

THE NAVY SUPPLY CORPS
 **Newsletter**

Spring 2019



NAVAL SUPPLY SYSTEMS COMMAND
BUSINESS SYSTEMS CENTER

Accelerating Digital Solutions



A Message from the Chief of Supply Corps

We have entered a new era of competition where the pace of change is quicker now than ever. The Navy Supply Corps, NAVSUP Enterprise, and our entire supply community are counted on to sustain the fleet as the key provider of supplies, services and quality-of-life support to the Navy and Joint Warfighter.

In “The Design for Maintaining Maritime Superiority, Version 2.0,” sustainment, acquisitions, and logistics are central to the Navy’s framework to recapture strategic momentum and grow our advantages in the maritime domain. We provide expertise in the logistics arena that is vital for the Navy to become more agile and adapt to a faster paced, more complex, and increasingly competitive security environment.

We tackled these challenges at our recent Maritime Sustainment Summit with NAVSUP, Naval Sea Systems Command, Space and Naval Warfare Systems Command, and all maritime Program Executive Offices. At the summit, we emphasized NAVSUP Weapon Systems Support’s Program Support Inventory Control Point (PSICP) role and identified collaborative sustainment opportunities to increase readiness and lethality.

The NAVSUP reform program is advancing with a series of initiatives to further implement our reform pillars and key enabler efforts that we started early last year. Our CY19 efforts aim to accelerate contract award timelines, deliver on our end-to-end supply chain integrator role, organize internally to improve support to the fleet, and get more from our supplier base.

This issue of “The Navy Supply Corps Newsletter” features articles from NAVSUP Business Systems Center focused on their important technological contributions to support our Sailors, an update on NAVSUP’s reform efforts, and the third excerpt from Rear Adm. Peter Stamatopoulos’ “Maritime Logistics in a Changing Strategic Environment.”

Your continued diligence, commitment and ethical fortitude are keys to ensuring mission success. Keep an operational mindset as we play a critical role in building a more agile, lethal, and sustainable Navy. Rest assured that your hard work does not go unnoticed. Together, we will always be ready to serve, ready to sustain the fight, and “Ready for Sea.”

Thank you for all that you do, and your hard work making a difference for our Navy!

MICHELLE C. SKUBIC
RADM, SC, USN



NEWS FROM THE Command Master Chief

Team Supply,

Thank you for all your hard work in support of warfighting and fleet readiness in 2018. Continue to review lessons learned and apply them to our 2019 requirements as we continue to find ways to support our customers more effectively.

In this edition of "The Navy Supply Corps Newsletter," we showcase the wonderful team at NAVSUP Business Systems Center (BSC) and how they accelerate digital solutions for fleet customers by providing world class information technology (IT) business expertise, incorporating new technologies and embracing innovative best practices. NAVSUP BSC is instrumental in inventory control, global logistics support, financial support solutions and supply systems support across the Department of Defense (DoD) and Navy enterprise.

I'm glad to welcome NAVSUP Weapon Systems Support's (WSS) first-ever Command Master Chief (CMC) – CMDCM Steve Horton aboard. The CMC's most important role is to represent Sailors on all Navy matters to the commanding officer, and they will look to you, Steve, for answers during challenging times. I know you are ready for this challenging assignment.

To help our enlisted members excel, updated supply enlisted career paths are now available on the eSUPPO app and online at www.public.navy.mil/bupers-npc/enlisted/community/supply.

Now is a great opportunity to review, learn, and share during career development boards and mentorship opportunities. You can also address questions or concerns with our subject matter experts on the Enlisted Community Manager team via email to supply_ecm_shop@navy.mil.

Lead with character and competence!

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

NEWSLETTER

Spring 2019

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

Mike Madden
Vice Commander
Naval Supply Systems Command

Capt. Timothy Daniels, SC, USN
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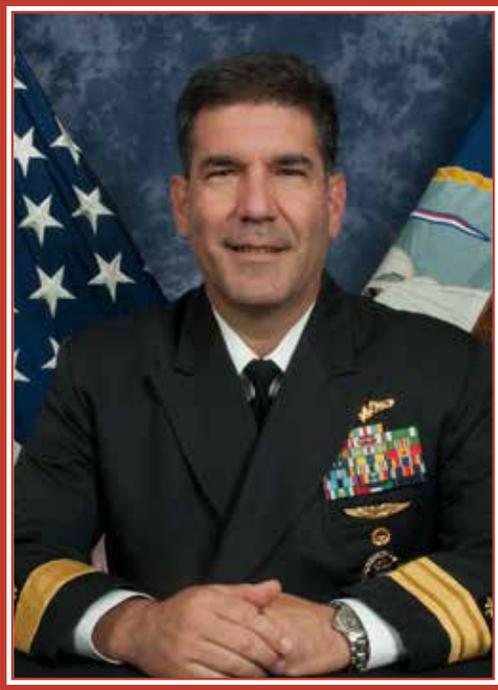
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Supply Corps Flags Nominated for Promotion



**Rear Admiral (lower half)
Peter G. Stamatopoulos**

Nominations for promotion of Rear Admiral (lower half) Peter G. Stamatopoulos and Rear Admiral (lower half) Alan J. Reyes to the rank of Rear Admiral were received in the Senate and referred to the Committee on Armed Services.

Rear Adm. Stamatopoulos is currently serving as director, Supply, Ordnance and Logistics Operations Division, N41, Office of the Chief of Naval Operations (OPNAV), Washington, D.C.

Previous ashore duty stations include director, Fleet Ordnance and Supply and Fleet Supply officer (N41), U.S. Fleet Forces Command; assistant chief of staff, Logistics and Ordnance, Commander, Naval Surface Forces Pacific; commanding officer, Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC), San Diego, California; chief of staff, NAVSUP Global Logistics Support, San Diego, California; logistics services division chief, Joint Chief of Staff J4; head Program Objective Memorandum (POM) development section, OPNAV N80, Washington, D.C.; executive assistant to the vice commander, NAVSUP, Mechanicsburg, PA; and supply officer, Fighter Wing U.S. Pacific Fleet and Fighter Squadron (VF) 124.

Rear Adm. Stamatopoulos' previous operational assignments include USS Chicago (SSN 721); USS Constellation (CV 64); Logistics Forces, U.S. Naval Forces Central Command (CTF 53); and Expeditionary Strike Group Three embarked USS Peleliu (LHA 5); and Commander, Task Force 59, U.S. 5th Fleet. *



**Rear Admiral (lower half)
Alan J. Reyes**

Rear Adm. Reyes is currently serving as commander, Navy Expeditionary Logistics Support Group, Williamsburg, Virginia.

Previous ashore duty stations include deputy director, Logistics, Fleet Supply and Ordnance, U.S. Pacific Fleet, Pearl Harbor, Hawaii; commodore, 2nd Navy Expeditionary Logistics Regiment; commanding officer, Navy Reserve (NR) NAVSUP FLC Bahrain; commanding officer, NR Fleet and Industrial Supply Center Norfolk Detachment 206; staff officer, U.S. Special Operations Command J4; commanding officer, Navy Cargo Handling Battalion EIGHT; air cargo company commander and executive officer, Navy Cargo Handling Battalion TEN; staff officer, Naval Audit Service; deputy chief of staff for reserve operations, NAVSUP Global Logistics Support, San Diego, California.

He served afloat as supply officer, USS Birmingham (SSN 695). He also served as assistant officer community manager, Office of Supply Corps Personnel; and aide and flag lieutenant to the Commander, Naval Sea Systems Command.

Rear Adm. Reyes also had several operational deployments including service as commanding officer, Navy Customs Battalion PAPA, in Kuwait and Iraq; operations/plans officer for Naval Expeditionary Logistics Support Group Forward Headquarters; and logistics officer for Commander, Task Force 56. In 2010, he deployed to Haiti aboard USNS Comfort (T-AH 20). *

Supply Corps Officer Nominated for Promotion



Captain Kenneth W. Epps

A nomination for promotion of Captain Kenneth W. Epps to the rank of Rear Admiral (lower half) was received in the Senate and referred to the Committee on Armed Services.

Capt. Epps is currently serving as Assistant Professor, Dwight D. Eisenhower School for National Security and Resource Strategy, National Defense University, Washington, D.C.

Capt. Epps is a graduate of Vanderbilt University and holds a Master of Business Administration from the University of North Carolina at Chapel Hill, where he was the recipient of the Frank Hawkins Kenan Award for Excellence. He is a distinguished graduate of the Industrial College of the Armed Forces and completed the Executive Program in Strategy and Organization at Stanford University.

Previous shore and staff assignments include assistant commander for Operations and Warfare Engagement, Naval Supply Systems Command (NAVSUP), Mechanicsburg, Pennsylvania; commanding officer, NAVSUP FLC Pearl Harbor, Hawaii; chief, Strategy and Readiness Division, Joint Staff (J4); assistant commander for Financial Management and Comptroller, NAVSUP, Mechanicsburg, Pennsylvania; director, Materiel Budgets, Naval Inventory Control Point, Philadelphia, Pennsylvania; action officer, Defense Logistics Agency (J-33); readiness analyst and Program Objective Memorandum (POM) development assistant, OPNAV (N80), Washington, D.C.; aide and flag lieutenant to the Commander, NAVSUP and Chief of Supply Corps, Mechanicsburg, Pennsylvania; and instructor and educational counselor, Navy Supply Corps School, Athens, Georgia.

He served afloat tours on USS Kitty Hawk (CV 63), USS Leyte Gulf (CG 55) and USS Carl Vinson (CVN 70).

His personal awards include the Defense Superior Service Medal, Defense Meritorious Service Medal, Legion of Merit, Meritorious Service Medal, Navy Commendation Medal and various campaign and unit awards. He is a Joint Qualified Officer and member of the Defense Acquisition Corps. ★

**We are America's Navy.
And we are all Forged by the Sea.**





NAVSUP Deputy Commander Rear Adm. Keith Jones was on hand to unveil a memorial dedicated to World War II hero Doris “Dorie” Miller. Miller is remembered for his bravery, patriotism, and courage in the face of danger. —photo by HM1 Iris Leal

NAVSUP Rear Admiral Dedicates Pearl Harbor Day Hero Doris “Dorie” Miller Memorial

By Debbie Dortch, Corporate Communications,
Naval Supply Systems Command

NAVSUP Deputy Commander Rear Adm. Keith Jones dedicated a new memorial in Waco, Texas, Dec. 7, honoring World War II hero Doris “Dorie” Miller.

“It’s because of Petty Officer Miller and countless other Sailors, officers and enlisted, that I’m able to stand here today wearing this uniform, serving in America’s Navy...” Jones said.

Miller, a mess attendant, was on the battleship USS West Virginia (BB 48) at the time of the Pearl Harbor attack, Dec. 7, 1941. On that day, Miller had arisen at 6 a.m., and was collecting laundry when the alarm for general quarters sounded. He headed for his battle station, the anti-aircraft battery magazine located amidships, only to discover that torpedo damage had wrecked it, so he went on deck. Because of his physical prowess, he was assigned to carry wounded fellow Sailors to places of greater safety. Then, an officer ordered him to the bridge to aid the mortally-wounded captain of the ship. He subsequently manned a .50-caliber Browning anti-aircraft machine gun until he ran out of ammunition and was ordered to abandon ship.

When Miller enlisted in the Navy, African Americans were not allowed to serve in combat positions, which emphasizes Miller’s true courage and patriotism in the face of danger.

During the attack, Japanese aircraft dropped two armor-piercing bombs through the deck of the battleship and launched five 18-inch aircraft torpedoes into her port side. Heavily damaged by the ensuing explosions and suffering from severe flooding below decks, the crew abandoned ship while West Virginia slowly settled to the harbor bottom. Of the 1,541 men on West Virginia during the attack, 130 were killed and 52 wounded. Subsequently refloated, repaired, and modernized, the battleship served in the Pacific theater through the end of the war in August 1945.

Dorie Miller was the first African American to receive the Navy Cross, at the time the third-highest honor awarded by the Navy and currently the second highest. He was also awarded the Purple Heart.

“Petty Officer Miller went on to be praised as one of the first heroes of World War II,” Jones said. “He even showed up on recruiting posters, and shared his experiences with black Sailors as they graduated from boot camp. ... The Navy went even further and named a warship in his honor, the USS Miller (FF 1091), a Knox-class frigate that served until the early 1990s. And, today, beyond the Navy, there are schools, buildings, streets and parks named after him across the nation.”

“Let us never forget the veterans and family members of that day at Pearl Harbor,” Jones added, “the Americans who fought and sacrificed so much. Let us take strength from their example and wisdom from their history.” ✨

Extraordinary Circumstance Called for Extraordinary Measure, NAVSUP Weapon Systems Support Employee Links Supply Chain to Warfighters

By Matt Jones, Corporate Communications, NAVSUP Weapon Systems Support

It was noon on Saturday when Dyan Hooper, program manager for Ships Service Gas Turbine Generators (SSGTG) at NAVSUP Weapon System Support (WSS), received a call from Mark Bottorff, a marine gas turbine inspector with the Mid-Atlantic Regional Maintenance Center. USS James E. Williams (DDG 95) was at risk to miss its window to get underway due to a broken reduction gear fuel pump. Attempts to troubleshoot had failed, so the ship needed a replacement part and Bottorff reached out to NAVSUP WSS to get one.

Without that pump, the Arleigh Burke-class destroyer was down a generator. Being down one generator, the ship's propulsion had potential to be degraded. To make matters worse, James E. Williams was due to get underway in two days.



Dyan Hooper is a program manager for SSGTG at NAVSUP WSS, located in Mechanicsburg, Pennsylvania.
— photo by Dorie Heyer

Considering the time needed to transport the pump, install it and perform safety checks, the deadline was extremely tight. Hooper had faced similar requests in her five years at NAVSUP WSS, unfortunately, this was more complicated.

While NAVSUP WSS has structured its processes so many parts can be ordered and shipped to the fleet without any manual intervention, this part one required managerial review to ensure all troubleshooting measures had been exhausted. This requirement often saves money—by finding solutions that don't require replacement—and time—by enabling the fleet to use local resources to get a ship up and running instead of waiting for a part to arrive.

Within 20 minutes of the phone conversation, Hooper had gathered all the information she needed to get the part to its destination, but there was a problem. The part was located in a warehouse owned by the Defense Logistics Agency (DLA)—not normally accessible on weekends—and the agency's cutoff for Saturday shipping had passed.

As it turned out, however, the shipping cutoff was the least of the problems. Through the NAVSUP WSS command duty officer, one of very few employees working that day, she found someone from DLA

who could access the part. Navy Lt. Willard Trefren of DLA confirmed the pump was in a warehouse with no weekend access and could not be shipped until Monday morning.

Back in Norfolk, five hours after the initial phone call, Bottorff confirmed with Hooper that receiving the pump any later than Sunday could result in what Navy refers to as a "fail to sail" for James E. Williams, a very costly delay with potential further ramifications.

"At that point, I thought about my husband and my brother who are both Army combat veterans, and I imagined telling them that their mission would have to wait, because some part was locked in a warehouse," said Hooper. "That's the essence of my job—getting our fleet what they need to complete their mission—and I was compelled to find a way to make that happen."

Running out of options, Hooper refused to let down the men and women of James E. Williams simply because there was no easy solution.

"There was something we could do," Hooper said. "It wasn't something you'd find in a standard operating procedure, nor would any supervisors have wanted or required a team member to take on such a burden, especially outside of normal duty hours, but the solution was too simple to ignore."

As a Navy officer, Trefren also understood the implications of failing to sail.

Hooper and Trefren agreed to meet at the warehouse so Hooper could personally sign for the part. She considered the criticality of the ship failing to sail versus her personal time and quickly made a decision. Early Sunday morning, she embarked on a 12-hour round trip to Norfolk to deliver the part.

The pump arrived on time. The repair was completed by Gas Turbine System Technician Senior Chief Petty Officer Eric Greentree. The ship was anchors up by Monday afternoon, right on schedule.

"Dyan's selflessness allowed me to do my job and enabled the more than 350 Sailors of James E. Williams to get on with their mission," Greentree said. "She truly went above and beyond."

Upon learning of Hooper's actions, her commander was quick to commend her flexibility, resourcefulness and dedication.

"Dyan would say she was just doing her job, but she went far beyond that," said Rear Adm. Duke Heinz, commander of NAVSUP WSS. "She saw an extraordinary circumstance that required an extraordinary measure. While such commendable action should be the exception and not the rule, I am incredibly grateful to have men and women like Dyan Hooper serving here in the Navy's program support inventory control point—NAVSUP WSS. I'm sure every Sailor in the fleet would feel the same way if they could see what happens behind the scenes to get them the supplies they need, when they need them, where they need them."

Hooper humbly disagreed. "Getting supplies to the fleet is my job," Hooper said. "Normally it's a routine process—sometimes simple, sometimes complicated, but still routine. This time it took some extra effort. I was just doing my part." ✨



Sisters SH3 Ashley (left) and LS3 Danielle Diesfeld.
—photo by MC Seaman Ashley Lowe

Supply Sisters

By MC Seaman Ashley Lowe,
USS Dwight D. Eisenhower (CVN 69)

Some describe the Navy as a big family, but it's still a small world. Every once in a while families can find themselves stationed together at the same command. Sisters Ashley and Danielle Diesfeld were both assigned to aircraft carrier USS Dwight D. Eisenhower (CVN 69).

Ship's Serviceman (SH) 3rd Class Ashley Diesfeld arrived on Dwight D. Eisenhower in 2015 after she completed her training. Her duties include maintaining the vending machines and manning the ship's store. Logistics Specialist (LS) Danielle Diesfeld joined the Navy for job security and to help her sister, Ashley, get a higher rank through the recruiting referral recognition program. However, Ashley wasn't initially excited about them being in the Navy together. "The day I signed my contract, Ashley was so mad at me," said Danielle. "She didn't talk to me at all. But she came around and eventually texted me, 'I'm proud of you. We're going to do great things.'"

Danielle was first stationed on the Arleke Burke-class destroyer USS Gridley

(DDG 101) as an undesignated seaman until she struck LS and was transferred to Dwight D. Eisenhower in June 2018.

"I wanted to be in supply and work in the ship's store," said Danielle. "At my last command, supply was the greatest. I got early chow and all the benefits."

"On a smaller ship maybe," said Ashley in disagreement.

"No, I feel like I would still like it here. I like talking to people," said Danielle.

"The hours are different here," replied Ashley.

"When underway on smaller ships, they are still open all day except chow hours," responded Danielle.

And so, the conversation went like any friendly sibling disagreement.

Now Danielle works in aviation supply's repairable management branch which takes old parts, sends them back to the manufacturer or recycles them, and orders and distributes replacements.

"There are five of us in there and we are all very, very different," said Danielle. "It makes the work environment better, because when you have all of the same people there's not much to talk about. I want to learn new things, other people's culture, and their backgrounds and funny stories while I'm working."

Ashley said that even though she might not say it, she shows Danielle that she is

happy they are together in the Navy now. "No way," said Danielle, after her Navy counselor gave her a copy of her orders, and she read that she was assigned to Dwight D. Eisenhower.

"What is it?," asked her counselor.

"I'm going to my sister's ship," said Danielle.

Danielle's Master Chief had her talk to the detailer to make sure being stationed with her sister wasn't an accident and didn't break any regulations.

"When I got the orders, I ran through the ship and called Ashley," said Danielle. "I was like, 'I'm coming to your ship!' She was half asleep, and I was practically jumping up and down."

"She called me when I was sleeping," said Ashley. "I didn't want to pick up at first. I was on a temporary assigned duty in security. It was my day off, so I didn't want to wake up early. When I called her back, she told me she was coming to Dwight D. Eisenhower. I didn't believe it. I was like, 'send me a picture of your orders.' I thought she was just playing with me."

"I was more excited than she was," said Danielle as she remembered the day she received her orders to Dwight D. Eisenhower.

The sisters were excited to tell their dad, and although he didn't say much, they think he is excited for them to be stationed together.

One of the side effects of being at the same command as a sibling is that people mistake them for each other because they look alike and have the same last name.

Ashley was also able to show Danielle around and make sure she was taken care of when she arrived on the ship.

That was three months ago, and they still spend lots of time together. They eat chow together and when they get a minute to take a break, they find each other. They are assigned to the same duty section and live together.

"It's easier to check in with someone else," said Danielle. "I was so nervous when I checked into my first ship, but I felt lucky to be with another person I knew from boot camp. I felt the same way when I arrived on Dwight D. Eisenhower, where I had my sister."

A Cook, a Steward, a Man of the Sea... William Tillman was the First African-American Hero of the Civil War

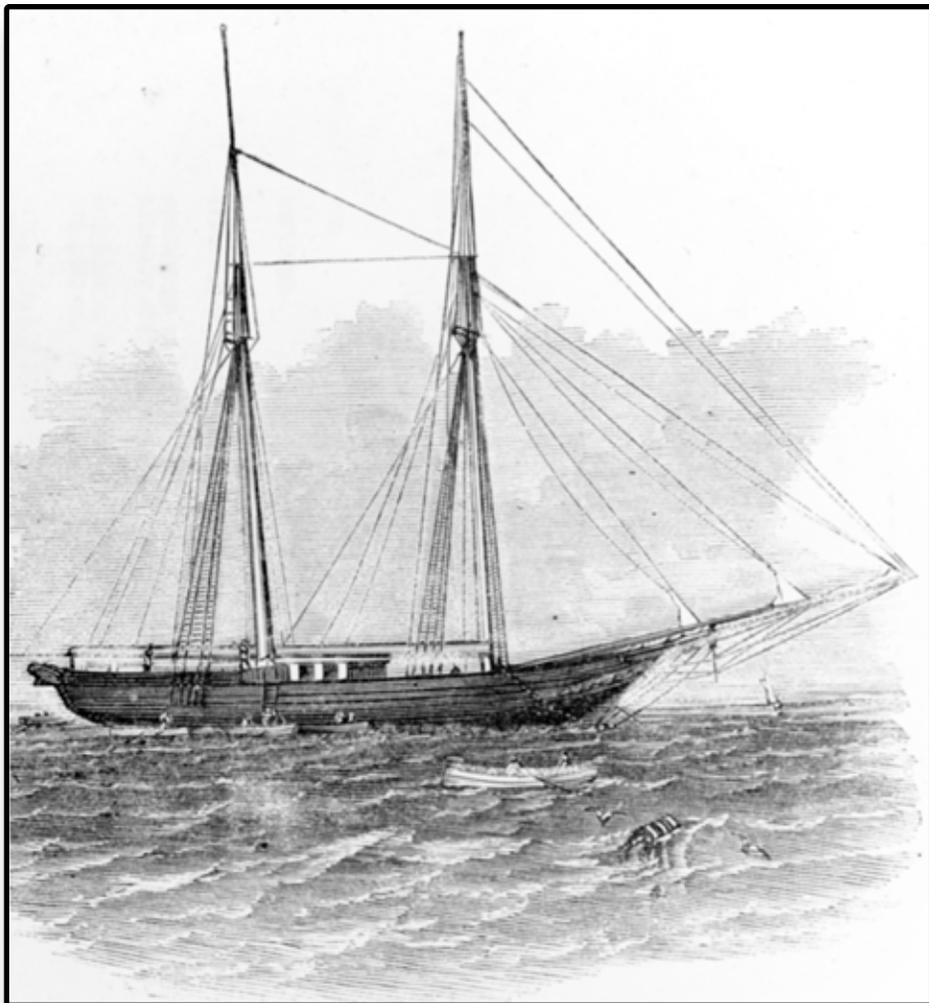


Photo by U.S. Naval History and Heritage Command

Schooner 'S.J. Waring', recaptured by William Tillman. Line engraving published in Harper's Weekly, August 1861.

By Rear Adm. Daniel McKinnon Jr., SC, USN (Retired)

Officers of a certain age remember the day when food service aboard a ship was performed by commissarymen in the enlisted mess and by stewards in the officer's wardroom, the skipper's cabin mess, and in the admiral's flag mess.

The steward rating was segregated and most serving in the 18th and early 19th centuries were Chinese, Guamanians, Filipinos, or African Americans. Just like all Sailors, work was performed with pride and professionalism. For decades, Filipinos could join the Navy, serve as stewards,

and carve a path toward American citizenship. Many Filipino-Americans can trace their heritage to that history. Competition for these positions was intense and successful candidates were destined to excel.

The best story of the early messman branch and the steward branch is found in Richard Miller's 2004 book, "The Messman Chronicles." I knew Richard and joined with him and the former head of Admiral Zumwalt's CNO mess Master Chief Melvin Williams Sr. to obtain funds for a memorial marker

at the site of the early 1930s messman school onboard the Naval Station in Norfolk.

Change came in the Zumwalt era. In January 1975, the two rates became one, and the mess management specialist was born. Today, the Navy's food service professionals carry the proud name of culinary specialist, and they are, indeed, proud. They're also good at what they do. Throughout history, on the mess decks, it was axiomatic that "a cook better know how to cook or better know how to swim."

My first observance of steward segregation was when I reported aboard an Essex-class aircraft carrier in 1957. There were two berthing compartments on the ship under officer's country, complete with private toilets and showers. One was on the port side and the other on the starboard side. One was for Filipinos and one was for African Americans. Those who designed this behemoth of a war ship did so with segregation in mind.

Did you know the first African-American hero of the Civil War was both cook and steward? Now that is a sea story.

His name was William Tillman, and his story has only been recently told. I discovered him by accident when buying at auction what may be his only known photograph. He is known as the "Union's First Black Hero."

"Billy" Tillman lived in Delaware and was born as a free African-American and had never been a slave. A seaman at 17-years-old, he became a cook and a steward on packet ships sailing the East Coast.

The Civil War began in April 1861. Tillman was serving as cook aboard the American schooner S.J. Waring. It was en route to a Confederate port when the ship was captured at sea off the U.S. East Coast on July 7, 1861 by a five man prize crew from the Confederate privateer Jefferson Davis.

Tillman had every reason to fear for his future in Southern hands. At first Tillman was treated well, but it did not take long for him to discover a plan for him to be sold into slavery. He would have none of it. Tillman used a hatchet to kill three of the five confederates, threw their bodies into the sea, and recaptured the vessel.

Tillman sailed the S.J. Waring successfully back north, arriving first to Sandy Hook, New Jersey and then New York. First placed in custody as a witness, Tillman soon became an instant celebrity and, to many, a hero. The famous showman P.T. Barnum invited Tillman to “Barnum’s American Museum” where for several days he would relate his experiences as Barnum displayed “the identical hatchet” used to bring down Confederate rebels.

It is known that Tillman took part in a successful and long lawsuit with the S.J. Waring’s owners for indemnification for recapturing their ship. It was reported that he received \$7,000 as a result of the lawsuit; however, there is no record if he ever received the money and no record of his life after 1862. Nevertheless, his valor and resistance to slavery was undeniable.

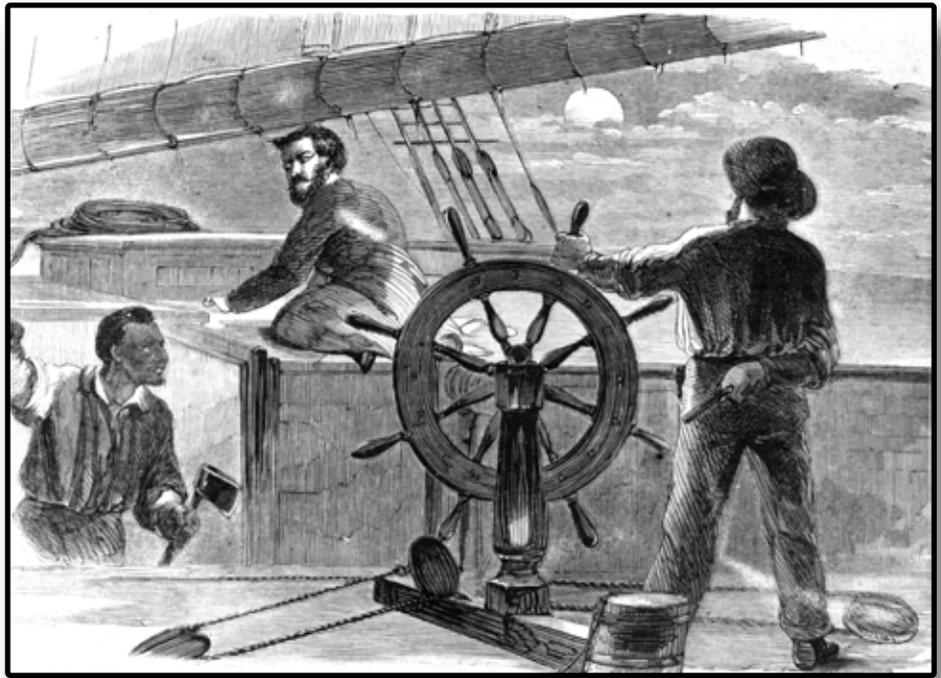
Booker T. Washington called him “brave as a lion,” and Horace Greeley wrote in the New York Daily Tribune that the “nation was indebted to this black steward for the first vindication of its [the Union] honor on the sea.” Many were saying that William Tillman was “responsible for producing the Union’s first naval victory of the war.”

The Naval History and Heritage Command online indicates that Tillman was reportedly given a \$6,000 award for his actions.

The story of this remarkable adventure can be found in the August 2018 issue of “Civil War Times,” and in an earlier 2016 book titled “The Rest I Will Kill.” The book title comes from a statement Tillman gave saying, “all that I can back alive, and the rest I will kill.”

By the way, the S.J. Waring had only one passenger, an Irishman who heroically helped Tillman. Naturally, his last name was MacKinnon.

Rear Admiral Daniel W. McKinnon, Jr. retired in 1991 as Commander, Naval Supply Systems Command and 36th Chief of Supply Corps. His command and his officers were responsible for the professionalism of food



The Attack on the Second Mate. Line engraving published in Harper’s Weekly, 1861, depicting the recapture of the schooner S.J. Waring in July 1861.

service operations in the U.S. Navy.

*Steward, cook,
naval hero.*

Perhaps the only existing photo of William Tillman is this 1861 1½ by 1¼ inch tintype by Abbott and Company of New York. It was probably commissioned by P.T. Barnum. The tintype was purchased by the author in 2016, and it is a personal memento in appreciation for African-American history in the Navy.



Photo by Dan McKinnon



Capt. Douglas M. Bridges Jr., commanding officer, NAVSUP BSC, speaks with staff members during a NAVSUP BSC regional site visit in Mechanicsburg, Pennsylvania. The regional site visit served as an opportunity for employees to meet personnel assigned outside of the Mechanicsburg area and collaborate on NAVSUP BSC missions and functions. —photo by James E. Foehl

Accelerating Digital Solutions to Build Navy Capacity

By Capt. Douglas M. Bridges Jr., Commanding Officer, NAVSUP Business Systems Center

Throughout my 12 years serving as a Navy leader in the information technology (IT) field, I've watched the digital realm and cyberspace environment evolve at an astronomical pace.

Over time, our Navy team of IT professionals has also grown- incorporating new technologies and digital practices that eliminate manual processes and improve automation; ensuring the security of our systems, people, and assets; and continually striving to maintain and sustain relevancy and technical proficiency within our industry to meet the needs of our nation.

And while systems and applications that once took years to develop and deliver can now be completed in a fraction of the time, keeping pace with the rapid evolution of technology remains our biggest challenge. A

challenge we must overcome to build capacity, increase lethality, and restore readiness to our Navy team.

Spanning the cover of Chief of Naval Operations, Adm. John Richardson's "A Design for Maintaining Maritime Superiority, Version 2.0," we see ones and zeros cascading over a photograph of our Navy's ships at sea. This subtle illustration depicting binary computer data serves as an acute reminder that to sustain maneuvers across our digital battlespace, we must expand the boundaries of IT to build a networked, agile fleet, capable of defeating our enemies.

Uniquely positioned under NAVSUP's responsibility for Navy supply chain management, NAVSUP Business Systems Center (BSC) is poised to provide secure and effective IT solutions across a myriad of global supply and logistics challenges to deliver strategic and tactical advantages to

the Navy, Department of Defense (DoD), and our allied partners.

Through data analytics, application development, afloat systems, and new technology integration, NAVSUP BSC designs, develops, and delivers solutions that support building a networked, agile fleet, and allows Navy leaders to make informed, data-driven decisions that restore readiness, increase lethality and build capacity.

As we continue building capacity for the Navy's future supply chain infrastructure, we can deduce that there will be no supply chain without IT. IT systems will be embedded within business units to support accounting systems reduction, business systems consolidation and to streamline the financial reporting process.

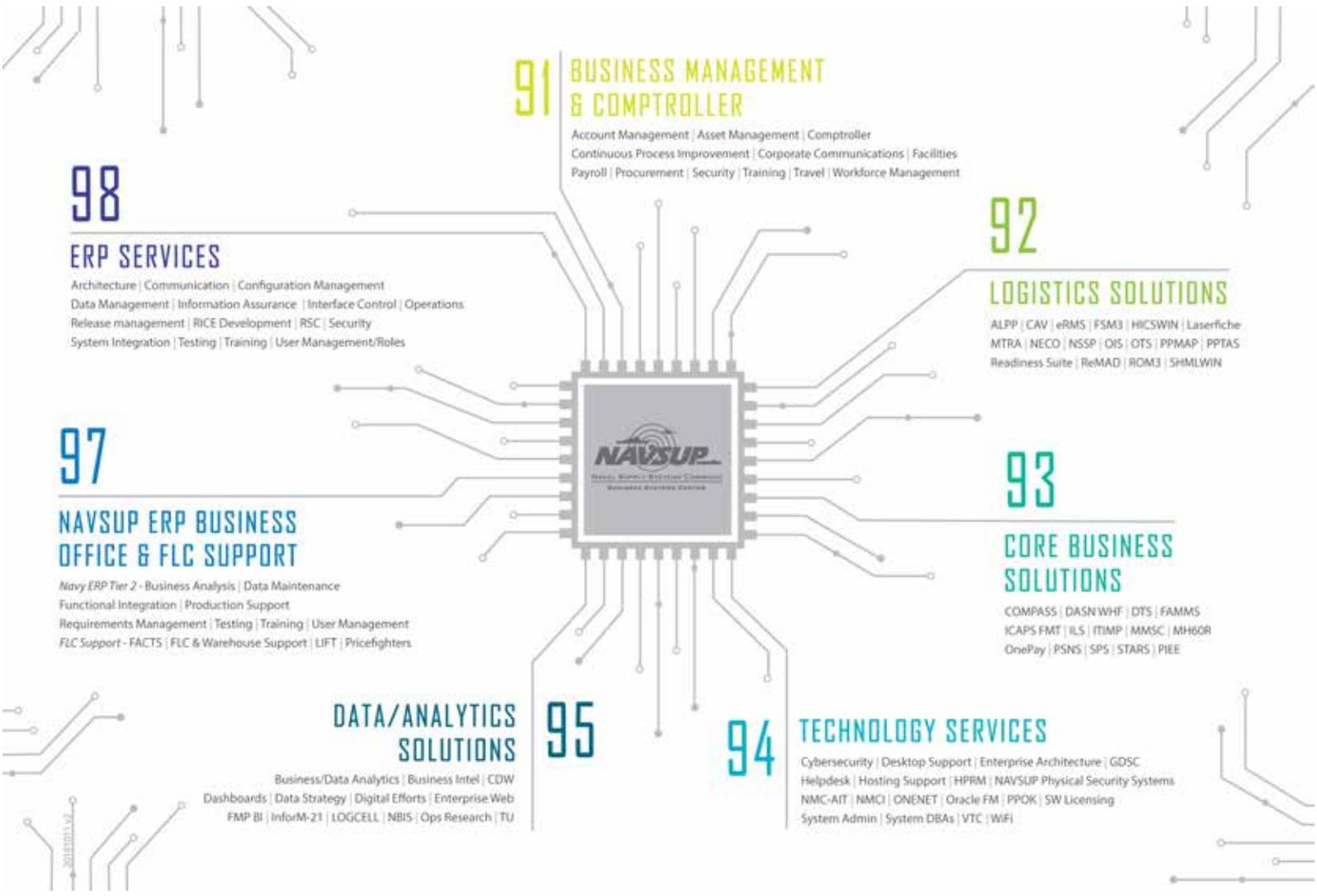
Forecasting this future data-centric supply chain can yield a blurred vision as technology is moving faster than ever, and currently outpacing the rate at which our current infrastructure can adapt.

To right the ship, keep pace with the explosive rate of technological creation and adoption, and accelerate the Navy's competitive advantage during a rise of global information systems and the proliferation of big data, NAVSUP BSC must operate at the tip of the digital spear through integration of advanced technologies and introduction of new operational concepts, while fostering a culture of creativity and innovation, and leveraging relationships that strengthen alliances and attract new partners.

NAVSUP BSC has versatile capabilities to develop, maintain and broker specialized IT solutions for supply chain requirements.

Solutions span wholesale to retail, enterprise to unit specific needs, and monolithic to mobile. Supply department

NAVSUP BSC Department Overview



personnel in operational units and logisticians ashore use these tools to accomplish their missions.

Each solution is a culmination of available technology at inception, requirement drivers, and last but not least; budget resources.

Navy IT management, like other disciplines, has a set of governing policies which dictate the type of funding, spending limits, workforce qualifications, authority to operate on Navy and DoD networks, and security posture.

When delivering solutions, the focus must be on customer needs and their mission accomplishment. As customer needs evolve, refinement of solutions continue.

As a solution provider, NAVSUP BSC must masterfully and rapidly navigate any

barriers, constraints, and hurdles on the path to employing products for customers.

Creativity and tenacity become our second nature, nurturing a sense of urgency and mission accomplishment.

Innovation bridges the gap between IT development activities and customer delivery by leveraging commercial best practices and partnering with industry leaders.

Delivery of solutions in areas including mobile platforms, data analytics, finance, and supply chain business processes is made possible by a cadre of dedicated professionals specializing in IT and includes Supply Corps officers serving as Business/Supply Chain Enterprise Management (BEM) professionals.

In addition to our centralized location in Mechanicsburg, Pennsylvania, the reach of NAVSUP BSC's IT professionals is further

amplified by our strategically located regional support sites.

Positioned in fleet concentration areas across the continental U.S. and Hawaii, NAVSUP BSC stands ready to address our customer needs at a moment's notice throughout the logistics enterprise. ✨



Data, Web, and Artificial Intelligence: Navy's Next Frontier

By Lt. Matthew Couch, Project Officer, and James E. Foehl, Public Affairs Officer, NAVSUP Business Systems Center

As information technology (IT) rapidly advances, the use of mobile applications and artificial intelligence (AI) will continue to impact Navy decision makers well into the future.

"To make the proper decisions, you need the data," said Ryan Celesnik, project manager for the Enterprise Web Team at NAVSUP Business Systems Center (BSC). "We put that information in front of those decision makers through online dashboards and portals."

NAVSUP BSC is creating an agile, networked enterprise that streamlines and simplifies business processes by developing a sustained data-centric enterprise that leverages rapid advancement of technology.

"Speed and time to market are essential. We have the ability to build responsive websites for progressive web apps that look and act just like mobile apps," said Celesnik.

From custom web applications and mobile app development to enterprisewide

collaboration, the Enterprise Web Team at NAVSUP BSC is modernizing the way our Supply Corps does business and shares information.

Celesnik stated, "For a basic app that displays simple content and has a small function or two, we can do that in a few weeks. Apps that require a greater level of development and functionality, personalization, and customization, can be done in a couple of months."

Enterprisewide tools and apps such as the Husbanding Services Portal, Inspector General Portal, Hazmat Control and Management Application, and eSUPPO, all reduce administrative tasks that result in more time for cognitive tasks and decision making. "That directly impacts lethality and readiness," said Celesnik.

He continued, "There are unlimited use cases for mobile app development in the Navy today; however, we must be cognizant of security and develop appropriate security requirements into our development life cycle. As a government organization, we're required to enable cryptographic login for all secure web applications through common access card (CAC) and public key infrastructure (PKI)."

While the technology currently exists to authenticate using CAC/PKI with devices and utilize secure mobile apps, it requires additional hardware and a custom browser or app to create the connection.

"We're excited to get the go-ahead and explore that functionality within the enterprise soon," said Celesnik. "Once an approved method is established, you could be able to do much more on your phone, such as get stock status from One-Touch Support; view results from Commercial Asset Visibility; and have more integrated collaboration and social engagement with business partners, peers, and leadership within an organization."

As time progresses, we can expect more web connectivity in our work environment. Data and the web will continue to grow and become more integrated into both our personal and professional lives. This transition is already taking place in our personal lives with the development of web-connected smart devices for our homes. Digital assistants, thermostats, security systems, and even refrigerators are avenues for connection.

"Behind all of that is mounds of data," said Celesnik. "Data is going to get bigger,

and the need for web connectivity is going to get bigger. That integration of web and massive amounts of data will be overwhelming.” He continued, “You’re going to need somebody to help you, the human worker, to do your job – a digital assistant that uses AI to help make decisions and assist when humans are off the clock.”

Having that digital employee who’s always connected could become more prevalent in the workplace and require a need for web and mobile apps to help govern and manage them.

“When you have a bot or AI that can work around the clock, that’s where we can get a lot of return on investment. When you’re looking to do workforce planning and staffing, you’ll need to think about ‘how many digital employees do I need in addition to how many organic folks I have.’ I think that’s going to be the next frontier for the Navy,” said Celesnik.

In order for the Navy to shift to an innovative culture of technology using AI, security concerns, the potential for error, and fears will need to be mitigated over time.

“The same risks of using AI are already present today with our people. We need to be progressive and savvy enough to have countermeasures and governance in place to mitigate those risks, just as we do with our people,” said Celesnik.

As with most technological advances, such as incorporating the Internet or purchasing items online with a credit card, initial resistance is expected.

“I can remember when people were dead-set against online shopping. Fears of someone stealing your credit card number, or it not being a tested and a legitimate process, were justified. We have to go through that process of fear to change our mindset, mitigate risk, and effectively govern the process,” stated Celesnik.

Once the benefits of AI are clearly understood and seen, it will become more commonplace and somewhat pervasive in the workplace.

In the recent article “Artificial Intelligence and the Future of Humans,” by the Pew Research Center, the opinions of 979 experts were weighed, common concerns were noted, and solutions were suggested. Topping the concerns were: human agency (individuals’ loss of control over their lives), data abuse, job loss, dependence lock-in (reduction of

individuals’ cognitive, social and survival skills), and mayhem (autonomous weapons, cybercrime, and weaponized information).

According to the Pew Research Center, suggested solutions to concerns among these experts determined that, “Global good is No. 1: Improve human collaboration across borders and stakeholder groups. Digital cooperation to serve humanity’s best interests is the top priority. Ways must be found for people around the world to come to common understandings and agreements, to join forces to facilitate the innovation of widely accepted approaches aimed at tackling wicked problems and maintaining control over complex, human-digital networks.

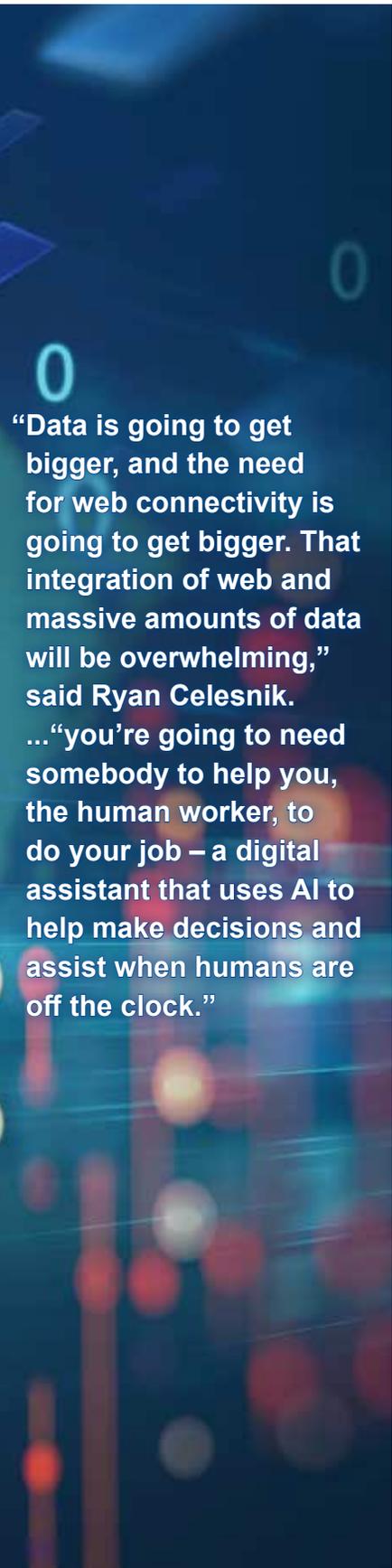
“Values-based system: Develop policies to assure AI will be directed at ‘humanness’ and common good. Adopt a ‘moonshot mentality’ to build inclusive, decentralized intelligent digital networks ‘imbued with empathy’ that help humans aggressively ensure that technology meets social and ethical responsibilities. Some new level of regulatory and certification process will be necessary.

“Prioritize people: Alter economic and political systems to better help humans ‘race with the robots.’ Reorganize economic and political systems toward the goal of expanding humans’ capacities and capabilities in order to heighten human/AI collaboration and staunch trends that would compromise human relevance in the face of programmed intelligence.”

Seamless integration of information provides sustained military advantages globally and maintains the key capability of resilient and agile logistics for a more lethal force. Sailors today are depending more on web connectivity and mobile devices for information, learning, and productivity.

As technology continues to advance rapidly, expect to see more mobile app development and AI used in the workplace. NAVSUP BSC and the Enterprise Web Team have developed more than 100 apps to date, and continuously field calls from DoD customers and Supply Corps officers looking for innovative ways to accelerate digital solutions and modernize business processes.

To read the full article from the Pew Research Center, visit <http://www.pewinternet.org/2018/12/10/artificial-intelligence-and-the-future-of-humans/>. ★



“Data is going to get bigger, and the need for web connectivity is going to get bigger. That integration of web and massive amounts of data will be overwhelming,” said Ryan Celesnik. ...“you’re going to need somebody to help you, the human worker, to do your job – a digital assistant that uses AI to help make decisions and assist when humans are off the clock.”

NAVSUP Business Systems Center Regional Support Sites Sustain Fleet Readiness

By James E. Foehl, Public Affairs,
NAVSUP Business Systems Center

Refueling, rearming, resupplying, and repairing ships in ways that allow the fleet to sustain readiness and operate globally is a top priority for Supply Corps officers throughout the Navy.

Rising to the challenges of a rapidly changing security environment, NAVSUP Business Systems Center (BSC) regional support sites are postured to provide responsive logistics information technology (LOG IT) support to our Sailors throughout the fleet.

“NAVSUP BSC regional support sites’ personnel function much like a Navy Damage Controlman. But instead of firefighting, they operate, repair, and maintain LOG IT systems and equipment for our customers,” said Capt. Douglas M. Bridges, Jr., commanding officer, NAVSUP BSC. “They’re strategically positioned at fleet concentration areas to maintain NAVSUP systems for our ships, both ashore and at sea. They train personnel how to use the systems and act as first responders should a LOG IT ‘fire’ break out.”

Positioned regionally to sustain support globally, NAVSUP BSC regional support sites are located in Norfolk, Virginia; Jacksonville, Florida; Puget Sound, Washington; San Diego, California; and Pearl Harbor, Hawaii.

“We’re directly across the street from the piers and can be on the ship in 10 to 15 minutes. We know the ships, the Sailors, and what they’re doing,” said Richard Brittingham, supervisor for NAVSUP BSC Regional Support Site Norfolk, Virginia.

NAVSUP BSC Regional Support Site Norfolk bolsters a wide-variety of assistance to the region for multiple systems and projects, including the Hazardous Inventory Control System for Windows (HICSWIN), the software management tool used to record, report, track, and manage hazardous material for ship’s personnel.

“We provide support for 55 sites worldwide, as well as NAVSUP Fleet Logistics Center (FLC) Norfolk and all Atlantic-based ships currently using HICSWIN,” said Brittingham. “Being embedded with the fleet allows us to have a clear understanding of ships’ operational schedules and ensure their systems are up-to-date and functional.”

In addition to direct support, NAVSUP BSC Regional Support Site Norfolk also administers remote and follow-on assistance while ships are at sea. “Even if they’re in the Middle East, we can still send files directly to the ship,” said Brittingham.

Ensuring the operation and secure configuration of LOG IT systems in the Southeast region, NAVSUP BSC Regional Support Site Jacksonville, Florida, has the watch.

“We contacted NAVSUP BSC, and in 15 minutes they were there to help us,” said Logistics Specialist Seaman Ryan McCaffrey, assigned to the Ticonderoga-class cruiser, USS Philippine Sea (CG 58), homeported at Naval Station Mayport, Florida.

“The readiness of the fleet depends on the availability of the ‘things’ [Sailors] need to do their job,” said John Potts, lead technical analyst for NAVSUP BSC Regional Support Site Jacksonville. “Our primary mission here is to provide these ‘things’ through LOG IT support in order to maintain and sustain effective supply-chain management. That has a direct impact on fleet readiness.”

In addition to sustaining current LOG IT systems, the team is modernizing FLC Jacksonville’s warehouse stock control by incorporating Navy mobile computing technology.

“Navy mobile computing consolidates secure automated-identification technology with mobile tablets, scanners, and printers. This allows warehouse employees to quickly locate and accurately track incoming and outgoing materials without being confined to a desk,” said Potts.

In conjunction with integrating mobile technology, the NAVSUP BSC Jacksonville team also administers training to personnel using their systems.

“We do whatever is needed to support our customers, remotely or onsite, in the most cost-effective way,” said Potts. This includes supporting the readiness of Sailors and their families by leading a nationwide Personal Property Office (PPO) kiosk program. “These kiosks are installed at PPOs throughout the fleet, giving Sailors secure access to the move.mil site to execute their permanent change of station (PCS) orders,” said Potts.

Providing secure configuration of kiosks, access control, maintenance, and sustainment of these systems allows Sailors to seamlessly plan PCS moves with accuracy and assistance of PPO personnel. “This is critical. If Sailors are worried about where their belongings are, they can’t focus on their jobs,” said Potts.



Providing support for Pacific Fleet-based ships and Sailors, NAVSUP BSC regional support sites in Puget Sound, San Diego, and Pearl Harbor are on call.

“We directly support the Navy warfighter here,” said Malia Miller, lead for NAVSUP BSC Regional Support Site Puget Sound, Washington. “When ships pull in, we’re the IT specialists that ensure critical systems such as HICSWIN and Navy Cash are installed and remain online while ashore.”

Positioned at Naval Base Kitsap in Bremerton, Washington, NAVSUP BSC’s Puget Sound team plays an integral role in managing the application and production data for Fuel Asset Maintenance Management System (FAMMS).

“FAMMS is used to manage the preventative and corrective maintenance of assets that contain and carry fuel such as the pumps, pipes, and tanks. Additionally, it tracks fuel-testing data performed by a majority of the NAVSUP FLC’s fuel labs worldwide.

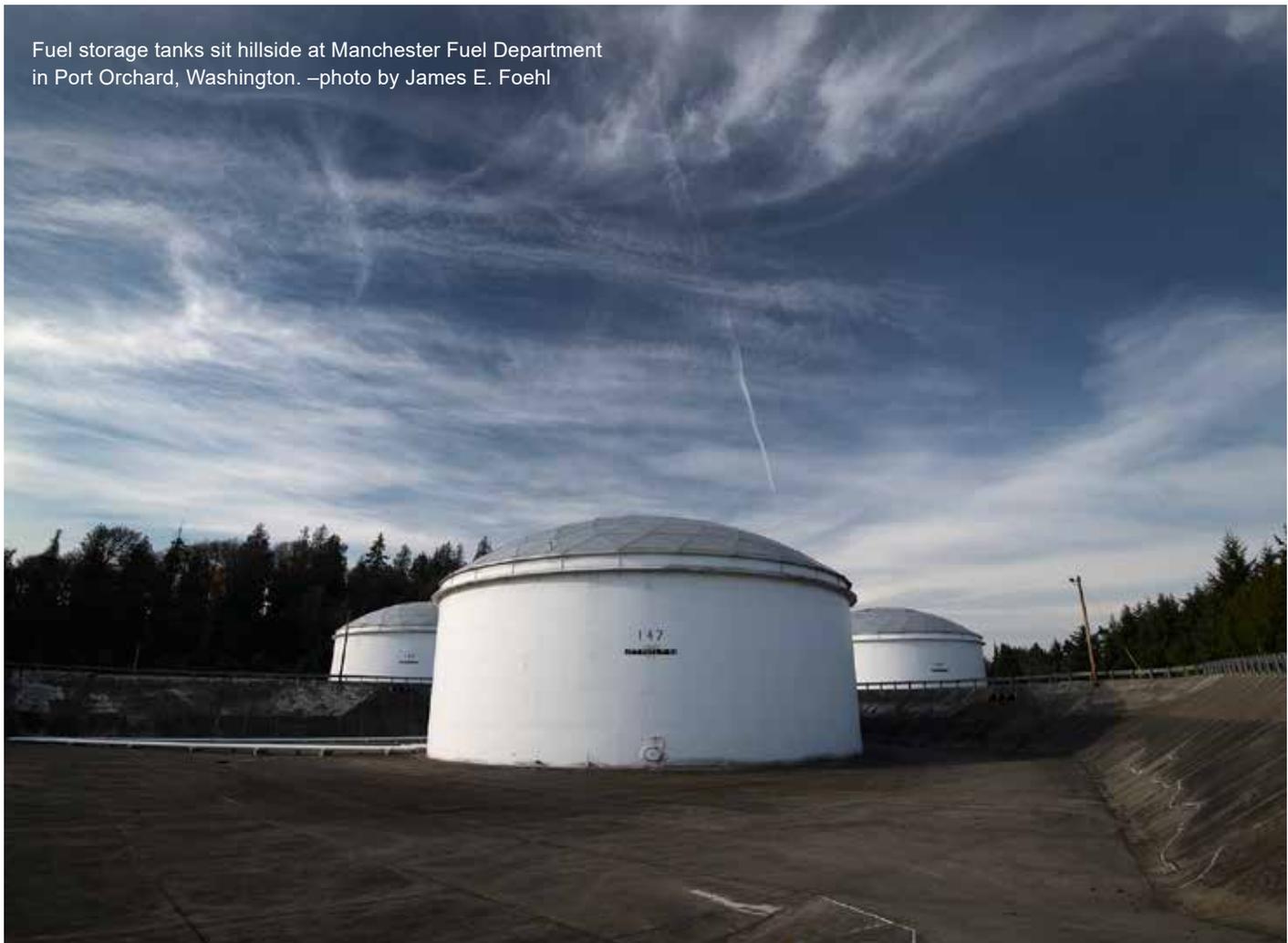
Left: Jeff Safford and Chris Carroll, both from NAVSUP BSC’s regional support site in Bremerton, Washington, provide logistics information technology support for Fuels Asset Management Maintenance System (FAMMS) at Manchester Fuel Department in Port Orchard, Washington. –photo by James E. Foehl

“We keep the green light on by ensuring our users have access to the application and assist to maintain data integrity of FAMMS for customers from Europe, throughout the U.S., and Japan,” said Miller.

When fuel is received from tankers at Manchester Fuel Department, it immediately touches FAMMS assets and is tested by NAVSUP FLC chemists. Fuels go through a variety of tests to ensure usability. Testing data such as flashpoint and freeze point are directly input to FAMMS assuring the integrity, traceability, and accountability of the fuel from start to finish. “The fuel asset and product testing data need to be accounted for in FAMMS for audit and distribution of quality fuel,” said Miller.

Whether refueling, rearming, resupplying, or repairing ships, NAVSUP BSC is postured to provide global LOG IT support to ships and Sailors throughout the fleet.

“From bombs and bullets to food and fuel, NAVSUP BSC is positioned to render responsive LOG IT support to Navy operations across the globe,” said Bridges. “Through our Regional Support Sites, we’re able to see the environment our Sailors work in first-hand, identify specific issues, and fix them very quickly.” ✨



Fuel storage tanks sit hillside at Manchester Fuel Department in Port Orchard, Washington. –photo by James E. Foehl

Mobile Devices Enhance Navy Inventory Control

By Lt. j.g. Dong Logan, Project Officer, NAVSUP Business Systems Center

Navy mobile computing (NMC) teams from NAVSUP Business Systems Center (BSC) are deploying mobile technology and support to deliver improved logistics readiness to the fleet.

“NMC serves our warfighter’s logistics needs by presenting total asset visibility of Enterprisewide supply chain operations,” said Laurie Tyler, NMC project manager at NAVSUP BSC Regional Support Site Jacksonville. “NMC delivers connectivity for mobile devices to various automated information systems, including Navy Enterprise Resource Planning (ERP).”

Using secure mobile technology, NMC provides a real-time transactional solution that improves inventory accuracy and efficiency using computer hardware, software, data, and telecommunications to collect, process, and transmit information. “We’re always looking for new technology – the latest and greatest next phase of mobile computing,” said Tamaria Helm, NMC technical lead, NAVSUP BSC Regional Support Site Jacksonville.

NAVSUP BSC’s NMC teams are comprised of the mobile device management team and regional support site teams. Management teams build the production environment and configuration of mobile devices. They research platform and architectural solutions to deliver the most efficient hardware and software. Regional support site teams provide support to customers. “That includes on and off-site assistance with mobile devices, printers, maintenance, and training as well as help desk support,” said Tyler.

NMC is also an element of the Navy Automatic Identification Technology (AIT) Program. “Navy AIT’s objective is to provide and support a standard set of devices that can be used to minimize cost while accurately and efficiently capturing logistics data at its source,” said Tyler.

AIT is a component of efforts across the Department of Defense (DoD) to provide timely total asset visibility; track and control items over their lifecycle; support knowledge-enabled logistics and readiness; increase inventory accuracy; and reduce repetitive logistic requirements.

“Navywide use of standard AIT components and procedures achieves significant savings in AIT lifecycle management and personnel training costs by maintaining standard equipment and operating systems that reduces turnover in hardware and training spin up,” said Tyler. “NMC has the ability to remotely modify and manage specific configuration requirements for various Navy logistics sites.” ✨

Modernization Takes Navy ERP to the Cloud

By Lt. j.g. Patrick Toomey, Project Officer, NAVSUP Business Systems Center

From purchase request to final delivery, a well-coordinated orchestra of technology and people work in harmony to ensure Navy supply chain integrity.

As part of that coordinated effort, NAVSUP Business Systems Center (BSC) and Navy Enterprise Resource Planning (ERP) in Mechanicsburg, Pennsylvania, remain on the front lines with our Sailors around the world; at sea, on the ground, and in the air.

“Navy ERP is feeding our warfighting machine and we have several teams working to move the system to the cloud,” said Layne Thompson, operations manager for Navy ERP.

With brick and mortar information technology infrastructure as part of the past, many leading companies and government

organizations have already transitioned their core business functions to cloud-based servers.

“This will give us better flexibility, expandability, and security going forward,” said Thompson.

By fourth quarter of fiscal year 2019, NAVSUP BSC plans to complete a project with SAP National Security Services, Inc. (NS2) and Amazon Web Services to migrate Navy ERP from in-house servers to a cloud-based system.

“We are entering uncharted territory with this,” said Todd Billman, deputy department director for Navy ERP Integration Services. “Companies have done this, but that’s like moving a hill versus moving a mountain. After we move to the cloud, we will start a project to move our current SAP system to S/4HANA.”

SAP S/4HANA software will provide a new look and feel to Navy ERP and is expected to improve business software functions that enable core business processes for the Navy.

Once successfully migrated to the cloud, the second phase of Navy ERP modernization and sustainment is slated to start in 2021 and be completed sometime in 2025.

“SAP S/4HANA will allow us to evolve and implement cost effective upgrades and maintenance as we evolve,” said Billman.

Currently, over 64,000 users worldwide use Navy ERP to do everything from time keeping to ordering missile and radar components.

While most Sailors in the fleet do not use SAP software, applications such as Ship’s Maintenance and Material Management, Relational Supply, One-Touch Support, and Naval Aviation Logistics Command Management Information System, all interface with Navy ERP daily.

According to Thompson, 55 percent of the Navy’s annual unclassified spending runs through Navy ERP. The other 45 percent is expected to be rolled into the system by the end of 2021. This growth is expected to add 10 to 15 thousand additional users to what is already the world’s largest SAP implementation.

“Navy ERP’s transition to cloud-based servers is expected to play a key-role in building a modern, networked fleet while also supporting NAVSUP and Navy audit and reform efforts,” said Brian Zirbel, executive director, NAVSUP BSC. ✨

Business/ Enterprise Supply Chain Management Internship Paves Path to Warfighter Support

By Lt. Kyle Combs, Project Officer,
NAVSUP Business Systems Center

Navy Supply Corps officers pursuing Business/Enterprise Supply Chain Management (BEM) careers can begin their education with a 24-month internship at NAVSUP Business Systems Center (BSC), NAVSUP Weapon Systems Support (WSS), or Naval Air Systems Command (NAVAIR).

“The BEM Internship Program serves as the commencement of a career in logistics information technology (LOG IT),” said Capt. Douglas M. Bridges Jr., commanding officer, NAVSUP BSC, and BEM Internship Program lead.

Managing the Navy’s increasingly complex supply chain through an IT infrastructure, capable of real-time data analysis and automated decision-making, allows complete integration of business processes.

“This infrastructure, properly governed by business/enterprise supply chain managers, enables the Supply Corps to meet the needs of the fleet,” said Bridges. “With information systems evolving at an ever-increasing rate and the Navy’s extended investment in enterprise systems like Navy Enterprise Resource Planning (ERP), we have recognized a need to invest in human capital to keep pace in this area of expertise.”

BEM interns receive formal education and earn multiple accreditations in the management of information systems from universities such as Penn State University, The George Washington University, and

University of Virginia, Darden School of Business.

“The IT field has always interested me. I wanted to take part in the BEM program since first learning about this internship opportunity at Navy Supply Corps School. Two of my mentors completed this program as well and I am in awe of their depth of knowledge and passion for our business. I wanted to follow their paths,” said Lt. Tristan Skinner, a BEM intern assigned to NAVAIR Patuxent River, Maryland.

A review of the BEM program in 2018 led to a change from the Defense Acquisition University’s (DAU) Program Management career field to Life Cycle Logistics. With this change, interns now earn their Life Cycle Logistics Level II accreditation during their tour.

DAU, a corporate university for the Defense Acquisition Workforce, certifies that life cycle logisticians are qualified to



The Arleigh Burke-class guided-missile destroyer USS McCampbell (DDG 85) transits the Pacific Ocean. —photo by MC2 Anaid Banuelos Rodriguez

identify, plan, resource, and acquire facilities, hardware, software, documentation, manpower, and personnel necessary for planning and management of mission-critical systems.

“The management of parts from cradle to grave, and providing transparency and traceability is a pillar of LOG IT,” said Bridges.

In addition to formal education, BEM interns earn hands-on experience as project officers by directly interfacing with enterprise systems governing the Navy’s supply chain.

“I primarily work with Navy ERP and Defense Property Accountability System (DPAS), two of NAVAIR’s accountable property systems of record,” said Skinner. “I’m also learning about the DoD’s acquisition life cycle and how the Supply Corps and our technology investments are integral parts of making it work.”

After 24 months of working with these systems, BEM interns earn the Logistics Information Technology 1309S subspecialty code. This designation identifies the officer as having significant experience in the field and provides opportunity for senior tours within the community.

“Supply Corps officers with this level of expertise will fill critical roles throughout the Navy and be capable of providing unparalleled warfighter support,” said Bridges.

Supply Corps officers interested in beginning a career in LOG IT through a BEM internship must submit their application 12 months prior to their next projected rotation date. Packages are screened in April and October of each year, and notification of selection is announced by Chief of Supply Corps.

“It’s important to note, the BEM internship talent pool is always very rich but there are a few details that help packages stand out,” said Bridges. “I place explicit importance on sustained, superior performance and letters of recommendation from senior Supply Corps officers who know them best.”

With only five BEM internship billets across the community, there are a limited number of selections each year. Recent year averages suggest a typical selection ratio of one in 17, resulting in less than six percent of applicants receiving internships.

Interns selected should expect future assignments with commands that focus on LOG IT in order to expand their experience and prepare them for senior BEM positions.



Navy Supply Corps in the Aviation and Maritime Industrial Environment

By Capt. Anthony Yanero,
Director of Supply Chain
Management, NAVSUP

The Navy's industrial support capability and capacity has a significant impact on our end-to-end supply chain and subsequently on fleet readiness. In response to recent demand, the Supply Corps has become increasingly engaged in both the maritime and aviation industrial environment.

This move highlights the capability gaps created as a result of the 2005 base realignment and closure (BRAC) decision which moved many, but not all, of the supply chain functions in our industrial environment from the Navy to Defense Logistics Agency (DLA). To understand the impacts of those gaps, and how we can leverage our supply chain going forward, it is important to understand where the Supply Corps is currently positioned within the industrial environment.

Aviation Industrial Support

Commander, Fleet Readiness Center (COMFRC) in Patuxent River, Maryland, supervises the production, capability, and capacity of three primary aviation depots and ten intermediate level aviation repair locations. The fleet readiness centers (FRCs) are a significant source of component repair for NAVSUP Weapon Systems Support (WSS) Philadelphia and conversely NAVSUP WSS Philadelphia provides significant component support to the FRC for planned maintenance interval (PMI) work and component repair.

There is a Supply Corps commander, officer in charge, for DLA Aviation at each major FRC (San Diego, Cherry Point,

Jacksonville) who supports component and PMI repair. Provided repair capacity and capability are available, the advantages of aviation organic repair, as compared to commercial repair, are: lower cost and no contract lead time.

As part of the overall reform effort to improve performance at FRC depots, COMFRC N41 is working with NAVSUP WSS Philadelphia and NAVSUP Headquarters to increase supply officer presence at the three primary aviation depots. Additionally, as part of the aviation performance to plan effort, the team is also working with the leadership of Naval Air Station Lemoore to improve manning in support of the PMI line working to return aircraft to the fleet faster.

While there is still a significant amount of work and coordination needed, NAVSUP WSS Philadelphia leaned forward in January 2019 and sent a supply officer to assist FRC-Southwest (SW) with kitting and component related work. In coordination with the NAVSUP WSS industrial support department, the FRC-SW commanding officer/executive officer (CO/XO) and COMFRC N41 developed notional tasks to improve FRC production, including project planning and forecasting; repairable carcass management; materiel sourcing and disposition; supply process overview; and bill of materiel (BOM) accuracy. Once specific tasks and manning for the FRC-SW pilot are fully developed and implemented, the next step is to implement the pilot at the remaining depot-level FRCs.

Maritime Industrial Support

Owned and funded by the fleet and operated by Naval Sea Systems Command (NAVSEA), the four public shipyards are primarily responsible for nuclear carrier/submarine maintenance and repair. The seven regional maintenance centers (RMCs) and associated detachments conduct intermediate maintenance on surface ships, oversee private yard ship availability, and engage in limited submarine and carrier maintenance

work. Private shipyards are commercially owned and mostly engage in non-nuclear ship maintenance and repair and new construction.

In anticipation of the increased demand for NAVSUP WSS maritime industrial support, NAVSUP WSS Mechanicsburg is increasing its maritime industrial support department from 20 civilians and one military to approximately 32 civilians and two military, and will more closely resemble the existing industrial support structure at NAVSUP WSS Philadelphia.

Within public shipyards, NAVSEA recently reconstituted Code 500 supply departments in both Norfolk Naval Shipyard and Puget Sound Naval Shipyard. NAVSEA is also on track to stand up Code 500 in both Portsmouth Naval Shipyard and Pearl Harbor Naval Shipyard in 2019. The Code 500 in each shipyard will focus on internal shipyard supply processes not taken over by DLA during BRAC 2005. General duties include oversight of all materiel functions and improved supply support, which will ultimately lead to on-time delivery of ships and submarines.

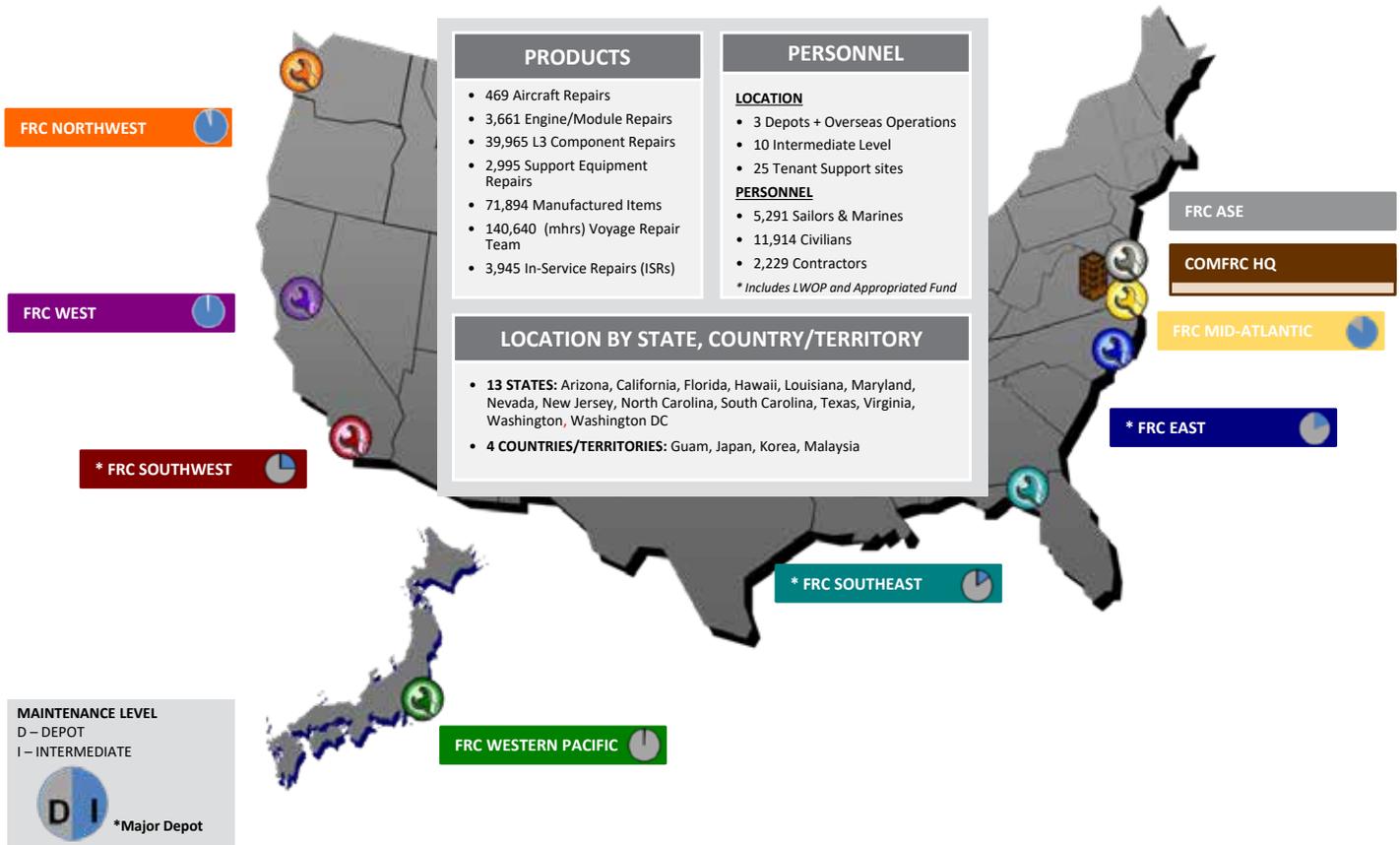
A strategic memorandum of agreement (MOA) between NAVSEA, NAVSUP and DLA, and a manpower MOA between NAVSEA and NAVSUP were established to guide the standup and development of the shipyard Code 500. In support of the NAVSEA standup of Code 500, NAVSUP assigned five supply personnel per shipyard (one O-6, one O-5, two O-3s, and one E-8) to both Norfolk Naval Shipyard and Puget Sound Naval Shipyard.

NAVSEA RMCs are located globally and perform planning for over 100 ship availabilities and execute over 50 Chief of Naval Operations (CNO) availabilities per year, totaling over \$2.7 billion in contracting. The primary workload drivers are private sector contract management and oversight; fleet technical and materiel support assists; surface ship intermediate level maintenance; program



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Current as of 30 September, 2018 (updated yearly, end of fiscal year)

management and operations; and forward-deployed maintenance and execution. There are only three Supply Corps officers who work contract-related issues in support of these significant tasks and they are located at Southwest RMC, Mid-Atlantic RMC, and Commander, Naval RMC.

Heavily integrated in the support of RMC maritime industrial efforts are the NAVSUP Fleet Logistics Support Center (FLC) Code 500 departments. Prior to BRAC 2005, FLCs were also highly integrated in public shipyards in a way that most closely resembles the current integration of the NAVSUP FLC Yokosuka Code 500 supply team with Ship

Repair Facility (SRF) Japan. While FLC capabilities vary depending on region, seven of eight FLC Code 500 departments provide significant repair and modernization supply chain support for over 225 vessels across the United States and overseas. NAVSUP FLC Pearl Harbor is the only FLC that does not currently have a Code 500 department.

This overview of Supply Corps engagement in the Navy's industrial environment gives us a foundation to better understand our industrial landscape and better leverage our existing supply chain. We must continue to seek opportunities that will improve long term readiness and support to the fleet. *

NAVSUP Weapon Systems Support Inventory Operations Center Links Countability with Accountability

By Matt Jones, Corporate Communications, NAVSUP Weapon Systems Support

As part of U.S. Navy and NAVSUP reform efforts to increase transparency and auditability, NAVSUP Weapon Systems Support (WSS) stood up its new Inventory Operations Center (IOC).

Initially started as a special project in March 2018 to improve overall inventory accuracy, the IOC has become a key element of this reform effort.

As the Department of Defense (DoD) is working hard on the congressional mandate to achieve a clean audit, NAVSUP WSS is doing its part to contribute to the Navy's auditability efforts, and the IOC is taking the lead for NAVSUP. The IOC is responsible for centralized planning, coordination, oversight and reporting of the command's \$34 billion Navy Working Capital Fund—Supply Management (NWCF-SM) inventory.

"With 1,400 inventory locations and a dollar value around \$34 billion, you don't just execute an initiative of this magnitude without a plan, a work structure, embedded controls and processes, and specific assignments to people across the Enterprise," said Ronald Wilson, Special Projects, NAVSUP WSS. "That's exactly what we aim to do with the IOC."

Approximately 30 employees located in Mechanicsburg and Philadelphia, Pennsylvania, compose the IOC, augmented by several full-time U.S. Navy Reserve officers and contracted professionals. Moving into 2019, the IOC is focused on improving and standardizing the auditing of inventory at organic inventory warehouse management sites, commercial sites, organic U.S. Navy repair sites and shipyards.

In order to accomplish this goal, the IOC conducts dedicated visits to test internal controls at NWCF-SM inventory sites. The planned visit schedule targets locations that encompass the complete range of inventory segments.

"In accounting for every weapon system, every part, every office and every warehouse, there were pockets of excellence where we knew we could exceed the standard of having at least 98 percent of what we think we have and where we think we have it," said Lynn Kohl, vice commander, NAVSUP WSS. "But we also discovered some areas where we need to improve. That's the way big business runs, and it's where we find ourselves today."

Fortunately, NAVSUP WSS is able to apply lessons learned by other agencies that have undergone an audit. Department of Homeland Security (DHS), and the U.S. Coast Guard (USCG) as a component of DHS, have already undergone their initial audit and are able to provide some lessons and best practices, according to Wilson.

Using techniques proven to be effective by the USCG's successful audit, the IOC site visits test internal controls, facilitate remediation and retests those controls. While inventory counts are routine, the IOC is employing dedicated efforts to ascertain insight into documented

processes and procedures. Prior to concluding a site visit, an IOC representative transmits specific data requirements back to the team. The site visit reports are carefully reviewed, and procedural adjustments are made as needed.

Audits at commercial sites present additional challenges. Representatives from Ernst & Young—the accounting firm that led the Navywide audit in 2018—also lead these external site visits. The



U.S. Navy Reserve logistics officers Lt. Cmdr. Anna Harris, Lt. Robert Romero, and Lt. Douglas Macintosh discuss oversight testing for Naval Air Station Oceana at Naval Support Activity Philadelphia. The officers are part of NAVSUP's IOC. —photo by Madeline Klebe

ability of the IOC to tailor the control of the visit as well as follow-up activities is inherently limited.

"We need to give different considerations to commercial vendors, because they have their own concerns, rules, structure, and their own way of doing business," Wilson said. "We don't simply impose our standard operating procedures on commercial entities." The one key

common denominator with commercial sites is the commercial asset visibility system (CAV). “CAV provides us the visibility of the inventory that we need for commercial activities,” he added.

The web-based CAV inventory feeder system feeds into the Navy Enterprise Resource Planning (ERP) system, which is the accountable property system program of record across the Navy. In order to further streamline inventory tracking, there is an active transition underway to drive nearly all non-commercial plants to utilize the ERP-integrated warehouse management business logistics system. Commercial vendors will continue to use CAV, however NAVSUP is considering options to further integrate CAV functionality into ERP in the future.

“Some of the challenges the IOC faces are a result of decades’ worth of efforts to become as lean and cost-effective as possible,” according to Kohl.

“Years ago the NAVSUP Enterprise used to be what I would call a closed loop,” said Kohl. “We owned all of our inventory. We owned all of the systems that manage the inventory. We owned all of the supply centers that distributed the inventory.”

“Over the years, the organization decentralized its inventory, for good reasons,” Wilson said. For instance, Defense Logistics Agency (DLA) now manages consumables. Technological advancements ushered in the adoption of a variety of new electronic inventory management systems. Additionally, along with all DoD agencies, NAVSUP evolved with the idea of doing more with less in the name of efficiency and cost-effectiveness. Auditability was simply not the top priority.

“We changed over time and evolved,” Kohl said. “We took advantage of technology and made some good decisions. Now we have more of a decentralized arrangement with a variety of partners, providers, warehouses, custodians and inventory management systems, so we will continue to evolve.

“How we achieve a clean audit is now a very complex question,” Kohl said. “With the IOC, we are going to find definitive answers.” *

NAVSUP Weapon Systems Support Ensures Warfighter Readiness Through End-to-End Supply Chain Management

By Kelly Luster, Corporate Communications, NAVSUP Weapon Systems Support

The National Defense Strategy (NDS) states the key to warfighting readiness and the distributed lethality of U.S. naval forces is speed, efficiency and reliance on new weapons and technologies for the asymmetric battlefields at, and from the sea. NAVSUP Weapon Systems Support (WSS) is the Navy’s only Program Support Inventory Control Point (PSICP) as outlined in NAVSUP WSS instruction 4400.96. In this critical role, NAVSUP WSS optimizes control over the supply chain and its integral program support for the end-to-end lifecycle of naval weapon systems and platforms, thus directly contributing to naval readiness and lethality.

As the Navy’s supply chain manager, NAVSUP WSS is responsible for supplying the fleet with the parts needed to maintain weapon systems, contracting repair or purchasing parts, and managing transportation and distribution of materiel. Rear Adm. Duke Heinz, commander, NAVSUP WSS, oversees a workforce of more than 2,200 military and civilians who process 500,000 annual demands from a \$33 billion inventory in support of Navy, Marine Corps, Joint, allied and partner nation forces customers worldwide. As remarkable as those numbers are, this only scratches the surface of the organization’s complex role as PSICP.

“The complexity of our mission requires persistent Navy insight and oversight,” said Heinz. He said nobody understands the unique challenges of operating and supplying in a maritime environment like the NAVSUP WSS experts—and that support starts well before a weapon system is deployed.

NAVSUP WSS has a dual focus: a supply support role to the fleet by delivering deployable capability, and a program support role to provide support for the lifecycle of weapon systems. The supply support function is more visible as a “customer focus” role, planning and executing materiel support on a day-to-day basis. The program support role is less obvious to the fleet customer, because they don’t see the products and services directly – but program support is critical to achieve weapon systems readiness.

NAVSUP WSS’s PSICP role ideally begins in tandem with the research and development (R&D) phase of a weapon system’s lifecycle. Initially, NAVSUP WSS provides focus for logistics and supply chain considerations in a weapon system’s acquisition strategy development. As soon as the system design is mature and stable, the provisioning process begins. During this phase, maintenance plans are developed, data requirements are defined, fleet allowances are established and initial materiel is procured to support the weapon system fielding.

According to Ms. Lynn Kohl, vice commander, NAVSUP WSS, the leading role of NAVSUP WSS as the PSICP during this period is in “designing the support” rather than “supporting the design.” The PSICP function of provisioning supports the future materiel requirements of all supply support inventory control points (SSICPs). NAVSUP WSS participation in this phase is critical as it leads to decreased lifecycle costs for weapon systems.

“NAVSUP WSS is integral in assisting with program manager interfacing, interim support, configuration management, program-driven requirements, repairables management and providing engineering assistance to design the support to optimize a responsive, cost-effective supply chain,” said Kohl.

...continued on page 20

To illustrate why NAVSUP WSS ensures synergy in the supply chain and effectively functions as the PSICP, Kohl discussed one of many obstacles NAVSUP WSS helps mitigate during the lifecycle of a weapon platform. “Engineering Change Proposals (ECPs), which may be generated anytime throughout the life of the system for countless reasons including safety or technological improvements,” said Kohl, “require experts with in-depth understanding of the PSICP process.” According to Kohl, an ECP may be a mini system introduction requiring processes similar to supporting the overall system. “Multifaceted, complex systems can generate hundreds of ECPs requiring in-depth program knowledge,” she added.

Kohl said, “We are the only Navy organization in a position to coordinate the touch points between the supply chain and myriad Navy organizations that perform other logistics functions such as maintenance, configuration, training, and handling technical data, to name a few. In order for the supply chain to be optimized and effective, all the logistics elements and organizations need to work together.”

Once a weapon system’s sustainment period begins, the supply support inventory control point becomes a partner in weapons support. Whether these functions are performed by another provider or NAVSUP WSS, they are carefully monitored and controlled by the NAVSUP WSS Integrated Weapons Support Team (IWST) for the remainder of the weapon’s lifecycle. NAVSUP WSS, however, retains SSICP management of the more expensive, complex, critical items while the remaining piece parts are turned over for management to the Defense Logistics Agency (DLA). By focusing on a weapon system management orientation, the PSICP is able to maximize readiness for the weapon system while minimizing support costs.

While NAVSUP WSS’s role in supply support is most visible on a daily basis as “customer focus,” its “program support” function is critical to weapon systems and readiness, especially as supplying the Navy becomes more complex. The importance of program support cannot be understated. As with all program decisions, making early, calculated decisions affecting supply will have enormous impacts on operation and sustainment costs—the most significant portion of a weapon system’s total ownership cost (TOC).

NAVSUP WSS has always responded with urgency to ensure U.S. naval forces are ready wherever and whenever they are needed, according to Heinz. However, with former Secretary of Defense (SECDEF) Jim Mattis ordering Department of Defense (DoD)-wide reform and the Navy seeing readiness challenges, that sense of urgency has become more critical, especially in today’s multifaceted security environment.

In early 2018, NAVSUP launched its reform initiative, of which NAVSUP WSS has the lead in two of five critical areas, or pillars; Forecasting and Strategic Supplier Management. NAVSUP WSS has a heavy hand in a third pillar as well—Responsive Contracting.

In anticipation of sweeping reforms across the DoD, NAVSUP WSS was already leaning forward by launching its Blueprint for Supply Chain Excellence—a five-year plan of strategic priorities and enabling actions with the intent on reinvigorating program and supply support for the weapon systems and platforms to keep naval forces mission ready.

“With our fleet facing readiness challenges and the supply chain becoming more complex, the Secretary of Defense has made reform a DoD-wide priority,” said Heinz. “There is a sense of urgency here and a call to action to ensure our naval forces are ready wherever and whenever our nation calls upon them. We have the opportunity to make a difference in today’s multifaceted national security environment,” Heinz added.

For the PSICP functions to run effectively, the resource sponsors, hardware systems commands, and type commanders—as well as productive alliances with myriad manufacturers, engineering and industrial activities—must be fully integrated and work with other supply chain functions.

There’s little doubt the role of NAVSUP WSS as the Navy’s PSICP is vital in linking weapon system acquisition, engineering, maintenance and operational communities. Additionally, with stronger focus on lethality, readiness and auditability, NAVSUP WSS serves as the cornerstone of this connection.

Always moving forward with an eye on the horizon and cultivating unique capabilities and a deep understanding of historical analysis, NAVSUP WSS will continue to leverage its role as the Navy’s only PSICP, which is critical for end-to-end support of weapon systems and platform program decisions. *

Below: Navy destroyer USS Shoup (DDG 86) leads the Abraham Lincoln (CVN 72) Carrier Strike Group at sea.—photo by MC2 James R. Evan



NAVSUP Weapon Systems Support Hosts First Maritime Sustainment Summit with an Eye on Readiness

By Kelly Luster, Corporate Communications, NAVSUP Weapon Systems Support

More than 100 key leaders from across the Navy maritime enterprise met at the NAVSUP Weapon Systems Support (WSS)-hosted Maritime Sustainment Summit, January 24, 2019, to discuss ways to better collaborate, coordinate and communicate. The top line goal of the summit was to maximize operational readiness of ships and submarines across the Navy.

During the inaugural summit, Ms. Lynn Kohl, vice commander, NAVSUP WSS, reiterated the command's commitment to partner with other organizations to ensure warfighter readiness. "We are committed to expanding partnerships with an overall goal of improving readiness of our maritime enterprise," said Kohl. "We know there are gaps and seams in some of the processes. We need to make sure we're improving our processes to provide exactly what our customer needs. By working together, we can resolve many of the current sustainment issues we are facing and ensure a readier and more lethal Navy."

Capt. Dave Carnal, director Surface Operations, NAVSUP WSS, laid out the agenda for the summit identifying six key

sustainment areas that could be improved through forging partnerships with various organizations in attendance at the summit:

1. NAVSUP WSS improving industrial integration to better support Naval Sea Systems Command (NAVSEA)
2. Increasing strategic collaboration with NAVSEA and Space and Naval Warfare Systems Command (SPAWAR) to support sustainment activities across the Navy enterprise by authorizing NAVSUP WSS to review provisioning technical documentation (PTD) for quality, and accept or reject on behalf of the Navy before it enters the technical support activity (TSA)
3. Expanding the NAVSUP WSS role in interim spares
4. NAVSEA and SPAWAR helping identify key systems that would benefit from program industry engagement events, and partnering with NAVSUP WSS to engage industry partners
5. Continuing partnership in reviewing allowance overrides, and supporting establishment of a centralized independent readiness based sparing (RBS) organization
6. Partnering with NAVSUP WSS to evaluate WSS engineering capability, and providing the necessary engineering authority to answer acquisition related technical issues

Throughout the day-long event, presenters from various systems commands (SYSCOMs), program executive offices, and fleet offices, discussed the NAVSUP WSS proposals as well as various other opportunities to improve overall naval readiness.

Kohl reemphasized the NAVSUP WSS role as the Navy's Program Support Inventory Control Point (PSICP). "PSICP is about managing the entire lifecycle of a weapon system from end-to-end," said Kohl.

Scott Morrow, deputy director of Engineering and Product Support, discussed how his directorate at NAVSUP WSS is running pilot programs that are already contributing to Navy readiness through increased communication and collaboration. "Over the past year we've successfully piloted programs where my engineers, who have a great deal of technical background and knowledge, have been able to work solutions to lighten the workload of the in-service engineering activities (ISEAs)." According to Morrow, the pilot programs are designed as a proof of concept where his team triages specific types of questions before reaching out to the ISEA. In theory, when the ISEA receives the question with the triage packet, most of the work is done. The goal is providing case studies that provide confidence in the process and eventually lead to agreements among the organizations enabling NAVSUP WSS to be granted increased engineering authority.

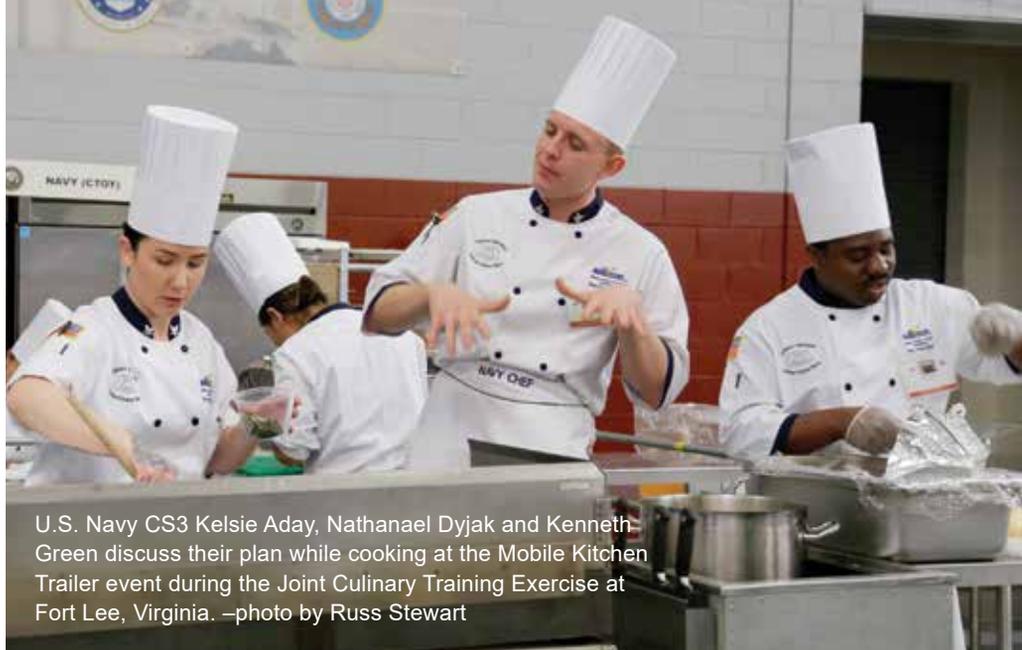
"We've already had a great deal of success on the aviation side of the enterprise," said Morrow. "We process more than 8,000 requests for aviation engineering support annually." Morrow said operating under memoranda of agreement with Naval Air Systems Command (NAVAIR) has enabled his team to answer more than 70 percent of the requests for engineering support, which is a direct contributor to readiness.

Another success across the aviation enterprise that NAVSUP WSS hopes to emulate across the maritime enterprise is the management of interim spares.

Building confidence in the abilities of the NAVSUP WSS engineers, and moving toward increased engineering authority just scratched the surface at the summit. Topics covered throughout the summit led to the emergence of roughly nine action items and working groups made up of partnerships forged between SYSCOMs, program executive offices, and various other attendees. The increased communication and collaboration during the summit fostered shared understanding of challenges, and charted a course to improve readiness of maritime assets across the Navy. ✨

A U.S. Navy Culinary Specialist team participated in the Joint Culinary Training Exercise (JCTE) at Fort Lee, Virginia.

The 44th annual JCTE was administered by the Joint Culinary Center of Excellence and is the largest American Culinary Federation-sanctioned competition in North America. The exercise showcased the talent of more than 200 military chefs from all military services and four international teams.



U.S. Navy CS3 Kelsie Aday, Nathanael Dyjak and Kenneth Green discuss their plan while cooking at the Mobile Kitchen Trailer event during the Joint Culinary Training Exercise at Fort Lee, Virginia. –photo by Russ Stewart



Above: The U.S. Navy Culinary Specialist team stands together after ten hours of continuous effort at the Joint Culinary Training Exercise Mobile Kitchen Trailer event. –photo by Russ Stewart

“The [CS] rate has taught me a lot, there are different sides to cooking. It’s not just ship-based cooking; there are many special meals to prepare. Food is a huge morale booster, and we’re the ones who make it happen.”

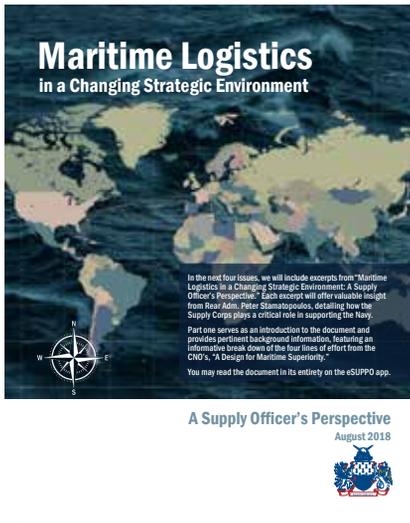
–U.S. Navy Culinary Specialist 1st Class Hermila Elliott

“Being a CS has given me the chance to experience different food and different people, to learn their backgrounds. Food is life, and brings all of us together.”

–U.S. Navy Culinary Specialist 2nd Class Pan Phyu



CS3 Kelsie Aday cuts lettuce for salads. –photo by Russ Stewart



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

Part three takes a close look at Force Development.

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

Force Development

Background and Context

The "Strengthen Naval Power at and From the Sea" line of effort (LOE) in the Navy's 2016 publication "A Design For Maintaining Maritime Superiority" describes a need to compete decisively from the ocean floors to outer space and all points in between, including in the information domain. The amplifying section of the LOE offers a list of broadly themed alignment actions which, if properly executed, should enable the achievement of the ultimate goal ... that is, a powerful Navy, judiciously resourced and signally combat ready, preeminent among the world's maritime forces. Achieving this measure of dominance at the most economical cost represents a herculean endeavor. It challenges our Navy at every level, both organizationally and individually. A cohesive, Service-wide approach, grounded firmly in the Navy's operational design construct, is the prerequisite for success.

Building, maintaining, training and employing a capable force requires a confluence of interactions across the Navy enterprise. The parties to these interactions include Joint and Service level staffs, Fleets, Type Commanders, squadrons, Systems Commands, support agencies and industry. Each of these entities constitutes an integral piece of what can be a bewildering functional puzzle. To aid in navigating these complex arrangements, the relevant organizations and their activities are best addressed under three overarching headings; Force Development (FORDEV), Force Generation (FORGEN) and Force Employment (FOREMP). These three concepts provide the nominal framework for the realization of the Navy's design.

The Optimized Fleet Response Plan

A full appreciation of the FORDEV, FORGEN, and FOREMP triad is not possible without a basic understanding of the Optimized Fleet Response Plan (OFRP). The OFRP is designed to improve the Fleet's readiness generation process. It aligns and synchronizes Navy-wide activity and resources to a stable cycle. The specific, stated mission of OFRP is to:

"Optimize the readiness generation process to achieve and sustain maximum employability for all forces. Transition Fleet production of operational availability for deploying forces from a demand based to a supply based model, thereby making optimum use of resources and force structure."

The OFRP model, effectively implemented, serves as a framework to coordinate training, maintenance/modernization and deployment cycles to provide Fleet commanders a ready force in support of numbered fleets, Navy component commanders and GCCs. It consists of the five distinct phases listed below. Note that the FORDEV concept supports and is, in fact, foundational to each of them. The OFRP phases that correlate to Force Generation and Force Employment are annotated in parentheses as applicable:

- (1) Maintenance Phase (FORGEN).** The period in which major shipyard or depot level repairs, upgrades, force reconstitution and platform modification occurs. The goal of this phase is on time completion of maintenance, modernization and integration so that Navy forces are able to adhere to an aligned training schedule with phased durations, with follow on deployment as planned.
- (2) Basic Phase (FORGEN).** Its stated purpose is to provide a continuous and uninterrupted block of time to focus on the development of core required operational capabilities through the completion of basic-level training, inspections, certifications, assessments, and visits.

- (3) **Advanced Phase (FORGEN).** The advanced phase exercises unit warfighting capabilities through academic, synthetic and live training in advanced tactics, techniques, and procedures (TTP) in all required operations capabilities (ROCs) within a challenging environment.
- (4) **Integrated Phase (FORGEN).** The goal of the integrated phase is to synthesize individual units and staffs into aggregated, coordinated CSG, ESG, ARG, SAG, or other combined-arms forces. It is also designed to build proficiency in naval and joint command and control structure operations.
- (5) **Sustainment Phase (FOREMP).** During sustainment phase, Navy forces continue to conduct unit-level training to maintain readiness.

Note: The OFRP process is discussed expansively in Annex B.

The three previously mentioned lines of effort – Force Development, Force Generation, Force Employment -- underpin the OFRP. Force Development is the vehicle for integrating and synchronizing systems and procedures to best prepare forces to enter the FORGEN segment of OFRP, which includes the maintenance, modernization, training and certification processes. The Force Employment phase starts upon group/unit certification, and includes the deployment and sustainment periods. The FORGEN and FOREMP lines of effort will be discussed in subsequent sections.

The Force Development (FORDEV) Concept

Force development is an ongoing process that is technically external to the OFRP, but its products and effects pervade and influence every aspect of it. The stated intent of FORDEV, to “integrate and synchronize activity across the Fleet to deliver forces ready to enter the Force Generation phase of the readiness cycle,” means that there will of necessity be a wide range of organizations and entities involved in this line of effort. The operative word within the statement of intent is “activity,” a term left deliberately broad.

Any discussion of FORDEV must highlight the fact that weapon systems and capabilities are not one and the same. Weapon systems are undoubtedly integral to warfighter success and can provide a tactical advantage; however, the capability cannot be realized without the

training, tactics, and procedures needed to employ it effectively. As such, FORDEV is not simply “up-gunned” weapons systems, improved ILS or a procurement wish list. Its activities encompass the integration of new systems and platforms, concepts of operation, force structure and manpower needs, emergent capabilities and training issues. This list is by no means all inclusive.

The importance of the FORDEV initiative is underscored by past instances when systems and platforms were delivered to the Fleet prematurely. If a new ship or aircraft is received and deployed without the requisite parts availability, well-planned maintenance schedules, trained manpower and technical support to make it fully viable, the operational impact and price of recovery tend to be onerous. Time and experience have proven that it is much more cost effective and efficient to “do it right the first time,” or at least as close to “right” as possible. This is no simple proposition when those organizations with critical roles in the process cross many levels of the chain of command and span several claimancies. The challenge is further complicated by the need to synchronize new systems across platforms in order to deliver a complete and fully ready capability to the Fleet. For example, a new C5I system on an afloat unit offers no operational benefit if there are no complementary systems installed to utilize it.



The Requirement

Let's look at a hypothetical scenario.

A GCC begins the laborious endeavor of building an OPLAN in response to tasking from higher authority. The GCC, working in tandem with the Navy Component Commander, defines a need for a multi-purpose shallow draft combatant capable of mine countermeasures, surveillance, logistics support and other functions. The warfighter must have this capability in order to execute the tasking, but no current platform exists to meet the need. The GCC and Navy component place the capability the unit would deliver as a critically needed platform in the annual Integrated Priority Listing (IPL) submission to the Joint Staff, along with powerful justification for its development. Once the validated need is forwarded to the Joint Staff, it is reviewed by the Joint Requirements Oversight Council (JROC), which is comprised of Flag and General Officers from the Services, Combatant Commands and Joint Staff. After the platform has successfully earned the JROC's initial approval, it enters a process of ongoing assessment with specific review milestones on its way to production. That process is termed the Joint Capabilities Integration Development System, commonly abbreviated as JCIDS. The JROC, under Joint Staff auspices, owns JCIDS.

The sequence of documents and reviews would likely be something like this.

The **Initial Capabilities Document (ICD)** is the most common starting point for a new JCIDS requirement. The ICD format is codified in the Joint Staff's JCIDS Manual. Approved by the Capability/Resource Sponsor, the document template requires some important mandatory entries. In addition to a detailed description of the capability need, the document must also incorporate a summary CONOPS and recommendations on the Milestone Decision Authority ... that is, the entity with the interest and expertise to review progress and assess readiness for advancement to the next phase of production.

Joint DOTMLPF (Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities) Change Requests (DCRs) are the Sponsor's means of documenting the non-material solutions required along with the new platform. The various Joint Staff directorates serve as Functional Process Owners across the DOTMLPF spectrum, advising the Sponsor as needed and overseeing the recommendations generated as a result of the DCR. This documentation would address considerations that are peripheral but essential to the development of the hardware as identified in the ICD. "Non-material" within this framework might include the training, concept of employment, technical documentation and other non-hardware necessities – all of which are integral to successfully fielding a new platform or system.

Since our hypothetical example essentially defines a need for a new platform, the next product in JCIDS is the **Capability Development Document (CDD)**. This step represents the Sponsor's refined capability requirement, encompassing Key Performance Parameters (KPPs), Key System Attributes (KSAs) and additional performance characteristics. This document incorporates much more detail than the ICD. It is described exhaustively in the JCIDS Manual.

The **Capability Production Document (CPD)** is the Sponsor's primary means of proposing the operational performance attributes at a system level necessary for the acquisition community (operating in parallel) to produce a single increment of a specific system. It presents performance attributes, including KPPs and KSAs, to guide the production and development of the current increment. Each increment must represent a safe, operationally effective and useful capability solution in the intended environment, commensurate with the investment.

Not every new capability or platform follows the above documentation sequence with precision. There are variations within JCIDS depending on the nature of the project, whether the requirement is for a new innovation or a sweeping modernization to an existing capability, or if the overall cost is above or below a given threshold. It's also important to bear in mind that as validated "capability requirements" work their way through the JCIDS hoops, acquisition and budgeting activities must occur simultaneously and in close coordination.

Acquisition

The DoD's Defense Acquisition Executive (DAE) is the Under Secretary of Defense for Acquisition, Technology and Logistics. The DAE serves as the Milestone Decision Authority (MDA) for Major Defense Acquisition Programs, but may delegate this role to the head of a DoD component, who may in turn delegate it to a service component acquisition executive. In the case of the Navy this would be the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN (RD&A)). The extent of the delegation of MDA authority is usually dependent on the Acquisition Category (see DoDI 5000.02 for a detailed breakdown of the various categories) of the program of interest. In the case of our hypothetical example, this responsibility would likely fall to ASN (RD&A) because of its inherently nautical flavor.

For our example, the ASN (RD&A) would assign the project to a Program Executive Officer who would then turn over full oversight responsibility to a Program Manager (PM). The PM would be charged with accomplishment of all development, production and sustainment objectives to meet the warfighter's needs. He or she must also answer for costs, contract performance reporting and coordination of the rigorous schedule of "in progress" review milestones previously referenced. The PM would of necessity maintain close liaison with those Navy Systems Commands with key roles in developing technical, maintenance and parts support for the emerging platform. The most critical Navy responsibilities in new capability development will be discussed later in this section.

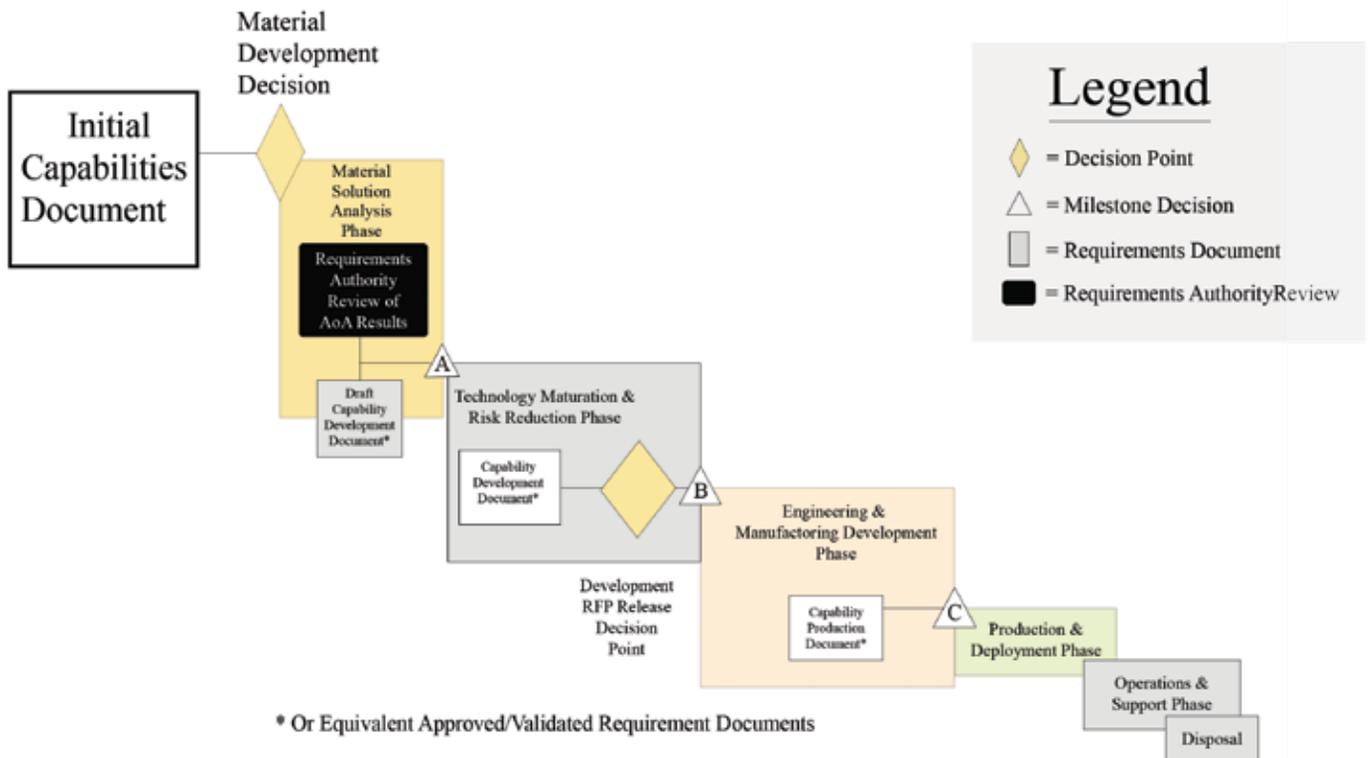


Figure I. Interaction between Capability Requirements process and the Acquisition Process.

Because all acquisition programs respond to validated capability requirements, it is important that the leadership within the acquisition and budget communities be engaged as advisors to the validation authority as the project progresses. Consistent with this coordinative theme, the acquisition process runs in parallel with and is connected to JCIDS as illustrated in Figure I.

The initial step in the DoD acquisition process is the Material Development Decision, which determines that a new product is, in fact, needed. This determination drives technical analysis, the result of which is the identification of the optimum material solution to satisfy the GCC's requirement. This action occurs after review of the ICD as described previously. The result of the analysis is the Risk Reduction Decision (Milestone A), which is an investment determination to pursue specific product or design concepts. It commits the resources required to mature technology to begin the process and takes measures to reduce risks prior to programming the funding for development, production and fielding.

The dedication of resources to product development for manufacturing and fielding is termed the Engineering and Manufacturing Development (EMD) phase by DoD. This phase immediately follows technology maturation (if required) and risk reduction analysis. The EMD commitment is divided into three related decisions: (1) requirements decision point (called the CDD Validation Decision); (2) a determination to release a solicitation for development to industry, called the Development Request for Proposals (RFP) Release Decision Point; and (3) a decision to award the contract(s), which represents Milestone B in the process. Formally, the development contract award at Milestone B is the critical decision point in an acquisition program because it commits resources to a specific product, budget profile, choice of suppliers, contract terms, schedule and the entire sequence of events leading to production and fielding. The consequences of this specific action will impact the entire life span of the system under consideration.

The decision to enter production (Milestone C) is primarily based on developmental testing and is usually informed by operational assessment. It authorizes the resources to launch production and deployment. This commitment to production is very expensive and difficult to reverse.

The process just described is generic with respect to decision points and milestones, but it is representative of how our shallow water vessel capability gap might be approached. It's important to bear in mind that Milestone Decision Authorities have the latitude to tailor programs in the most efficient way possible, to incorporate the elimination of some phases or adjust milestones and decision points along the way. Figure I should be reviewed carefully to ensure a basic understanding of the connectivity between JCIDS and the acquisition process.

Budgeting

The acquisition process is not so rigid that it cannot be adjusted if the platform requirements so dictate. But one aspect is non-negotiable. And that is the requirement for funding.

The DoD budgeting process is based on the annual budget preparation cycle, which is managed by the Director, Cost Assessment and Program Evaluation (DCAPE) and the Comptroller for the Deputy Secretary of Defense. The product of this effort is the Future Years Defense Program (FYDP), which projects five years of spending. While individual program decisions fall under the DAE or designated MDA, the budgeting decisions are made separately at the Service Chief or



Secretariat level, with the advice of the DAE and others. Within all DoD components, MDAs will advise the budget authorities to ensure that acquisition programs are adequately funded and that program plans are consistent with funding levels. Funding responsibilities are generally assigned to the Services at a ratio that is commensurate with their expected employment of a given platform. In the case of a hypothetical multi-purpose shallow draft combatant, Navy could reasonably expect to receive 100% of the bill.

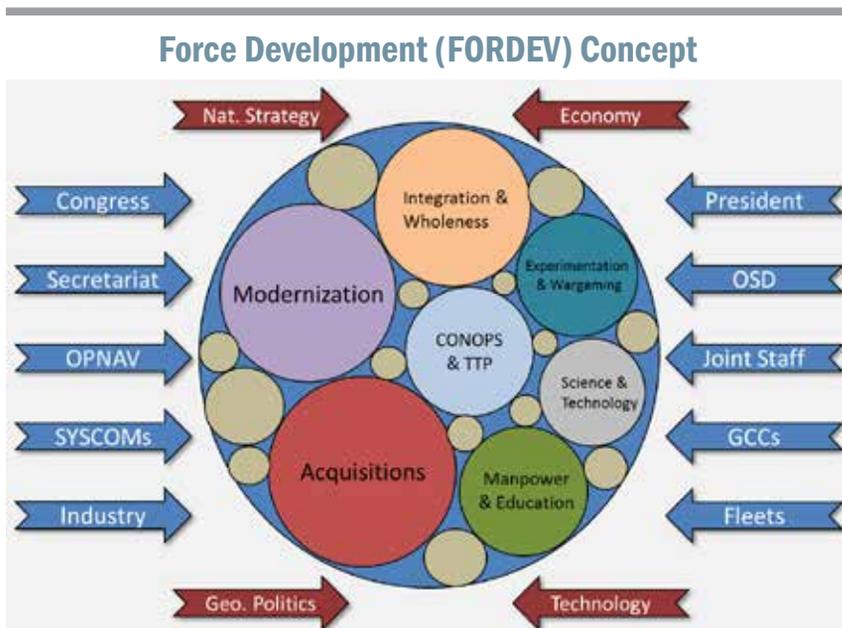


Figure J. Visual representation of the inputs to the FORDEV concept.

The Navy's budgeting process (see PPBE section in Annex A) is driven by competing priorities and ongoing milestones that roughly parallel the JCIDS sequence. In our hypothetical case, the OPNAV staff directorate N96 would be assigned Resource Sponsorship. The Resource Sponsor would be responsible for the programming of funding to support the development, production and life cycle support of our fictitious capability gap.

Research and Development Logistics Responsibilities

The end product of Force Development is derived from a broad cross section of entities and processes. A visual representation is provided in Figure J.

Many of the key development responsibilities depicted above were alluded to in the previous discussion of the requirements development, acquisition and budgeting processes. A brief summary is offered here despite a bit of overlap with the earlier sections.

Secretary of the Navy

The Secretary of the Navy bears overall responsibility for the Service's acquisition functions. The Office of the Chief of Naval Operations, however, may be delegated to perform those research and development functions related to military requirements and operational test and evaluation. The Secretary of Defense mandates that each department appoint a sub-entity to serve as the service Acquisition Executive, with full time responsibility for all acquisition functions. As previously inferred, the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN RD&A) fulfills that role for the Secretary.

Assistant Secretary of the Navy (Research, Development & Acquisition)

The ASN (RD&A) wields programmatic oversight and milestone and program decision authority for some acquisition categories. The ASN (RD&A) also coordinates the "analysis of alternatives" which occurs after the review of the Initial Capabilities Document and prior to development and implementation of a new platform or system.

Chief of Naval Operations

The Chief of Naval Operations provides direct support to the ASN (RD&A) throughout the process, assisting with coordination of the "analysis of alternatives" and advising the Secretary on

the allocation of resources. The CNO also validates and prioritizes warfighting capability needs for funding consideration and manages the ICD/CDD/CPD Joint Capabilities and Integration Development System documentation process, closely coordinating with the Joint Requirements Oversight Council along the way.

The CNO has additional, wide-ranging responsibilities outside the actual acquisition process. Not the least of these is maintaining the integrity of the originally validated capability proffered by the Fleet. The CNO, in harness with the ASN (RD&A), the Fleet and the Program Manager, must consistently strive to maintain the link between acquisition actions and the warfighting tasks they are meant to support. It is incumbent on the Resource Sponsor to ensure that the original capability gap is not obscured as resources are applied and the requirement is translated into reality.

The CNO directorate assigned resource sponsorship is further tasked to review the Integrated Logistics Support (ILS) planning, and program and monitor, with the support of OPNAV N4, funding execution for system acquisition and life cycle support.

Hardware Systems Commands

The Commanders of the Naval Air Systems Command (NAVAIR), Naval Sea Systems Command (NAVSEA) and Space & Naval Warfare Systems Command (SPAWAR) exercise the authority of the acquisition executive to directly supervise program management and to maintain conscientious oversight of cost, schedule and performance, reporting directly to ASN (RD&A) for all matters pertaining to research, development and acquisition. These Systems Commanders (SYSCOMS) are further responsible to Fleet Commanders for in-service support; providing support services to Program Executive Offices (PEOs) and Direct Report Program Managers (DRPMs) – both discussed later in this section – without duplicating their management functions; and serving as the technical authority and operational safety and assurance certification authorities for their respective areas of responsibility. The importance of the SYSCOM role in life cycle and technical support cannot be overstated. The catalog of their duties is exhaustive (see SECNAVINST 5400.15C for a comprehensive discussion), but the below list highlights a few of the most notable.



- 1) Oversee the core processes required to support the acquisition, in-service support and disposal of weapon and IT systems. Core processes include:
 - a. Systems engineering
 - b. Test and evaluation
 - c. Integrated Logistics Support
 - d. Configuration Management
 - e. Demilitarization and Disposal
 - f. Comptroller, legal, contracting and administrative support services
- 2) Operate and sustain the infrastructure needed to support acquisition, fielding and in-service support of weapons, IT systems and commodities
- 3) Incorporate advanced technology and operating “lessons learned” into design, maintenance, modernization and acquisition specifications for weapons and systems
- 4) Exercise program oversight on programs not assigned to a PEO or DRPM and deliver reports to ASN (RD&A)
- 5) Support PEOs and DRPMs as needed and appropriate
- 6) Serve as Head of Contracting Activity for both assigned and PEO/DRPM programs
- 7) Serve as milestone and program decision authority for assigned ACAT III, IV and other programs as delegated

Commander, Naval Supply Systems Command

The Commander, Naval Supply Systems Command (COMNAVSUPSYSCOM), acts on behalf of ASN (RD&A) to serve as the Logistics Support Authority (LSA) in support of the Fleet and other SYSCOMs, PEOs, DRPMs and Program Managers (PMs) and their acquisition programs throughout their respective life cycles. COMNAVSUPSYSCOM also exercises ASN (RD&A)'s authority as Head of the Contracting Activity (HCA) for work under its cognizance, wields programmatic oversight and delivers reports relative to the execution of the LSA role.

Program Executive Officers and Direct Report Program Managers

PEOs and DRPMs act for and exercise the programmatic authority of the acquisition executive to directly supervise the management of assigned programs. They are tasked to maintain oversight of cost, schedule and performance, and report directly on all acquisition related program matters directly to the ASN (RD&A). PEOs and DRPMs (representing special programs reporting directly to ASN RD&A) must work closely with both the hardware SYSCOM and COMNAVSUPSYSCOM to ensure optimum technical and logistics support for their programs.

Program Managers

Program Managers report to the PEO. They are vested with the authority, accountability, and resources necessary to manage all aspects of their assigned acquisition programs from concept development to demilitarization and disposal. PMs must also formulate and defend program plans and budgets for development, test and evaluation, Fleet introduction and in-service support. They are further tasked to incorporate availability, reliability and supportability requirements into initial designs, acquisition strategies and procurement documentation. Additionally, PMs must implement technical requirements changes across systems and assess their impacts on specifications and configuration management.

Fleets

This section has offered an overview of the institutionalized processes by which new platforms, systems and modernization initiatives are delivered to the Fleet. The hardware comes with an entire suite of additional considerations, some of which were addressed in the previously discussed DOTMLPF Change Request (DCR) action in the early phases of the JCIDS process. The list includes training, maintenance, parts support and more. One of the most important of these peripheral factors is the Concept of Operations (CONOPS) development, which requires an elevated level of research and coordination. Through Fleet and Table Top exercises, studies and assessments, the foundational data for CONOPS development is generated. The information and understanding gleaned from those efforts is aggregated and exhaustively reviewed. The Fleets, TYCOMs and Warfare Centers then collaborate to codify the tactics, training, procedures and techniques to support and employ the capability as it is integrated into the Fleet. The resultant CONOPS and other elements must be incorporated adeptly if the newly programmed platform is to reach full operating capability as efficiently as possible. The convergence point for them is at the Fleet ... with the N8/N9 Directorate.

The N8/N9 Directorate (and its analytical arm, the FORDEV OPT) and the external organizations it must coordinate with reflect the broad scope of its responsibilities, not only with respect to new platform integration, but with modernization of existing systems, expansion of current capabilities and new innovations in warfighting concepts of operation.



Typical membership of the OPT includes:

USFF Directorates and the integration functions they serve:

N8/9 – Chair and overall coordination

N1 – Personnel and Manpower Issues

N2/39 – Intelligence

N3 – Global Force Management and Fleet Operations

N41 – Logistics and Spare Parts Support

N43 – Fleet Maintenance

N46 – Shore-based infrastructure and support

N6 – Automated Systems and Cyber Security

N7 – Readiness and Training

Type Commanders – Man, train and equip responsibilities

Naval Warfare Development Command (NWDC)–Codifies new concepts and processes into doctrine per the above discussion

Strike Group and Amphibious Readiness Group Representatives–End users of the products under review

The FORDEV OPT must also liaison with all those commands engaged in the Requirements, Acquisition and Budgeting processes in order to guarantee successful coordination of new capabilities and concepts. The Fleet represents only one entity in the greater process, but through its N8/N9 and the FORDEV OPT it plays the pivotal role with respect to their integration for warfighter employment.

Force Development from the Fleet Perspective

The FORDEV process has been loosely institutionalized under the auspices of the U. S. Fleet Forces Command's Force Deployment Operational Planning Team (FORDEV OPT), which is chaired by the N8/N9 directorate. The OPT's working objective statement follows:

"The FORDEV OPT will leverage and integrate Fleet, OPNAV and Acquisition community activities to establish a repeatable process to ensure readiness of operational forces (e.g. CSGs, ARGs, MSC, Forward Deployed Forces, Expeditionary Forces, SSNs and MPRA) to enter the force generation phase of the readiness cycle as approved in Master OFRP Production Plans."

These activities include:

1. Ensuring the wholeness of new material and non-material capabilities being delivered to Navy operational forces
2. Coordinating with OPNAV and program offices to align the delivery and installation schedules of new platforms and systems (deliberate and urgent) to operational forces to ensure full incorporation into the Force generation phase
3. Ensuring shore training and maintenance infrastructure are able to support force generation requirements
4. Ensuring Fleet manpower, maintenance, training, environmental and other policy supports the force generation process
5. Ensuring Fleet experimentation and doctrine development are responsive to feedback and aligned to the FORDEV and FORGEN phases of the readiness cycle to quickly support operational forces in FOREMP

A cursory review of the scope of the FORDEV enterprise should validate the indispensability of the OPT. Even with the dedicated leadership of the USFF N8/9, the coordination of so many functions and the need for such a wide range of organizational inputs is a daunting enterprise.

New capabilities are identified through ongoing review and analysis by the Services, Combatant Commanders (both geographic and functional) and other DoD components. The idea is to address gaps and risks that might preclude or obstruct their individual and collective ability to fulfill the mandates of our national military strategy.

Summary

The processes of requirements definition, acquisition and budgeting may appear to be complex, cumbersome, labor intensive and unwieldy. That's because they are. But as mentioned at the onset of this section, it's of paramount importance to deliver the right capabilities at the best possible cost. In his 1996 book "The Unsinkable Fleet: The Politics of U. S. Navy Expansion in World War II," historian Joel R. Davidson took note of the indiscriminate lack of serious study devoted to new ship construction combined with what was, in effect, a blank check to the Department of the Navy during that great period of national emergency. "The inescapable conclusion," he observed, "is that Navy expansion goals had become completely divorced from strategic planning and were influenced by political possibilities more than any thorough reassessment of the Fleet's long term requirements." This model, or anything resembling it, is unsupportable in today's funding environment. Our current approach, with the three interdependent elements of requirements determination, acquisition and budgeting, has evolved to its present state after 60+ years of refinement and lessons learned. It may not be streamlined, but it is effective. With the pivotal dual concerns of operational readiness and sensitivity to the sacrifices of the taxpayer, we as a Service are not positioned to cut corners.

Neither should we seek shortcuts with respect to integrating new and modernized platforms into the Fleet. The most sophisticated systems in the world are of little use if our combatant units lack the manpower or trained expertise to operate them. Nascent technologies and capabilities require new methodologies that must be codified, and parts support packages that judiciously weigh cost and expected failure rates. So many organizations, individuals and processes must coalesce to deliver the right solution to the warfighter and they must preserve that level of synergy throughout the life cycle of the system to ensure its uninterrupted viability. The coordinated delivery of these elements constitutes the Force Development concept. The FORDEV processes and products optimize the capability of the Fleet. They feed the Force Generation and Force Employment phases and ultimately make the OFRP a viable and sustainable reality.



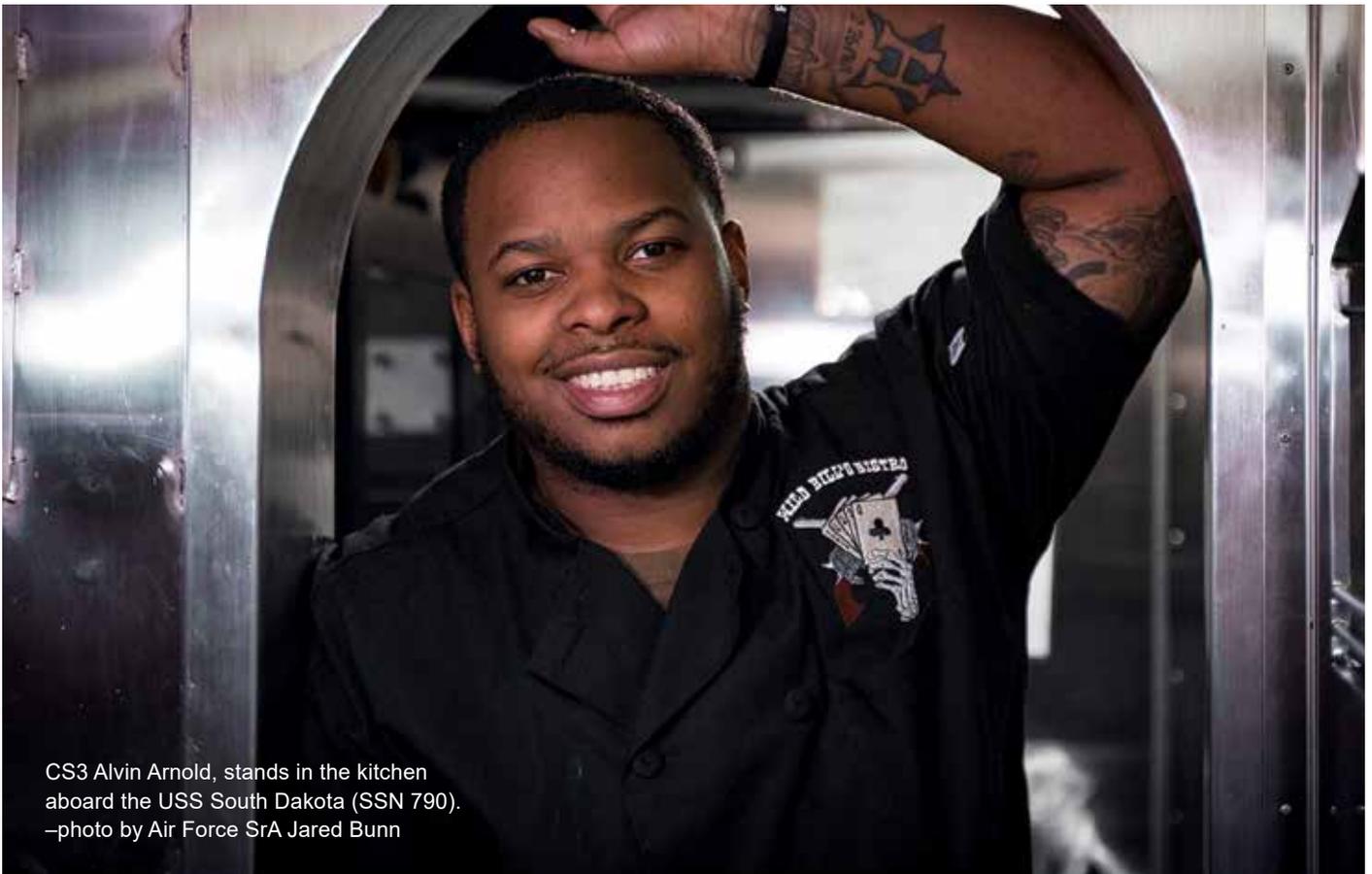
As illustrated in “A Design for Maintaining Maritime Superiority,” we have entered an age of new technological threats, resurgent geopolitical rivals and escalating geographic obligations. Augment those concerns with our expansion into new and non-traditional warfighting domains, and the need for in-depth understanding of the FORDEV processes becomes manifest. We have every reason to expect that a new strategic environment will impact our national military strategy, our planning guidance and the scope and complexity of our acquisition and modernization efforts. The repercussions will certainly be felt in the composition and capabilities of our deploying Carrier Strike Groups and Amphibious Ready Groups, with storeroom level implications for every individual combat unit. As professionals, we can better manage our systems and parts if we understand the processes that delivered them to us.

Notes for the Logistician

There are roles for the logistician in every step discussed in this section, most of them critical to the development and delivery of new or improved warfighting capability to the combatant unit. Logisticians would have been engaged in the GCC’s planning process that identified the need for the shallow water vessel and they could most certainly expect to be part of the team that received and validated the IPCL input on the Joint Staff. Their expertise in acquisition, budgeting and life cycle logistics is prominent and invaluable, as are their contracting functions at the Systems Command level. The construction and maintenance of parts support allowances is dependent almost wholly on the Naval Supply Systems Command, and Fleet logisticians are indispensable participants in the integration functions that were discussed under the FORDEV OPT umbrella.

The afloat supply officer is impacted to some extent by every process described in this section. A new capability or system equates to expanded storeroom needs. A Resource Sponsor action may impact the unit level operating budget. A Program Manager decision might well influence repair parts range and depth. There are as many possible examples as there are activities and actions associated with Force Development.





CS3 Alvin Arnold, stands in the kitchen aboard the USS South Dakota (SSN 790).
—photo by Air Force SrA Jared Bunn

The Most Exclusive Restaurant in the World

By Army SSG Alexander Henninger

You're trapped in a watertight school bus with no windows, and the bus is submerged off the East Coast of North America, somewhere in the Atlantic Ocean. There's not much to do aside from your eight to 10 hour shift each day.

The only other certainty is the food. Breakfast. Lunch. Dinner. A time to sink your teeth into a delicious reminder of life on shore, away from the bus—er—submarine. Now, imagine if the food was terrible. Fortunately, for the crew of USS South Dakota (SSN 790), it's quite the opposite. They say the food is delicious.

The culinary specialists (CSs) aboard the newest Virginia-class submarine in the Navy's fleet are to cooking what stripes are to Siberian tigers — a seamless, beautiful blend of rare perfection — with a dash of oregano. The dedication and passion they bring to the table feeds a crew of about 135 submariners. Seven people make this happen—three times a day, every day.

Navy Senior Chief Petty Officer Chris Peddycoart and his crew of six CSs have mastered the art of fine dining 20,000 leagues under the sea, so much so even Captain Nemo would be jealous.

Preparation begins about four hours before each meal. If it can be made from scratch, it will be, including pizza, bread pudding, omelets, and even giant cookie dessert bars (a crew favorite).

The crew's mess has been decorated to resemble the state for which the submarine is named, South Dakota. Wall paneling has been replaced by sweeping landscape photos. The dining tables display postcards from various attractions around the state. Even a glance into the crew's mess is enough to be swept away from the confined reality and dropped into a moment of daydreaming. Oh, and while you're there, enjoy some amazing food, cooked from scratch.

See the crew in action here: https://www.youtube.com/watch?v=eJ_em5axkxw ★

Mentoring Without End, NAVSUP Business Systems Center



By Lt. Cmdr. Carl Pennycooke,
Operations Officer, NAVSUP
Business Systems Center

The Mentoring Without End (MWE) program was created in April 2018 at NAVSUP Business Systems Center (BSC). MWE was designed to provide mentoring and guidance to NAVSUP BSC junior officers (JOs). The program is held once a month with a senior officer assigned to Mechanicsburg, Pennsylvania, as the invited guest to the wardroom.

During MWE, senior officers share experiences, provide guidance, career advice, and recommend reading materials that promote personal and professional growth. The knowledge gained in these sessions provides NAVSUP BSC JOs with tools to forge the right path and ensure success for both their naval careers and life after.

The Supply Corps is built on mentorship, and it is extremely important to tap into the collective wealth of knowledge available in Mechanicsburg, especially the knowledge of our senior officers. Sitting directly across from a successful senior officer that has travelled the path JOs are currently travelling,

providing first-hand knowledge of how to approach our careers, is essential for growth. Many officers neglect the opportunity to seek out mentors, while others do so later in their careers, and as a result, uninformed career decisions are made.

The program provides NAVSUP BSC JOs guidance early in their careers, so they can make informed career decisions early and at every level as they progress.

The ultimate goal of MWE is to continue to grow and be adopted by other commands, especially in fleet concentration areas, in order to reach as many JOs as possible early in their careers.

To date, Retired Rear Adm. Jonathan Yuen; Retired Rear Adm. Sinclair Harris; Rear Adm. Kevin Jones, commander, Defense Logistics Agency Distribution; Capt. Rudy Geisler, deputy commander, Ships and Submarines, NAVSUP Weapon Systems Support; Capt. Ken Epps, assistant professor, Dwight D. Eisenhower School for National Security and Resource Strategy, National Defense University; Capt. J.D. Cassani, deputy commander of uniform programs, NEXCOM; Capt. Robert Williams, deputy, NAVSUP Corporate Operations; and Capt. Tim Daniels, chief of staff, NAVSUP, have been guests at MWE events. *

Left: MWE with Rear Adm. Kevin Jones, commander, DLA Distribution as guest speaker. From left to right: Lt. Darius Rawls, Lt. Josh Bowman, Lt. Ricardo Castaneda, Cmdr. Bob Winters, Rear Adm. Kevin Jones, Capt. Doug Bridges, Lt. Cmdr. Anthony Lee, Lt. Cmdr. Carl Pennycooke, Lt. Matt Couch. –photo by James Foehl

“Mentoring is important for junior officers because mentors emulate the values and beliefs of an organization, and teach them by example and mentorship. Mentoring’s importance is not only the knowledge and skills junior officers can learn from mentors, but also provides the professional support and guidance to enable them to reach their optimal potential. Good mentoring rarely just “happens.” The relationship develops from reflection, planning, and an understanding of the individual’s goals, as well as a mentor’s unique qualities.” –Rear Adm. Kevin Jones, commander, Defense Logistics Agency (DLA) Distribution



Left: MWE with Cmdr. Tamara Sonon as guest speaker. First row from left to right: Lt. Cmdr. Carl Pennycooke, Lt. Ricardo Castaneda, Lt. j.g. Dong Logan, Cmdr. Tamara Sonon, Lt. Nana Bonsu, Lt. j.g. Patrick Toomey; *Second row left to right:* Lt. Frank Silva, Lt. Joshua Bowman, Lt. Kyle Combs, Lt. Darius Rawls, Cmdr. Bob Winters, Cmdr. John Mccarthy, Lt. Matt Couch

“MWE has been a great opportunity to hear from the best that Mechanicsburg has to offer. The chance to hear about what they were told when they were in our shoes and how the climate is a little different now. This is a practice I hope to implement at my future commands.”

–Lt. Darius Rawls

“For a lot of junior officers, being stationed in Mechanicsburg is their first opportunity to be surrounded by senior supply officers and learn about our community. MWE is a great opportunity to learn from the experiences of our community’s leaders and take the first steps into establishing mentor/mentee relationships.”

–Lt. Ricardo Castaneda

“Navigating career paths in complex organizations like the Supply Corps, can be confusing and frustrating to the uninitiated junior officer. Well-chosen mentors can demystify the process, providing a roadmap to success and a champion to encourage you throughout your time in the Navy.”

–Capt. Ken Epps, assistant professor, Dwight D. Eisenhower School for National Security and Resource Strategy

Right: MWE with NAVSUP Chief of Staff (COS) Capt. Tim Daniels as guest speaker. *First row left to right:* Lt. Joshua Bowman, Lt. Frank Silva, Lt. Nana Bonsu, Cmdr. Bob Winters, Capt. Tim Daniels, Capt. Doug Bridges, Lt. j.g. Patrick Toomey, Lt. Cmdr. Carl Pennycooke *Second row left to right:* Lt. Kyle Combs, Lt. Darius Rawls, Lt. Samuel Gebreselassie, Cmdr. John Mccarthy





Left: MWE with Retired Rear Adm. Sinclair Harris as guest speaker. *From left to right:* Lt. Josh Bowman, Lt. Frank Silva, Lt. Darius Rawls, Capt. Doug Bridges, Retired Rear Adm. Sinclair Harris, Lt. Cmdr. Drew Smith, Lt. Cmdr. Carl Pennycooke, Lt. Samuel Gebreselassie, Lt. Ricardo Castaneda, LSC Alex Carrion. –photo by James Foehl



Above: MWE with Capt. Robert Williams, deputy, NAVSUP Corporate Operations as guest speaker. *From left to right:* Lt. j.g. Patrick Toomey, Lt. Josh Bowman, Lt. j.g. Dong Logan, Lt. Kyle Combs, Capt. Robert Williams, Lt. Matt Couch, Lt. Cmdr. Carl Pennycooke, Lt. Darius Rawls, Lt. Frank Silva, Cmdr. Bob Winters –photo by James Foehl



Left: MWE with Retired Rear Adm. Jonathan Yuen as guest speaker. *First row left to right:* Lt. Ricardo Castaneda, Lt. Joshua Bowman, Lt. Frank Silva, Cmdr. Bob Winters, Retired Rear Adm. Jonathan Yuen, Capt. Doug Bridges, Lt. j.g. Patrick Toomey, Lt. Cmdr. Carl Pennycooke
Second row left to right: Lt. Matt Couch, Lt. Darius Rawls, Lt. Samuel Gebreselassie

“When entering port, especially an unfamiliar one, it is important to ‘get on the range early’ to reduce the risk of grounding. Pilots are needed to help even experienced mariners in most places, the same can be said of one’s need for mentoring. Most junior officers can use help as they navigate the many career shoals and bad currents that come along, especially in the beginning of a career. One final point, there are three things people need to succeed, regardless of organization or company: mentors (at least three...just like navigation aids); coaches (two would be ideal...the officer of the deck (OOD) should check with the combat information center (CIC) during navigation detail); advocates (as many as are willing...if you only have one, what happens when they leave the organization?).”

–Retired Rear Adm. Sinclair Harris

NAVSUP Fleet Logistics Center Jacksonville Sailor Supports Navy Readiness

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

“I did this, and I continue to do this proudly, for my nieces and nephews back home,” said Aviation Boatswain’s Mate (Fuels) 3rd Class Brandon Dericho, as he jumped into a towering yellow fuel truck to deliver 1,500 pounds of jet fuel to a waiting helicopter in Mayport, Florida. “The Navy has been very good to me – I’ve purchased a home, I’m able to provide for my wife and my son, and I know that the work I do every day has a purpose.”

Dericho is a native of the Pine Hills neighborhood in Orlando, Florida, where his mom and dad worked and lived while raising him, along with his older brother and sister, for nearly four decades. The first in his family to join the military, he didn’t tell his parents about his plans until the night before he shipped out to Great Lakes, Illinois, for recruit training.

“I didn’t want my mom to be upset that I was leaving,” he said. “I was working as a firefighter and as a hazardous material (HAZMAT) technician, but I wanted to achieve more and be a role model for the younger generation in my family. I chose the aviation boatswain’s mate (fuels) (ABF) rate because the recruiter told me it was the closest rate to firefighting. I haven’t done much firefighting, but I chose the best rate in the Navy.”

In 2013, Dericho arrived at USS Bataan (LHD 5) in Norfolk, Virginia, as a brand new seaman and eager to learn. He quickly earned critical qualifications, including enlisted air and surface warfare pins, to support his shipboard division in providing fuel for a variety of aircraft, and completing two deployments to U.S. 5th and 6th Fleet areas of operation. In September 2018, Dericho transferred to shore duty at NAVSUP Fleet Logistics Center (FLC) Jacksonville, where he is a member of the fuels division for Naval Station Mayport.

In his daily duties, he provides fuel to three helicopter squadrons to support their mission requirements, as well as transient military aircraft that stop in Mayport for refueling. Last year, the fuels division team delivered more than 11.4 million pounds of fuel to various rotary and fixed-wing aircraft – an average in excess of 31,000 pounds per day.

Petty officer Dericho is quick to highlight the success of the team. “I’m the new guy here – I come to work each day ready to show them what I can do and how I can contribute to the team,” he said while refueling a helicopter during a “cold pump,” a refueling evolution in which the helicopter is not energized or turning rotors.

“The support I’ve received from this command has been incredible. I enjoy the job because I can see the impact we’re making on the mission every day. Without us, the birds don’t get off the ground.”

Mission readiness is a key initiative for the most-senior levels of Navy leadership, emphasizing the importance of leveraging assets and personnel to accomplish the mission in the most effective way possible. Sailors like Dericho maintain high operational tempo on ships, where they don purple helmets (‘cranials’) and vests and are affectionately known simply as “grapes.” Supporting the rigorous flight schedule, both at sea and ashore, is critical for ensuring the aircraft and pilots can carry out their duties safely, which is of paramount importance.

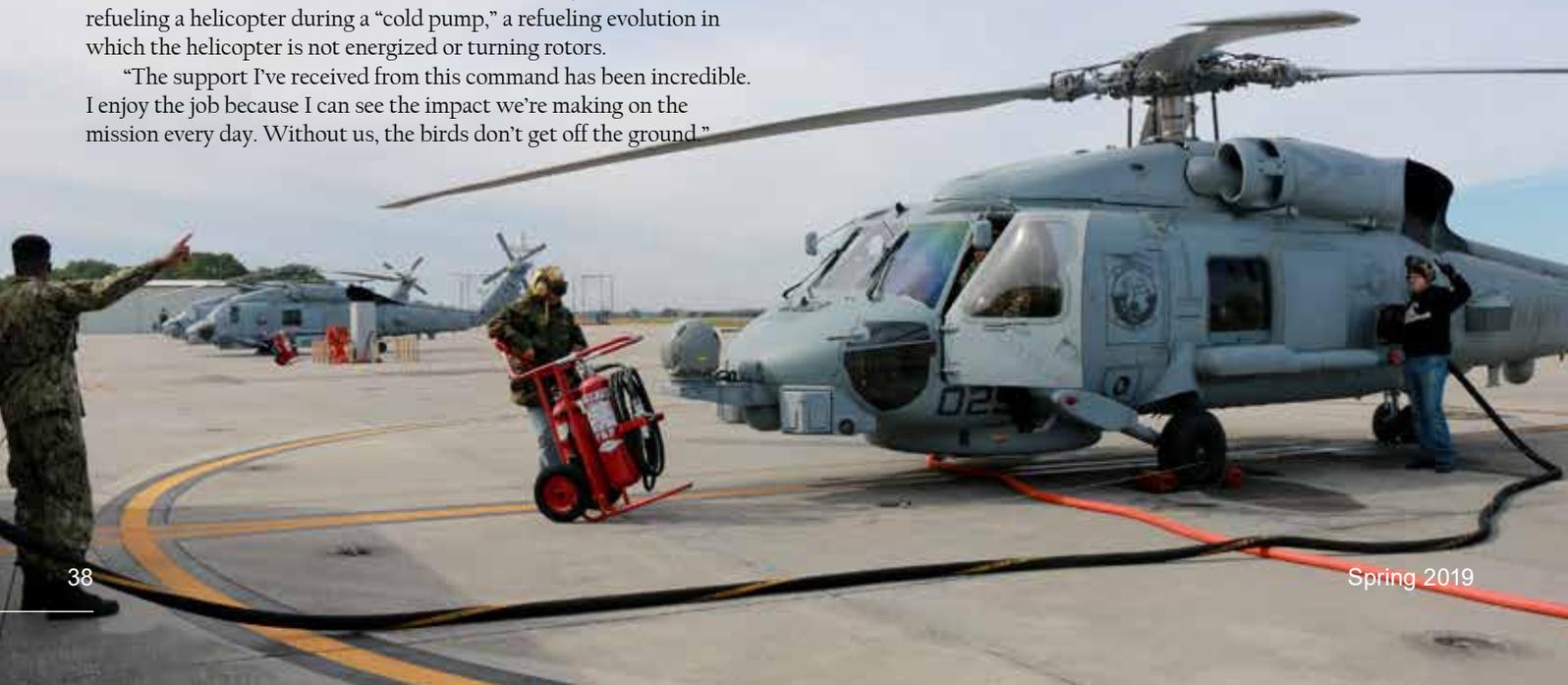
“Every step of the refueling process is completed with safety at the forefront,” said Aviation Boatswain’s Mate (Fuels) Senior Chief Petty Officer Keith Johnson, the senior enlisted leader for the division. “We’re working with highly flammable substances, dangerous heavy machinery, and HAZMAT. We must get it right, each and every time, to ensure the men and women in the aircraft have what they need to get the job done.”

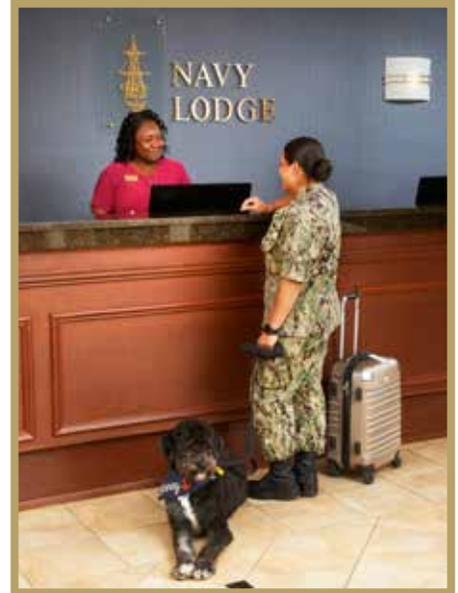
NAVSUP FLC Jacksonville provides fueling support in 18 locations throughout the Southeastern United States, from Florida to Texas. Sailors like petty officer Dericho are responsible for ensuring proper fuel integrity, sanitation and safety practices are employed while delivering fuel to waiting military aircraft, often with just a moment’s notice.

“A good ABF will be willing to learn from others. The Navy has been full of challenges and triumphs so far. The best advice I’ve ever received is to stay humble, and learn all that I can. That’s my goal when I come to work each day.”

When not in uniform, Dericho spends time with his wife and young son, plays football and basketball, and is an avid gamer who regularly competes in tournaments to showcase his skills. He’s also enrolled in the local community college, where he hopes to earn a degree in education, with plans to become a middle or high school teacher after completing his Navy career. ✨

Below: ABF3 Dericho left, signals to an aircraft maintainer while delivering fuel. –photo by Carol Williams





Navy Exchange Service Command's Navy Lodge Program Celebrates 50 Years

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

On Feb. 7, Navy Lodge Little Creek-Fort Story, Virginia Beach, Virginia, kicked off the Navy Exchange Service Command (NEXCOM) Navy Lodge Program's 50th anniversary with a cake cutting. The first Navy Lodge opened at Naval Amphibious Base Little Creek on Feb. 6, 1971.

"We are excited to share this milestone with all of our guests throughout this year," said Robert J. Bianchi, chief executive officer of NEXCOM. "What started primarily as a resource during permanent change of station military moves has evolved into truly a home away from home for our military families. Our guests must think so as well! Our most recent guest service scores were 4.8 out of 5.0, which is outstanding!"

The Navy Lodge Program was created in 1969 to bolster scarce housing options for military families associated with permanent change of station. Teaming up with the

Bureau of Naval Personnel and the Naval Facilities Engineering Command (NAVFAC), construction began on reasonably priced, temporary lodging facilities. Unlike other services' temporary lodging facilities, the Navy Lodge Program distinguished itself by operating with non-appropriated funds.

"The service Navy Lodge Little Creek-Fort Story provides to our military members is second to none," said Cmdr. Brent Fulton, executive officer, Joint Expeditionary Base Little Creek – Fort Story. "Last winter, the heat went out in our barracks during a very cold stretch of weather. The Navy Lodge opened up 60 rooms so that our Sailors would have a warm place to stay."

Over the past 50 years, the Navy Lodge Program has grown to 39 facilities worldwide. When a guest checks into today's Navy Lodge they will find amenities such as free Wi-Fi, a complimentary breakfast each morning and a weekly managers reception. Room choices include family suites with flat

screen satellite televisions and fully stocked kitchens. Navy Lodges also have laundry facilities and vending machines as well as outside play areas and workout rooms at many sites so guests have what they need in one location. Every Navy Lodge is accessible. Dogs weighing up to 70 pounds may stay with their owners at most locations. Cats are welcome, as well.

Throughout the year, the Navy Lodge Program will celebrate its 50th Anniversary with a series of events, activities and surprises for guests and the local military community. ✨

Clockwise from top left: The entrance to Navy Lodge, Gulfport, Mississippi; a room at Navy Lodge, Washington, D.C.; family suite dining and kitchen area at Navy Lodge Little Creek; Fort Story in Virginia Beach, Virginia; a room at Navy Lodge, Gulfport, Mississippi; the entrance to Navy Lodge, Monterey, California

From top to bottom: The NAVSUP FLC San Diego Navy Cash Team distributes new Navy Cash cards to USS Carl Vinson (CVN 70) Sailors during the re-carding event; Joel Ignacio sorts through new Navy Cash cards during the Navy Cash re-carding event aboard USS Carl Vinson (CVN 70); EN1 Lacidric Outlaw, Michael Harands, Andrew Yager and PSC Rodel Ramos participate in the Navy Cash re-carding event on the mess decks aboard USS Carl Vinson (CVN 70).
 –photos by Candice Villarreal



NAVSUP FLC San Diego Completes Navy Cash Re-Carding aboard USS Carl Vinson

From Candice Villarreal, Director, Office of Corporate Communications, NAVSUP Fleet Logistics Center San Diego

NAVSUP Fleet Logistics Center (FLC) San Diego completed its Navy Cash re-carding effort aboard USS Carl Vinson (CVN 70) in November.

The NAVSUP FLC San Diego Navy Cash team completed the one-year endeavor for the entire West Coast after servicing a total of 55 ships in San Diego, Pearl Harbor, and Washington. The three-man squad successfully re-carded a total of 31 guided-missile destroyers, four aircraft carriers, six guided-missile cruisers, and 14 amphibious ships.

“As JPMorgan Chase & Co. leaves the program and the Navy Cash transition to the Federal Reserve Bank of Boston (FRBB) and PNC Bank was underway, we had a real need to get rid of the older JPMorgan cards and provide Sailors with newly-branded cards from the new service providers, and we had a deadline of Dec. 31, 2018.” said Andrew Yager, Navy Cash manager for NAVSUP FLC San Diego.

Navy Cash cards serve as debit cards, combining chip-based electronic purse and magnetic stripe functionality for a two-pronged solution for crewmembers’ financial needs. While the magnetic strip function allows the cards to be used as debit cards out in town, the chip-based purse replaces physical currency on board, eliminating the need for cash on hand or afloat ATMs. Along with new cards for every Sailor, the transition to FRBB and PNC will also enable access to thousands of additional ATMs across the globe, where deployed Sailors need them most.

“The process involved stepping foot on all 55 ships, beginning with USS Higgins (DDG 76) and ending with Carl Vinson, conducting briefs, placing card orders, transferring data to the banks and ensuring Sailors had new, working cards in-hand by the end of each ship visit,” said Yager. “We wanted to make the process as painless as possible for these warships and their crews.”

NAVSUP FLC San Diego embarked on the yearlong re-carding to help minimize impact on waterfront disbursing officers, providing program assistance, training and audit readiness support.

“The Navy Cash program is important to overall warfighter readiness,” said Yager. “With Navy Cash, Sailors have a safe and secure means of having and using funds aboard a ship without the risks involved in maintaining large personal cash stores.”

Readiness, a critical dimension of power for the U.S. military, remains in focus for the NAVSUP Enterprise. As the Navy adapts to a more complex security environment, the entire Enterprise is reforming to meet the fleet’s changing needs while driving mission success. “The Navy Cash program adds a lot of convenience to the everyday life of a shipboard Sailor,” said Yager. “It allows them to focus on doing their jobs without having to worry about how to maintain their money on the open seas as they execute mission requirements.”

Chief Personnel Specialist (SW/AW) Kennedy James agreed, reiterating the importance of a smooth re-carding and transition period for ships and their crews.

“It’s one less thing they have to worry about as they deploy forward,” said James. “By providing this level of support for them, now the disbursing officers, the supply departments and the Sailors can focus on promoting global security instead of having to worry about all the work involved in upgrading or improving an advanced cashless system.”

Assisting with the re-carding effort were NAVSUP Headquarters and the U.S. Department of the Treasury’s Bureau of the Fiscal Service. Carl Vinson’s re-carding marked the official culmination of a complete fleet re-carding effort between NAVSUP FLC San Diego, NAVSUP FLC Norfolk, and NAVSUP FLC Yokosuka.

“If we can make a Sailor’s life a little easier in any way possible, that’s important to us,” said Chief Personnel Specialist (SW/AW) Rodel Ramos. “It’s all tied into quality of life, and that makes us feel pretty good.” ✨



NAVSUP FLC Pearl Harbor Receives National Defense Transportation Association Military Unit Award

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

NAVSUP Fleet Logistics (FLC) Pearl Harbor won the Navy's active-duty category for the 2017 National Defense Transportation Association (NDTA) Military Unit of the Year Award.

NAVSUP FLC Pearl Harbor Commanding Officer Capt. Eric A. Morgan, Ocean Terminals Director/Operational Support Officer Lt. Cmdr. Calvin E. White, and Ocean Terminals Longshoring Director Earl K. Fernandez,

accepted the award during the 6th Annual NDTA-U.S. Transportation Command Fall Meeting in Washington, D.C. on Oct. 24.

Since 1966, NDTA has honored military units from the Navy, Army, Marine Corps, Air Force and Coast Guard for their outstanding proficiency in logistics and transportation.

"Every single person in the ocean terminals department has contributed to this achievement," said White. "We have a responsibility to make sure the warfighters have what they need to be successful and we take that very seriously. The team works diligently around-the-clock during operations and stands ready to support any contingency."

NAVSUP FLC Pearl Harbor's Ocean Terminals Department provided world-class transportation support through stevedoring, documentation, freight staging, and containerization services to the Joint warfighters operating in the Middle Pacific area of responsibility. The team worked with all branches of service – active duty and reserve military personnel, foreign military, and commercial carriers – to support deployments and exercises, enhancing warfighter readiness while prototyping and

testing improvements for the efficient and effective movement of cargo.

"We successfully met all operational logistics and transportation mission requirements," said White. "It was a testament to the resilience and professionalism of the civilian workforce, active duty and reserve component military personnel, and partnerships with the Surface Deployment and Distribution Command and supported units." ★

Above: From left to right: Earl K. Fernandez, ocean terminals longshoring director, NAVSUP FLC Pearl Harbor; Lt. Cmdr. Calvin E. White, ocean terminals director/operational support officer, NAVSUP FLC Pearl Harbor; Capt. Eric A. Morgan, commanding officer, NAVSUP FLC Pearl Harbor; and Marine Corps Lt. Gen. John J. Broadmeadow, deputy commander, USTRANSCOM, pose at the 6th Annual National Defense Transportation Association-U.S. Transportation Command Fall Meeting. –photo by Cherie Cullen



Two F/A-18E Super Hornets from the Tophatters of Strike Fighter Squadron (VFA) 14 participate in an air power demonstration over the aircraft carrier USS John C. Stennis (CVN 74). —photo by Mass CSSA Ignacio D. Perez

NAVSUP Weapon Systems Support Supply Corps Officers Attend Supply Corps Senior Leadership Symposium

By Jeff Landis, Deputy Director, Corporate Communications, NAVSUP Weapon Systems Support



More than 200 senior leaders from the Supply Corps converged in Leesburg, Virginia, Nov. 6-9, at the Supply Corps Senior Leadership Symposium (SCSLS) to focus on their top priorities to support the warfighter and maintain a robust corps of supply professionals. Attendees ranged from active and Reserve flag officers to senior executive service (SES) members, captains and captain selects from the Supply Corps community. Each played a vital role in sharing discussions and perspectives to help shape the future environment of naval supply support.

Several Supply Corps officers (SUPPOs) from NAVSUP Weapon Systems Support (WSS) in Mechanicsburg and Philadelphia, Pennsylvania, attended SCSLS with a focus on the Corps' heavy lifting into the new year – audit, accountability, reform and readiness.

Introductory remarks from Commander, NAVSUP and Chief of Supply Corps, Rear Adm. Michelle Skubic, focused on the imperative of readiness and reform – auditing and tracking assets and modernizing systems and processes – to increase the readiness, responsiveness – and lethality of our naval forces. She also reminded that SUPPOs are in high demand and discussed how the Supply Corps must manage risk to make significant and swift changes.

“We exist to support readiness and lethality,” said Skubic. “NAVSUP, with both a Supply Corps and civilian presence, will

continue to aggressively improve impact in the industrial space. Our supply expertise is key to getting ships out of availabilities on time and jets back in the air.”

Rear Adm. Duke Heinz, commander of NAVSUP WSS, provided a brief about Performance to Plan (P2P) – a new initiative focused on a deliberate approach to readiness recovery for naval aviation, surface and undersea warfare using a concrete plan with distinct measurables. Heinz described the three-year P2P plan (one year of execution and two to cover the program objective memorandum) as a way to provide the Secretary of the Navy (SECNAV) and the Chief of Naval Operations (CNO) with a forward-looking, data driven, operating performance forecast while also allowing senior leadership to get involved early and often to fix any problems and ensure success.

Deputy Commander for Aviation, Capt. Kerri Yarbrough, and Director of Aviation Operations, Capt. Michael York, along with other NAVSUP WSS SUPPOs, recognized the imperative to get it right and get after audit and accountability – to be “front and center” in the solution.

“NAVSUP’s reform efforts have paved the way ahead for us,” said Yarbrough, “but our sense of urgency must penetrate our entire organization and the way we focus our efforts in order to have a direct and immediate impact on fleet readiness.”

NAVSUP WSS in Philadelphia has been

tackling one of the more pressing issues – fighter aircraft readiness recovery; predominantly with the F/A-18 fighter jets bridging a gap before the F-35 Joint Strike Fighter is able to reach operational capability.

Now, with a laser focus on correcting all the top degraders – those F-18 repair items and parts that are needed to keep the aircraft flying – NAVSUP WSS can aggressively seek repair, supply and delivery solutions with a sense of urgency. Materiel readiness planning meetings, along with strategic industry engagements and workshops, among other efforts, are areas where NAVSUP WSS is aggressively seizing opportunities on a path for readiness recovery. NAVSUP WSS is also taking part in a new aircraft-on-ground (AOG) cell – a collaborative, cross-functional effort between various stakeholders to expand a path of success for all of naval readiness.

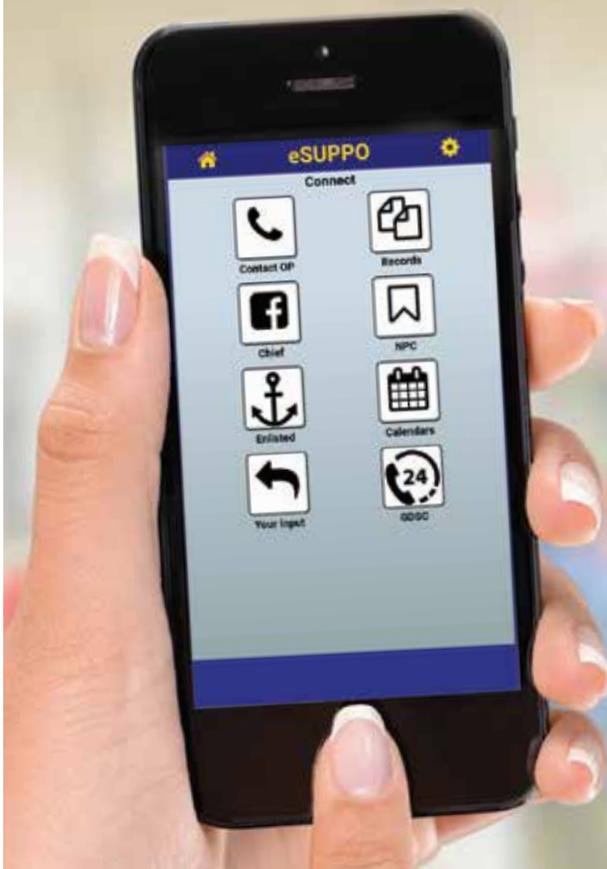
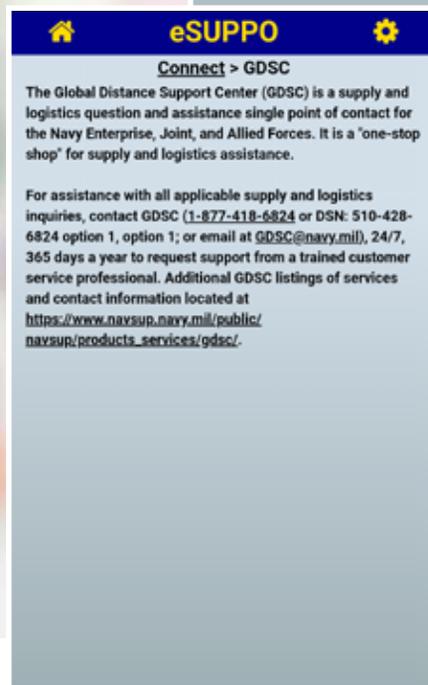
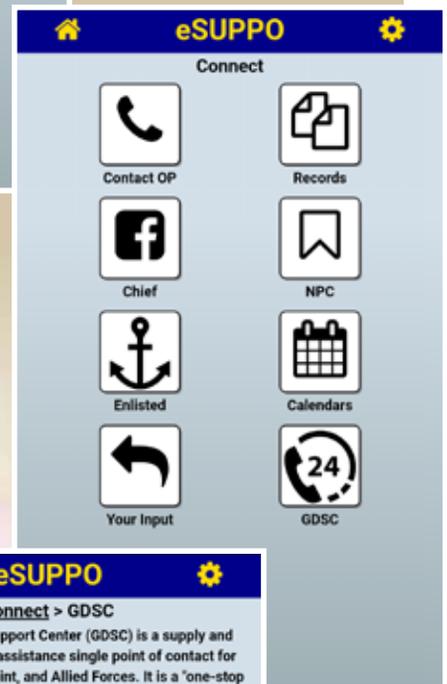
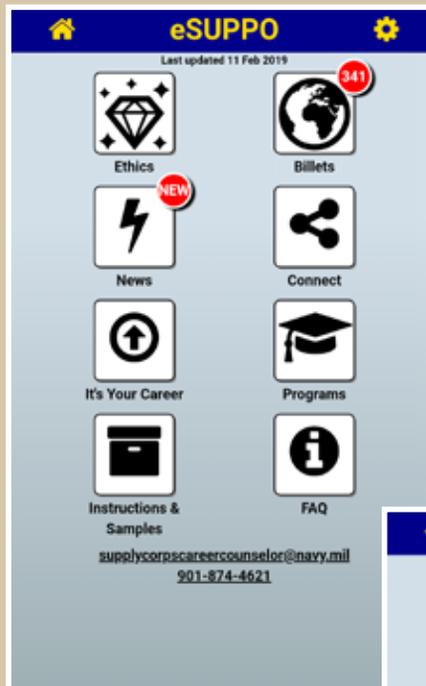
“We have a real sense of urgency here,” said York. “Our positive impact on fleet readiness could most certainly affect the outcome in the next naval battlespace. The near-peer threats are real and modernizing supply chain functions and processes to provide the fleet what they need when they need it will ensure our naval forces are ready for the next fight.” ✨

Contact GDSC Using eSUPPO

Customers of the Global Distance Support Centers (GDSCs) at NAVSUP Fleet Logistics Centers (FLCs) Norfolk and San Diego can now contact them using the eSUPPO app.

From the eSUPPO home page, tap Connect and then tap GDSC. The GDSC page appears, displaying phone, email, and website links.

GDSC's mission is to be the single point of contact for supply and logistics questions, and assistance support to the Navy, Joint, and allied forces.



NAVSUP Fleet Logistics Center Sigonella Leaders Meet to Plot Command's Course for 2019

By Joe Yanik, Office of Corporate Communications, NAVSUP Fleet Logistics Center Sigonella



Rear Adm. Grafton Chase Jr. (center), director of Readiness and Logistics, U.S. Naval Forces Europe and Africa is pictured alongside senior leaders assigned to NAVSUP FLC Sigonella.

Within the last few years, NAVSUP Fleet Logistics Center (FLC) Sigonella experienced a dramatic increase in logistics support operations within the European and African Command theaters of operation.

To prepare and respond to the future growing needs of the fleet and shore-based forces, more than three dozen of the command's military and civilian leaders gathered for its annual leadership conference Jan. 29-31 at Naval Air Station Sigonella, Sicily, Italy, during which they exchanged ideas and developed solutions to better achieve the command's strategic goals during fiscal year 2019.

"You are all here as leaders to challenge existing assumptions that may be inhibiting our progress, make decisions that improve our processes and, ultimately, make a difference in how we provide logistics support to our areas of operation," said NAVSUP FLC Sigonella's commanding officer, Capt. Dion English during his opening remarks to the group.

Presentations during the conference focused on headquarters' and each of its five site's capabilities and responsibilities. Discussion topics emerged organically among attendees in a spontaneous, open forum format to generate solutions to operational and workforce challenges.

"Candid dialogue about important issues was very important to the success of the conference because it fosters common understanding of the root causes of issues or challenges, and produces best courses of action to go forward," said NAVSUP FLC Sigonella's Executive Director, Mr. Bong Cabling. "For instance, the operational impact of the 12-month rotation of personnel in Souda Bay, Redzikowo, Deveselu and Djibouti prompted the team to highlight key

issues to be addressed with external commands and significant issues to be discussed within the NAVSUP swimlane."

Two recurring themes during this year's conference were the importance of taking care of the command's workforce, professionally and personally; and recognizing the contributions of Navy Reservists and local nationals to the NAVSUP FLC Sigonella mission.

Mercedes Maestre, a procurement technician at Site Rota and one of several local national (LN) team members in attendance, delivered a presentation at the conference on behalf of her LN colleagues.

"The purpose of my remarks was to present issues to leadership that are important to my colleagues and to propose ideas for solutions, like opportunities for professional development," Maestre said.

NAVSUP FLC Sigonella's Navy Reserve Commander, Capt. Charles Kirol was another attendee at the conference.

"By gaining an understanding of NAVSUP FLC Sigonella's goals and manning challenges, we Reservists can rally around our active duty counterparts with support to drive maximum value for the command," Kirol said.

From the dialogue that took place at the conference, leaders devised action items that will be distributed for completion.

"Our ability to achieve our objectives this year depends not just upon exchanging ideas and brainstorming solutions, but following through on action items we recorded during our discussions," Cabling said. "Following up enables us to align our approach and answer leadership's mandate of being able to fight and win." ✨

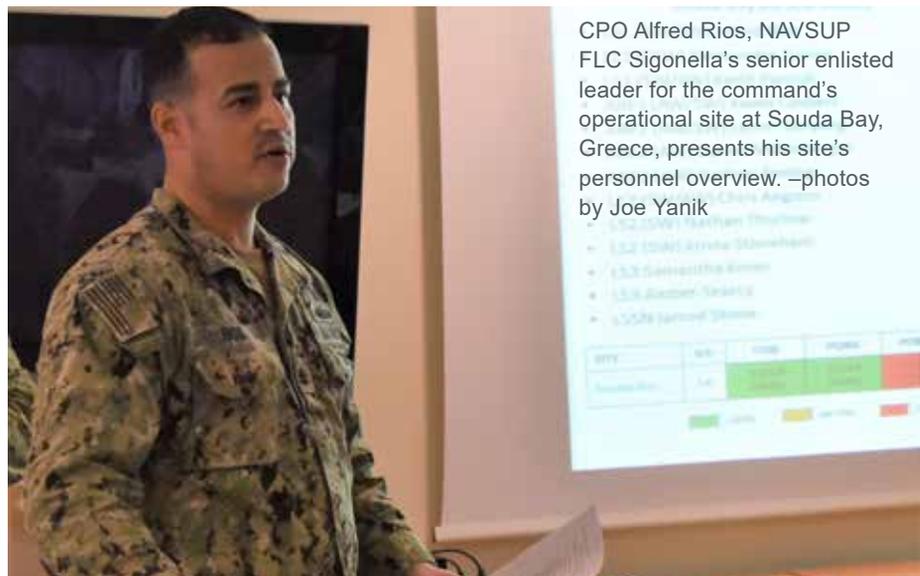
Rear Adm. Grafton Chase Jr. (right, standing), director of Readiness and Logistics, U.S. Naval Forces Europe and Africa, speaks to NAVSUP FLC Sigonella's senior leaders.

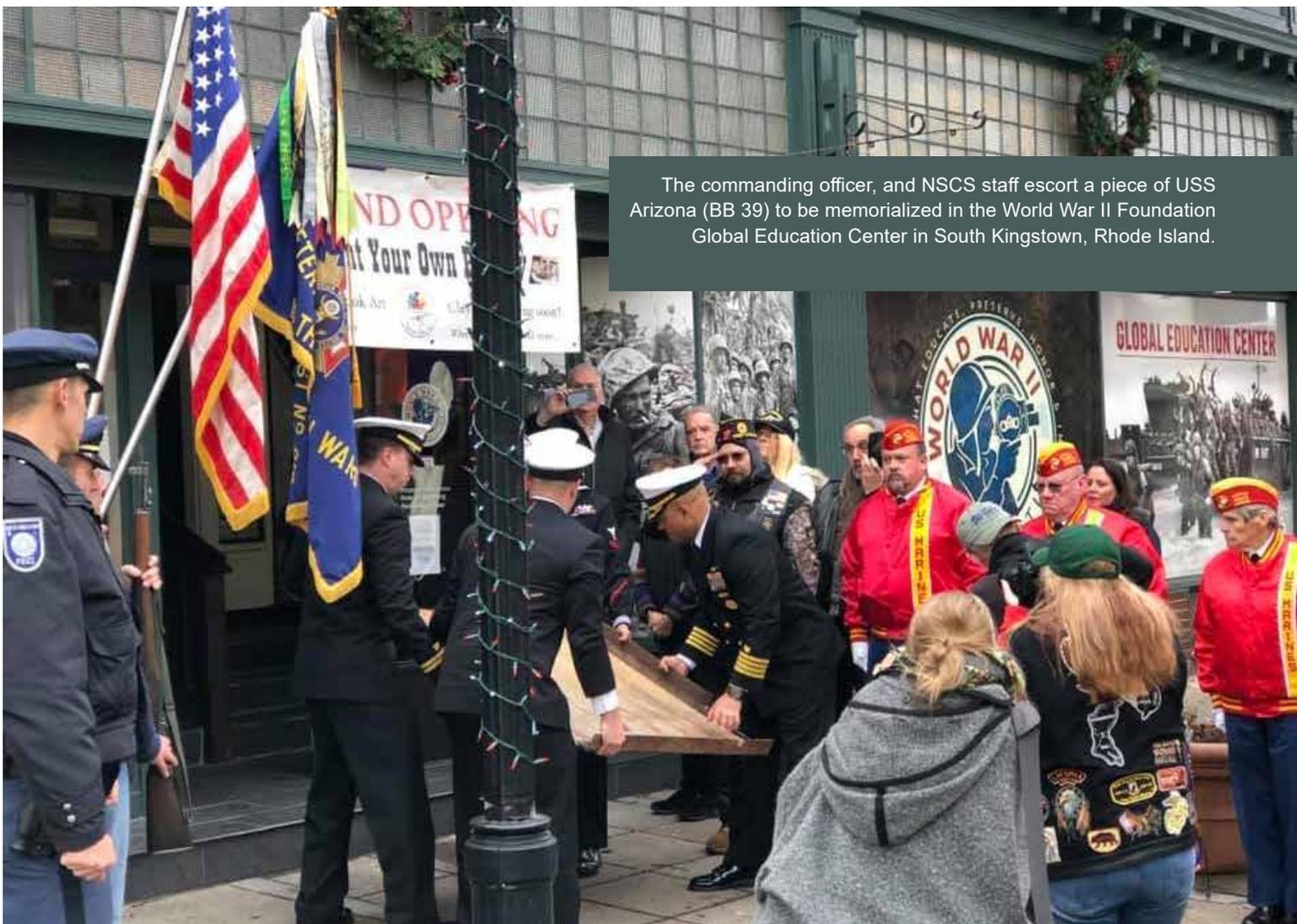


Capt. Dion English (left), NAVSUP FLC Sigonella commanding officer, listens as Antonio Fiorini, organizer for the command's leadership conference, gives closing remarks after English publicly thanked him for a job well done.



CPO Alfred Rios, NAVSUP FLC Sigonella's senior enlisted leader for the command's operational site at Souda Bay, Greece, presents his site's personnel overview. –photos by Joe Yanik





The commanding officer, and NSCS staff escort a piece of USS Arizona (BB 39) to be memorialized in the World War II Foundation Global Education Center in South Kingstown, Rhode Island.

Navy Supply Corps School: Over 100 Years of Community Service

By Lt. Stephen Astafan, Public Affairs, Navy Supply Corps School

The Navy Supply Corps School (NSCS) has a longstanding tradition of community service in addition to the logistics service it provides to the fleet. Across a century, and five separate communities within America, the men and women of the various classes held within its campuses have volunteered to make a positive impact wherever they go. Typically, a graduating class of the six-month Basic Qualification Course (BQC) leaves NSCS after completing nearly 1,000 hours of community service in the school house's current home in Newport, Rhode Island.



Above: Graduates of BQC class of 1989 in Athens, Georgia clean up the local environment.



Left: NSCS students support the American Foundation for Suicide Prevention.

Below left: BQC students representing the Supply Corps at the Waterfire Veterans event in Providence, Rhode Island.

Below: BQC students support the Save the Bay Foundation that works toward preserving the Narragansett Bay, where Naval Station Newport is located. Entrants swim and kayak the bay, starting at the Naval Station Newport Officer's Club.



Above: NSCS students volunteer to support the annual Newport Folk Festival held in the Historic Fort Adams park.

Left: ENS Marcus Burdios, assists a Navy veteran during a Providence, Rhode Island veteran's event.

Navy Supply Corps School Pilots Digital Delivery

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

On Jan. 17, Navy Supply Corps School (NSCS) had the honor of hosting Rear Adm. Paul Verrastro, director of Logistics, U.S. European Command; Rear Adm. Chip Chase, liaison, Fleet Supply, Logistics and Ordnance, U.S. Naval Forces Europe/Africa/U.S. Sixth Fleet; Rear Adm. Kevin Jones, commander, Defense Logistics Agency Distribution; and Mr. Kurt Wendelken, SES, assistant commander for Supply Chain Technology and Systems Integration, NAVSUP, for a roundtable.

With more than 100 junior officers in attendance, the panel discussed topics ranging from European and African deterrence to community advice. The method of delivery is what made this roundtable different, for the first time at NSCS, everyone in the room had an iPad.

This may seem simple, but it's a milestone for the schoolhouse.

"We've always done things one of two ways; we either printed dozens or even hundreds of pages, or we would stare at a static projection. Now, we've found the middle ground that lets people engage with the material and the brief simultaneously," explained Capt. Nick Rapley, commanding officer of NSCS.

Most impressive of all, the bill for establishing the new mobile device program was zero dollars.

"A few months ago we were idly chatting with another command on base who jokingly asked if we, as supply officers (SUPPOs), would help them dispose of their old iPads," said Basic Qualifications Course Instructor, Lt. Adam Johnson. "We saw an opportunity to start something new at the command."

This kind of innovation has become the norm at NSCS and aligns the school with the Chief of Naval Operations' initiatives for training.

Clear communication is one of the hurdles the schoolhouse has encountered.

Although "supply" is a local dialect at NSCS, speaking technology doesn't come as naturally.

"We may all hear the same words," Rear Adm. Verrastro explained during the brief, "but it doesn't mean we're all hearing the same message."

Rear Adm. Verrastro was referencing speaking supply to other communities, but his point also stands for the mobile device program.

It's with the help of leaders and subject matter experts like Mr. Wendelken, that NSCS has been able to make real progress on new ideas that will pay dividends in the future.

"You give your fellow warfighters

every command the Navy has, the answers are here.

The other benefit to the schoolhouse has been supportive leadership identifying what questions to ask and what barriers to tackle. With support from the Center for Service Support (CSS), NSCS's immediate superior in command, the schoolhouse is looking ahead at new ideas. We are taking this opportunity to get creative and fall forward as we provide better learning environments for our students.

During the brief, Rear Adm. Jones gave advice to ensigns currently assigned to the schoolhouse.



Piloting the first phase of NSCS' Modernized Training Delivery Initiative, nearly 150 officers followed along on iPads as leaders explained effects of great power competition and how the current geo-political environment impacts Europe & Africa's dynamic logistics landscape.

Left to right: Rear Adm. Paul Verrastro, Rear Adm. Chip Chase, Rear Adm. Kevin Jones, SES Mr. Kurt Wendelken –photo by Lt. Stephen Astafan

options by finding ethical ways to get to yes," said Mr. Wendelken about the role of SUPPOs in the fleet, adding later that this includes people in his position supporting the innovation and ideas of subordinate commands.

"This is supply, we stick together. There is always a lifeline," commented Rear Adm. Chase.

Nowhere is that more relevant than at NSCS, with diverse staff and reach to nearly

"What you as logisticians have to bring to your boss is options."

The mobile device initiative is doing just that for NSCS.

We are logisticians and we offer options. We are at the beginning of a new way of communicating with our students and graduates so that the fleet is ready to fight, ready to sustain, and Ready for Sea. ✨

Building Effective Leaders Through Literature

By Lt. Stephen Astafan,
Public Affairs,
Navy Supply Corps School

The Navy Supply Corps School (NSCS) in Newport, Rhode Island, has been producing the world's top logisticians since its plank owner class of 2011. However, the history of the school reaches far beyond the last eight years and one thing has remained constant in spite of location changes: the production of well-rounded staff officers. Although the specific responsibility of Supply Corps officers is to be ethical mission enablers through "beans, bullets, and bandages" the modern officer is charged with much more.

To echo the words of John Paul Jones, "It is by no means enough that an officer of the Navy should be a capable mariner [or logistician] but also a great deal more."

In the pursuit of John Paul Jones' immortal "Qualifications of a Naval Officer," we strive to provide our students the opportunity to be officers who embody "liberal education, refined manners and punctilious courtesy, and the nicest sense of personal honor."

We do this through a robust Leadership and Management Course. Unlike other courses taught at NSCS, students are not only tested on their supply acumen, but their ability to communicate and lead effectively.

Each class is given the opportunity to read any book regarding naval leadership or heritage of the students' choosing. Since officers must be able to think creatively and communicate efficiently, students submit papers on the books they select because, after all, leaders are readers.

The following submission was the highlight of this assignment, illustrating the enormous value that hard work, academic rigor, and strong communication brings to the fleet. ✨



Book Review: All the Gallant Men

By Ensign Mackenzie Orr
1st Battalion "A" Company

As the first and only memoir by a USS Arizona (BB 39) survivor, the New York Times bestseller "All the Gallant Men" provides an eyewitness account of the Pearl Harbor attack through Donald Stratton's powerful story of courage, loss, and survival. At the age of 95, Stratton recounts his experiences during World War II with the help of Ken Gire, which makes it a particularly intriguing reading choice. After years of consideration, Stratton chooses to deliver a firsthand account of the brave actions of American Sailors when the Japanese attacked Pearl Harbor in 1941. The memoir provides insight into the Navy of the World War II era—arguably a time period that tested and established United States dominance in naval warfare. Most importantly, his memoir is a story of personal resilience under harrowing circumstances. It highlights the unconquerable spirit of an American Sailor as Stratton fights to overcome life-threatening injuries in order to return to the fight.

Summary

On the morning of Dec. 7, 1941, as the color guards assembled on the decks of the United States Navy ships moored in Pearl Harbor, Captain Mitsuo Fuchida's radioman signaled "To, to, to"—the first syllable of the Japanese word for "charge."¹ The order initiated the surprise attack at Pearl Harbor, which ended with 2,403 service members killed, 1,176 wounded, and staggering destruction to half of the Pacific Fleet's ships and aircraft.² In "All the Gallant Men," Stratton provides a poignant personal account of the events that day from his perspective as a seaman first class aboard the Arizona.

Stratton begins the story as a 19-year-old from Red Cloud, Nebraska who joins the Navy to escape the poverty caused by the Dust Bowl of the Great Depression. The truth, according to Stratton, is that many of his fellow Sailors joined for similar reasons—they needed jobs—and in their naivety, none of them imagined they would be fighting for their lives and to save the half of the Pacific Fleet in Pearl Harbor.³ Stratton recalls in detail the horrors of the attack. He relives escaping the inferno of the blasts by moving hand-over-hand across a rope attached to an adjacent ship. He remembers his nights in the hospital with the other burn victims, the cries of dying men, and the caring nurses who comforted them to ensure no man died alone. Out of these dark days Stratton rose, recovering from the burns to two-thirds of his body and reenlisting in 1944 to fight alongside his shipmates. Thus, in addition to the Pearl Harbor attack, Stratton's memoir includes his unique memories of the Battle of Leyte Gulf, and the last major battle of the war, the Invasion of Okinawa—making him one of few men who served at both the first and last shots of World War II.

Those who visit Pearl Harbor can tour the Arizona Memorial, where the names of the 1,177 men who perished are chiseled onto the white marble wall, and where the remains of more than a thousand of those

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¹ Donald Stratton and Ken Gire, *All the Gallant Men* (New York: HarperCollins Publishers, 2016), 83.

² Stratton, 111.

³ *Ibid.*, 9.

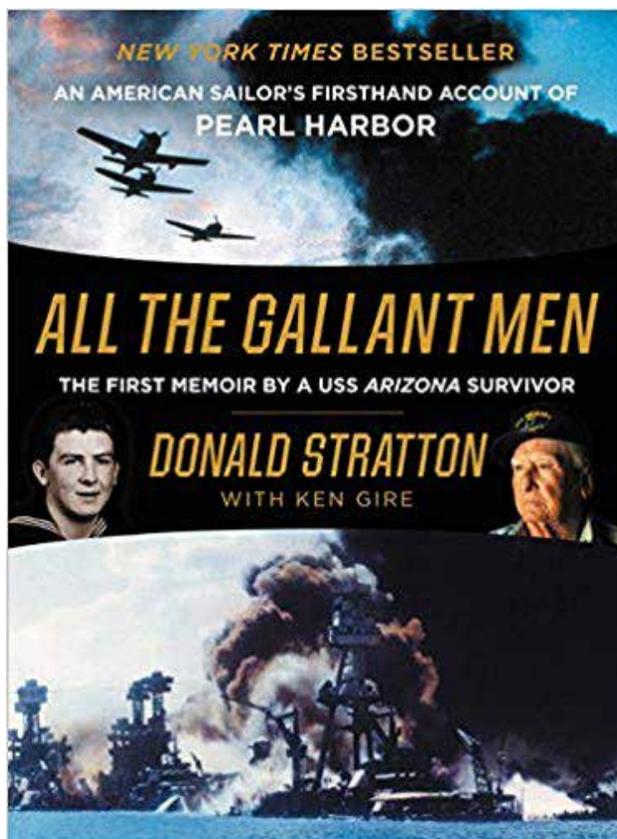
men lay at rest with the sunken battleship.⁴ At his age, Stratton recognizes that as the number of witnesses of the attack shrinks each year, his duty to tell the stories behind the names of the men who so bravely fought and sacrificed grows. They had families and loved ones and tales which deserve to be told. He eloquently achieves this purpose in “All the Gallant Men.”

Relevance to Navy Core Values

There is a wallet in the Roosevelt Presidential Library that one may not find interesting upon first glance; however, for Stratton it contains a significant poem. The wallet was Eleanor Roosevelt’s and the poem goes: “Somehow out there A man died for me today. As long as there be war, I must answer Am I worth dying for?”⁵ Eleanor Roosevelt put the poem in her wallet after the Pearl Harbor attack and carried it with her for the rest of her life. It begs a question that we can all consider, “Am I?” Stratton considers it daily. To live with the Navy core value of honor is to live a life worth the sacrifices of gallant men.

As indicated by the title of the memoir, the most distinct core value observed by Stratton was courage. As flames engulfed the Arizona, catching the Sailors on fire, men stumbled, crawled, and fell on the quarterdeck, yet they courageously continued to fight. A fellow Sailor in Stratton’s division, Clay Musik, recalls the courage he saw in one leader. As the chaos unfolded, Musik remembers, “Lt. Cmdr. Samuel G. Fuqua...[as he] walked among the dead, wounded, and the wreckage, calmly directing survivors over the side.”⁶ His memory is corroborated by another man aboard, a Marine sergeant who wrote, “[Fuqua’s] calmness gave me courage and I looked around the deck to see if I could help...I am proud to say I came under his authority.”⁷ Lt. Cmdr. Fuqua embodied the core value of courage by staying aboard until the very end. He led his men to fight the flames and helped his men get off the ship to safety. His unruffled strength inspired the men around him and exemplifies courage in the grimmest of circumstances.

The commitment of Joe George saved Stratton’s life. As Stratton and six other men from his division stood trapped in flames, George ignored orders from a superior to cut the ropes linking his ship to the Arizona. After multiple attempts, he threw an additional life-saving rope over to Stratton and his men before cutting the other lines. He never knew if the men survived, but Stratton never forgot his name and the action which saved his life. Gallant men such as Joe George drove Stratton to return to the war in 1944. For Stratton, there was no other option; he needed to rejoin his brothers-in-



arms. For him, combat created a level of commitment that no other condition could reproduce. These stories are just a few of Stratton’s numerous examples of the Navy’s core values of honor, courage and commitment in “All the Gallant Men.”

Recommendation

As a 95-year-old with years of experience and time to reflect, Stratton leaves us with simple advice: “Absorb the training you receive, every bit of it; you never know what

part of it you may need. An attack could happen again, anytime, anywhere.”⁸ Through his riveting recreation of the Pearl Harbor attack and intuitive lessons, Stratton proves the significance of this advice. The American population as a whole will identify with the patriotism in “All the Gallant Men,” but for the one percent who serve, Stratton’s words will resonate on a deeper level. His lessons and memories come after years of reflection, and Sailors should take the time to read and consider what he tells us. Truth be told, the Japanese caught America off-guard, as did Al-Qaeda on Sept. 11, 2001. A series of

erroneous decisions left the Sailors at Pearl Harbor unaware of the incoming attack. As Franklin D. Roosevelt said best, “It is our obligation to the dead—it is our sacred obligation to their children and to our children—that we must never forget what we have learned... that we cannot measure our safety in terms of miles on any map anymore.” He provides a humbling reminder to learn from our mistakes and to value our obligations as Americans and service members.

Every year as the anniversary of the Pearl Harbor attack approaches and we prepare for colors on the morning of Dec. 7, our duty is to honor those who went before us. It is a time to remember that in that moment 77 years ago, men took to their battle stations and gave their lives in support of the freedom we cherish as Americans. As Stratton underscores, to do their memory justice we must never be complacent in our training, and we must continue to uphold the values which make the United States Navy the strongest and most feared

in the world. ✨

Citations

Stratton, Donald and Ken Gire. *All the Gallant Men*. New York: HarperCollins Publishers, 2016.

⁴ Ibid, 113.

⁵ Ibid, 128.

⁶ Ibid, 97.

⁷ Ibid, 98.

⁸ Ibid, 229.

One Team, One Fight: Understanding Enlisted Career Paths is Vital for the Entire Supply Community

By Karla Gabel, Office of Supply Corps Personnel,
Naval Supply Systems Command

As more Supply Corps officers now sit on enlisted selection boards, it is important for officers to understand each enlisted career path in order to make wise selections. We must choose the right Sailors to be our future senior enlisted leaders.

Enlisted Selection Boards

According to LSCM Stephanie Tuttle, “Selection boards exist to pick those Sailors we believe have the requisite experience and performance to fulfill leadership positions in the next higher paygrade. As always, board members should look for sustained superior performance in challenging billets...choosing the right Sailors to be our next Leading Chief Petty Officers (LCPO), Division Leading Chief Petty Officers (DLCP), and potential Command Master Chiefs (CMDCM) is critical to the success of our community.”

Enlisted Ratings and Career Paths

The career path for each rating is a great tool for Sailors to follow in order to be successful in their careers. It provides them with a guide for sea/shore flow, job positions, and qualifications. Understanding the career paths provides Supply Corps officers with a better understanding of each rating.

Culinary Specialist (CS) Rating

Culinary Specialists (CSs) are needed on every ship and shore base in the Navy. Everyone has to eat!

The CS Learning and Development Roadmap (LaDR) provides a great overview of the rating. It states, “Culinary Specialists operate and manage Navy messes and living quarters established to subsist and accommodate Navy personnel. They prepare menus, manage and account for subsistence inventories and prepare and maintain financial records. It is commonly accepted that the “mess decks” or dining areas aboard ships are the “Heart of the ship” and the role CSs play in the morale of the ship is very important. CSs are needed on every ship and shore base in the Navy. Navy CSs provide food service for admirals and senior government executives. Career paths should include diverse assignments ashore and afloat that enhance culinary skills and leadership abilities and promote the future success of the rate by developing junior Sailors.”

According to CSCM Garfield Christie, “It is important for our

Supply Corps officers to understand the sea/shore flow of our CSs, and to observe closely that an eligible CS up for advancement is going to sea when he or she has the opportunity based on their rotation. I have to believe that every experience in Food Service (ashore or afloat) is valuable to maintain the technical acumen and expertise in the CS rating.”

“While assigned to sea duty, a chief culinary specialist (CSC) must be an LCPO, cargo chief, mess deck master at arms (MDMAA) LCPO, qualified officer of the deck (OOD), section leader, damage control training team (DCTT) member or other training team member, while running a successful food service operation. At a minimum, a CSI should have a divisional or departmental collateral duty such as training petty officer, mentorship coordinator, or sponsor coordinator because they are always doing one or all each day,” stated Christie.

It is important for CSs to take advantage of continuing education, either online or in the classroom. Doing so shows an initiative to gain knowledge, and adds value to their roles as leaders.

For a CS to be strongly considered for advancement, a consistent sea/shore rotation is vital unless they are in a flag billet, which moves them to various shore to shore billets. “The perception out there is ‘the more command involvement, the better,’ but that couldn’t be further from the truth. When a CSC or CSCS is heavily involved in his or her division and department, taking on a collateral duty is encouraged as long as he or she can maintain balance in their primary job while making a difference in their command,” explained Christie.

A common misconception in the CS/supply community is that you must be at sea as a CSC or CSCS to be considered for advancement to the next pay grade. There are challenging ashore assignments in need of highly motivated CSs who have maintained a steady sea/shore rotation.

“Every CSI, CSC, CSCS, and CSCM should be the technical expert and should always be heavily involved in the operation of a food service operation and the training of other culinary specialists,” stated Christie.

While important for Supply Corps officers to look at an enlisted Sailor’s leadership and management abilities, it is also important to consider that Sailor’s in rate technical expertise.

Logistics Specialist (LS) Rating

Logistics Specialists (LSs) provide support to surface, subsurface, and aviation platforms, as well shore locations. LSs manage inventories of repair parts and general supplies that support Naval Expeditionary Combat Command (NECC), United States Naval Construction Force (Seabees), postal operations, and the Special Warfare communities. LSs are also assigned to Marine Corps units, Reserve centers, recruiting centers, and staff commands. They procure, receive, store, and issue material and repair components. They operate Navy post offices, finance windows, sort and distribute all official and personal mail, and use financial accounting programs and databases.

According to LSCM Matthew Stockdale, “We are truly worldwide assignable. We provide global logistical support and are constantly resolving supply chain management challenges that arise. We move critical parts, mail, cargo, hazardous material (HAZMAT),

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and anything else a deployed command might need. The LS duties at the senior level provide input and solutions to the logistical challenges that occur. We keep a pulse on the fleet and forecast logistical needs to ensure mission success, and address any concerns that develop over time.”

“Supply Corps officers sitting on a selection board need to understand all of the communities associated with the rating. Reviewing the career path periodically will help them truly understand just how large the rating is, and how to guide sailors under their care when a senior enlisted member is currently not assigned or the billet is gapped. We are looking for the best Sailors out there who are fully-qualified technical experts who can be counted on to take our place,” said Stockdale. “Understanding what is expected on a second or third sea tour will help them identify candidates that should be considered for promotion.”

When asked how the LS rating has changed in recent years, Stockdale responded, “In recent years the rating has become challenging because we have merged three ratings into one: Aviation Storekeeper, Postal Clerk, and Storekeeper. We have embraced the Ready Relevant Learning (RRL) concept and the Sailor 2025 concept. In doing this, we have realized the areas that needed attention. This has been an ongoing process and will pay dividends in the future. We have taken input from every community’s subject matter expert and have collectively provided input on what the expectations are of a first-term LS joining the ranks. The “A” School curriculum is being adjusted and updated, as well as the “C” school curriculum.”

“We are continuing to look for areas of improvement and provide feedback to these working groups in order to make the rating better. The rating as a whole is facing more challenges as we bring new ships and aircraft online. These new platforms will bring more modernization to the rate and how we operate. We are going to become a more technically sound rate and be more efficient at what we do,” said Stockdale.

Ship’s Serviceman (SH) Rating

After 75 years, the Ship’s Serviceman (SH) rating will soon have a name more in line with the ratings modernization – Retail Service Specialist (RS). According to CMDCM (SW/AW) Thaddeus Wright, this change is expected to take place in 2019.

SHs are responsible for managing and operating all shipboard retail and service activities, including ship’s stores, vending machines, coffee kiosks, barber shops, and laundry operations. They play a large role in the morale of the ship. SHCM Monique Chatman stated, “SH stands for Super Heros! They exceed the basic requirements placed before them, with minimum manning onboard certain naval vessels.”

“The SH rating has always been pretty consistent with the job task at hand. However, within the last couple of years it has slightly shifted, assuming more responsibility into the Culinary Specialist (CS) community, operating hotel services onboard certain carriers. Supply Corps officers participating on selection boards may notice potential E6s and above either being the leading petty officer (LPO) or leading manager of the S-5 Division. This is a major operation that entails a lot of responsibility and accountability onboard various carriers, nonetheless, board members should focus on written results

and take into consideration how well that leader or manager operated outside their rate. Additionally, SHs tend to function and perform postal clerk or custodian of postal effects (COPE) duties onboard certain naval platforms, while maintaining and fulfilling SH shipboard requirements,” said Chatman.

The sea/shore rotation for the SH rating is different from the rotation for CSs and LSs, and because of this, there are a limited number of shore billets for SHs. An SH may do back-to-back sea tours, which could be viewed as, “a Sailor not following their sea/shore flow” by the board, however, this should not hinder a candidate’s selection for advancement. Currently, SHs are forced to take very general billets or isolated billets that may be grouped as “one of one” or “two of one.” “These vital shore billets are the stakeholders of the SH rating, such as preparing publications and manuals, training future Supply Corps officers, and directing and providing training for the Ship’s Serviceman community,” said Chapman. She continued, “often the subject matter experts (SMEs) on the board tend to push aside the three isolated billets on the San Clemente, San Nicolas and Diego Garcia islands. These billets are often hard to fill due to being viewed as career killers, however, they are very unique, demanding, and it takes a strong manager to operate the ship’s store for the entire base.”

According to Chatman, “These Sailors are not ranked out against big periodic groups. The ranking is often viewed unfavorably and does not allow room to retrieve a hard or soft break out.” She recommends that board members keep this in mind as they review the evaluations and select the best and most fully qualified candidate that warrants the promotion.

Supply Enlisted Roadshows

A great way for Supply Corps officers to learn more about the enlisted career paths and issues facing the community is to attend an enlisted roadshow.

Roadshows provide enlisted Sailors with the ability to meet face-to-face with detailers and learn the current status of our force from the enlisted community managers. Sailors learn about career planning and advancement opportunities, including special programs. At the end of each roadshow, Sailors are given the opportunity to privately address concerns or ask questions they may not feel comfortable asking in a group setting. Enlisted Sailors are highly encouraged to attend these events.

By attending enlisted roadshows, Supply Corps officers can learn how to support enlisted Sailors in their careers and help the Navy as a whole. One team, one fight. ✨

An overview of each rating and career path can be found in the “It’s Your Career” section on the eSUPPO app and on the Supply Enlisted Ratings Community Manager page on the Navy Personnel Command website at the following URL: <https://www.public.navy.mil/bupers-npc/enlisted/community/supply/Pages/default2.aspx>

Life Cycle Supply: Accessions

By Lt. j.g. Nicholas Reel, Office of Supply Corps Personnel,
Naval Supply Systems Command

Throughout our careers as Supply Corps officers, we become very familiar with supply chain management and life cycle logistics. We understand our inventory and the cradle-to-grave flow of our parts. However, we can often have gaps of understanding on the most important logistics piece – the Supply Corps officer.

This is the first article in a series from the Office of Supply Corps Personnel (OP), intended to foster a greater understanding of the inventory management and career progression of Supply Corps officers.

Every Supply Corps officer's career begins with accession. There are five accession sources into the Supply Corps community: Officer Candidate School (OCS); Probationary Officer Continuation and Redesignation (POCR) boards; Limited Duty Officer (LDO) boards; United States Naval Academy (USNA); and Navy Reserve Officer Training Corps (NROTC). The majority of our officers – approximately two thirds – are accessed through OCS.

Candidates for OCS are professionally recommended on a quarterly basis by a rotating board of senior Supply Corps officers. Parameters for OCS-eligible candidates are publicized in the Program Authorization 102 (PA 102) publication. If you know a qualified Sailor who believes they can contribute to the Navy as a Supply Corps officer, please have them read the PA 102, available on the Career Counselor page on the Navy Personnel Command (NPC) website at: <https://www.public.navy.mil/BUPERS-NPC/OFFICER/DETAILING/RLSTAFFCORPS/SUPPLY/Pages/CareerCounselor.aspx>.

Professional recommendations are based on a whole person perspective. Factors such as degree, grade point average (GPA), Officer Aptitude Rating (OAR), leadership, relevant work experience, and minimum academic qualifications for Naval Postgraduate School, are all considered. Professional recommendation by the board, however, it does not guarantee a commission as a Supply Corps

officer. Ten percent of all OCS candidates drop on request (DOR) from the program.

The Supply Corps' second largest source of accessions – approximately a third – is the POCR board, which is a force shaping tool used for officers with less than six years of commissioned service. Officers who have been forced to leave a community because they did not complete initial training, obtain required qualifications, or are unable to complete their initial operational assignment, are eligible for the POCR board.

With a primary focus on talent management, the POCR board reviews candidates for redesignation to one of their top five preferred communities. Officers that list Supply Corps as a preference are reviewed and selected by the Supply Corps Officer Community Manager (OCM), based on available Year Group (YG) vacancies, their qualifications, motivation to serve in the community, and letters of recommendation. Officers who are found to no longer have a viable career path are either discharged or removed from the active duty list with retention in a Reserve status in the Individual Ready Reserve (IRR) or the Selected Reserve (SELRES) to complete their initial service obligation.

Ensigns and lieutenant junior grade officers at POCR Boards have the best opportunity for success in the Supply Corps. It is important for these officers to consider arduous tours to make up for time lost in their previous designators. For information about the POCR board, send an email to the OCM office via the Supply Corps Career Counselor at supplycorpscarerecounselor@navy.mil.

The remaining accessions points make up a small fraction of the Supply Corps' accessions. Less than 15 officers are annually accessed through USNA and NROTC via an internal review process. An additional six to eight officers are accessed by the LDO board.

The LDO procurement board is conducted once a year by PERS-803. Chapters two and seven of OPNAVINST 1420.1B provide

specific guidelines for applications. Additional information can be found on the LDO CWO Inservice Procurement Board page on the NPC website at: https://www.public.navy.mil/bupers-npc/boards/administrative/ldo_cwo/Pages/default.aspx. All LDO-selected officers are expected to off ramp into a 3100 designator by their fifth year of commissioned service.

While there are several routes into the Supply Corps, all newly accessed officers are headed to one destination: sea. Supply Corps accessions are determined by the community's ensign, lieutenant junior grade, and lieutenant operational tour requirements. As the fleet's operational requirements change, the Supply community's accessions will respond in kind. *

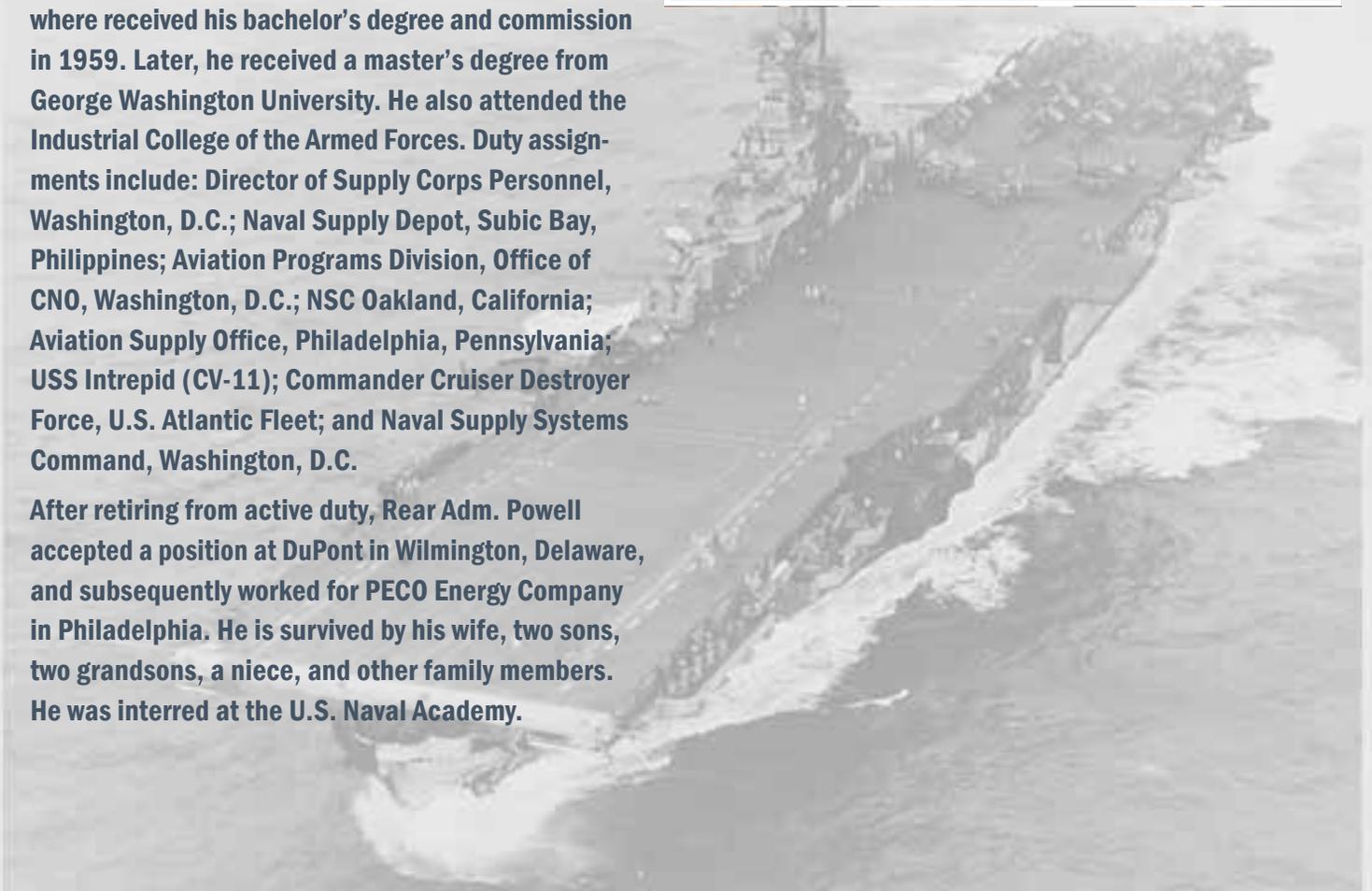


Remembering Ret. Rear Adm. William E. Powell Jr.

Retired Rear Admiral William E. Powell Jr., SC, USN, 82, passed away on February 3, 2019. Powell retired from the Navy after 30 years of active service, with his last assignment being commanding officer, Naval Supply Center, Norfolk, Virginia. He was the first African-American flag officer in the Supply Corps and only the eighth African-American to obtain the rank of flag officer in the U.S. Navy.

Born in Indianapolis on April 12, 1936, he was one of 13 African-American students selected to integrate the prestigious Shortridge High School in his hometown. After graduation, he enlisted in the Navy, completed basic training at Bainbridge, Maryland, entered the Naval Academy Preparatory School, and was appointed to the United States Naval Academy where received his bachelor's degree and commission in 1959. Later, he received a master's degree from George Washington University. He also attended the Industrial College of the Armed Forces. Duty assignments include: Director of Supply Corps Personnel, Washington, D.C.; Naval Supply Depot, Subic Bay, Philippines; Aviation Programs Division, Office of CNO, Washington, D.C.; NSC Oakland, California; Aviation Supply Office, Philadelphia, Pennsylvania; USS Intrepid (CV-11); Commander Cruiser Destroyer Force, U.S. Atlantic Fleet; and Naval Supply Systems Command, Washington, D.C.

After retiring from active duty, Rear Adm. Powell accepted a position at DuPont in Wilmington, Delaware, and subsequently worked for PECO Energy Company in Philadelphia. He is survived by his wife, two sons, two grandsons, a niece, and other family members. He was interred at the U.S. Naval Academy.





Ret. Capt. Philip Trimble, SC, USN

Retired Capt. Philip Trimble, SC, USN, 87, passed away on September 28, 2018. Trimble retired from the Navy after 27 years of active service while serving as director of Supply Corps Personnel, Naval Supply Systems Command, Washington, D.C. He received his bachelor's degree from Moravian College and a master's degree from the Naval Postgraduate School. Duty assignments include: USS Kite (AMS 22); USS Decatur (DD 936); Naval Shipyard, Norfolk, Virginia; Commander Surface Force, U.S. Pacific Fleet; Naval Supply Systems Command, Washington, D.C.; USS San Diego (AFS 6); Naval Supply Center, Newport, Rhode Island; Naval Shipyard, Portsmouth, New Hampshire; Naval Supply Depot, Subic Bay, Philippines.

Ret. Capt. Franklin D. Smith, SC, USN

Retired Capt. Franklin D. Smith, SC, USN, 85, passed away on April 11, 2018. Smith retired from the Navy after 25 years of active service while serving on the staff of the Secretary of Defense, Washington, D.C. He received his bachelor's degree from the U.S. Naval Academy and a master's degree from Harvard. Duty assignments include: USS Hunt (DD 674); U.S. Naval Academy; Atomic Energy Commission, Washington, D.C. and Pittsburgh, Pennsylvania; USS Maury (AGS 16); Fleet Material Support Office, Mechanicsburg, Pennsylvania; Bureau of Ships, Washington, D.C.; U.S. Pacific Fleet, Pearl Harbor, Hawaii; and Naval Material Command Headquarters, Washington, D.C.

Ret. Capt. Bernard L. Recher, SC, USN

Ret. Capt. Bernard L. Recher, SC, USN, 87, passed away on October 3, 2018. Recher retired in 1981 while serving at the Navy Exchange Office, U.S. Naval Base, Pearl Harbor, Hawaii. He received his bachelor's degree from Miami University and a master's degree from the University of Chicago. Duty assignments include: USS Des Moines (CA 134); Naval Air Station, Point Mugu, California; Commander Pacific Missile Range, Point Mugu, California; USS Wilkinson (DL 5); Navy Ordnance Supply Office, Mechanicsburg, Pennsylvania; Navy Electronics Supply Office, Great Lakes, Illinois; Naval Supply Depot, Yokosuka, Japan; Staff, Commander Service Force, U.S. Pacific Fleet; and Naval Supply Systems Command, Washington, D.C.

Ret. Capt. Max W. Van Valkenburg

Retired Captain Max W. Van Valkenburg, SC, USN, 88, passed away on February 26, 2019. Valkenburg retired from the Navy after 25 years of active service, while serving at Supply Systems Command in Washington, DC. He received his bachelor's degree from the University of Kansas and a master's degree from the Navy War College. Duty assignments include: Commander Service Force, U.S. Atlantic Fleet; USS Denebola (AF 56); Polaris Material Office, Charleston, South Carolina; Freight Terminal Subic Bay, Philippines; and Long Beach Supply Depot, California; USS San Jose (AFS 7); Navy Ships Parts Control Center Mechanicsburg, Pennsylvania; and U.S. 6th Fleet, Naples, Italy.



RADM JONATHAN A. YUEN
35 years – October 1, 2018

CAPT. DANIEL D. DAVIDSON
24 years – October 1, 2018

CAPT. JUSTIN D. DEBORD
24 years – October 1, 2018

CAPT. SONYA I. EBRIGHT
36 years – November 1, 2018

CAPT. JOHN C. GROESCHEL
29 years – October 1, 2018

CAPT. GREGORY A. HAJZAK
30 years – December 1, 2018

CAPT. MICHAEL B. MURPHY
30 years – October 1, 2018

CAPT. TIMOTHY L. PHILLIPS
28 years – October 1, 2018

CAPT. WILLIAM T. SKINNER
30 years – October 1, 2018

CAPT. ROBERT L. WILLIAMS, JR.
29 years – December 1, 2018

CAPT. MICHAEL JOHN WILSON
30 years – October 1, 2018

CDR. SPENCER L. BAKER
23 years – December 1, 2018

CDR. ERNUEL MIRANDAROSARIO
23 years - November 1, 2018

CDR. TERESA A. STEVENS
31 years – October 1, 2018

CDR. JAMES YAT WONG
21 years – December 1, 2018

LCDR. MICHAEL D. ADAMS
25 years – December 1, 2018

LCDR. FADI JOHN SACRE
24 years – November 1, 2018

LCDR. JOHNNIE W. THOMPSON, JR.
27 years – December 1, 2018

LT. CRAIG J. CARLTON
20 years - December 1, 2018

Understanding Manpower Change Requests

By Beth Zimmerman, Manpower Analyst, Office of Supply Corps Personnel, Naval Supply Systems Command

This is an updated version of an article that originally ran in the November/December 2014 issue.

Just about everyone has heard of a Billet Change Request (BCR) and the Total Force Manpower Management System (TFMMS), but do you know what they mean and how those relate to you as a service member? In October 2017, the BCR became a Manpower Change Request (MCR). The MCR will automatically become a TFMMS packet in the updated web-based TFMMS program, negating the need to create a separate packet to incorporate the changes approved in the MCR.

Funded billets drive detailing. Billet requirements comprise the minimal skills and qualifications needed to fill the position. Only those military billet requirements that are funded will have service members detailed to them. The requirement will identify if the billet is an officer, enlisted, civilian, or contractor; and for military billets, the funding will determine if it is active duty, full time support, or Reserve. Requirements also specify the rank/rating, grade, designator, Navy officer billet classification (NOBC), subspecialty code (SUBSPEC), additional qualification designation (AQD), and Navy enlisted classifications (NEC), as required for the billet.

Any change to a billet requires an MCR to be submitted. Some changes do not require stakeholder approval and are processed quickly. However, many changes require several stakeholder reviews. For example, if the organization requires the addition of an AQD to an officer billet, or need to change the NEC on an enlisted billet, an adequate explanation of the change in mission, function, task, and why the change is beneficial to the Navy, must be provided to justify the change request. The change request is then routed via your chain of command and submitted to the Budget Submitting Office (BSO) NI department for processing. The BSO manpower analyst reviews the request to ensure it is in accordance with Navy policy and supports the command's mission. The change request is then submitted online via the MCR website.

The MCR Decision matrix shows which changes require stakeholder input. The MCR decision matrix can be found at:

https://www.public.navy.mil/bupers-npc/organization/navmac/Documents/BCR_Decision_Matrix_8Aug18.pdf

The MCR identifies the current billet requirements as well as the proposed changes. The request will be routed to all affected stakeholders, including community managers; program managers, such as additional duty (ADDU); Personnel Exchange Program (PEP); SUBSPECS; AQDs, etc., listed in the NI2 MCR Decision Matrix.

If the request will alter any part of the funding line, it must be reviewed by the Resource Sponsor because they provide the funding for the billets.

Once all stakeholders have approved, the MCR applies the changes to TFMMS. TFMMS is a classified system which is the single, authoritative database for Total Force manpower requirements, active duty and Reserve manpower authorizations, and end strength. TFMMS does not contain ANY personnel information.

Any change in TFMMS is immediate and will reflect as such in TFMMS, but it will not be present in the detailing system until the following week. Updates to the Defense Acquisition Workforce Improvement Act (DAWIA) system take a bit longer.

Once an initial MCR request is received by your BSO, it will take from one week to a month or more to go through the process and reflect on the billet, depending on the complexity of the issue and how many stakeholders are required to review the request.

That is the mystery of the MCR and TFMMS in a nutshell. If you have any questions, please feel free to call NI at your BSO for further information. ✨

Blue Nose Logistics

By Lt. Jonathan M. Okonak,
Principal Assistant for Logistics,
USS Harry S. Truman (CVN 75)

Returning from a successful Dynamic Force Employment (DFE) deployment just in time for the holidays, USS Harry S. Truman (CVN 75) Carrier Strike Group (CSG) has every reason to be prideful, having completed a deployment that was the first of its kind, and serving as the operational benchmark for future deployers.

Truman stood at the forefront of a significant change in our Navy's execution of the U.S. National Defense Strategy that took place in mid-2018. The change in strategy put an emphasis on operational unpredictability, increased interoperability, and flexibility. This change led to Truman's completion of a historic deployment under the now re-established DFE strategy.

From a logistics perspective, the shift from standard East Coast CVN deployments resulted in the establishment of an entirely new global logistics pipeline, further fortifying unit cohesion, and building new personal networks through expansion of infrastructure across Joint services and NATO allies. The completion of this historic deployment is a milestone for today's naval forces, showing not just that we can operate in an austere cold weather environment, but that the logistics tail of an entire CSG can adapt, adjust, and

succeed under restricted communications and an amorphous schedule wherever naval forces are required.

In July 2017, Truman departed Norfolk Naval Shipyard for sea trials one day prior to the scheduled completion of a nine-month planned incremental availability. After returning to homeport Naval Station Norfolk, we began the pre-deployment work-up cycle consisting of tailored ship's training availability/final evaluation problem, pier-side maintenance periods, carrier qualification exercises, a brief pause for the holidays, and then back out to sea for the month-long deployment certification Composite Unit Training Exercise (COMPTUEX).

At the conclusion of COMPTUEX in February, following another brief maintenance period, we began our massive deployment loadout. Using lessons learned from previous deployers, we focused our efforts toward sustaining the strike group for seven months of cyclic flight operations in the U.S. 5th Fleet Area of Responsibility (AOR), a notorious heat stress inducing environment.

Two months later, in late April 2018, we, along with USS Normandy (CG 60), and the surface assets making up Destroyer Squadron 28 (DESRON 28), left Naval Station Norfolk, received Carrier Air Wing One (CAG 1), built up our flight ops proficiency, and began our trek across the Atlantic into the U.S. 6th Fleet AOR.

Transiting through the Straits of Gibraltar (STROG) and moving into the Eastern Mediterranean Sea, we began conducting combat sorties in Syria in

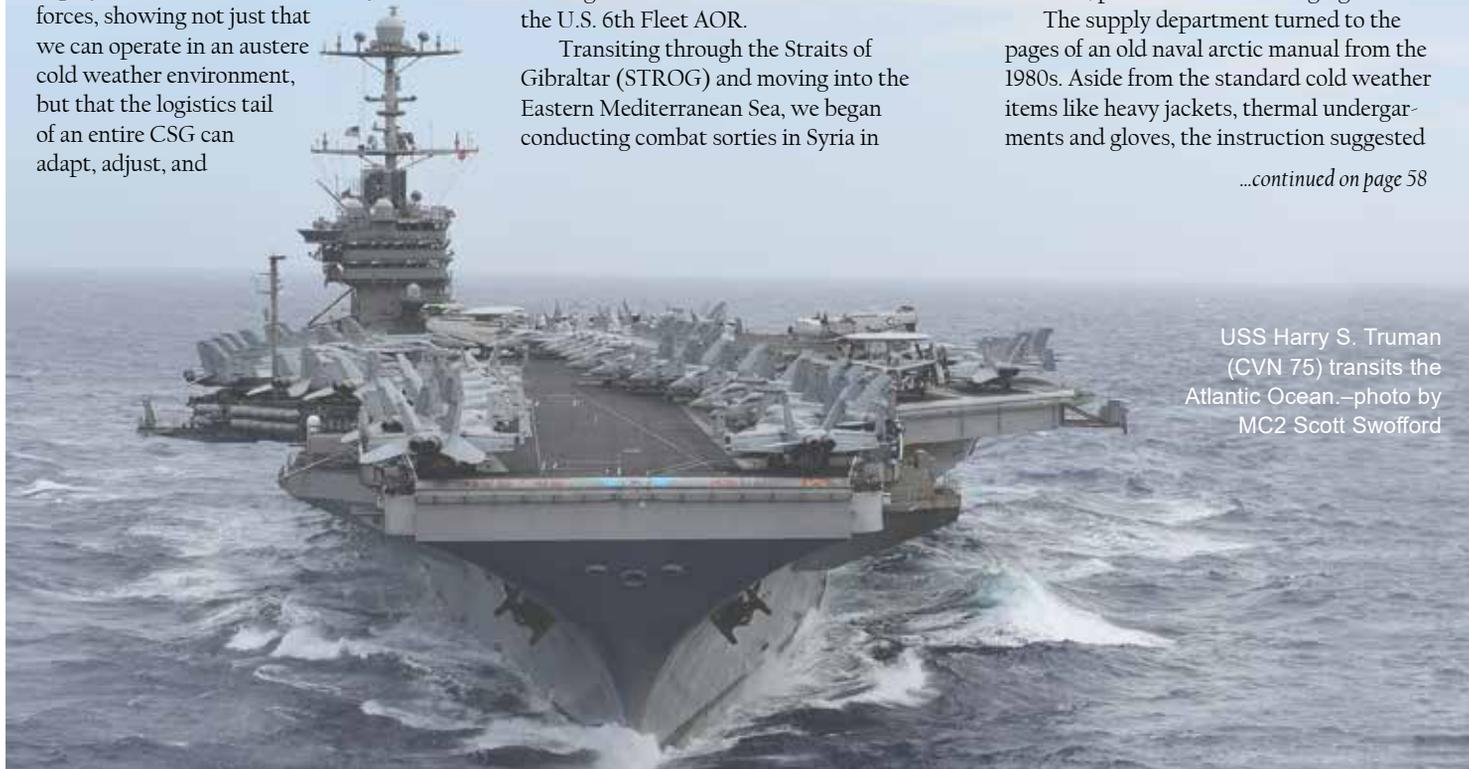
support of Operation Inherent Resolve. After a month in theatre, we stopped in Souda Bay, Greece, with the expectation to then transit through the Suez Canal into the U.S. 5th Fleet AOR. We never made our way toward the Suez, instead, we continued operating in the Mediterranean for another two months, making a brief stop in Marseille, France, for another port visit, and unpredictably heading back out of the STROG and continuing west toward Norfolk, Virginia.

Then suddenly, in late July, six days after the press had been notified, we returned to Norfolk. Not viewed as an official return to homeport, but as an extended port visit that would allow us ample time to conduct critical maintenance and improve the ship's overall readiness. Additionally, this short, in-port period provided a much needed opportunity to allow Truman's supply department to re-outfit our loadout in preparation for the termed "second phase" of deployment.

Knowing that the crew would face the brutally cold environment of the Norwegian Sea and high north, Truman's supply department began preparing for all possibilities. With the strike group's extraordinary success operating in the U.S. 5th Fleet AOR during the 2016 deployment, it was relatively simple to figure out what items were required to maintain a combat-ready crew in a warm weather setting. Determining the needs for operating in an arctic environment, however, proved to be a challenging task.

The supply department turned to the pages of an old naval arctic manual from the 1980s. Aside from the standard cold weather items like heavy jackets, thermal undergarments and gloves, the instruction suggested

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USS Harry S. Truman (CVN 75) transits the Atlantic Ocean.—photo by MC2 Scott Swofford

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de-icing equipment such as wooden baseball bats, wooden hammers, rubber mallets, and snow shovels to manually clear the snow and ice that the crew could potentially encounter. Additionally, the supply department used the practical suggestions from individual departments to outfit the ship with the items they needed to operate successfully. Supply procured a plethora of modern equipment to supplement their current loadout. These items, such as battery-powered leaf blowers to keep the pad eyes free of ice, individual office heaters for the outlying spaces of the ship, and highly-insulated search and rescue suits to protect the rescue swimmers, left Truman's crew to depart Norfolk ready to face all challenges they could encounter over the next several months, challenges that a successful return to homeport indicate were

not enough to stand in the way of the resilient men and women of the Truman.

From a logistics perspective, we went into the second phase of our deployment with a bit of uncertainty. Operating in the North Sea would require us to develop new muscle memory and look outside the standard logistics pipeline. After days of planning and coordinating with Commander, Naval Air Force Atlantic, Commander, Task Force 63 (CTF-63), NAVSUP Fleet Logistics Center (FLC) Sigonella, Military Sealift Command and Fleet Logistics Support Squadron Four Zero (VRC-40), we determined that in order to operate successfully in the high north, our logistics detachment would need to be comprised of smaller and more agile teams. They had to be capable of moving at a moment's notice, but still

maintain the ability to expedite operationally-critical materiel.

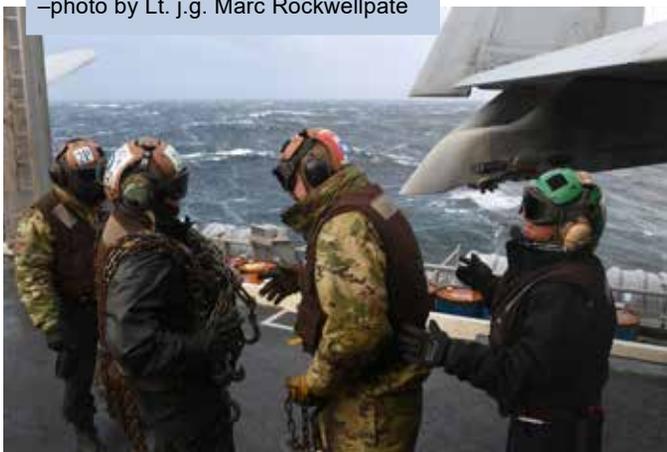
On the shore, our network of logistical professionals, provided by CTF-63 and the NAVSUP FLC network, rendered support around the clock from all over Europe, reallocating manpower to England and Norway. In one particular case, we flew a small team of Truman Sailors to Iceland to retrieve multiple high priority requisitions.

At times, the logistics pipeline was unconventional, but collectively, we were more than capable of adapting to the occasion to meet any emergent needs of the strike group. We were able to swiftly acclimate to a challenging and constantly changing environment. The DFE deployment was a proud return for all of us aboard, and we have the blue noses to prove it. ✨

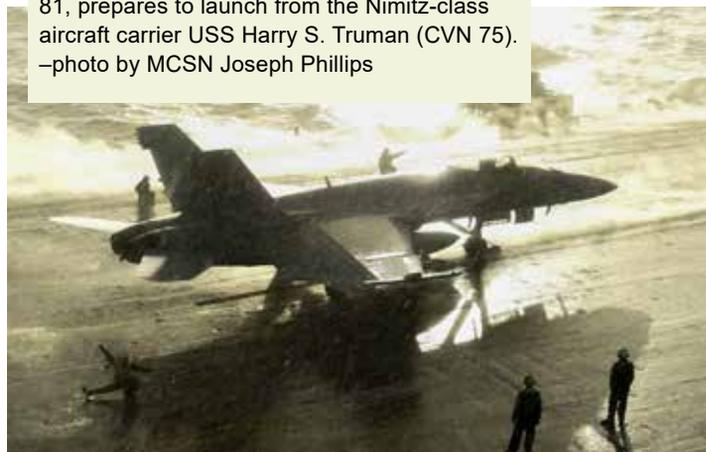


Right: Front row left to right: Lt. Mario Brooks, CWO2 Keerat Singh, Lt. Joseph Landon, Capt. Doug MacKenzie, Rear Adm. Grafton Chase, Cmdr. Christopher Kovack, Lt. Cmdr. Suneet Kundra, Lt. j.g. Jasmine Maupin, Lt. j.g. Tyrise Shepard-Lewis. Back row left to right: Lt. j.g. Jessica Helms, Lt. j.g. Bryan Prohaska, Lt. Jonathan Okonak, Lt. Cmdr. Robert Salire, Lt. Cmdr. William Hunt, Lt. j.g. Michael Sweat, Lt. j.g. Hector Camacho.

USS Harry S. Truman (CVN 75) operating in the Norwegian Sea. -photo by Lt. j.g. Marc Rockwellpate



An F/A-18E Super Hornet, assigned to the "Sunliners" of Strike Fighter Squadron (VFA) 81, prepares to launch from the Nimitz-class aircraft carrier USS Harry S. Truman (CVN 75). -photo by MCSN Joseph Phillips





Petty officers aboard the Arleigh Burke-class guided-missile destroyer USS Spruance (DDG 111) prepare pizza for the crew in the galley during a pizza, pasta, and wings night. —photo by MC1 Ryan D. McLearnon

Supplying Spruance

By Mass Communication Specialist
1st Class Ryan D. McLearnon,
Carrier Strike Group 3 Public Affairs

Supplying food, parts, equipment, and managing logistics for a ship out to sea is a full-time job. The guided-missile destroyer USS Spruance's (DDG 111) supply department works ceaselessly to ensure the ship has the items it needs to complete the mission while operating in the Arabian Gulf.

The supply department consists of three divisions: S1, S2, and S3. Each division is vital to sustaining mission readiness and maintaining the lethality of the ship and its crew.

S1, the supply support division, consists of logistics specialists (LSs) who control programs such as supply support, hazardous materials (HAZMAT), and mail.

Each role of the S1 division contributes to ship function.

"S1 is vital to the mission," said LS2 Nakosha Embry, the division leading petty officer (LPO). "First of all, for maintenance we provide all HAZMAT and we make sure HAZMAT is always stocked to ensure the upkeep of the ship. Furthermore, when parts break on certain equipment, S1 works to expedite the parts to fix the equipment as

quickly as possible, so the ship is capable of completing the mission."

Additionally, S1 is in charge of the ship's budget for parts and materials and all logistical aspects of pulling into ports.

"The budget is a big deal, and we have a certain amount of money we have to divide among all of the divisions on the ship," said Embry. "We have to make sure when casualty reports come up, no matter how important, that we are able to fund it."

The second of the three divisions, S2, food services division, is made up of culinary specialists (CSs) who prepare and serve four meals a day, feeding over 300 Sailors.

"For the entire crew, we break out supplies and prepare and serve on average 1,200 meals a day, including midnight rations," said CSI

Christina Stroud, the S2 LPO. "We also take care of the wardroom, chiefs' mess, state-rooms, storerooms, and food storage spaces on the ship."

The final division, the S3 ship's services division, is made up of the ship's serviceman (SHs), which includes the operators of the ship's store, vending machines, barbershop, and laundry.

SH1 Shannon Clifton, the S3 LPO, says his division plays a vital role in the morale and welfare on the ship.

"On a day-to-day basis, we ensure the crew has their basic necessities," said Clifton. "We provide the services that keep the crew's grooming standards up to par, and provide them with clean laundry. The ship's store offers them the means of purchasing anything they might need to get through the day."

The efforts of the three supply divisions directly support every department, division, and Sailor aboard.

The Sailors of the supply department also provide essential personnel for repair locker, bridge watch, flight deck, and the small craft action team mounts watch bills.

"We base ourselves on service to the crew, morale, and overall mission readiness," said Chief CS Randal Rufolo, the supply department leading chief petty officer. "I have been aboard for three years and at this moment in time I can honestly say we have the best supply team I have ever had the privilege of working for."

"The supply department may not be the heart of the ship, but it's definitely the blood that keeps the heart pumping," said Clifton.

"Even with the myriad tasks at hand, the supply department Sailors stay mission-oriented," said Lt. Christopher Brown,

Spruance supply officer.

"We strive to provide maximum materiel availability," said Brown. "The Spruance supply department helps move the readiness needle in support of the broader operational mission."

Spruance is deployed to the U.S. 5th Fleet area of operations in support

of naval operations to ensure maritime stability and security in the Central Region, connecting the Mediterranean and the Pacific through the Western Indian Ocean and three strategic choke points. ✨



LS2 Erica Reddick and BM1 Raymond Newton, right, remove s'mores from an oven to serve Sailors on watch. —photo by MC1 Ryan D. McLearnon

A New Kind of Deployment

By Lt. Brittany E. Keith
Assistant Readiness Officer
Commander, Task Force 63
Naples, Italy



Port personnel load cargo onto the Military Sealift Command's USNS Robert E. Peary (T-AKE 5), a Lewis and Clark-class dry cargo ship in Portsmouth, U.K.
—photo by Lt. Brittany E. Keith

When USS Harry S. Truman (CVN 75) Carrier Strike Group (CSG) departed Norfolk on their 2018 deployment, it was business as usual in U.S. 6th Fleet. That quickly changed when the decision was made for the strike group to remain in the U.S. 6th Fleet's Area of Responsibility (AOR) instead of proceeding to the U.S. 5th Fleet as originally planned.

To make things even more interesting, two surface combatants from the CSG were pulled away upon arrival and operated for the vast duration of their deployments independently from the carrier. Those two ships remained in the U.S. 6th Fleet AOR when Truman returned to homeport for an unannounced mid-deployment upkeep. During planning discussions for Truman's return, it quickly became clear that the second half of the deployment would be unusual and historic. This was mainly due to former Secretary of Defense James N. Mattis' new concept used to classify future deployments, Dynamic Force Employment (DFE), being discussed more widely between multiple supporting staffs.

Almost all CSG deployments are widely publicized leading up to departure, but the second half of Truman's deployment was to be very close-hold. At Commander, Task Force 63 (CTF 63)/Military Sealift Command Europe and Africa (MSCEURAF), we have a time-tested method of providing logistics support that flexes the intra-theater supply distribution network. However, lead time and planning for a strike group is always challenging. Not only did senior Department of Defense (DoD) officials direct the deployment details be kept at a need-to-know level, they also wanted the CSG to operate in more austere and demanding areas, something that hasn't been done since the end of the Cold War.

The High North

The high north, as we coined it, is the upper North Sea and Norwegian Sea, and extends north past the Arctic Circle. Having a strike group operating there for the first time in more than 30 years meant a new support plan needed to be developed to sustain the ships and embarked Sailors. The existing U.S. 6th Fleet logistics chain wasn't designed to sustain prolonged operations in the high north. This meant CTF 63 had to work hand-in-hand with U.S. 6th Fleet, NAVSUP Fleet Logistic Center (FLC) Sigonella, Type Commanders, NAVSUP transportation and distribution, and the CSG to formulate a new distribution plan to support the ships operating in the northern latitudes.

To accomplish this and establish strong communication channels, we implemented weekly video teleconferences with supply partners. These calls brought new ideas and solutions. One idea generated from these teleconferences was that instead of sending materiel to our traditional logistics hub in Sigonella, NAVSUP FLC Sigonella stood up a comprehensive Logistic Response Team (LRT) in the United Kingdom (U.K.). This substituted for the logistics support representative, postal and other transportation billets that had previously been organically available to the Navy in previous decades. The LRT allowed for materiel and mail to be directed to the U.K., thus shortening the transit time for shipments and reducing costs for intra-theater distribution. The LRT worked with commercial carriers to deliver repair parts to CSG ships during scheduled port visits, support replenishment ship port visits, and carrier onboard delivery (COD). CTF 63 scheduled cargo support flights as required to ensure the uninterrupted flow of high priority repair parts to Truman's various beach detachments.

The next challenge was how to move items too large to be sent commercially. Air Mobility Command (AMC) channel flights have established routes that cannot be changed without extensive lead time and planning. Working with our Air Force partners, we were able to use an existing channel mission from McGuire Air Force Base directly into the U.K. This presented an additional planning challenge requiring Navy personnel to be placed at McGuire to ensure U.S. Navy cargo was load planned on every available AMC mission to the U.K.

Maintaining a DFE posture required us to wait and shift the cargo routing information file (CRIF) and mail routing instructions to the very last moment; it meant not sending out any of the usual cues for port visits, and planning every logistics movement in a near communications vacuum. Working with other nations to plan an LRT, port visits, and food deliveries without being able to tell them why brought new challenges as well.

Working closely with the already established Air Force presence in the U.K., we were able to alleviate some of these concerns. The LRT piggy backed on the use of an Air Force warehouse and staging area at Royal Air Force (RAF) Mildenhall, from which they handled materiel coming directly from the United States and then directed it onward to port visits and United States naval ship (USNS) on loads. Having boots on the ground in the U.K. allowed for a near seamless process of routing cargo, and reduced the need for husbanding agent support.

Over the course of two months, the LRT processed and sent out 423,700 pounds of cargo and mail in RAF Mildenhall, using more than 50 separate commercial shipments. In addition, they processed 131,463 pounds of cargo and mail for 48 CTF 63 flights in support of COD flights and on loads. Using Mildenhall as the central location allowed for deliveries to all ports used in the U.K.

In preparation for the deployment to the high north, additional port assessments were conducted by MSCEURAF to locate suitable locations for ammunition, stores and cargo deliveries. CTF 63 Combat Logistics Force (CLF) schedulers worked extensively with British Royal Navy counterparts to ensure pier availability for three different USNSs whenever in port replenishments were required. Supporting USNSs were able to load in new locations during 2018 with better staging areas than had been used previously in Northern Europe. One new location, Portland, on the south coast of the U.K., allowed for a seamless on load of 37 trucks in one day. U.S. Navy personnel in the U.K. assisted in 11 separate on loads of U.S. Navy ships that supported 47 replenishment-at-sea events. The teamwork of CTF 63 and our logistics partners made for a highly successful CSG northern deployment.



Port personnel load cargo onto the Military Sealift Command's USNS Robert E. Peary (T-AKE 5), a Lewis and Clark-class dry cargo ship in Portsmouth, U.K. –photo by Lt. Brittany E. Keith

Dynamic Force Employment

CTF 63 laid a solid foundation for every ship, submarine, and squadron in the Navy that deployed in 2018 aligned with supporting DFE objectives. DFE is a major paradigm shift for the Navy to employ a more agile naval force that is strategically predictable, yet operationally unpredictable. Being operationally unpredictable to our adversaries while remaining mission ready at all times is logistically demanding. CTF 63 was at the forefront of optimizing the supply chain to more rapidly respond to operational schedule changes through direct and open communications with key stakeholders. This diverse group included NATO allies, Military Sealift Command, NAVSUP, Defense Logistics Agency, Priority Material Office, Forward Deployed Regional Maintenance Centers, and numerous other supported task forces. This responsive logistics network quickly scaled in scope and size from sustaining two ships to 15. This new responsive supply network with U.S. Navy boots on the ground reduced the transit time for repair parts from the United States to the operating area, allowing high-priority parts to be sent via COD support missions and streamlining in port replenishments for cargo and mail deliveries to the supporting CLF ships. ✨



Port personnel load cargo trucks with materiel at RAF Mildenhall in Suffolk, U.K., for transport to loadout operations in Portland, England. –photo by Lt. Brittany E. Keith



HAZMAT cargo is stored in a laydown area inside one of the warehouses at RAF Mildenhall in Suffolk, U.K., awaiting transport to Portland, England. –photo by Lt. Brittany E. Keith



USS Essex (LHD 2) Sailors launch an F-35B –photo by MC Sabyn L. Marrs

USS Essex (LHD 2) Sustains First Combat Operational F-35B

By Lt. j.g. Mathew J. Miller, Hazmat/Disbursing Officer, USS Essex (LHD 2)

USS Essex (LHD 2) and 13th Marine Expeditionary Unit worked together in support of Marine Fighter Attack Squadron (VMFA)-211's deployment of the United States' first-ever combat operational Joint Strike Fighters (JSF). Successfully sustaining the F-35B throughout operations Freedom Sentinel and Inherent Resolve, VMFA-211 sustained a sortie completion rate of 92 percent.

In support of JSF shipboard operations, Essex's supply department was challenged with the unique opportunity to enable existing logistics pipelines, in concert with industry partner logistics support processes and business practices.

The first notable observance of JSF unique support requirements was the significant dependence and number of contractors that boarded Essex. Due to the lack of organically trained and proficient maintainers, an increased demand for contractor support was necessary throughout the deployment.

In total, Essex deployed with nine contractors specializing in various aspects of JSF sustainment, a near-term necessity, as this program's manpower requirement matures over time. Levels of contractor support are expected to evolve and adapt for future LHD, LHA, and CVN deployments as maintainer training, experience and proficiency

improve over time.

MV-22s, MH-60s, and CH-53s have the benefit of well-versed maintainers with training and experience passed down through years of sustainment. These legacy aircraft have interchangeable support equipment, which leads to a decreased need for cross training.

The F-35B requires a slightly larger and platform peculiar footprint of support equipment, posing unique challenges for maintenance, manpower, and operational requirements. Although the maintainers have been training with JSF equipment for the last five years, partner companies deployed contractors to ensure the processes for the integrated lift fan propulsion system and the rest of the aircraft flowed smoothly.

The bulk of shipboard contract manpower support stems from the required management of the Autonomic Logistics Information System (ALIS) — three Essex and three VMFA-211 network and database managers. ALIS, in many ways, represents a

future model of aircraft maintenance. It has become a one-stop-shop for database management, transmitting aircraft health and maintenance action information, replacing the legacy systems of Naval Aviation Logistics Command Management Information System and Optimized Organizational Maintenance Activity. With the F-35 eventually phasing out most fighter attack aircraft, there will be few operational units that do not use ALIS to manage the maintenance of their aircraft. Consequently, the demand for ALIS database management, contractor support and cost could be significant.

ALIS impacts normal business practices in two ways. The first is the use of spares packages ensuring that every JSF manufactured is maintained. F-35 partners (U.S., U.K., Italy, Canada, Australia, Netherlands, Denmark, and Turkey) pay a share into the global spares pool (GSP), of which most are pre-positioned at bases supporting F-35 squadrons. The GSP warehoused parts are known as the base spares pool. DoD has also purchased additional spares that are service owned and no longer categorized as part of the GSP. Naval vessels own afloat spares packages (ASPs).

Spares packages follow force activity designators for priority, first pulling from the afloat asset, similar to pulling from the aviation consolidated allowance list. If the

ASP does not have the part, the program will look to source from GSP and that requirement will compete with all other partners for sourcing. GSP parts are collectively owned by the partners, while contractors manage the sourcing and transportation to transfer locations (TLs). The Navy is responsible for the first and last tactical

mile to and from the ship after a part reaches the TL.

The second impact is prognostic health management (PHM) analysis. PHM diagnoses and tracks aircraft information, real time, in order to predict future maintenance



F-35B takes off from USS Essex (LHD 2) flight deck –photo by MC Sabyn L. Marrs

and parts requirements. In doing so, PHM informs contractors to send parts preemptively to the squadron. Helping bridge the gap among the supply department, contractors, and ALIS is the field service representative (FSR).

In order to decrease wait times, the FSR is crucial in communicating all demands with the contractor F-35 operations center, Commander Naval Air Forces, contractor fleet readiness representatives and the item analyst management team. Each order placed receives an estimated delivery date and tracking number within 24 hours. The freight forwarder ensures the part makes it to the TL within three days.

Parts arrived consistently while in the U.S. 5th Fleet Area of Operation. Once a part arrived to a TL, the part was flown aboard within the day via MV-22. Average wait times from date of order to arrival aboard Essex ranged between four to six days. Challenges presented themselves when using replenishment-at-sea, generating longer wait times.

JSFs are the Navy's and U.S. Marine Corps' first fifth-generation aircraft with low observable mission system, which introduced new hazardous material (HAZMAT) challenges. This included tougher customs restrictions on proprietary JSF HAZMAT and shorter shelf lives in comparison to legacy HAZMAT. JSF HAZMAT is stored under refrigeration to extend the HAZMAT through the length of a deployment to avoid wait times and travel restrictions.

The inaugural deployment of the F-35B was a huge success in establishing baseline support, requests, and critical lessons learned in a new and unique supply chain. The unique trials of this maiden combat deployment were crucial to identifying supply chain issues, manning requirements and other unique support, ensuring the success of future operations. ✨



Happy 75th Anniversary

By Betty Hernandez, Chief Ship's Serviceman
Afloat Training Group Norfolk

Past Highlights

The ship's serviceman (SH) rating was established on October 1, 1943. Two years into World War II, the Navy had 2,381,116 personnel on active duty so one could understand why quality of life was a concern. The original documents outlining the rating establishment were not found, however, the following are listed facts from various training sources.

- The rating initially identified four specialty areas: barber (SSMB), laundryman (SSML), tailor (SSMT), and cobbler (SSMC). Subsequently, the store clerk (SC) was included as one of the specialty areas. SHs were identified in these specialty areas in paygrade as SH3 and above. Today, those services have been replaced by three jobs in the SH rating: barber, laundry operator, and retail operator.
- The reduced demand for shoe repair services led to the removal of the cobbler specialty.
- Accounting and records keeping for the service functions were considered a responsibility of the storekeepers until June 1969, when official training was provided to the SH community.
- Barbering has been one of the specialty areas since rating creation, but official training was not offered until 1971.

Today there are approximately 2,000 Sailors serving in the SH rating. SHs must be personable and enjoy working with people in a customer service environment. They work in diverse environments where they use financial and inventory software applications, receive, monitor and count funds received from ATMs and vending machines, operate coffee bar shops, and are involved in store operations. They also develop marketing strategies for ships stores, oversee sales and service operations, and provide morale funding to the ship's morale recreation and welfare (MWR) department for the crew.

Under the new meritorious advancement program (MAP), many SHs have been handpicked for advancement by their commands. These opportunities are advancing future leaders that will carry on the traditions and history of the SH rating. ✨

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