistics During RIMPAC 2018

By Shannon Haney, Office of Corporate Communications, NAVSUP Fleet Logistics Center Pearl Harbor



Above: Reserve Sailors operate forklifts to position pallets of fresh fruits and vegetables that will be hoisted aboard the Military Sealift Command (MSC) fleet replenishment oiler USNS Henry J. Kaiser (T-AO 187) by crane.
—photos by Shannon Haney

NAVSUP Fleet Logistics Center (FLC) Pearl Harbor completed its role supporting the world's largest international maritime exercise, Rim of the Pacific (RIMPAC), August 2nd.

For the duration of RIMPAC 2018, from June 27 to August 2, NAVSUP FLC Pearl Harbor fulfilled the lead logistics role. The success of any large-scale maritime operation is contingent upon the availability of logistics required by all participating units.

NAVSUP FLC Pearl Harbor delivered over 26 million gallons of fuel to ships and aircraft, 80,000 pounds of mail, \$3.5 million of provisions, 1,800 pallets of material, 900 pieces of critical material, and processed over 2,000 depot level repairable (DLRs).

RIMPAC 2018 provided the ideal vehicle for NAVSUP FLC Pearl Harbor to execute its mission, where its supply officers, enlisted logisticians and civilian employees worked together with participating nations to foster cooperative relationships and deliver critical logistics.

“Our team of active military, reserve military, and civilian logisticians seamlessly integrated to deliver logistics services enabling RIMPAC’s success,” said Capt. Eric A. Morgan, commanding officer of NAVSUP FLC Pearl Harbor. “RIMPAC increased our normal daily operations by ten-fold and our reserve augmentation fully meshed into the FLC ‘Ohana to make it completely transparent to our fleet and partner nation customers. I am incredibly proud of our team’s delivery of “Service with Aloha” while demonstrating agile logistics and their ability to sustain a higher operational tempo (OPTEMPO) in the Pacific.”

Twenty-five nations, 46 surface ships, five submarines, 17 land forces, and more than 200 aircraft and 25,000 personnel participated in RIMPAC 2018. This year’s RIMPAC iteration marked the 26th in the series that began in 1971 and is now held every two years.

This year’s exercise included forces from Australia, Brunei, Canada, Chile, Colombia, France, Germany, India, Indonesia, Israel, Japan, Malaysia, Mexico, Netherlands, New Zealand, Peru, Republic of Korea, Republic of the Philippines, Singapore, Sri Lanka, Thailand, Tonga, United Kingdom, United States and Vietnam.

This robust constellation of allies and partners support sustained and favorable regional balances of power that safeguard security, prosperity, and the free and open international order. RIMPAC 2018 contributes to the increased lethality, resiliency and agility needed by the Joint and combined force to deter and defeat aggression by major powers across all domains and levels of conflict.

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RIMPAC Highlights:

**During RIMPAC 2018
NAVSUP Fleet Logistics
Center (FLC) Pearl Harbor
delivered:**

- over 26 million gallons of fuel to ships and aircraft
- 1,808 pallets of materiel
- 900 pieces of critical materiel
- \$3.5 million of provisions
- 80,000 pounds of mail
- processed over 2,000 depot level repairables (DLRs)



All photos by Shannon Haney

Top Right: NAVSUP FLC Pearl Harbor Customer Service Representative LS1 Jumonta Mincey, second from left, oversees a custody turnover during a replenishment-at-sea on load on Hotel Pier during RIMPAC.

Middle Right: Sailors and civilians simultaneously operate forklifts and a crane to support the Nimitz-class aircraft carrier USS Carl Vinson (CVN 70) on Hotel Pier.



Left: A Reserve Sailor operates a forklift to transport a pallet of fresh fruit from a vendor to the MSC fleet replenishment oiler USNS Henry J. Kaiser (T-AO 187).



Left: NAVSUP FLC Pearl Harbor Regional Mail Center Leading Petty Officer LS1 Maria Garcia, left, delivers registered mail to the MSC fleet replenishment oiler USNS Henry J. Kaiser (T-AO 187) during RIMPAC and ensures her documents are signed by the ship's purser.

Below: The dry cargo and ammunition ship USNS Carl Brashear (T-AKE 7) and the Canadian container ship ASTERIX receive stores as they are moored to Hotel Pier.



LS1 Maria Garcia, NAVSUP FLC Pearl Harbor Regional Mail Center leading petty officer, operates a forklift to transport priority mail to the MSC fleet replenishment oiler USNS Henry J. Kaiser (T-AO 187).



NAVSUP Fleet Logistics Center Norfolk Supports Movement of Ships and Aircraft in Response to Florence Threat

By Tom Kreidel
Office of Corporate Communications,
NAVSUP Fleet Logistics
Center Norfolk

Below: The USS Vella Gulf (CG 72) departs Naval Station Norfolk in preparation for Hurricane Florence. Commander, U.S. Fleet Forces Command ordered all Navy Ships in the Hampton Roads area to sortie on Sept. 10, 2018 ahead of Hurricane Florence. There were nearly 30 ships preparing to get underway from Naval Station Norfolk and Joint Expeditionary Base Little Creek as Hurricane Florence was forecast to bring high winds and rain to the Mid-Atlantic coast. Ships were directed to areas of the Atlantic where they were best postured for storm avoidance. –photo by Mass Communication Specialist 3rd Class Caledon Rabbipal

NAVSUP Fleet Logistics Center (FLC) Norfolk provided logistics support for ship and aircraft movements, along with supporting shore facilities preparing for Hurricane Florence, beginning September 10 and continuing throughout the week.

According to Logistics Support Officer, Lt. Tam Colbert, the Logistics Support Center (LSC) supported the sortie efforts of 26 ships in advance of the suspected arrival of the storm. In addition, they assisted Commander, Navy Region Mid-Atlantic with the procurement of more than 1,200 meals ready to eat and nearly 1,500 cases of water.

“We are incredibly proud of the outstanding teamwork and the hard work that our team put in to support the ships,” she added. “To know how we play a role in keeping our fleet and our Sailors out of harm’s way and ready for the next tasking, it makes us feel very proud and privileged.”

Colbert explained that the largest challenge for the LSC is providing food, both when the ships depart and when they return to homeport. She says the key is coordination with all of the stakeholders including the vendors, ships’ supply departments, working parties and bases. As schedules shift, the LSC helps keep everyone on the same page to ensure demands are met.

“We have excellent relationships with our suppliers, they always strive to meet the demands,” she said. “Their flexibility and support have been incredible.”

NAVSUP FLC Norfolk is also responsible for the fuel that ships and aircraft need to sortie from their homeport. According to Fuels Department Director, Kevin Henderson, his department provided more than four million gallons of F-76 fuel for ships and approximately one million gallons JP-5 to departing aircraft.

“The key is making sure we have adequate fuel inventory for the duration of hurricane season, ensuring all barges and trucks are mechanically up and available; and then working the schedule to meet all of the requirements,” Henderson added.

He explained, while most fuel for ships is provided by Military Sealift Command (MSC) ships, the fuels department also uses trucks and fuel barges in situations like sorties.

NAVSUP FLC Norfolk is now turning its attention to the ships and aircrafts as they return to homeport, an effort that began September 16. One of the first ships to return was USS Abraham Lincoln (CVN 72) and the LSC’s efforts earned kudos from the carrier’s Supply Department.

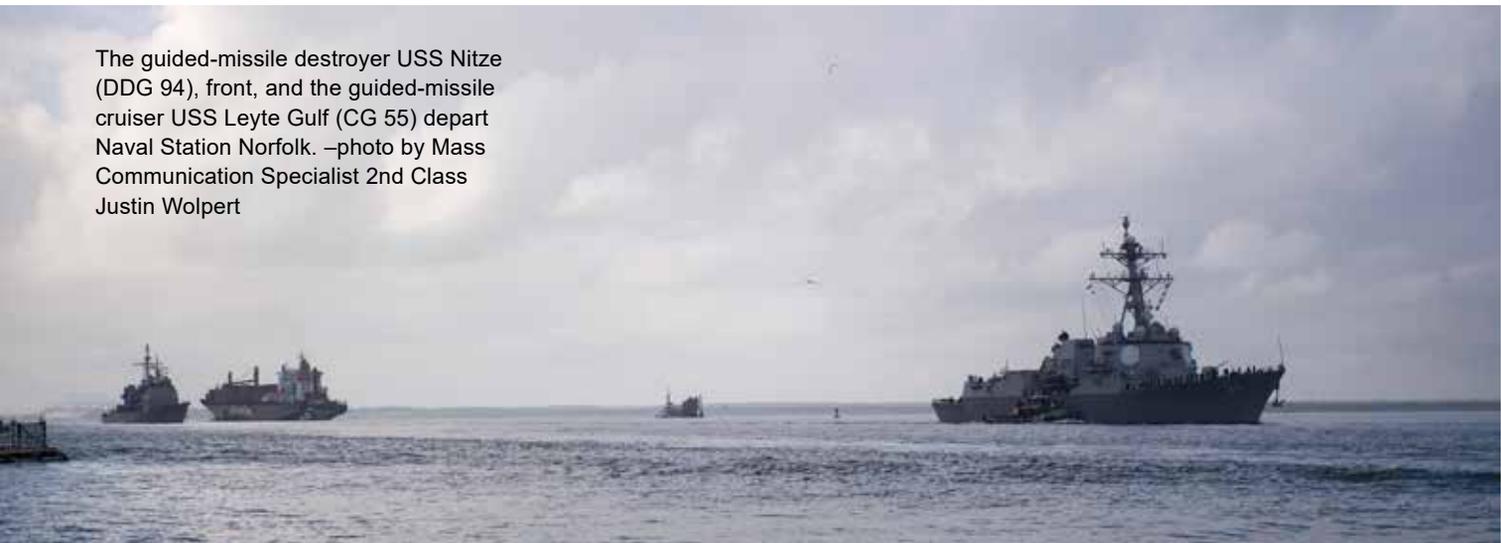
“Thanks for the outstanding support provided for our return to homeport on Sunday (September 16),” said Abraham Lincoln Supply Officer, Cmdr. Shannon Walker. “It could not have gone better.” ✨



The guided-missile destroyer USS McFaul (DDG 74) departs Naval Station Norfolk. –photo by Mass Communication Specialist 3rd Class Caledon Rabbipal



The guided-missile destroyer USS Nitze (DDG 94), front, and the guided-missile cruiser USS Leyte Gulf (CG 55) depart Naval Station Norfolk. –photo by Mass Communication Specialist 2nd Class Justin Wolpert



NAVSUP FLC Yokosuka Site Marianas supported Exercise Valiant Shield 2018. Pictured from left to right are SHSA Nicholas Howard, LS2 John Walker and LSSN Bryce Maguire. —photo by LS2 Ana Guerrero



NAVSUP Fleet Logistics Center Yokosuka Site Marianas Supports Exercise Valiant Shield 2018

By Lt. Zack Westerman, Logistics Support Officer, NAVSUP Fleet Logistics Center Yokosuka Site Marianas

NAVSUP Fleet Logistics Center (FLC) Yokosuka Site Marianas personnel, in coordination with Reservists and other logistics commands, provided logistics support to 12 U.S. Navy and Military Sealift Command (MSC) vessels, along with various air assets, both shore and sea based, in support of Valiant Shield 2018 (VS18).

Valiant Shield is a biennial exercise focused on Joint training among the U.S. Navy, Marine Corps and Air Force across sea, land, air and cyberspace domains. During the exercise, a live fire sink exercise (SINKEX) was conducted and the decommissioned USS St. Louis (LKA 116) was sunk in the vicinity of Guam. Valiant Shield also included exercises consisting of antisubmarine operations, air defense, maritime security and amphibious operations.

In addition to the normal challenges of hosting a major fleet exercise, NAVSUP FLC Yokosuka Site Marianas, Naval Base Guam and other commands overcame the effects of Typhoon Mangkhut. The typhoon struck near Guam on September 10, causing widespread power loss and damage across the island. Though the typhoon interrupted VS18, the quick response by all organizations under Joint Region Marianas ensured the exercise was able to recommence in the aftermath with minimal interruption.

“Exercise Valiant Shield provided Fleet Logistics Center Yokosuka Site Marianas with the opportunity to exercise interoperability among our logistic partners such as Defense Logistics Agency (DLA) Distribution Guam, DLA Troop Support Pacific Guam, MSC and other agencies,”

said Lt. Cmdr. Andrew Foursha, site director for NAVSUP FLC Yokosuka Site Marianas. “The synergy of the organizations involved made support of a major exercise so shortly after a powerful storm possible.”

The VS18 participants included the afloat units of USS Ronald Reagan (CVN 76), Carrier Air Wing 5, USS Chancellorsville (CG 62), USS Antietam (CG 54), USS Milius (DDG 69), USS Shoup (DDG 86), USS Decatur (DDG 73), USS Benfold (DDG 65), USNS Cesar Chavez (T-AKE 14), USNS 2nd Lt. John P. Bobo (T-AK 3008), USNS Dahl (T-AKR 312), USNS Rappahannock (T-AO 204), SS Curtiss (T-AVB 4) and Guam-based Helicopter Sea Combat Squadron 25. In addition, personnel from 1st Marine Aircraft Wing, III Marine Expeditionary Force and Marine Aircraft Group 12 participated in the exercise.

Throughout the month of September, Guam lived up to its title as “The Pacific Supermarket.” In the western U.S. territory, the tropical island of Guam became the one-stop shop for everything from provisions and parts, to mail and hazardous material. In the weeks before and after exercise VS18 commenced, NAVSUP FLC Yokosuka Site Marianas supported multiple port visits and countless on-loads and offloads of high priority material, mail, depot level repairable parts and food. Coordination for buses, vehicle rentals, and cell phones was also orchestrated despite the short-fused schedule caused by Typhoon Mangkhut.

The exercise concluded with a USS Ronald Reagan port call in Guam with USS Chancellorsville, as well as a port visit to the Commonwealth of the North Marianas Islands Saipan for USS Benfold.



NAVSUP Commences First Historically Black Colleges and Universities / Minority Institutions STEM Internship for Data Science and Logistics Engineering

By Esteban Diaz, Program Analyst, Corporate Operations, NAVSUP Headquarters

NAVSUP, in conjunction with the Department of Navy (DoN) Historically Black Colleges and Universities/Minority Institutions (HBCU/MI) Program office, commenced the first NAVSUP HBCU/MI Undergraduate Internship for data science and logistics engineering in the summer of 2018.

The internship meets multiple objectives by promoting Department of Defense (DoD) strategic goals in developing Science, Technology, Engineering, and Mathematics (STEM) talent across the education continuum to meet defense technological challenges; it leverages both DoN and NAVSUP Diversity and Inclusion strategy, and provides a potential pipeline for data science and logistics engineering talent. The targeted degree programs for this internship coincide with occupational series eligible for Direct Hire Authority for post-secondary students and recent graduates.

Like other large commercial entities with complex supply chains, NAVSUP utilizes data sciences, data analytics, logistics and quality engineering, and logistics information management systems to leverage data into new digital strategies to make faster, smarter and more accurate business decisions. Logistics is a warfighting capability, and we recognize that these are fields which the Navy must promote and compete with industry in the recruitment of talent, and in the transfer of knowledge. As higher learning institutions continue to develop and offer new degree programs in response to industry evolutions, competition for newly educated talent is vital.

The DoN HBCU/MI Program office approved and funded a NAVSUP proposal for the 2018 internship program with a goal for growing the number of interns in subsequent years. This first year began with two interns from Dillard University assigned to the NAVSUP Business Systems Center (BSC) in Mechanicsburg, Pennsylvania, and one intern from Delaware State University assigned to NAVSUP Weapon Systems Support (WSS) in Philadelphia, Pennsylvania.

This is a competitive selection internship that pays the intern a stipend over the eight to 10-week period and pays for housing and transportation. There is an added intrinsic value of benefit to the interns in gaining their first professional work experience, building their network, working for DoD, and building professional confidence.

Unlike similar and long-standing DoD STEM internship programs, which have a primary focus on engineering, the NAVSUP internship program targets the technology and mathematics facet of STEM in support of data science and analytics. This is a program designed uniquely for NAVSUP, supported by the DoN HBCU/MI Program office, and facilitated through a DoD STEM education grant which facilitates the internship program execution. NAVSUP is offering a highly competitive internship in support of DoD strategic objectives which also aims to attract top talent into our workforce. This is another example of how NAVSUP can leverage creative solutions in anticipation of emerging requirements.



Top photo: Left to right: Scott Morrow, Deputy Director NAVSUP WSS N2, Tyler Rembert, Engineering Intern from Delaware State University, and Ms. Lynn Kohl, Vice Commander NAVSUP WSS. –photo by Heather Audet-Auxt

Bottom photo: Center: Deven Berry, Computer Science intern from Dillard University. –photo by Esteban Diaz





Above: Ship's store aboard
USS Essex (LHD 2).
—photos by NEXCOM Public Affairs

NEXCOM's Quality of Life Facilities Support Sailors, Families Overseas

By Kristine M. Sturkie, Public Affairs Specialist, Navy Exchange Service Command

The Navy Exchange Service Command (NEXCOM) runs numerous Navy Exchanges (NEXs) and Navy Lodges to support military members and their families stationed overseas, as well as for Sailors making port calls while deployed.

"We have NEX facilities, mini marts, gas stations, food outlets and Navy Lodges located on Navy installations all over the world," said Rear Adm. Robert J. Bianchi (Ret.), chief executive officer, NEXCOM. "We want our military members and their families to have access to the same products overseas as they would if they were stationed in the United States. We know our locations bring that little sense of home to our military families stationed away from their loved ones."

NEXCOM has NEX and Navy Lodge locations throughout Japan, Guam and Europe as well as in Guantanamo Bay, Cuba; Pearl Harbor, Hawaii; Djibouti, and Jebel Ali, Dubai. The size and scope of NEX retail and services vary depending on location and customer needs. NEX facilities can range in size from a small mini mart, such as the 550 sq. ft. store in Romania to a nearly 126,000 sq. ft. NEX in Pearl Harbor.



Above: NEX Djibouti Pizza Hut



NEX Yokosuka, Japan, one of the largest overseas NEXs, offers many facilities throughout the base to provide quality goods and services to its customers. In addition to the main store, it also offers many popular American food outlets to bring a little taste of the U.S. to the base. In addition, there are many services available for customers including car rental, laundry and dry cleaning, a tailor shop, uniform shop, Western Union, flower shop, optical shop, a car care center, barber/beauty shop and a kennel with grooming services. Finally, the NEX has several mini marts and a fleet store located around the base to serve customers where they live and work.

Having overseas locations also provides NEXCOM some unique opportunities. For instance, the NEX Romania mini mart is the first cashless location; it only accepts Mastercard, Visa and the MILITARY STAR card. Also, the first overseas micro market, and the first located in a barrack, opened aboard Naval Support Activity (NSA) 2 in Bahrain.

“The unique nature of being overseas has allowed us to work closely with the local commands to truly offer what is best for our Sailors and their families,” said Bob Bishop, NEXCOM district vice president, Europe. “For instance, NEX Jebel Ali, Dubai, located on a compound occupied by the U.S. Navy, carries a variety of products

specifically tailored to what an afloat Sailor pulling into port would need. We pride ourselves on having what our customers need where they need it.”

For customers who are unable to find what they need, most NEX locations overseas also offer the Ship to Shore Program which allows myNavyExchange.com customers to have their merchandise shipped free to a store rather than having it delivered to their home. The average delivery time to an overseas NEX is 7 to 10 days. Check myNavyExchange.com for locations participating in the Ship to Shore Program.

NEX and Navy Lodges also offer a sense of home and community through the many events planned throughout the year. Most Navy Lodges offer weekly Manager Receptions where guests can get together to swap stories or share information on a duty station. Some Navy Lodges also host movie nights or holiday events, such as trick-or-treating for Halloween for their youngest guests. NEX locations also host a variety of family-friendly events including NEXCares, back-to-school festivities, 5K runs, pet adoptions and more.

“We know we’re more than just a store to families living overseas,” said Bishop. “We work very hard to provide them what they need, including that sense of home.” ✨



Customers make purchases at the NEX Micro Market in Building 766 Warrior Hall onboard NSA 2 in Bahrain.

Innovative Postal Solution Provides Rapid Package Retrieval at NAVSUP FLC Pearl Harbor Regional Mail Center

By Shannon Haney, Office of Corporate Communications, NAVSUP Fleet Logistics Center Pearl Harbor

Innovative intelligent locker systems (ILSs) are in use at the NAVSUP Fleet Logistics Center (FLC) Pearl Harbor Regional Mail Center, the first Department of Defense (DoD) installation to leverage this state-of-the-art technology.

As you walk through the automatic sliding glass doors to enter the mail center lobby, there are shiny blue lockers on the left. There are a total of 120 compartments to accommodate packages of all sizes. Whether you are receiving a large care package from home or a small item from an online purchase, your package is accessible around-the-clock because the lobby is open 24/7. The ILS implementation streamlines the package process to improve deliverability.

As packages arrive:

- They are registered into a cloud-based management system, scanned and assigned both a locker and a release code.
- The intended recipient receives this information in an email and can pick up the package at his or her convenience.
- The entire transaction is recorded and stored in the package management system for reference and accountability.

“The new intelligent mail lockers are an innovative solution to help reduce customer wait time at the customer service window as well as provide a delivery option for our customers outside of normal working hours because the lobby is open 24/7,” said James McCaffrey, director of Postal Operations, NAVSUP FLC Pearl Harbor. “Sailors and airmen are working long hours and often going to sea and it’s hard to get to the mail center; so, we are always looking at ways we can support them in getting their mail and this is a great solution. These new lockers are a win-win for management as well as our customers.”

The early successes of the first implementation of the ILSs have established a launch pad for other NAVSUP FLCs across the Enterprise.

“The work NAVSUP FLC Pearl Harbor and Pitney Bowes did to get the first set of intelligent locker systems installed and operational is a major milestone in the NAVSUP postal global initiative to use technology to provide customers email notification of item arrival and greater access to mail via ILSs without having to inquire at customer service windows or checking individual mail receptacles for notification,” said Dale Pinchart, director of NAVSUP Postal Operations. “This initiative will provide managers better in-house tracking, ability to monitor time between arrival at facility and delivery to customers while maintaining item accountability. The foundation for this global initiative was laid in Hawaii and will be implemented in other locations in the very near future.”

The second implementation will be additional ILSs for Joint Base Pearl Harbor-Hickam (JBPHH) command’s official mail, expected by the end of FY18.

NAVSUP FLC Pearl Harbor Regional Mail Center provides official and personal mail services to JJBPHH afloat and shore commands, as well as visiting 3rd and 7th Fleet units. Over the past 20 years, they have served over 800,000 customers, processed over 150 million pieces of mail, saved customers over \$1.5 million and supported over 500 fleet units. ★



Top photo: James McCaffrey, left, director of Postal Operations, NAVSUP FLC Pearl Harbor, demonstrates the ease of using the intelligent locker systems to Capt. Eric A. Morgan, right, commanding officer of NAVSUP FLC Pearl Harbor. Also pictured is vendor installer (center).

Bottom photo: Personnel gather in celebration of the first-ever DoD installation of intelligent locker systems. From left to right, Marcus Young, Jaron Ohashi, Stan Wong, LS2 Tenzin Chokdup, Kimble Jackson, James McCaffrey, LS1 Maria Garcia, Capt. Eric Morgan, Rolf Lind, Johnny Norman, Sam Collins, Oscar Castro, and Alvin Miyashiro.
—photos by Shannon Haney

New Official Mail Delivery System Installed at Naval Air Station Jacksonville

By Office of Corporate Communications
NAVSUP Fleet Logistics Center Jacksonville

Collecting mail for your command just got easier at Naval Air Station (NAS) Jacksonville, thanks to the Pitney Bowes mail delivery system, installed by NAVSUP Fleet Logistics Center (FLC) Jacksonville to support official mail delivery and pickup for NAS Jacksonville tenant commands in September.

NAVSUP FLC Jacksonville is responsible for post office operations throughout the Southeast region, from Texas to Cuba. When faced with the challenge to upgrade the existing manual delivery system, Michael Heard, director of Postal Operations for NAS Jacksonville, knew the Pitney Bowes system would resolve many of the delivery issues.

The intelligent mail equipment offers a streamlined system for command mail clerks to pick up official mail, as well as advanced custody control measures. Mail orderlies will now be able to scan their mail card at one of two kiosks, which is automatically linked to their command's mailbox. Once they have registered their card and signed for the delivery, their postal box will automatically open.

“We are working diligently to modernize our infrastructure, processes and equipment to bring our warfighters what they need, when they need it,” said Capt. Matt Ott, commander, NAVSUP FLC Jacksonville.

“With the old system, we were limited in how we could document the chain of custody, and how many tenant command mail orderlies we could service at one time,” said Heard. “With the new automated system, commands will get email notification when their mail is ready for pick-up, as well as thorough documentation of how the mail was handled from the time it arrived in this facility to when it was signed for and removed from the facility.”

The software optimizes the mail delivery process at the base while

providing a high degree of security for the command's deliveries. The Pitney Bowes software and delivery system is used widely at commercial establishments, such as banks, colleges and hotels. Most recently, it has been successfully implemented at the naval base in Pearl Harbor.

“We are working diligently to modernize our infrastructure, processes and equipment to bring our warfighters what they need, when they need it,” said Capt. Matt Ott, commander, NAVSUP FLC Jacksonville. “The procurement, installation, testing and operation of this equipment was a team effort with our military and civilian team working hand-in-hand with our industry partners to bring a quality product to our men and women in uniform.”

The new mail delivery system will be fully operational in the coming weeks. In the meantime, command mail orderlies are still able to receive and deliver mail at the NAS Jacksonville Post Office during normal business hours.

Intelligent mail lockers were a NAVSUP headquarters global initiative designed to bring enhanced support to our nation's warfighters. NAVSUP FLC Jacksonville was the first to install the system for official mail use. *



Top photo: Members of NAVSUP FLC Jacksonville pose after a demonstration of the newly-installed intelligent mail system.

Bottom photo: Capt. Matt Ott, commander, NAVSUP FLC Jacksonville, tests the newly-installed intelligent mail system to open an official mail locker during a demonstration at NAS Jacksonville. —photos by Carol Williams



Lt. Alexis Travis aboard USS Georgia (SSBN 729) executing a proof of concept for Underway Submarine Med-Evac with a SH-60 helicopter in the background. —photo by Lt. Alexis Travis

Women in Subs Surfaces at Supply Corps School

By Lt. Alexis Travis, Food Service Instructor,
Navy Supply Corps School

Returning to the Navy Supply Corps School (NSCS) in Newport, Rhode Island after four years in the fleet is a little like coming back for a hometown high school visit. Were the hallways always this color? Did we always have that painting on the wall? Usually, the only thing that has changed in absentia is you. Except in my case, now that I am back as an instructor, I've noticed something personal and amazing has changed. To understand it, we have to go back to when I was a student with 3rd Battalion in 2014.

It was the spring, and we finally reached the point in our Basic Qualification Course (BQC) where every class is focused (with laser-like precision) on independent duty boards and billet selection. I was nothing, if not forward leaning, and threw my name in the ring for submarine duty consideration. The only problem was that in 2014, unqualified female ensigns were not directly assigned to submarines

from the BQC. As a logical step in Submarine Force integration, the Navy was selecting only proven, qualified lieutenants to fill those billets. Subsequently, I left the schoolhouse headed for a more traditional first operational tour.

When I did finally step aboard a submarine, the tour was wildly different from what I anticipated. I thought getting work done would be difficult because my actions would be overanalyzed, or “nuked” by my line counterparts. However, what I discovered was a passionately mission-focused and success driven community of professionals. I became part of a crew that didn't just comply with procedures for inspection's sake, but conformed because they deeply understood and valued the governing principles that drive shipboard standards and processes. The phrase “only a submariner knows to what extent the entire ship depends on him or her,” is not just a platitude, it is a universal truth for everyone who submerges.

Whether skimming the surface or quietly transiting below the waves, I experienced the common challenges: extended deployments and long periods without communication from the outside world. As the most senior ranking female on board, I had the unique opportunity to provide the leadership triad with feedback from the female crew member perspective. This trusted access helped me become a better leader and a more valued Supply Corps asset. I was learning to excel at my “Chop” duties while assigned the same watch standing positions as my unrestricted line counterparts. I was growing into someone who could positively represent the Supply Corps and mentor men and women who were not even in my professional community.

The greatest thing my captain ever told me was, “I think you've learned all you can here. You're an entirely different leader than when you stepped aboard,” and he was right. Audits were no longer viewed as mindless paperwork, and training was not just a check in the box. When I understood and embraced my potential to strategically impact my people and the mission, I earned the coveted title of “Battlechop” from the crew.

So while I had changed when I stepped back into the schoolhouse, I expected NSCS to be the same, relatively static world I observed four years prior... but it wasn't. Upon my return as an instructor, I led my first battalion through their officer-like quality boards, independent duty boards and billet selection, and observed with pride that Women in Submarines (WIS) were well represented. There were bright, hard-charging women who were “running with the big dogs,” and were finally allowed to prove themselves alongside their male peers. The WIS program allows us to send our very best and brightest to the Navy's most challenging billets. As an instructor, I now get to mentor and help forge the next generation of chops, without regard for gender. It is a tremendous honor to train our future leaders and create opportunities for them to succeed in the Supply Corps. ✨



Supply team from the USS Nimitz (CVN 68) visits Starbucks. From left to right: CSSN Porter L. Williams, CS2 Cristina Pagan, SH2 Liza Pangborn, SH3 Keeric D. Amos, SH3 Priscilla Mendoza, Lt. Cmdr. Michael Dausen, Lt.jg Aaron G. Loya, SHSN Emani J. Lovett, CS2 Elissia Johnson, SH3 Azianna L. Sistrunk, CS2 Mariah N. Cecil, SHSN Kai M. Richardson, and SHCS Jorge A. Gutierrezherrera.

A Year Away, but not Apart—My Training With Industry Experience at Starbucks

By Lt. Cmdr. Michael Dausen, SC, USN

The water is just off the boil and is being poured into the tasting cup full of freshly ground coffee. I'm in the cupping room at the 6,000-partner Starbucks Support Center (SSC). Coffee has always been at Starbucks' core and within easy reach of the leaders. Each employee is called a "partner," receiving "Bean Stock" or shares in the company, making them real partners in the business. Also, the SSC is not a headquarters in the normal sense, but a focused set of caring partners who assist the front-line partners "in the field," connecting with customers daily. Back at the SSC, coffee tastings start every meeting and bring the team together to focus on what is most important to Starbucks as described in the company's mission statement: "To inspire and nurture the human spirit—one person, one cup and one neighborhood at a time."

Back in the cupping room, the coffee grounds have fused with the water for the prescribed four minutes. I take a spoon and "break" the crust of grounds floating atop and let them settle to the bottom so that I may smell, and then slurp. As with wine tasting, one must first smell, then aerate when slurping, to ensure the coffee aspirates the mouth for the best possible tasting. It is a wonderful immersion into the culture of the company. Yet it brings me back to the ship and watch on a cold, pitching deck with nothing but a cup of Joe and my zeal for God and country to keep me going.

There is a sea of change at Starbucks. The founder, Howard Schultz, retired in June and the company is shifting from founder-led to founder-inspired. The retail climate is in flux at Starbucks as well, as sales are slowing and the company must adapt. There is so much passion in the culture, it is almost addicting. How does a publicly traded company care so much and still run a profitable business? It is part of their mantra of being a "performance driven company through the lens of humanity." Starbucks gives back to the community in so many ways -- through financial grants and various hiring initiatives. This giving is balanced with focusing more on objective, data-driven decision-making, which ensures and sustains future growth and success, and therefore the continuation of the company's generous direction. The coffee as core is merely a means to an end, connecting to the customer—to inspire and nurture the human spirit.

The realities of business and changing consumer behavior are driving the new CEO, Kevin Johnson, and the SSC, to take a close look

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at processes and the organization for the better. A recent SSC internal review and restructuring gave Starbucks the opportunity to reshape the company by focusing on innovation relevant to the customer and their own baristas. One might look at the Navy and her 243 years of experience for comparison. There are certainly some lessons to be learned at Starbucks, yet the mission and structure is different. Starbucks is a corporate socially responsible (CSR) focused company, however it must still report to its shareholders and overall profit is a goal. The U.S. Navy understands its fiduciary responsibilities, yet our mission requires us to be “ready for sea” beyond cost or profit.

Starbucks must stay aligned with its customers and listen and adapt. An overall goal is efficiency, especially regarding innovation and new product launches. This will be done through reshaping to remove isolation within the functions, as well as sharpening the decision-making processes. I believe these distinct functions have worked for Starbucks and the corporate environment, but not for the battle rhythm of the military. Starbucks is maturing its supply chain, working on the bottom line, and thereby pinpointing end-to-end visibility through new cross-functional, regional teams.

The Global Supply Chain (GSC), where I reside, is on the forefront of Starbucks maturation. Passion must continue, yet within the guidelines of objective direction. Hans Melotte, the executive vice president for GSC, mentioned in a quarterly town hall that the days of artisan supply chain are over—essentially transitioning from manual spreadsheets to digital coding and automation. My projects are within the GSC’s Strategy & Deployment branch. This branch focuses on strategic projects driving optimization, including creating a digitized supply chain, aligning resources against priorities, and building capabilities through long-term capacity planning and supply chain intelligence, including the Advanced Analytics team, where I sit.

The ability to take advantage of big data requires a new set of skills and capabilities. Three areas in which Starbucks is leveraging these capabilities are:

1. **Network Optimization (NO)** – Selection of the optimal supplier and flow path of products to the end customer that minimizes cost



Lt. Cmdr. Dausen, with Starbucks employees Cameron Bartok and Pedro Rotta, in the cupping room. –photo by Alisa Carroll

2. **AI & Machine Learning** – Prediction of future customer demand to ship products to stores without partner (employee) intervention
3. **Metrics & Reporting** – Real-time tracking of the health of the supply chain to rapidly respond to critical business issues and inform longer term strategy

Starbucks is a top 10 supply chain, and it did not earn that in a vacuum. The Other Supply Officer (OSO) transfer support continues beyond Supply Officer days, as Lt. Cmdr. Marcus Thomas, The Home Depot (THD) Training With Industry (TWI) fellow, and I connected THD and Starbucks for future sharing. Starbucks also uses consultants and professional research companies to conduct research and benchmarking across similar companies. Apparently, my Supplier Inbound Network Optimization project is the first of its kind across the industry and other companies are intrigued.

My project is a premiere Global Supply Chain (GSC) program as it crosses the functions of sourcing, transportation, and planning to ensure a wholistically optimized network for most affordable total landed cost of products. We are optimizing the network across manufacturers and suppliers delivering products into the Starbucks distribution

centers. This requires alignment and buy-in from partners who are focused on their own specific tasks or savings goals.

Fortunately, I still get to connect with the Navy through tours to the SSC. My first visitors came from the USS Nimitz (CVN 68) supply team. A few Culinary Specialists (CSs) and Ship’s Serviceman (SHs) came to learn more about coffee and left with greater knowledge as well as a broader understanding of a civilian company. They were eager to get back to the ship and share with their shipmates.

I am blessed to have this TWI opportunity and my wife, Abbie, supporting my Navy career. I am also excited to share my experience and what I’ve learned with the fleet. I understand the civilian world is one we must all eventually return to, as my late mentor, Capt. Bill Dawson mentioned upon his departure from the service about us always being citizens and merely Sailors serving for a time. Yet I look forward to continuing to wear my uniform for the foreseeable future.

But first, back to sniffing and slurping with my current partners and reminiscing of my big deck days at our own Navy “Big Sip” Starbucks. ✨

Cutting Edge “HOLES” in Supply Management Curriculum

By Lt. Blake Fountain, Instructor,
Navy Supply Corps School

As the “Cradle of the Corps,” the Navy Supply Corps School (NSCS) lays the foundation for every Supply Corps officer’s career. In my time at the schoolhouse, as both student and new instructor, it is evident that synergistic relationships between staff and students contribute to improved instruction and student comprehension. While the fundamental principles of supply management are timeless, today’s high-caliber and technically savvy students motivate instructors like me to pursue more innovative course content delivery methods.

Feedback from fleetwide stakeholders during the recent Board of Visitors conference coupled with student survey response trends, led to the current initiative to create, and model more real-world experiences across all disciplines and curriculums. Practical exercises and exposure to scenarios, based on first hand ethical and technical challenges faced by NSCS instructors, will yield better prepared junior supply officers.

This major effort underway is to create Hands-On Learning Experiences (HOLES) within the curriculum to bridge the gap between standard PowerPoint instruction and practical application. One such exercise, developed by the Basic Qualification Course (BQC) supply management instructors, assigns each student as financial manager of USS Duarte’s Operating Target (OPTAR). Students are directly responsible for processing and balancing financial documents such as transmittal letters, utilizing an extensive Excel financial spreadsheet to solve complex problems in accordance with comptroller financial guidance.

Students develop a deeper appreciation of cause-and-effect relationships among grants and augments, obligation and de-obligation, end-of-month Budget OPTAR Report (BOR) procedures, and the subsequent impact of poor management depicted by the Summary Filled Order Expenditure Difference Listing (SFOEDL). Since there are no real-world financial repercussions, the introduction of HOLES throughout the curriculum allows students to transition from basic knowledge to realistic practical application, for enhanced understanding of fleet readiness implications.

The driving force behind HOLES is the desire to deliver improved foundational technical competence from the onset of a Supply Corps officer’s career. Few practical exercises could match the on-the-job training officers experience after checking aboard their first platform. The effective use of HOLES will certainly minimize their learning curve. Creating HOLES to increase technical realism is one of many ways the NSCS staff is rigorously working to ensure our students are “Ready for Sea.” ★



CAPT. STEPHEN E. ARMSTRONG
30 years – August 1, 2018

CAPT. BRAD EMERSON
26 years – September 1, 2018

CAPT. DANIEL B. HODGSON
29 years – September 1, 2018

CAPT. ERIC OXENDINE
26 years – August 1, 2018

CAPT. JOSEPH RUSSELL
30 years – September 1, 2018

CAPT. COLLEEN C. SALONGA
26 years – September 1, 2018

CAPT. RICARDO WILSON
34 years – September 1, 2018

CDR. WILLIE H. BEALE
35 years – August 1, 2018

CDR. LUIS A. BENCOMO
21 years – July 1, 2018

CDR. RICHARD C. BUELL
26 years – August 1, 2018

CDR. NICOLE L. CHAMBERS
25 years – August 1, 2018

CDR. KEVIN E. CHESHURE
26 years – July 1, 2018

CDR. JOHN H. CLARK
30 years – August 1, 2018

CDR. DANIEL K. CLOUSER
26 years – July 1, 2018

CDR. KRISTIAN M. DORAN
23 years – July 1, 2018

CDR. DEREK HOTCHKISS
20 years – September 1, 2018

CDR. DAVID J. LARAMIE
34 years – July 1, 2018

CDR. BRIAN A. MAI
25 years – September 1, 2018

CDR. LISA M. MORRIS
22 years – July 1, 2018

CDR. CHARLES NEU
28 years – September 1, 2018

CDR. JAMES DANIEL OLEARY
20 years – September 1, 2018

LCDR. BOBBY LEE ALLEN
25 years – September 1, 2018

LCDR. FABIO O. AUSTRIA, JR.
28 years – July 1, 2018

LCDR. BRIAN DAVID COLBERT
22 years – September 1, 2018

LCDR. JARRED S. HENLEY
21 years – September 1, 2018

LCDR. BENJAMIN B. JOHNSON
20 years – July 1, 2018

LT. BRANDON Z. GREY
20 years – August 1, 2018

LT. AARON LESIE HUCK
21 years – September 1, 2018

LT. JOSE J. P. TOBIAS
23 years – August 1, 2018



Ret. Capt. Thomas J. O'Conner, SC, USN

Retired Capt. Thomas J. O'Conner, SC, USN, 92, passed away on September 3, 2018. O'Conner retired from the Navy after serving 27 years. He graduated with distinction from the U.S. Naval Academy in 1947. He received his master's degree from Harvard and his doctorate from Stanford University. His duty assignments include: USS Perkins (DDR 877); Staff, U.S. Naval Academy, Annapolis, Maryland; Naval Station, San Juan, Puerto Rico; General Stores Supply Office, Philadelphia, Pennsylvania; USS Providence (CLG 6); Long Beach Naval Shipyard, Long Beach, California; Bureau of Supplies and Accounts, Washington, D.C.; and Executive Officer, Electronics Supply Office, Great Lakes, Illinois.

Ret. Capt. William R. Dawson, SC, USN

Retired Capt. William R. Dawson, SC, USN, passed away on August 25, 2018. Dawson retired from the Navy after 25 years, while serving at the U.S. Naval Academy, Annapolis, Maryland. He received his bachelor's degree from the U.S. Naval Academy and his master's degree from Ohio State University. His duty assignments include: Naval Supply Systems Command, Mechanicsburg, Pennsylvania; USS Enterprise (CVN 65); Commander, Naval Air Forces, U.S. Atlantic Fleet, Norfolk, Virginia; USS John Stennis (CVN 74); Navy Exchange Jacksonville, Florida; Navy Supply Depot Subic Bay, Philippines; Joint Chiefs of Staff, Washington, D.C.; Naval Supply Systems Command, Washington, D.C.; USS Garcia (FF 1040); and USS Jessie L. Brown (FF 1089).

Ret. Capt. Myron Drinkwater, SC, USN

Retired Capt. Myron "Drink" Drinkwater, SC, USN, 80, passed away on March 26, 2018. Drinkwater retired from the Navy after serving more than 30 years, including service in the Vietnam War. He received his bachelor's degree from Emporia State University.

Ret. Capt. Charles W. Stone Jr., SC, USN

Retired Capt. Charles W. "Chuck" Stone Jr., SC, USN, 78, passed away on August 28, 2018. Stone retired after 28 years of active service while serving at the Naval Supply Center, San Diego, California. He received his bachelor's degree from the Naval Academy and his master's degree from the University of Michigan. His duty assignments include: Naval Supply Systems Command and Naval Military Personnel Command, Washington, D.C.; Atlantic Fleet Polaris Material Office, Charleston, South Carolina; Navy Supply Corps School, Athens, Georgia; USS Orion (AS 18); Naval Submarine Base, New London, Groton, Connecticut; Naval Weapons Station, Seal Beach, California; Naval Shipyard, Long Beach, California; USS Halsey (DLG 23); USS Henry Clay (SSBN 625) (BLUE); USS Diodon (SS 349); and USS Gridley (DLG 21).

Ret. Cmdr. Donald R. Stone, SC, USN

Retired Cmdr. Donald R. Stone, SC, USN, 84, passed away on April 23, 2018. Stone retired from the Navy in 1978 while serving as Logistics Officer. His duty assignments include Naval Air Facility Sigonella; USS Independence (CV 62); Ships Parts Control Center, Mechanicsburg, Pennsylvania.

Secretary of the Navy Tours with Industry (SNTWI):

These tours offer service members a chance to learn from and with leading industry partners to better improve leadership, management, and communication skills. Tours provide a valuable perspective to the civilian business world about the Navy, and in turn provide the service member with a unique look at civilian best practices.

The following story was written by Lt. Cmdr. Sean Moody, Aircraft Launch and Recovery Equipment branch head, NAVSUP Weapon Systems Support (WSS) Philadelphia. The SNTWI program took him to Apple Headquarters last year.



Above: Veterans Day at Apple. *From left to right:* Maj. Gen. (Ret.) David Robinson, USAF; Gen. Lori Robinson, USAF-USNORTHCOM/NORAD; Capt. Evan Morrison, USN-Apple SECDEF Executive Fellow; Lt. Eva LaFiura, USN-Apple SNTWI Fellow; Tim Cook- Apple CEO; Lt. Cmdr. Aaron Dobson, USN-Apple SNTWI Fellow; Lt. Cmdr. Sean Moody, SC, USN-Apple SNTWI Fellow; Cmdr. Doug Beck, USNR-Apple VP Americas and Northeast Asia.

Time Zone: Cupertino A year at Apple

By Lt. Cmdr. Sean Moody, Aircraft Launch and Recovery Equipment Branch Head, NAVSUP Weapon Systems Support Philadelphia

There were over 200 million iPhones sold in 2017. Over 500 million people visit the Apple app store every week. The new Apple Park campus is bigger in diameter than the Pentagon, and is powered by 100 percent renewable energy. Any company that can accomplish those feats must be streamlined, standardized, and systematic. Or so I thought.

Last year, the Secretary of the Navy Tours with Industry (SNTWI) program took me to Apple headquarters in Cupertino, California. Apple places SNTWI fellows in full-time positions that align with their Navy designators. As a materials program manager, I drove material readiness for several Apple products, which essentially meant making sure the right parts were available in time for mass production. The role included work with cross-functional team members, early morning and late night phone calls with global partners, daily publication of status reports, weekly updates to leadership, and firefighting to resolve projected supply shortages.

Outside of those responsibilities, I had the opportunity to meet with people in different areas of the company to learn about their roles, speak with executives to understand their perspectives, and participate in special events like product launches in local retail stores. Over the course of the year, I got a sense of the ethos that drives the company, the cultural norms that guide behavior, and the ways in which employees embody the “Think different” tagline. Below are some takeaways from my year at Apple.

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A succinct and lofty mission statement can focus and inspire. Apple's mission is to "Make amazing products that enrich people's lives, while leaving the world better than we found it." That single sentence sets the stage for decision making at every level of the organization. Product quality and customer experience are understood throughout the company to be sacred priorities. Qualifiers like "amazing" and "enrich" turn a matter-of-fact statement into something exciting and idealistic.

When people believe in the mission, they will go above and beyond to achieve it. Apple employees work long hours, travel often, and are on call around the clock. They strive for perfection in every aspect of their work, and are proud to be part of a company whose values align with their own. Their connection to the company's mission is constantly reinforced through the use of finished products that they help to produce.

Best practices aren't always the best answers. Apple uses the phrase "avoiding common approaches or settling for 'best practices'" to describe the sort of thinking it desires from employees. People are encouraged to do things however they think is best, so long as they understand the impact and can demonstrate why their way is better. Asking how problems should be solved is important for legal, regulatory, or ethical considerations. Once any necessary boundaries are set, asking how problems could be solved, then empowering people to explore those avenues, promotes creativity and innovation. Apple maximizes the "could."

Organizational structure drives behavior. Apple is organized around subject matter expertise, not product lines. Functional organization is believed to promote quality and innovation: departments of experts push each other toward perfection, inspire each other to approach problems from new angles, and ensure the same expectations of excellence apply across all product lines. With one central budget, all departments and programs work toward the same bottom line, which creates the sense that everyone is part of the same team instead of being in competition for resources.

It is difficult - but possible - to counteract the organizational rigidity that comes with age and size. Apple employs hundreds of thousands of people, but it emphasizes a start-up mentality and takes steps to limit hierarchy: organization charts don't exist, standard operating procedures are rare, communication flows in all directions, and productivity trumps formality. Of course there is structure behind it all, but the way the employees span boundaries, connect across groups, and value expertise over title makes the company feel flat.

Authority takes many forms, and formal authority has limitations. Apple trains its employees to understand that they will be accountable for many things over which they do not have direct authority. Without the power to dictate decisions, employees focus on their ability to influence decisions using informal authority: by demonstrating expertise, building relationships, and personifying the values of the organization.

Even experts sometimes need real-time guidance. Business conduct training is mandatory, but Apple realizes that people may nonetheless encounter gray areas. The company staffs a 24/7 hotline that is not only for reporting misconduct, but is also for navigating questions or dilemmas. Knowing a lifeline is available makes people feel like the company has their back.

Military veterans are highly valued members of the team. While veterans don't always start with the technical expertise of some other employees, they are known to bring leadership, resourcefulness, teamwork, and perspective, among many other attributes. The Apple Veterans Association is extensive, and the Inclusion and Diversity organization is working to increase veteran hiring.

Steve Jobs famously said, "It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do." I am extremely grateful to the Navy and the Supply Corps for affording me the opportunity to spend a year amongst those people, who make amazing products that enrich people's lives. ✨

Reserve Supply Corps Leadership Hosts Series of Professional Development Days

By Lt. Cmdr. Eric Gardner,
Reserve Supply Corps Community
Program Manager, Office of Supply
Corps Personnel, Naval Supply
Systems Command

The Navy Supply Corps has a proud history dating back to February 23, 1795. Since the days of sail, supply officers (SUPPOs) have been the stewards of resources for our Navy.

The Naval Reserve Force has over 1,000 Supply Corps officers supporting the Navy Reserve's mission of providing strategic depth and operational capability to the Navy and Joint forces. They are an invaluable part of the supply community that efficiently and effectively does its part to support fleet readiness and lethality while remaining postured to sustain the fight.



San Diego, California Reserve Supply Corps PRODEVDA group photo. —photo by Capt. Eileen Werve

This year the Reserve Supply Corps hosted a series of eight Professional Development Days (PRODEVDA) rotated throughout the various Reserve Component command regions. The events were designed for leaders to have an opportunity to mentor and train junior Supply Corps officers on myriad topics including professional development, fleet priorities, and community issues. It also gave everyone an opportunity to interact with Reserve and Full-Time Support (FTS) Supply Corps leadership. The PRODEVDA also included briefs from Commander, Navy Reserve Forces Command on Junior Officer Apply (JO Apply), information about the Reserve CO/OIC PQS, and training on fitness report (FITREP) and evaluation writing. As a conclusion to the event, officers participated in an operational planning exercise designed to increase their knowledge of contingency planning from a logistics perspective.

The Reserve Supply Corps career counselor position is heavily involved in the PRODEVDA. It's important for our community that our subject matter experts get out, share information and actively engage in mentoring. We are fully dedicated to helping them succeed and we are among the most talented and diverse organizations in the Navy. These events are an excellent opportunity to meet peers and leaders from the community along with others from your

geographic region, while also sharing information and networking.

"It's an excellent opportunity for our senior and junior Reserve supply officers to get together and talk about issues in the community, participate in mentoring, and increase their professional knowledge," said Lt. Cmdr. Treven Feleciano, the Reserve Supply Corps Officer Community Manager at BUPERS 3.

Lt. Cmdr. Darcia Treadwell, NAVSUP, Operational Support officer said, "The Reserve Supply Corps PRODEVDA capitalize on the concept of "For Us, By Us." Senior Reserve Supply Corps officers are afforded the opportunity of engaging with junior officers, for one to two days. The topics are consistent throughout the various regions. PRODEVDA are centered on the education and professional development of our junior officers- we are armed with the tools necessary to enhance our knowledge base, while at the same time being challenged to grow and develop others."

One of the Atlanta attendees, Ensign Brandon Miller recently started his career as a Direct Commission Officer (DCO). Miller stated, "As a newly appointed officer within the Supply Corps, attending the event was very rewarding. The event started out Friday evening with a social event, a great event to meet the fellow SUPPOs from the region. During PRODEVDA, we discussed many aspects of the Navy and Supply Corps,

discussing many up and coming changes and also discussed some of the current issues we are facing as an organization. The greatest experience to take away from the event is the opportunity to network and meet with mentors from the community. I highly recommend that all junior SUPPOs attend PRODEVDA."

"The Supply Corps community is a team," said Rear Adm. Jacquelyn McClelland, Reserve director, Logistics, Fleet Supply and Ordnance, U.S. Pacific Fleet. "And like all teams, the PRODEVDA afford us [Reservists] the opportunity to get together to discuss recent community updates and Navywide strategies, increase our professional expertise through practical exercises and briefs as well as, provide mentoring and career guidance to junior officers. The turnout at the PRODEVDA was tremendous! I simply couldn't be prouder of the energy and enthusiasm shown by these officers who are eager to take on any challenge in support of the fleet and worldwide operations."

Rear Adm. McClelland is the Reserve Supply Corps Flag Sponsor for the 2018 PRODEVDA program.

For more information on career management and record maintenance in the Reserve and FTS Supply Corps please contact the Career Counselor at supplycorpscarerecounselor@navy.mil or (717) 605-7457. ✨



Top photo: Williamsburg, Virginia Reserve Supply Corps PRODEVDAV group photo.
 –photo by Capt. Eileen Werve



Middle photo: Philadelphia, Pennsylvania Reserve Supply Corps PRODEVDAV group photo.
 –photo by Cmdr. Mike Pettola

Bottom photo: FTS Supply officers with Rear Adm. McClelland at the Philadelphia PRODEVDAV in July.

Left to right: Lt. Cmdr. Eric Gardner, Lt. Cmdr. Darcia Treadwell, Cmdr. Jim Zolinski, Rear Adm. Jackie McClelland, Cmdr. Onofrio Margioni, Lt. Cmdr Anisa Dominguez, Cmdr. John Evans, Capt. Roger Musselman.
 –photo by Cmdr. Mike Pettola



WHAT IS A CLO?

The Combat Logistics Force (CLF) Logistics Officer, better known as the CLO, is a Supply Corps Commander who leads a team of operational logistics professionals dedicated to sustaining the fleet. There are a total of five CLOs worldwide, one at each Military Sealift Command (MSC) Area Command and co-located and embedded on the Logistics Task Force Command (CTF-33/53/63/73/83) staff. Together with Global Stock Control (GSC) located at MSC Headquarters in Norfolk, and the CLF ships, they form an integrated Global Sustainment Network.

Specifically:

- GSC centrally manages all CLF inventories and uses a total asset visibility (TAV) “push” model to replenish CLF ship storeroom inventories.
- The CLO’s primary mission focuses on customer engagement and order fulfillment for all CLF commodities. They have an area of responsibility (AOR)-wide perspective and provide theater sustainment solutions.
- CLF ships perform at-sea distribution and delivery of sustainment commodities (stores, food and fuel) to fleet units.

The network team engages continuously with fleet units to develop, tailor and execute deployment support plans. The team collaborates with supporting stakeholders to ensure CLF sustainment cargo is positioned and available in theater.

To accomplish the customer order fulfillment and inventory management functions, the network utilizes distance support concepts employing an automated two-way data replication technology (ship to shore/shore to ship) in a shared portal environment (Internet). Application of distance support concepts and information technology (IT) data replication technology enable the network to have TAV and near real time visibility of all CLF inventories.

Through close integration with the CLF schedulers, the CLO network can react quickly and responsively when the operational/tactical situation changes and necessitates a commensurate change in the sustainment approach. As the “last nautical mile” sustainment integrator, theater CLOs are uniquely positioned to spot supply/distribution chain gaps and seams and take appropriate corrective actions.

The business model processes over \$2.5 billion in commodity transactions per year, delivering an average of 100,000 pallets of cargo and moving 1.1 million gallons of fuel annually.

If you are looking for a challenging and rewarding front line Operational Logistics opportunity, you should take a hard look at serving as a CLO.

Military Sealift Command CLOs: Posturing for Phase II and Beyond

By Cmdr. Paul R. Benishek, Logistics Director,
Military Sealift Command Pacific

Military Sealift Command (MSC) N4 sponsored the seventh annual Combat Logistics Force (CLF) Logistics Officer (CLO) Operational Planning Workshop in August 2018 at the Center for Excellence in Disaster Management & Humanitarian Assistance at Joint Base Pearl Harbor-Hickam, Ford Island, Hawaii. The five-day collaborative event allowed the CLO teams and partners to assess and advance team alignment with the Chief of Naval Operation’s operational logistics in a contested maritime environment concept.

This year’s workshop saw the largest number to date of key supporting and supported stakeholders in attendance, bringing together a collective forum represented by the surface warfare and submarine warfare communities, logistics/war planners, supply chain experts, combat logistics support agencies, and information technology professionals, as well as fleet operational logisticians.

The level of involvement and participation achieved a significant milestone since the inception of the CLO network in 2011. The invaluable collaboration from having key stakeholders present and deliberating towards a common goal brought a unity of focus that will ultimately help identify wartime capability gaps in the fleet sustainment network and accelerate MSC’s ability to “bend the curve” at an enterprise level.

MSC Fleet Sustainment Director, Mike Robinson, set the tone for the presentations and discussions by reinforcing that CLOs have to envision operating beyond a steady-state environment where they will work in a very pressurized sustainment model requiring agile and timely decision making to source customer requirements, right size, and optimize last tactical mile delivery options, all while operating in a contested environment. This environment demands the highest degree of flexibility and logistic resourcefulness in order to successfully support U.S. naval warfare strategies.

The August 2018 workshop “Posturing for Phase II and Beyond” tasked participants to rethink current tactical sustainment and delivery methodologies to a more fluid construct. The new model can be described as “any payload to any platform” which will potentially expand to commercial ship charters, unmanned aircraft systems, Joint operations and multimodal delivery options when supporting major combat operations.

Some of the topics covered included Pacific Fleet mobile logistics, ordnance phasing/force flow, contested environment communications, battle menu feeding, Reserve unit support and contested environment logistics.

The workshop was also intended for the worldwide CLOs to share best practices, foster innovation, and implement continuous process improvement initiatives as well as enhance their interoperability as a globally integrated network. It also served as an opportunity to level set the CLO competency for newly assigned personnel.

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Featuring keynote addresses by both the Director and the Reserve Director, Logistics, Fleet Supply and Ordnance, N4, U.S. Pacific Fleet, Rear Adm. Kristen Fabry and Rear Adm. Jacquelyn McClelland, respectively, showcased the importance of this workshop and ensured the focus remained closely aligned with fleet sustainment policies.

“In this era of great power competition and the prospect of a “high-end fight,” the CLOs will be faced with unprecedented challenges,” said Pete Budi, MSC logistics director. “As such, they are uniquely positioned to enact operationally flexible sustainment strategies and solutions, particularly during Phase II or contingency operations.”

A key workshop take away was an expectation for an exponential increase in combatant presence in a wartime scenario, the same can be said with the myriad logistics and connector platforms that will be in play beyond CLF ships that CLOs typically manage today. The cargo loads in a Phase II environment will be highly mobile and likely include pre-positioning on some very untraditional platforms and expeditionary locations.

In planning for future operations, Budi emphasized, “From a Phase II perspective, it is vital for logistics partners that will be in the fight together also be proactively working together and team building in the posturing phase that we are currently in.”

The workshop illustrated that posturing for Phase II will demand the highest degree of agility, resourcefulness, and high velocity learning from the CLOs, our fleet and logistics partners in order to be decisive in a warfighting environment unlike that we have ever faced before. ✨

From left to right: (Front Row) Capt. Robert Brooks, MSCHQ N4, technical director, Pete Budi, MSCHQ N4, director, Cmdr. Paul Benishek, MSC PAC CLO, Parrish Guerrero, MSCFE, assistant CLO, Candace Thomas, MSCLANT, deputy CLO, Ronald Soriano, MSCCENT, deputy CLO, Emily Hingada, DLA, Troop Support Pacific Japan, Thomas Mattson, MSC N6, Bartolome Miranda, MSC PAC, deputy CLO. **(Second Row)** Michael Robinson, MSCHQ N46, Lt. Col. Andy Black, MSCHQ N3/N5, Joseph Hennessy, MSCFE, assistant CLO, Mike O'Neill, MSCHQ N45, Britt Skogstad, MSCHQ N4X, Capt. Susan Ayers, MSCHQ N10, Cmdr. Jamal Smyth, MSC CLF Support Unit CO. **(Third Row)** Cmdr. Paul Fox, MSCCENT CLO, Zach Fittro, NAVSUP WSS T&D, Damian Alvarez, NAVSUP T&D, Andrew Armacost, MSCHQ GSC, William Davis, NAVSUP HQ N41 **(Fourth Row)** William Daniels, MSC CPF Deputy LNO, Michael Graham, MSCHQ TALUGA, Greg Turner, DLA Troop Support Pacific Singapore, Tom Tichy, CPF N41, Capt. William May, MSCHQ N4 reserve director, Cmdr. Rustin Dozeman, MSCFE CLO, Mark Kaniewski, MSCHQ N46A, Cmdr. Joe Peth, USFF N41X, Capt. Charles Dwy, CLWP N4, Lt. William Wright, MSCEURAF deputy CLO, Danny Osborn, MSCHQ N48F, Lt. Michael Swerda, MSCHQ N6, Lt. Raymond Alley, MSC CLF Support Unit XO, Cmdr. William Murray, MSCLANT CLO, Cmdr. William Scott, MSCEURAF CLO. —photo by Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM) Mission Support Branch



Supply Corps Heritage

The World War II Experiences of Lt. Cmdr. Robert L. Miller Sr.

As told to Lt. Hobart K. Kistler, SC by Judge Robert L. Miller Sr.

Born December 5, 1920, Judge Robert L. Miller is the youngest of seven siblings. His father ran a hardware store in Wilkinson, Indiana, where the Millers lived throughout the 1920s. Among other activities, Miller enjoyed hunting with his family. Unfortunately, with the onset of the Great Depression, the hardware store “went under,” and in 1930 the family moved to Indianapolis, where the elder Miller found a job as a salesman for Sherwin-Williams Paints. Tragically, he died a year later, leaving the family “poorer than Job’s turkey!” Miller recalls that his mother worked hard to ensure the family could continue living on the city’s north side, away from the ring of slums to the south.

Miller attended Shortridge High School, a “silk stocking” establishment, from which most alumni attended college. The judge’s family was so poor, however, that he joined the school’s Reserve Officer Training Corps (ROTC) program in order to get the free uniform that was issued to all participants. “Other than my Sunday clothes, that was all I had,” he remembers.

Considering his difficult situation, it came as a blessing when Miller was offered a full scholarship to play guard on the Notre Dame football team. He matriculated and entered the university’s commerce school in 1938. Less than a year in, though, the football end didn’t seem to be playing out. “Coach (Elmer) Layden said, ‘I’m gonna have to let you go,’ but they let me stay on in school, provided I worked all sorts of jobs in my off-time—mopping, cutting flowers, all kinds of work. For that reason, I’m fiercely loyal to Notre Dame to this day.”

Miller was home celebrating his 21st birthday on December 7, 1941. “When the war hit, Mom says, ‘There goes my boys!’ and she was right. I’m unable to describe the climate that existed simultaneously,” he explains. “We were infuriated; not a single one of us at school

didn’t want to fight the Japanese! Guys started to join right away, and they had their hands full trying to calm us down and finish the semester.” Miller, coming as he did from a patriotic family, was eager to do his part, and signed up with the Naval Reserve.

With the Navy’s rapid expansion in the war’s early months came “massive logistical requirements, and the Navy needed qualified supply officers badly.” Consequently, Miller was able to arrange a deal between military and academia, by which he would receive a commission as an ensign in the Navy Supply Corps upon graduation. When he earned his diploma in May 1942, he received a direct commission and shipped out for the Portsmouth, New Hampshire, Navy Yard.

In Portsmouth, Miller witnessed the construction of new submarines and “learned to eat oysters at the receptions the admiral had each time there was a launching party.” He was impressed by the submariners’ fare, including steaks and strawberries, but did not join their ranks; instead, Miller reported to the Harvard School of Business, for a several-month course for general supply officers. The program used Navy-specific textbooks. Miller, with his background in athletics, was selected to lead calisthenics for his shipmates.

Finishing up at Harvard in the summer of 1943, Miller was told that there existed “a cryin’ need for us to have specialty training.” Accordingly, he received orders to Naval Air Station (NAS) Jacksonville, Florida, for, among many others, a course in anti-aircraft gunnery. The men trained on 40mm quadruple-mount anti-aircraft guns, like those often found on aircraft carriers. “I thought it all irrelevant, but had to do it,” he says of the instruction, which also took place in Melbourne, Florida.

Next, Miller was finally afforded the opportunity to serve overseas, but the assignment was not to the South Pacific or North Atlantic, but NAS San Juan, Puerto Rico. For the better part of six months, he worked both at San Juan and, later, NAS Trinidad, in the procurement of airplane parts. All in all, it was not particularly exciting or challenging duty, according to Miller. It was while at Trinidad, in early 1944, that Miller “made the mistake of saying I

would be interested in carrier duty! They jumped on that in a hurry, and I was on my way to the South Pacific!”

The ship to which Miller was initially assigned sank while he was en-route. As such, he received new orders to USS Essex (CV 9), and began “the lengthy process of chasing her across the Pacific. She only came in to port to pick up more ammo, so it was a difficult thing to do.” He received his last leave of the war in Hawaii, in transit. Boarding one of the “generals” (a series of Army transports named for generals) in Pearl Harbor, Miller pursued Essex to Guadalcanal and up through the Solomons, toward the Philippines. At each stop, it seemed they had just missed the carrier. At last, on October 30, Miller reported aboard Essex, at Ulithi. She had just come through the second Battle of the Philippine Sea, better known as the Battle of Leyte Gulf.

As Miller moved his personal effects aboard, so were the survivors

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of Carrier Air Group 8. Their ship, USS Princeton (CVL 23) had been sunk by a kamikaze attack on the 24th, necessitating a new assignment.

Essex's Chief Supply Officer Cmdr. Woodside told me there was really no need for another supply officer, even though I was probably the most highly trained guy out there! At that time, they didn't have parts to fix the planes, and when it came time to launch, they'd kick 'er over three or four times and if she didn't start, then they'd jettison her over the fantail. It was as simple as that. Anyway he'd seen my record, and since I had anti-aircraft training, told me I should report to the gunnery department. So, I became battery officer on the Number Two Gun Mount, a quad 40 (mm) on the foc's'le."

Miller had only a short time to wait for the excitement his earlier assignments had been lacking. After a short period of gunnery practice, in which "the junior pilots towed target sleeves for us to shoot at, and some smartalick gunner would shoot in front of the tow plane to scare them." The first real trouble occurred on Thanksgiving Day, November 25, 1944.

Essex was in the process of launching planes for a strike on Manila, when a lone kamikaze aircraft approached from her starboard quarter. "It was smoking already, and we had our whole aft end loaded with bombs and planes all gassed up," Miller



USS Essex (CV-9) under attack after a Japanese Kamikaze aircraft crashes into the carrier's flight deck. —photo courtesy of the Naval Historical Center

remembers. "We turned to starboard, and he overshot, hitting forward of the number two elevator. He took out a row of 20mm AA guns and a 5-inch gun as he went in, which

were manned by our mess boys, killing them all. There was a lot of exploding going on, but our repair crew jumped on it. They were good; they got that deck patched with fire flying everywhere. We lost 21 men and a lot more wounded."

After emergency repairs, Essex was back in action. Miller transferred to Gun Mount 5, on the aft side of the carrier's 'island.' "We had so much action there," he affirms. "It was really, really active. During one 72-hour period we were in action for 53 hours. Every carrier in our class was hit except one."

Miller and his shipmates fought on, through five major campaigns, from Leyte to the South China Sea to Iwo Jima, until they arrived off the war-torn island of Okinawa in March 1945. By that time, Miller had been reassigned a third time, to Gun Mount 8, on Essex's stern. "It was a 'hot mount,'" he says. "We could really shoot now!" No serious damage had been sustained since

the Thanksgiving hit, and the crew generally believed they would finish the war without another incident.

April 11, 1945 was, in Miller's words, "the day that made me a life member of the Military Order of the Purple Heart. The Japanese hit three of our four carriers that same day. The one that got us came from our port quarter, out of the clouds. The captain called for flank speed and hard-a-port. I was in the director operator turret, above my gun. The Japanese pilot released his bomb and it detonated right under our screws, and bent one of our props. It cleaned out my gun mount, men sprayed ever' which way, but none killed. I got blown out of the turret and slid across the deck face down. Lucky I had my battle helmet on, or it would've taken my face right off. As it was, I lost my shirt and was bleedin' like a stuck pig, but in no mortal danger. I was somewhat of a mess. No one

can imagine it! The corpsmen got us all down to sick bay in pretty good time." When his wounds had been bandaged, Miller and his men returned to the gun, and they were once again blazing away at the Japanese.

In August, the Japanese surrendered, and Essex made "a high speed return to the States." Miller returned to his beloved alma mater, graduating in 1947 with a Jurist Doctor. He characterized his years of law school as "the hardest period of my whole life."

"When Korea hit, I was called up to work in submarine supply. I cashed that negotiating experience lots of times in my law practice." Miller was eventually placed on the retired list of the Naval Reserve as a lieutenant commander.

Miller worked many years as a lawyer, and as a former Judge of the Superior Court of St. Joseph County, Indiana. In 2009, he founded an organization called "Miller's Vets," to which indigent veterans can come to participate in color guards and honor guard activities. The organization has

helped over 400 homeless vets, giving them a source of pride and support.

Looking back on his life, Miller is "consoled by the fact that there are very, very few things I would change about it. I am very satisfied with my life, Navy days included!"

For his service, Miller was awarded the Purple Heart, Combat Action Ribbon, two Presidential Unit Citations, American Campaign Medal, Asiatic-Pacific Campaign Medal (with one silver star representing five major battles), World War II Victory Medal, Navy Occupation Service Medal (with Asia clasp), Philippine Presidential Unit Citation, and Philippine Liberation Medal (with two bronze battle stars). ✨

"There was a lot of exploding going on, but our repair crew jumped on it. They were good; they got that deck patched with fire flying everywhere."

Happy Birthday NAVY!



Left: NAVSUP celebrated the Navy's 243 years with a cake cutting. Rear Adm. Michelle Skubic was joined by Vice Commander Mike Madden, Robin Wilt, Lt. j.g. Qilun Zhou, and Gabe Telles. Wilt and Telles have many years of service with DoD and Zhou was the most junior officer at the event. –photos by Dorie Heyer



Right: NAVSUP Fleet Logistics Center (FLC) Norfolk Commanding Officer Capt. Jim Lowther (right) and LSSR Sean Ercolano cut the first slice of a cake celebrating the 243rd birthday of the United States Navy. –photo by Jim Kohler



Bottom: Kevin Mooney, executive director, NAVSUP Fleet Logistics Center (FLC) Jacksonville, Logistics Specialist Seaman Eke and Cmdr. Al Dunn cut the cake to celebrate the Navy's 243rd birthday in a ceremony at headquarters, Oct. 12. –photo by Carol Williams

Above: Brian Zirbel, executive director, NAVSUP, Business Systems Center (BSC), Kevin Weeks, information technology (IT) specialist, NAVSUP BSC, Bill Zdankiewicz, IT specialist, NAVSUP BSC, Rear Adm. Michelle C. Skubic, and Capt. Douglas M. Bridges Jr., commanding officer, NAVSUP BSC, participate in a cake-cutting commemorating the Navy's 243rd birthday during an all-hands call at Naval Support Activity Mechanicsburg. –photo by Dorie Heyer





Left: NAVSUP Fleet Logistics Center (FLC) Yokosuka celebrated the 243rd Navy birthday with a cake-cutting ceremony on October 5. Pictured (*left to right*) are Commanding Officer Capt. Frank Nevarez, LSSA Evelyn Serranomundo (the youngest Sailor) and Operations Department Director Cmdr. Horacio "Jack" Tan (the oldest Sailor). —photo by Midoriko Morita

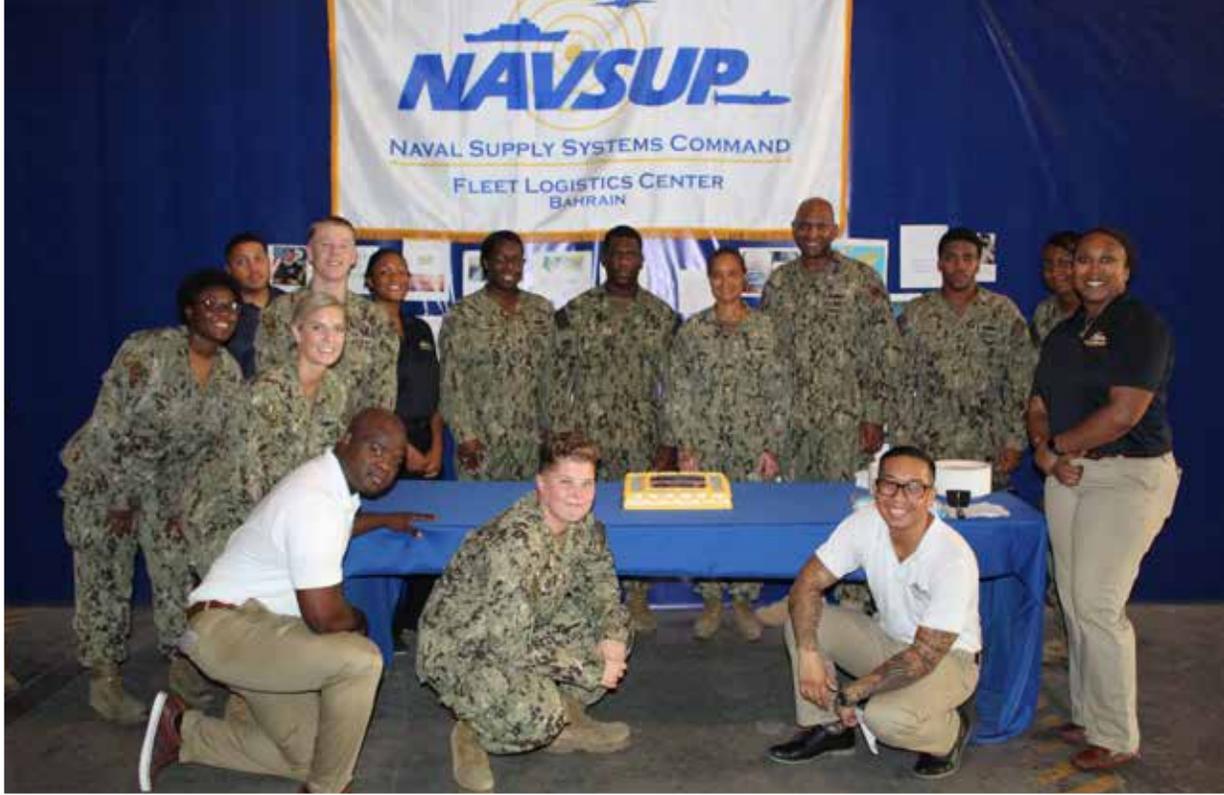
Below: 4th Navy Expeditionary Logistics Regiment

Front row: ET2 Torres, ET3 Hunton, Cmdr. Toso, LS2 Lewis, Lt. Nieves, IT1 Lugo, ITC Bradley, Lt. Cmdr. Blank and Cmdr. Bergeron. Back row: YN2 Rea, ET1 Anyanwu, ET2 Popwell, BM1 Faulkner, YNC Martinez, Cmdr. Calitri, Cmdr. Dano, IT1 Barnett, Lt. James and ETC Burnett. —photo by LS2 Charles Power



Right: Capt. Brent Trickel, commanding officer of Naval Air Station (NAS) Sigonella, and CMDCM Johannes Gonzales, U.S. Sixth Fleet Command Master Chief, cut the birthday cake along with the oldest and youngest Sailors present at the 2018 NAS Sigonella Navy Ball celebrating the U.S. Navy's 243rd birthday at the Sheraton in Aci Castello, Italy. —photo by Lt. Andriana Genualdi





Above: NAVSUP FLC Bahrain celebrates the Navy's 243rd birthday with a tribute wall and cake. *From left to right:* LS3 Nicolette Monday, LS2 Howard Deramus, Lt. Lauren Gazaille, LSSN Ryan Palladino, LS1 Dashawn Bracewell, LSSN Markita Robinson-Burgess, LSCS Monique Graves, LSSN Alivia Crerand, LSSA Isaiah Miller, Capt. Kadiatou Sidibe, Commanding Officer Capt. Terrel Fisher, LS2 Gabriel Kastner, LS1 Saadiq Alleyhamlette, LSSN Sadiqua Fletcher, LSC Frenesha McMillon –photo by YN2 Timothy Mitchell

Below: NAVSUP FLC Pearl Harbor honors the U.S. Navy's 243 years of maritime excellence with a cake-cutting. *From left to right,* SHCS Charlotte Gee, LS1 Tri Nguyen, LS2 Holland Brown, Cmdr. Michael Carl, Blayne Yasuda, and Scott Hedrick. –photo by Shannon Haney



Above: (From left to right) CSSC(SS) Jamal Johnson, CS2(SW/AW) Hermilla Elliott, CWO5 Cesar Valencia, CS2(SW/AW/IW) Adrian Ramilo, CS1(SW) Sherland Douglas, CS1(SW) Johnathon Stucko, CS1(SW) Jamul Saunders and CS1(SW) Romnick Sarmiento – Mercer Hall Galley at NBSD. –photo by CS1 Juan Villarreal



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OFFICIAL BUSINESS

Announcing the Vintage Oakleaf Club

The Heritage Committee is beginning an initiative to compile and archive the rich historical impact that our most senior Supply Corps officers have had on our Navy and our community.



Called the “The Vintage Oakleaf Club,” members of the committee have put together a list of our most senior Supply Corps officers with their most recent, known contact information and will be contacting each of them, or their associated family members to capture their stories.

Information being sought includes name, rank, years of service, tours, post Navy career accomplishments, as well as photos and sea stories. The Heritage Committee will ultimately feature each member in the “Oakleaf,” our website, and in “The Navy Supply Corps Newsletter” for the enrichment and appreciation of our entire Supply Corps community.

If you know of any Supply Corps officers that are 90 years and older who we may be able to add to our contact list, contact Capt. Tiffany Schad (Ret.) at tiffanyschad@gmail.com.