

THE NAVY SUPPLY CORPS



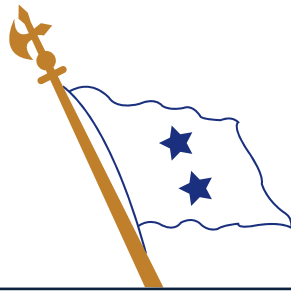
Newsletter

Summer 2018



HOW NAVSUP FIGHTS

AND THE CRITICAL ROLE
OF NAVY CONTRACTING



A Message from the Chief of Supply Corps

As my time serving as Commander, NAVSUP and Chief of Supply Corps comes to a close, I thank you for your tireless work to accomplish the mission. Over the past five years we have attained countless goals and strengthened our ability to provide supplies, services, and quality-of-life support to the Navy and Joint warfighter. We are now undergoing supply chain transformation, and developing the tailored solutions that will further improve fleet readiness and ensure mission success.

None of this would have been possible without your unwavering dedication to the Navy and our mission. Your steadfast efforts continue to strengthen the framework needed to build the Navy the nation needs. As a result of your hard work, our supply community continues to be at the forefront as leader of Navy supply support, driving readiness and accountability in support of lethality.

Looking back, I also reflect on the strides we have made to improve our culture. Through the efforts of many, NAVSUP and the Supply Corps continue to foster an environment of innovation, initiative, mutual trust and respect. These same efforts have instilled values of integrity, accountability, initiative, and toughness across the entire supply community. I am proud to have been part of such an exceptional team that works hard every day and understands the important role our team plays in supporting the warfighter.

This newsletter includes a feature article on how NAVSUP fights, describing how we meet our Title X responsibilities by effectively applying resources to provide supplies, services, and quality of life support. To that end, the newsletter also includes articles focused on the importance of government contracting. Contracting provides the framework necessary to accurately deliver, execute and support the delivery of high value products and services to our customers.

Teamwork is key to achieving timely contract awards. Our contractors get involved early in the process to ensure they are able to develop a customized plan that is tailored to the individual requirement. They take pride in creating a more responsible and customer focused contracting system.

Finally, please join me in welcoming Rear Adm. Michelle C. Skubic as the new Commander, NAVSUP and 48th Chief of Supply Corps. She is more than ready to take on these responsibilities, and will no doubt ensure that we live up to our motto of being "Ready for Sea." I ask that you give her the full support and understanding you gave me for the past five years.

As I complete my tour, I know I am leaving our community poised for great success as we face the demands of an ever-changing environment. Thank you for all that you have done, and all that you will do in the future.

J.A. Yuen
RADM, SC, USN



NEWS FROM THE Command Master Chief

Team Supply,

NAVSUP plays a major role in the Navy's Title 10 requirement to man, train, and equip our fleet. This issue features an in depth look at how NAVSUP fights, detailing how we maximize the use of resources in order to generate and sustain readiness capable of addressing the increasing operational demands upon our fleet.

This issue also takes a look at NAVSUP's contracting effort. Contracting is one of the important ways that we achieve the command mission, *"to provide supplies, services, and quality-of-life support to the Navy and Joint warfighter"* across the full range of military operations. Over the years NAVSUP has become the Navy's dependable and trusted agent to understand and apply the customer's requirements during the acquisition process, while complying with all laws and regulations during peace time, war, and humanitarian efforts.

NAVSUP performs 40 percent of the Navy's overall contracting through our N7 team, along with NAVSUP Weapon Systems Support, NAVSUP Business Systems Center, eight NAVSUP Fleet Logistics Centers, and Navy Exchange Service Command, providing timely contractual support to customers across the globe.

Finally, please continue to keep safety and wellness in mind as we move into the summer weeks and PCS peak season. Make sure we continue to take care of one another, our families, and friends through our command resources and services like those that are offered by our command ombudsman. The command ombudsman is the official liaison between the command and its families, and just one of the many people who help us take care of our own.

Lead with character and competence!

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

NEWSLETTER

Summer 2018

Rear Adm. Jonathan A. Yuen,
SC, USN
Commander

Naval Supply Systems Command
and Chief of Supply Corps

Mr. Mike Madden
Vice Commander
Naval Supply Systems Command

Capt. Mark Rice, SC, USN
Chief of Staff
Naval Supply Systems Command

The Navy Supply Corps Newsletter (ISSN 0360-716X) is published quarterly by the Naval Supply Systems Command, 5450 Carlisle Pike, P.O. Box 2050, Mechanicsburg, PA, 17055-0791. Contents will under no circumstances be construed as altering or superseding official instructions or as endorsing a company service product or enterprise. Periodicals postage paid at Mechanicsburg, Pa., and additional mailing offices. The Secretary of the Navy has determined that this publication is necessary in the transaction of business required by law of the Department of the Navy. Use of funds for printing of this publication have been approved by the Navy Publication and Printing Policy Committee.

Editorial Office: Send mail to Navy Supply Corps Newsletter, Naval Supply Systems Command, ATTN: Newsletter, SUP OCC, 5450 Carlisle Pike, P.O. Box 2050, Mechanicsburg, PA 17055-0791. Material may be reprinted if proper credit is given.

Distribution: Navy Supply Corps Newsletter is distributed to official Navy shore commands and ships. Requests to be added to the distribution and changes of address for all except those holding subscriptions should be directed to the Office of Corporate Communications, Naval Supply Systems Command, or by calling (717) 605-5564, or via email to scnewsletter@navy.mil. The Newsletter is also online at scnewsltr.dodlive.mil, and a .pdf version can be accessed in the eSUPPO app.

Subscriptions: For sale for \$31 (domestic)/\$43.40 (foreign) by the Superintendent of Documents, Government Publishing Office, Washington, D.C. Subscribe online at bookstore.gpo.gov/products/navy-supply-corps-newsletter or call (202) 512-1800. Address changes for subscription holders can be made by writing GPO Customer Service, P.O. Box 371954, Pittsburgh, PA 15250-7954, calling (202) 512-1806 or fax (202) 512-2104. Postmaster: Send address changes to Navy Supply Corps Newsletter, c/o Naval Supply Systems Command, Attn: SUP OCC, 5450 Carlisle Pike, P.O. Box 2050, Mechanicsburg, PA 17055-0791.

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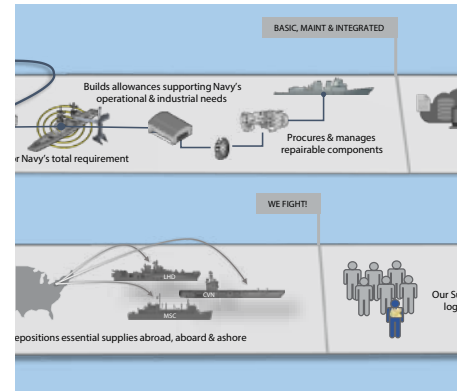
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* Cover photo by Mass Communication
Specialist Seaman Stephen W. Rowe

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Publisher

MATTHEW MORRISON
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Supply Corps Flag Nominated for Promotion



Navy Rear Admiral Michelle C. Skubic



Secretary of the Navy Richard V. Spencer and Chief of Naval Operations Adm. John M. Richardson announced that Navy Rear Adm. (Lower Half) Michelle C. Skubic, who has been selected for promotion to the rank of Rear Admiral, will be assigned as Commander, Naval Supply Systems Command (NAVSUP) and Chief of Supply Corps, Mechanicsburg, Pennsylvania. Rear Adm. Skubic is currently serving as commander, Defense Logistics Agency (DLA) Land and Maritime, Columbus, Ohio.

Rear Adm. Skubic earned a bachelor's degree from California State University, Fullerton, and holds a Master of Science degree in acquisition and contract management from Naval Post Graduate School. She is also a graduate of the Joint Forces Staff College and the University of North Carolina Kenan-Flagler Executive Development Institute.

Rear Adm. Skubic's previous duty stations include director, Logistics, Fleet Supply and Ordnance, N4, United States Pacific Fleet, Pearl Harbor, Hawaii; chief of staff, Naval Supply Systems Command (NAVSUP), Mechanicsburg, Pennsylvania; commanding officer, NAVSUP Fleet Logistics Center Norfolk, Virginia; director of supplier operations, DLA Aviation, Richmond, Virginia; deputy force supply officer, Commander, Naval Surface Forces, San Diego, California; deputy department head for program contracts, Naval Air Systems Command in Patuxent River, Maryland; combined bachelor quarters officer and aviation support division officer, Naval Air Station Sigonella, Sicily; and services officer and carrier readiness officer at Commander, Naval Air Force, U.S. Pacific Fleet, San Diego, California. Her afloat tours include USS George H. W. Bush (CVN 77), USS McFaul (DDG 74), and USS Acadia (AD 42). 🌟

Flash from the Commander, NAVSUP and Chief of Supply Corps

20 APR 2018

Reforming NAVSUP for the Navy's Future

As our Armed Forces adapt to a faster-paced, more complex, and increasingly competitive security environment, NAVSUP is reforming to meet the changing needs to ensure mission success. Further, Defense Secretary Mattis tasked DoD to reform business practices, streamline requirements and acquisition processes, and execute the DoD's first full-scope audit. Each of us has a role in the changes we need to build the Navy the Nation Needs.

Driving our reform initiative is a desire to realign so we are closer to our customers, to help them get what they need quicker and with better effectiveness. As a Navy command, NAVSUP is best positioned to understand the customers' world as our own, providing close collaboration and customer-focused metrics. Reasserting NAVSUP's role as the Navy's Title 10 leader for supply chain management is also a core element of our reform initiative. As the lead supply support provider for Navy, NAVSUP fulfills naval force requirements organically and via both public and private organizations that provide segments of supply support. Only you, our NAVSUP and Supply Corps team, can integrate these segments into a comprehensive, tailored solution to meet the full Navy requirement.

Digitization is another key part of our reform. For us to provide the enhanced agility and customer service our Navy and Joint warfighters need, next generation forecasting will leverage advanced analytics and data feeds to anticipate customer demands. You will see improved data analytics and new digital technology being implemented throughout our programs and processing, including forecasting.

Recognizing that investing in you, our people, is vital to the success of any initiative, enabling the workforce is another core component of our reform initiative. We host a culture of excellence that develops and trains our people and the next generation of leaders. NAVSUP will identify, hire, train, and retain the new era workforce. Civilians are NAVSUP's consistent and dependable core of our global workforce.

NAVSUP is optimally positioned for us to more directly engage and support our customers through these demands. Our spring edition of the Supply Corps Newsletter, available at <http://scnewsltr.dodlive.mil>, focused on reform and provides further examples of how we are reforming.

You are making this happen. Many of our commands are already implementing reform initiatives. Over the next 18 months, a steering committee led by NAVSUP senior leaders, will oversee our Reform Program and work several specific lines of effort. Some of these efforts will include integrating next generation technological advances into every supply chain process, investing in high-value technologies to improve processes, and leveraging data analytics. In the end, our initiative will forge the organization for sustained performance by evolving the NAVSUP operating model so we remain always ready, resourceful, responsive!

We will keep you updated as our Reform program matures. ■

J. A. YUEN
Rear Adm. Jonathan A. Yuen

Naval Supply Systems Command Disestablishes Subordinate Command, NAVSUP Global Logistics Support

From Naval Supply Systems Command Office of Corporate Communications

Effective April 1, Naval Supply Systems Command (NAVSUP) disestablished NAVSUP Global Logistics Support (NAVSUP GLS). Functions performed by NAVSUP GLS have been realigned to NAVSUP Headquarters in Mechanicsburg, Pennsylvania.

By realigning functions to NAVSUP Headquarters and disestablishing NAVSUP GLS, NAVSUP removed an intermediate layer of command. Ultimately, realignment of the NAVSUP organization will improve command oversight and customer alignment, flattening the organization and delivering efficiencies that will enable faster support and greater accountability as the Navy strives

to maintain its competitive advantage globally.

NAVSUP GLS, an Echelon III command located in San Diego, was established in 2006 and originally named Commander, Fleet and Industrial Supply Centers (COMFISCS). The command provided oversight monitoring of waterfront support performance; oversight management of NAVSUP Fleet Logistics Center (FLC) operations, including contracting, fuels, global logistics services, hazardous material management, household goods movement support, integrated logistics support, material management, postal operations, regional transportation, warehousing, logistics operations, and

ammunition; and oversight management of base supply support for Navy installations worldwide.

On the occasion of the closing, NAVSUP Commander Rear Adm. Jonathan A. Yuen said, "Over its short history, NAVSUP GLS established a proud tradition of service, and those associated with the command worked in earnest to put the fleet first. They managed a diverse portfolio of services that were critical enablers for our customers."

As part of the realignment, eight NAVSUP fleet logistics centers have been designated as Echelon III commands, reporting directly to NAVSUP Headquarters. Additionally, NAVSUP Ammunition Logistics Center and Naval Petroleum Office were realigned from NAVSUP GLS to NAVSUP Headquarters. The end result of the realignment is a flatter NAVSUP organization, better suited to provide comprehensive and tailored support to the Navy and Joint warfighter. ■

Employing Supply Chain Analytics for Logistics Efficiencies

By NAVSUP N4 Supply Chain Management Process Owners

As the Navy's premier supply chain integrator, Naval Supply Systems Command (NAVSUP) manages value streams that provide material for Navy aircraft, surface ships, submarines and their associated weapon systems. Seamless integration within, between, and beyond NAVSUP-managed supply chain segments, such as planning, repairables, material control, order fulfillment, and allowancing, is critical to satisfying customer requirements.

In early 2017, supply chain process owners were challenged to leverage deep process knowledge, collaboration, and data insights to examine the accuracy of the requirements determination process, optimize the system to ensure it performs to goal, and explore how process lead times affect requirements and the ability to provide material.

Each supply chain process owner team took on the challenge, with the support of leadership and stakeholders across the NAVSUP Enterprise. Over the past year, this effort became known as Supply Chain Analytics for Logistics Efficiencies (SCALE). The teams have given visibility to the nuanced and complex workings of various pieces of the supply chain. A broad cross-section of NAVSUP teammates from various HQ departments, NAVSUP Weapon Systems Support (NAVSUP WSS), and NAVSUP Business Systems Center (NAVSUP BSC) lent their time, effort, and ideas to yield both concrete

improvements to customer support and identify continued opportunities for process optimization.

Planning

The NAVSUP planning process uses data from value streams throughout the supply chain as algorithm inputs to produce buy and repair recommendations.

The NAVSUP planning team, financial team, and NAVSUP WSS analyzed the current budget process by mapping out the requirements determination process. The team concluded that a subset of the requirement for large increases to levels updates was understated. They determined that a financial report, financial and logistics integrated requirements report (FLIRR), should be used to capture these level updates, e.g., procurement lead times (PCLT) and survival rate (SR). This additional data will allow NAVSUP WSS the ability to request the correct budget dollars in support of the fleet's future requirements.

...continued on page 4

Repairables

The NAVSUP repair process responds to repair recommendations provided by the Navy Enterprise Resource Planning (ERP) schedule board, executing over 150,000 repairs per year, across 1,000 suppliers, at \$3.28 billion, ensuring ready-for-issue material is onhand to support customer requirements.

The NAVSUP repairables team developed the first strategic repair metric for the commercial, organic, and interservice repair value streams to measure how often ready-for-issue assets are received from suppliers by the original estimated completion date. NAVSUP BSC replicated the Navy ERP data pulls, analytical

“We need to continue to develop a culture that is always questioning our process and our underlying assumptions, a culture that accepts prudent risks to learn and drive improvements.”

—Michael Madden

methodology, and graphical displays in NAVSUP's Logistics Cell (LOGCELL) dashboard. LOGCELL supports supplier collaboration, as performance is a shared responsibility among NAVSUP and its repair partners.

The repairables team is performing analysis into root causes, leading indicators, and cycle time syncs, and is working with developers, analysts, and repair activities to continue to make constraints visible. Part of this analysis includes simulations to monetize changes in process lead times. Potential solution sets include cycle time reduction efforts within the contracting process and carcass shipping process, and improvements in the piece part ordering process.

Material Control

The NAVSUP material control team is responsible for warehouse management,

discrepancy reporting, and inventory accuracy across sites that hold NAVSUP-owned material. NAVSUP has established inventory accuracy as one of the top priorities. Although inventory accuracy varies across supply chain segments, overall inventory accuracy is at 90 percent, with a goal of 97 percent by June 2019.

The material control team authored an inventory management plan that dictates inventories be conducted across the NAVSUP Enterprise. All sites must be assessed in a three-year period by performing an inventory on a statistically significant sample size. Any site failing an assessment must undergo a wall-to-wall inventory.

Additionally, material control initiated action to monitor disconnects between inventory accuracy feeder systems and Navy ERP. The team is also developing and executing action plans to improve accountability, including regular drumbeats with external Navy budget submitting offices to share inventory accuracy results and lessons learned.

Order Fulfillment

The NAVSUP order fulfillment team ensures material can be automatically sourced within Navy ERP to fulfill customer requirements.

The order fulfillment team worked with NAVSUP BSC and Defense Logistics Agency (DLA) to streamline support for Navy requirements for DLA-held customer backorders, despite full functionality (lateral redistribution) not being available in the initial Navy ERP rollout.

NAVSUP filled 1,818 backorders valued at \$4.06 million by processing records in Navy ERP, leading to improved customer wait time for Navy and other service customers. Automated lateral redistribution functionality is expected to deliver in the May 2018 Navy ERP release.

The order fulfillment team also developed a sourceable/unsourceable metric that the NAVSUP BSC inforM-21 team is finishing in the development environment. The NAVSUP order fulfillment team is reviewing the design and recommending any enhancements to give the desired degree of automated sourcing to Navy Working Capital Fund-owned assets in Navy ERP.”

Allowancing

The NAVSUP allowancing team oversees the modeling process by which inputs, such as configuration data and usage rates, are used to produce allowance products reflecting the range and depth of material customers are authorized to carry. The team reviewed the model and adjusted the price sensitive threshold for inflation, driving a three percent improvement in spares effectiveness.

NAVSUP also established a Joint instruction with Naval Sea Systems Command (NAVSEA) to stand up a review board called the Maritime Allowance Readiness Based Sparing, Reprovisioning, and Change-Review Board (MARRC-RB). This review board is chaired by NAVSUP and NAVSEA and includes both fleet and Office of the Chief of Naval Operations (OPNAV) participation. The MARRC-RB will ensure programs are complying with current policy, OPNAV-approved models are utilized to develop spares packages, and funding is in place to support the spares process. Further, the MARRC-RB will recommend RBS analysis of underperforming weapon systems. The result will be improved weapon system availability, readiness, and efficient and effective use of spares funding. Also, due to NAVSUP advocacy, the outfitting account, which provides initial spares to the fleet, is fully funded at 100 percent in Program Objectives Memorandums (POM) -19 and 20.

Summary

With the command's focus on cultivating enhancements to NAVSUP's supply chain to improve customer outcomes, NAVSUP process owners continue to leverage data insights to refine processes and achieve supply chain performance increases. As NAVSUP Vice Commander Michael Madden says, “We need to continue to develop a culture that is always questioning our process and our underlying assumptions, a culture that accepts prudent risks to learn and drive improvements. It is this kind of culture that will find a way to improve readiness and will be a key differentiation for NAVSUP.” ■

Data Insights

Below: NAVSUP N4 process owners collaborating on SCALE: Keith Patton (planning process owner), Gus Buhrman (order fulfillment process owner), Tim Adkins (material control process owner), and Charla Fridley (repairables process owner).
—photo by Keith Wright



Below: NAVSUP N4 Analyst Matt Anderson developing strategic repair metrics.
—photo by Charla Fridley

Collaboration



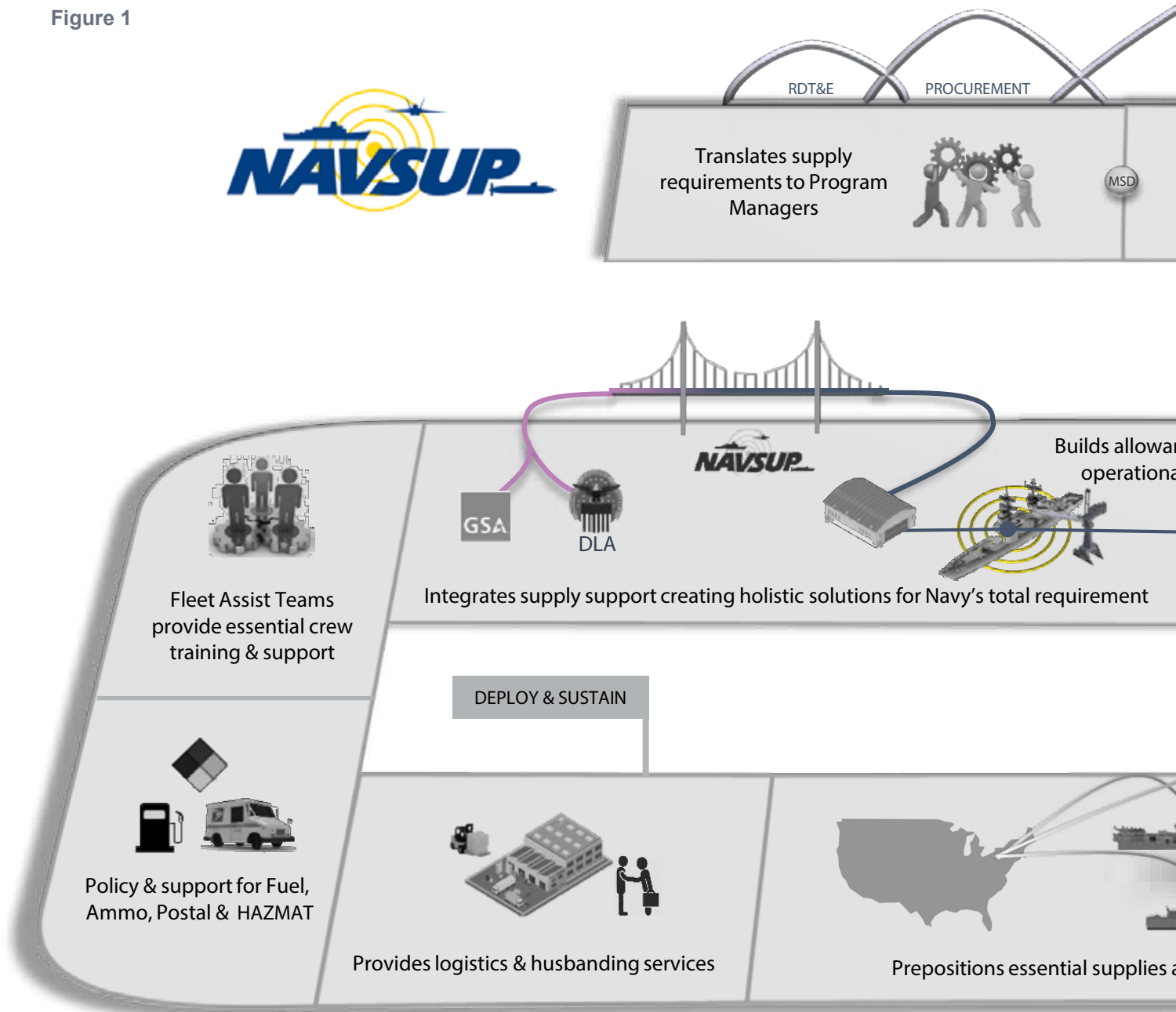
Left: NAVSUP N4 allowing process owner Bill Davis reviewing allowance data. —photo by Charla Fridley

Process Knowledge

NAVSUP's H

By Lt. Cmdr. David Carroll and L

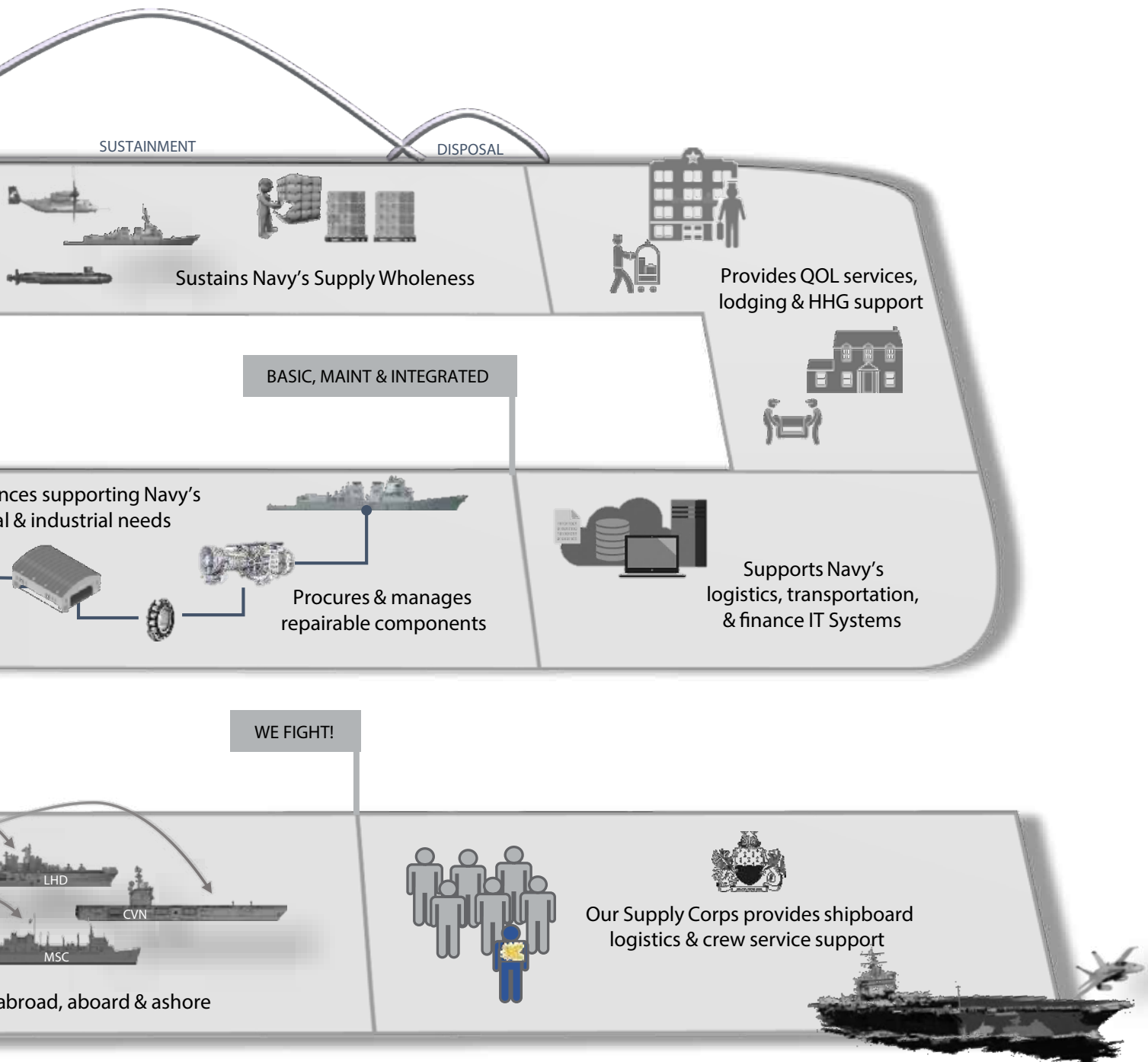
Figure 1



NAVSUP OPTIMIZES NAVY'S E

How We Fight

lt. Cmdr. Vaughn Cooper, page 8



END-TO-END SUPPLY CHAIN

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NAVSUP's How We Fight

Title 10 of United States Code directs our Navy to man, train, and equip a fleet. Today, the fleet must “be ready to conduct prompt and sustained combat incident to operations at sea in order to protect America from attack and preserve our strategic influence in key regions of the world.” –CNO, Adm. Richardson

This tasking necessitates a global logistics pipeline capable of delivering sustained support to a Navy on continuous world-wide deployment. Navy logistics are inherently unique and tailored to support small unit, decentralized operations for numerous platforms and weapon systems. This often stands in contrast to ground logistics, which traditionally support large units of personnel and equipment operating from an installation or bridgehead.

NAVSUP–Products & Services

To generate and sustain fleet readiness, our Navy utilizes Readiness Kill Chain (RKC) doctrine to maximize the utility of its limited resources. NAVSUP is integrated throughout RKC's end-to-end process, supporting overall readiness through the provision of supplies, services, and quality-of-life support to the Navy and Joint warfighter.

NAVSUP executes its mission through a family of Echelon III commands, including eight globally-positioned Fleet Logistics Centers (FLCs), NAVSUP Weapon Systems Support (NAVSUP WSS), NAVSUP Business System Center (NAVSUP BSC), and the Navy Exchange Command (NEX-COM) (Figure 1, pages 6-7). Each of these commands enables fleet readiness with tailored supply solutions provided along their business lines. Figure 1 illustrates many of the products and services provided by NAVSUP commands, which collectively generate and sustain readiness throughout the O-FRP.

Atop Figure 2 is one of NAVSUP's primary responsibilities—supporting the generation of readiness by sustaining supply wholeness for Navy weapon systems. Providing supply wholeness becomes NAVSUP's responsibility after a weapon system is fielded and sustainment of its material support transfers to the Navy.

NAVSUP has three significant responsibilities once material support of a weapon system transfers to Navy. First, NAVSUP procures and repairs repairable components, or depot level repairables (DLRs). Second, NAVSUP teams with non-Navy supply partners to create holistic solutions for Navy's total material requirements. Finally, NAVSUP prepositions material to optimize Navy's end-to-end supply global chain.

NAVSUP–Financial Resources

Financial resources and their allocation provide a means to review NAVSUP's material support to Navy weapon systems.

Figure 3 (page 9) displays NAVSUP's fiscal year (FY17) resources from two

perspectives. The first perspective is from the overall Navy Working Capital Fund (NWCF) portfolio (Figure 3–top). Here, Navy's supply management (SM) activity, or the authority used for the procurement of repair parts, is \$7.6 billion and represents 27 percent of NWCF's total authority. Almost all of the NWCF-SM authority is executed by NAVSUP, which characterizes NAVSUP as Navy's supply management activity.

The second perspective is NAVSUP's (Figure 3–bottom). In FY17, NAVSUP executed \$8.4 billion to provide supplies, services, and quality-of-life support to the Navy and Joint warfighter. Of the \$8.4 billion, the aforementioned \$7.6 billion in NWCF authority represented 93 percent of NAVSUP's total resourcing. This NWCF authority permits NAVSUP to contract with commercial and organic activities for the procurement and repair of Navy secondary repair parts a lead-time in advance.

Figure 3's lower-middle pie chart reflects how NAVSUP distributed its \$7.6 billion in NWCF authority. \$5.8 billion, roughly

Figure 2

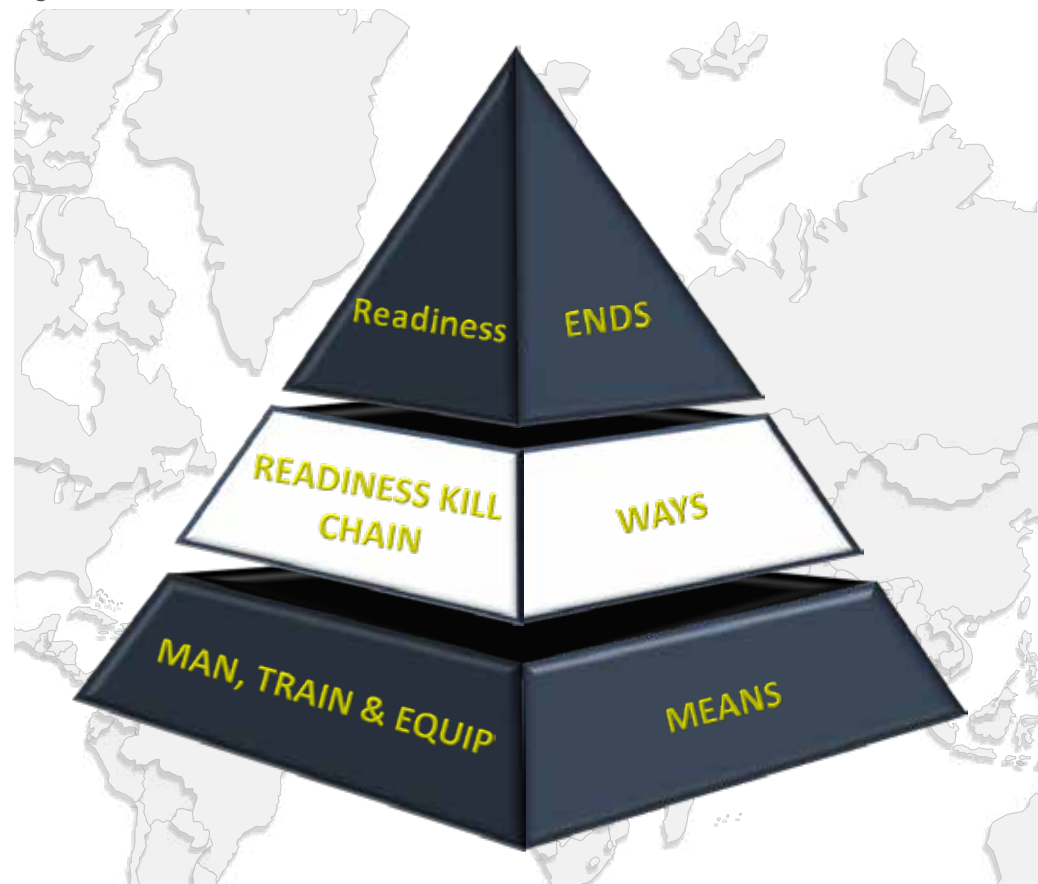
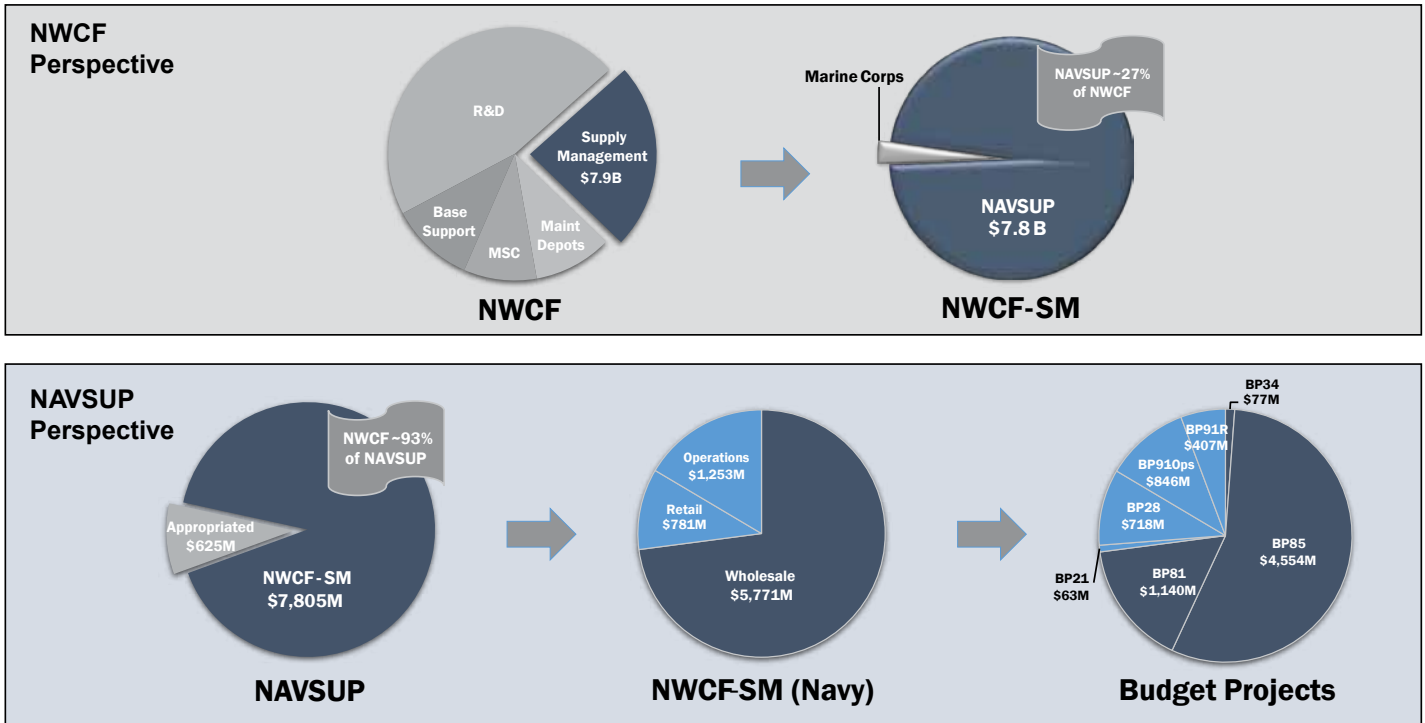


Figure 3

Resource Allocation

NAVSUP Buys Lead Time

*Based off of FY17 Actuals



three-fourths, was executed on NAVSUP's primary material responsibility—the procurement and repair of repairable components. Another \$781 million was executed on retail, or Budget Project (BP) Code 28, material. These resources represent NAVSUP's procurement of Government Service Agency (GSA) and Defense Logistics Agency (DLA) material for the purpose of prepositioning non-Navy managed material in the quantities and locations required by our Navy. The retail line of effort reflects NAVSUP cost in developing holistic solutions that optimize Navy's end-to-end supply. Finally, the Operations wedge of \$1.2 billion represents the cost of NAVSUP's business to include labor, overhead, warehousing, transportation and distribution paid to DLA.

A financial perspective of the NAVSUP Enterprise shows NAVSUP's most significant contribution to Navy's Title 10 requirements and overall naval readiness is supply wholeness for Navy weapon systems. Supply wholeness is achieved through procurement and repair of NAVSUP-managed repairable components and the prepositioning of

non-navy managed material. This combination of procurement, repair, and prepositioning of weapon system material optimizes Navy's end-to-end global supply chain.

Supply Wholeness—One Component of Equipment Readiness

Supply wholeness, however, is only one component of equipment readiness (Figure 4, page 10). Overall equipment readiness relies on accurate system engineering, adequate maintenance planning and capacity, and supply wholeness. This important reality is often overlooked by those who develop an impression that a linear relationship exists between supply wholeness and equipment readiness.

Equipment readiness begins with good systems engineering. Good systems engineering yields accurate provisioning given specified readiness objectives and predicted failure rates. Maintenance plans and capacity are established using those readiness objectives and predictive failure rates, while supply wholeness can be initially

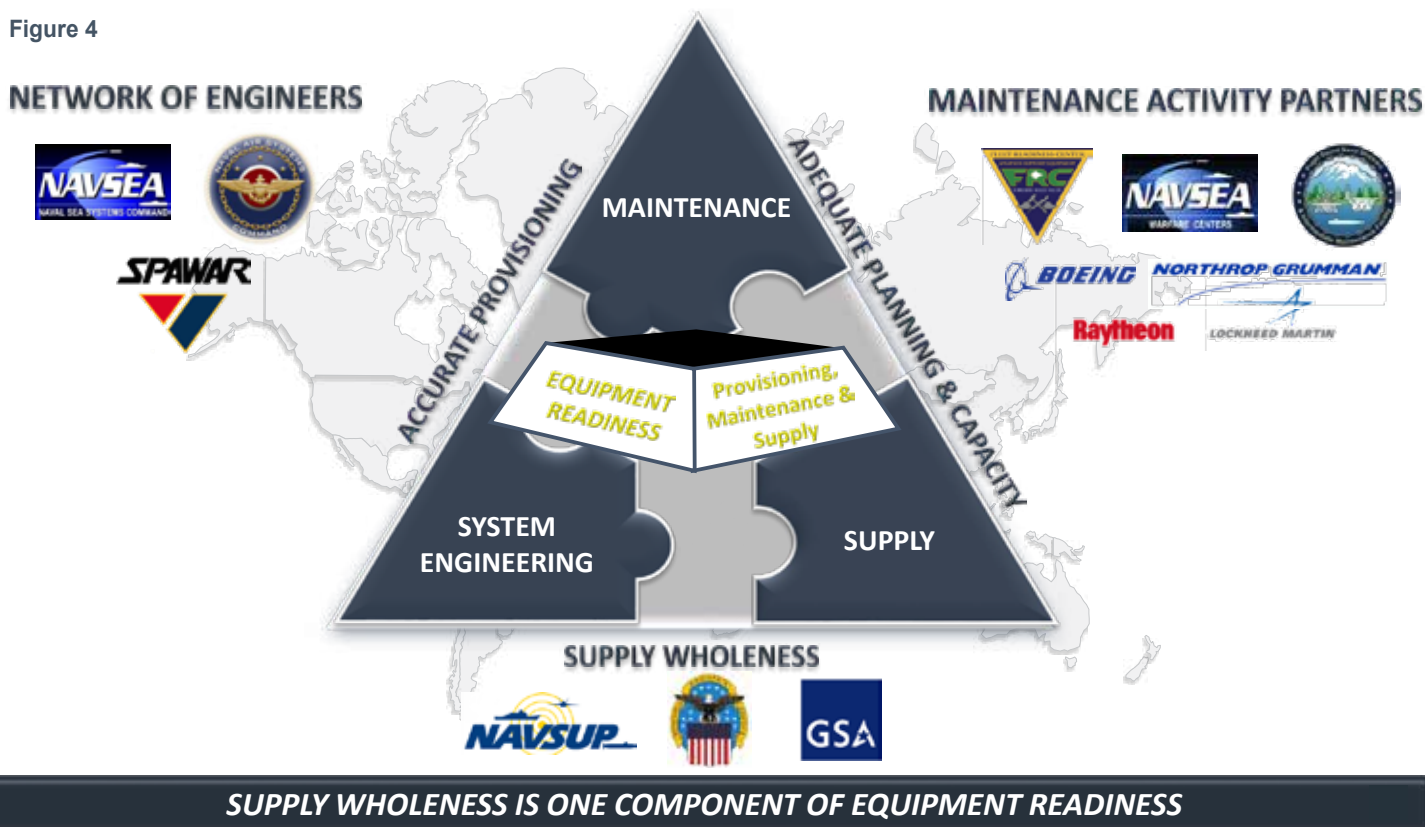
built to the system's designed provisioning. Together, the engineering, maintenance, and supply triad work to increase the utility of limited dollars to maximize equipment readiness of Navy's weapon systems.

Conclusion

Our Navy stands ready to address adversaries who challenge our interests abroad. A keystone to this readiness remains the preservation of a global logistics pipeline, optimized to support decentralized operations in the maritime environment. NAVSUP continues to responsively provide tailored supply solutions that optimize Navy's global logistics pipeline. Through procurement, repair, and prepositioning of Navy's holistic material requirements, NAVSUP sustains supply wholeness—a critical component in overall equipment readiness. This is how NAVSUP fights! 🌟

...continued on page 10

Figure 4



**For a more in-depth review of how
NAVSUP fights visit:
<https://youtu.be/csrLZFRD5W8>**

FY19 Supply Corps Captain Selections

Congratulations to the following Supply Corps officers who have been selected for promotion to the rank of Captain.

Jason W. Adams
Arcangelo P. Dellanno
Paul W. Demeyer
John H. Hamilton IV
Albert L. Hornyak
Wesley P. Johnson
Andrew J. Lewis
Ryan D. Lookabill

Erik R. Naley
Ernan S. Obellos
Cory D. Schemm
Johnetta C. Thomas
Shawn M. Triggs
Jason C. Warner
Lagena K. Yarbrough

Attaining the rank of Captain is the culmination of years of hard work and dedication to the United States Navy. Please join me in congratulating these outstanding Supply Corps officers.

J. A. YUEN
RADM, SC, USN

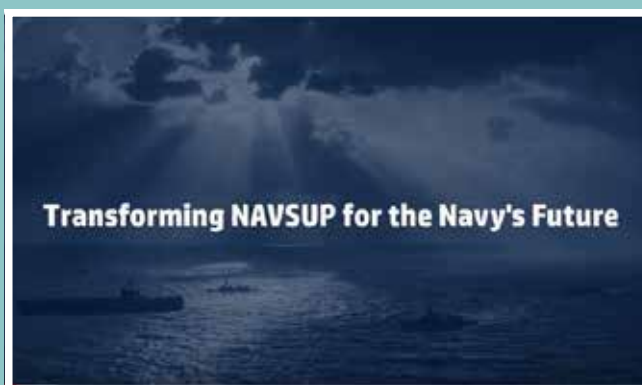
Check out the
NAVSUP
YouTube page at

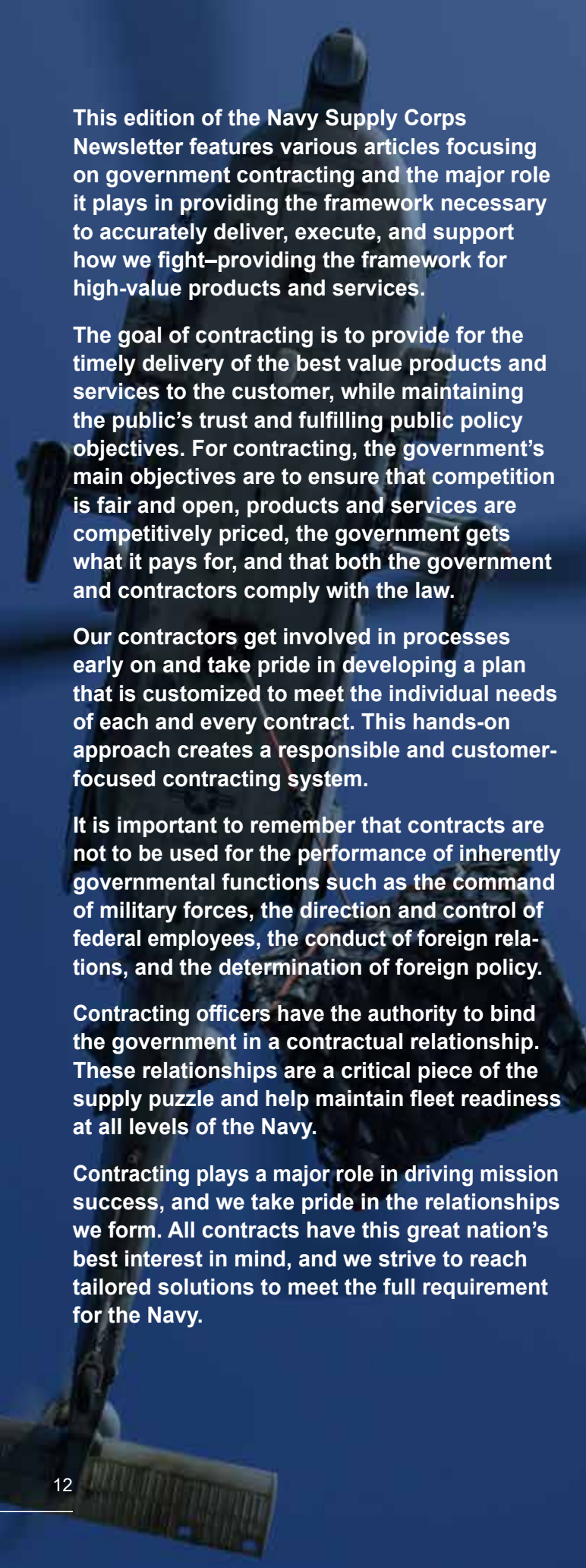


New!



We post videos
on a variety of topics
covering NAVSUP
and the Supply Corps!





This edition of the Navy Supply Corps Newsletter features various articles focusing on government contracting and the major role it plays in providing the framework necessary to accurately deliver, execute, and support how we fight—providing the framework for high-value products and services.

The goal of contracting is to provide for the timely delivery of the best value products and services to the customer, while maintaining the public's trust and fulfilling public policy objectives. For contracting, the government's main objectives are to ensure that competition is fair and open, products and services are competitively priced, the government gets what it pays for, and that both the government and contractors comply with the law.

Our contractors get involved in processes early on and take pride in developing a plan that is customized to meet the individual needs of each and every contract. This hands-on approach creates a responsible and customer-focused contracting system.

It is important to remember that contracts are not to be used for the performance of inherently governmental functions such as the command of military forces, the direction and control of federal employees, the conduct of foreign relations, and the determination of foreign policy.

Contracting officers have the authority to bind the government in a contractual relationship. These relationships are a critical piece of the supply puzzle and help maintain fleet readiness at all levels of the Navy.

Contracting plays a major role in driving mission success, and we take pride in the relationships we form. All contracts have this great nation's best interest in mind, and we strive to reach tailored solutions to meet the full requirement for the Navy.

Everybody Wants to be a Contracting Officer

By Mark D. Bennington, NAVSUP Headquarters,
Assistant Commander for Contracting

“Everybody wants to be a contracting officer,” has long been my mantra. I am a contracting officer, by trade and training, and I believe it to be the most rewarding career field within DoD acquisition.

Contracting officers are the only ones with the authority to enter into, administer, and terminate government contracts. They are tasked with ensuring that all contracts meet the requirements of law, executive orders, regulations, and all other applicable procedures, including clearances and approvals.

As the Assistant Commander (ACOM) for Contracting at Naval Supply Systems Command (NAVSUP) in Mechanicsburg, Pennsylvania, I'm the strategic leader for the NAVSUP contracting community tasked with providing a framework for the delivery of contracting services across the Navy field contracting system. I also serve as the NAVSUP Head of the Contracting Activity (HCA).

As the Deputy Commander for Acquisition, I'm the senior civilian responsible for completing 42 percent (approximately 120,000) of the Navy's contracting actions, representing nine percent (\$7.5 billion) of the Navy's contracting dollars. In direct support of the Navy's acquisition goals and objectives, I exercise contract authority and execute contractual and administrative matters in the procurement of supplies and services to naval forces around the world, both afloat and ashore.

The NAVSUP and Supply Corps team oversees a diverse portfolio of programs, including supply chain management for material support to Navy, Marine Corps, Joint and coalition partners, supply operations, conventional ordnance, contracting, resale, fuel, transportation, security assistance, and quality-of-life issues for our naval forces, such as food service, postal services, Navy Exchanges, and movement of household goods.

In addition to its headquarters activity, the NAVSUP Enterprise is comprised of 11 commands located worldwide that include NAVSUP Fleet Logistics Centers in Jacksonville, Florida; Norfolk, Virginia; Pearl Harbor, Hawaii; Puget Sound, Washington; San Diego, California; Sigonella, Italy; Yokosuka, Japan; and Manama, Bahrain.

I'm constantly looking for opportunities to recruit new college graduates and other qualified candidates into the “1102” career field. Recently, I was presented with an opportunity to enlist new talent into the Naval contracting workforce.

On April 1, 2018, NAVSUP disestablished NAVSUP Global Logistics Support (NAVSUP GLS). As a result, many of the NAVSUP GLS employees located in San Diego, California, would be required to move to Mechanicsburg, Pennsylvania. During this time of change, I spearheaded an innovative initiative that allowed any NAVSUP GLS employee to transition into a 1102 contracting job series at their current GS grade and step.

The first step in this process, which was given special permission by NAVSUP Human Resources, was to advise the NAVSUP GLS workforce of the opportunity. I spent some time in San Diego addressing the workforce about the unique opportunity to work in contracting. There was general excitement among the workforce, as I conveyed my enthusiasm for the contracting career field. I emphasized the need for contracting in every aspect of Department of Defense and federal functions. I shared my career background, as well as the many “cool” programs I had been a part of, and highlighted opportunities to work in locations across the world like Japan, Italy, and Bahrain.

After my talk, there were a number of employees who showed interest in this career field. Next in the process was to ensure that each of the candidates was academically qualified for the 1102 job series. Contracting personnel in the 1102 series must have at least a bachelor's degree, with an additional 24 semester hours of business credit (i.e., accounting, economics, management, etc.). After passing the first hurdle, there were still a number of interested and qualified candidates.

The next step in this process was to assess the candidates' aptitude for contracting. I arranged a week-long Federal Acquisition Regulation (FAR) introductory course for the interested candidates. This is normally a graded course, however, for this particular offering, no grades were given. The candidates could attend the FAR introductory course without committing to the 1102 job series. If, after completing the course, they were still interested in contracting, NAVSUP would begin the process of transitioning them into the 1102 job series. If they were no longer interested, then they could remain in their current job series.

After the FAR introductory course, each of the interested candidates was required to take the four-week CON090 course titled, “FAR Fundamentals.” This course is designed for those new to federal contracting. Students were immersed in the FAR, Defense Federal Acquisition Regulation Supplement (DFARS), and procedures, guidance and information (PGI) throughout the course, and immersed in knowledge of the government contracting process.

The rules for the CON090 course were different than the FAR introductory course. Attendance at the FAR introductory course was just that—attendance. For CON090, the course would be graded, and candidates would have to pass to continue in the 1102 job series transition process.

Normally, within the federal government, one must already be in the 1102 job series in order to take CON090. For this special group of students, I worked with the Department of the Navy Director, Acquisition Career Management (DACM), Mark Deskins, to waive

the 1102 job series requirement prior to signing up for this course.

The good news is that everyone in the course passed. Deskins and Elliott Branch, Deputy Assistant Secretary of the Navy—Acquisition and Procurement, both spoke via video teleconference at the graduation exercises. The students were that much closer to becoming contracting officers.

As the disestablishment date for NAVSUP GLS approached, the next step in the 1102 transition process was to place each of the candidates into the NAVSUP contracting organization where they could continue their acclimation and education process.

Now that the students had passed CON090 and were continuing at their current General Schedule (GS) level, I needed to give them the tools and education to be DAWIA-certified at Level II. I committed to getting them Level II certification in contracting within two years. In order to give them the proper experience, they could potentially be required to physically relocate outside of San Diego. Each employee was given a Management Directed Reassignment (MDR) letter, which

gave employees the opportunity to move to NAVSUP Headquarters within their current GS job series. Each of the 1102 transition candidates were given a second MDR, which offered them the opportunity to move to a different geographic location in order to continue their contracting education. Those locations were Norfolk, Virginia; Philadelphia, Pennsylvania; Jacksonville, Florida; Puget Sound, Washington; Mechanicsburg, Pennsylvania; and San Diego, California. In the end, six employees decided to transition to the contracting career field.

As I reflect upon this extraordinary transition opportunity, I have some observations. First, change is hard, but there are times when you need to take a chance.

This was obviously one of those times. Second, you often hear the term, “think outside the box.” As these future Contracting Officers have proven, thinking differently about problems and solution sets can bring about awesome opportunities. Finally, for me, the ultimate objective is take care of our people. Providing our people with tools and opportunities is a “must do,” and I'm proud of those who took this amazing opportunity! 🌟

“Everybody wants to be a contracting officer, has long been my mantra. I am a contracting officer, by trade and training, and I believe it to be the most rewarding career field within DoD acquisition.”
—Mark Bennington, NAVSUP Headquarters, Assistant Commander for Contracting

NAVSEA and SUPSHIP Newport News Supporting the Fleet

By Capt. Lee H. Weber, SC, USN, Supervisor of Shipbuilding Contracting Oversight,
Naval Sea Systems Command, SEA02 and Carl Ward, Chief of Contracts Office,
Supervisor of Shipbuilding, Newport News, Virginia



Where We Do Business – SUPSHIPS aligned with HQ

**4 Supervisors of Shipbuilding Commands...
Over 250 Admin Contracting Officers...
Present in 10 states...
Involved in 7 ACAT 1 programs...**

San Diego, CA (SSBA, SSGC)

BAE Systems:
SSBA Detachment LCS PSA
SSGC Detachment LCS PSA
NASSCO:
SSBA and SSGC – LPD PSA

Marinette, Wisconsin (SSBA)

Marinette Marine*
LCS
USCGA auxiliary ship

Bath, Maine (SSBA)*

GD-Bath Iron Works*
DDG 1000
DDG 51

Groton, Connecticut (SSGR)*

GD - Electric Boat *
Virginia Class Submarine

Newport News, VA (SSNN)*

NNS* - CVN Ford Class
NNS* -VCS (sub to EB)
NNS -VCS repair
NNS - CVN De-activation
NNS - CVN Refuel and Overhaul
-----NAVSEA 022C SEAT-----

Norfolk, VA (SSNN)

Norfolk Naval Shipyard –
Support PSA work while NNSY
C400 establishes.

Brownsville, TX (SSBA)

ESCO Marine International
Shipbreaking and recycling

Gulf Coast (SSGC)*

Ingalls, Pascagoula, MS*
LPD 17, DDG 51, LHA(R), USOG

Austal USA, Mobile AL*

EPF, LCS

TEXTRON, New Orleans, LA*
Ship to Shore (SSC)

Bollinger Shipyard, Lockport, LA*

FRC-B Sentinel Class Patrol Boat

Swiftships, Morgan City, LA

Iraqi and Egyptian PB

EMR, New Orleans, LA

Ship Disposal and Recycling Program

Jacksonville, FL (SSBA)

PSA (LCS) - BAE Southeast

Eng, QA personnel on site. 90% of
contracting is done remotely. Plant Cog
is covered by SERMC in a MOU.

New Construction, Private Yards *

SUPSHIP BATH, Maine (SSBA)

SUPSHIP Groton, Connecticut (SSGR)

SUPSHIP Newport News, Virginia (SSNN)

SUPSHIP Gulf Coast, Pascagoula, Mississippi (SSGC)

Figure 1

Many in the Supply Corps community have engaged in contracting, but few have dabbled in acquisitions, and fewer still have been exposed to major defense acquisition programs. Then there is the “4-leaf clover” of our 1102 community—the Administrative Contracting Officer (ACO). Specifically, the ACOs overseeing our Navy’s costliest acquisition program—ship construction.

Figure 1 depicts the geo-footprint in which shipbuilding ACOs function. Details

concerning the ship class are included, but the bumper-sticker take away is stunning—Shipbuilding ACOs oversee seven ACAT 1 programs (and counting) valued at over \$155 billion (and counting) in active contracts from coast to coast. Contractor oversight; industrial/supplier base management; auditing and oversight of Fortune 500 companies’ business systems; daily negotiations of tens of millions of dollars to authorize and approve contract modifications; program management of destroyers, air craft carriers, Virginia-class submarines (soon to include

Columbia-class), and amphibious class ships; these are but a few of the day-to-day challenges and taskings of a new ship construction ACO in delivering ships to our Navy.

These ACOs are embedded at the four Supervisor of Shipbuilding (SUPSHIP) major commands located in Bath, Maine; Groton, Connecticut; Pascagoula, Mississippi and Newport News, Virginia. Each ACO holds contract warrant authority, and their function is described in FAR 42.302.

“Without an ACO that knows how to prioritize all contract actions for critical path work across all shipyard availabilities, I cannot achieve my number one mission priority of “On-Time Delivery of SSNs and CVNs,” states Capt. Jason Lloyd, commanding officer, supervisor of shipbuilding, conversion and repair, Newport News, when describing the importance of an ACO in shipbuilding.

The contracting, product line, and business intelligence expected of a ship construction ACO is exceptional, and industry, waterfront, and political spotlights shine bright on every decision and action.



Above and right: Newport News Shipbuilders lifted a 704-metric-ton unit into Dry Dock 12, where construction of the aircraft carrier USS John F. Kennedy (CVN-79) is taking shape. —photo by Chris Oxley, Huntington Ingalls Industries

“There are not many Supply Corps officers afforded the opportunity to be the ACO for the design and construction of new nuclear powered submarines and aircraft carriers. Supply Corps officers assigned to Supervisor of Shipbuilding, Conversion and Repair, Newport News (SUPSHIPNN) are given this rare opportunity,” said Lt. Cmdr. Jaime Siqueiros, deputy chief of contacts.

SUPSHIPNN contracts department plays a critical role in the shipbuilding

process and has an immediate and positive impact on the day-to-day construction and repair/modernization work being accomplished at Huntington Ingalls Industries, Newport News Shipbuilding (HII-NNS), located in Newport News, Virginia.

They administer all nuclear powered submarine and aircraft carrier contracts awarded to HII-NNS, including contracts to construct, repair, design, refuel and/or overhaul nuclear powered aircraft carriers and submarines for the U.S. Navy. Additionally, contracts may involve the procurement of supplies and services related to highly sophisticated materials and weapon systems to support nuclear powered ships.

New CVN Construction Division

Being a contracting officer at SUPSHIPNN is different than being one at a more traditional contracting shop. Lt. Cmdr. Siqueiros and his team are responsible for pre-award and post-award contract functions on the \$4 billion Detail Design and Construction (DD&C) contract for the USS John F. Kennedy (CVN 79).

Utilizing its predecessor’s production process, combined with 21st century technology to drive efficiency and affordability, Kennedy (CVN 79) is being assembled with a modular construction technique where smaller sections of the ship are welded

together to form larger structures called superlifts. The superlifts are pre-outfitted and assembled in the dry dock, where the ship is being erected. Currently, the construction of the USS John F. Kennedy, the second ship in the Ford-class, is nearing 75 percent structural completion.

“Our efforts have a direct impact on enabling the drive to a 355 ship fleet. I feel very fortunate to have the opportunity to participate in the first two-ship nuclear powered aircraft carrier buy (CVN 80/81). This is a generational opportunity,” said Siqueiros.

Submarine Division

SUPSHIPNN administers contracts covering in-service submarine repair, Virginia-class submarine (VCS) new construction, and Columbia-class submarine (CLB) new construction programs.

Contracts department personnel perform contract administration duties for the VCS contracts Block I through Block V, in addition to supporting one Post-Delivery Work Period (PWDP) per year at HII-NNS. They award, negotiate and administer delivery orders, spare parts and provisioning orders against Basic Ordering Agreements (BOAs) and Indefinite Delivery Indefinite Quantity (IDIQ) contracts for supplies and services. They also support proposal cost and pricing

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—photo by John Whalen

The Big E—USS Enterprise (CVN65) sits idle in the shadows of the USS Ford (CVN78)—the lead ship of her class of newly designed USN aircraft carriers. On 1 December 2012 Enterprise became the first nuclear aircraft carrier to be deactivated after a storied 51 year service life that began in late 1961. Construction of the USS Ford (CVN 78) began on 11 August 2005. She was commissioned on 22 July 2017 and is currently undergoing various testing and evaluation. USS Ford (CVN 78) is expected to make her maiden deployment in 2020.



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analysis for field modification requests and orders issued under the VCS contracts. The team provides Field Pricing Reports to SUPSHIP Groton for all actions under new construction and the PDWP.

“Currently, SUPSHIPNN is the ACO for the USS Helena (SSN 725) dry-docking selected restricted availability (DRSA), USS Columbus (SSN 762) Engineered Overhaul (EOH), USS Boise (SSN 764) EOH, and is performing all contract administrative functions delegated to us by SUPSHIP Groton on the VCS and CLB programs. My team analyzes and recommends schedule adjustments and CAPEX incentives fully engaging in all contract changes that affect contract performance and schedule,” said Siqueiros.

Carrier Availabilities and Repair Division

SUPSHIPNN is responsible for executing change management functions, to include issuing change orders and negotiating and executing supplemental agreements for the inactivation, in-service availabilities, and refueling and complex overhaul (RCOH) program.

They are currently providing post-award contract functions on the USS George Washington (CVN 73)’s RCOH and are

performing pre-award functions on post shakedown availability/selected restricted availability contract for the Gerald R. Ford (CVN 78).

Lt. Cmdr. Siqueiros’ team is fully engaged, supporting Naval Sea Systems Command (NAVSEA) 02’s efforts to award the advanced planning contract for USS John C. Stennis (CVN 74), spending long hours analyzing extremely complex contract provisions, establishing contract milestones and developing an executable procurement plan.

Driving toward reducing costs and improving ship availability to the fleet, SHIPSHIPNN places emergent repairs and urgent task orders on contract through various contract vehicles to support fleet requirements. They perform technical and cost/pricing analysis on contractor requests for waivers/deviations from contract specifications or contract provisions; relief from certain contract provisions; request for payment of escalation; cost of facilities capital; provisional/progress payments; and release of contract performance reports.

Due to the dynamic nature of ship repair, these requirements are generally short-notice in order to allow ships to deploy on time. As with any contracting organization, duties such as oversight and management of existing contracts continue, as well as

performing contract closeout activities after the period of performance has ended.

“It’s our job here at SUPSHIPNN to provide cradle-to-grave contracting support on multi-billion dollar contracts, monitor the quality assurance and production schedule requirements, and sign for final delivery to the fleet. Being a part of the NAVSEA contracts competency provides Supply Corps officers the rare opportunity to bring their contracting skills and knowledge to shipbuilding,” said Siqueiros.

The expectations from military and political leadership to provide respite to our Navy’s aging fleet are at a generational high. The FY18 appropriations bill directs a 20-plus billion-dollar investment into shipbuilding and conversion, and impacts programs ranging from VCS, CVNs, and DDGs to auxiliary ships, ship to shore connector, and littoral combat ships. The ACO is paramount in meeting the objectives of refreshing the fleet.

“Contracting Officers like Lt. Cmdr. Siqueiros support the Navy to be able to afford the capability and platforms needed to execute its acquisition strategy and strategic mission,” states Capt. Eric Oxendine, associate director of contracts at NAVSEA 02, when describing the criticality of an ACO in shipbuilding. 🌟

NAVSUP at Sea Air Space Expo 2018

By Kathy Adams, Naval Supply Systems Command
Office of Corporate Communications

Innovative technology and processes were showcased by Naval Supply Systems Command (NAVSUP) April 9-11 at Sea Air Space Exposition at National Harbor, Maryland.

Featured in the booth this year was information on NAVSUP's reform initiative. The Navy's unique operating environment demands continued change, and NAVSUP is reforming to adapt. The reform initiative centers around NAVSUP reasserting itself as the Title 10 leader for supply chain management for the Navy. NAVSUP is the single point of accountability for the integrated Navy supply chain with full audit compliance. As a Navy command, NAVSUP understands the customers' world as its own, providing close collaboration and customer-focused metrics.

Integration from supplier to customer to program manager, and collaboration on tradeoffs, will provide the gold standard in contracting excellence. Data analytics and new digital technology implemented throughout programs and processes, including forecasting, will provide enhanced agility and customer service. Lastly, the reform

prompts action to develop and train NAVSUP's people to be the next generation of leaders in sustainment.

NAVSUP also demonstrated innovative MESH technology at the expo. MESH is an emerging technology that provides a powerful tool set to collect, monitor and react to important information regarding asset location and condition. MESH uses a wireless networking protocol where "mesh points" form a communications network among themselves, routing each other's data through mesh gateways to logistics systems. It is a seamlessly interconnected network that supports asset visibility, movement, and status, without the need to install an expensive fixed infrastructure.

A representative from the NAVSUP Office of Small Business Programs was also in the booth, sharing information on NAVSUP initiatives to offer procurement opportunities to small business. NAVSUP's small business program, which consistently exceeds service-disabled/veteran-owned small businesses award goals set by the federal government, is committed to maximizing procurement opportunities for small businesses and minority-serving educational institutions.

Sea-Air-Space is the largest annual innovative, educational, professional and maritime exposition based in the U.S., and features the most current information and technology relevant to maritime policy. 🌟



Visitors to the NAVSUP booth at Sea Air Space Expo 2018 learn about how NAVSUP is reforming to support the warfighter. -photo by Lee Mundy



NAVAIR Aircraft Support Contracting—Improving Speed to the Fleet

By Lt. Cmdr. Matthew E. Duncan, SC, USN
Deputy Department Head
Naval Air Systems Command

The Naval Air Systems Command (NAVAIR) Aircraft Support Contracts Department (AIR-2.5) oversees contracting at four different Naval Aviation Warfare Center (NAWC) sites: Patuxent River, Maryland; Lakehurst, New Jersey; Orlando, Florida; and China Lake, California. These sites provide services in support of NAWC research and development, test and evaluation, engineering, and fleet support for naval aircraft and weapons. The AIR-2.5 leadership team that includes Capt. Luis Treviño, Cmdr. Paul Fox, and Cmdr. Teresa Stevens, has been working to significantly improve competitive procurement cycle time for services acquisitions. This initiative directly ties to one of NAVAIR's main areas of focus: increase speed to the fleet through program of record planning and execution, and rapid response to urgent warfighter needs.

AIR-2.5 spearheaded an effort to reform standard labor categories utilized on aircraft support service contracts to improve cost realism analysis on vendor cost proposals. The team developed a guide that simplified Professional Knowledge Based and Services Contract Act functional labor descriptions, educational degree requirements, and

experience requirements. The guide also included substitution charts that mapped positions to the Office of Management and Budget's Standard Occupational Classifications for which the Bureau of Labor Statistics maintains compensation data. The streamlining process focused on actual work year labor data recorded for NAVAIR service contracts, and enabled the customers to see where the majority of their labor dollars were being spent. The guide focused on the top 20 percent of labor categories and eliminated the need to maintain a spreadsheet that unnecessarily tracked over 300 individual, and often seldom used, labor categories.

In addition to restructuring standard labor categories, AIR-2.5 was awarded the 2017 Department of the Navy Acquisition Field Activity Award in recognition of their outstanding acquisition achievement in developing and fielding a new streamlined Content of Proposals and Evaluation Factors (Sections L & M) template and Evaluation Factor Guide for use on all Federal Acquisition Regulation (FAR) Part 15 competitive services acquisitions. Corollary objectives of the project were:

- Improve clarity for Section L proposal instructions
- Better source selection discriminators in Section M evaluation criteria
- Improve proposal quality (i.e. less errors and deficiencies)
- More efficient proposal evaluations
- Lower bid and proposal costs for industry

The team met over an eight-month period, and team members were required to perform additional research on evaluation best practices vice industry surveys, canvassing other government agency best practices, and coordinating with other key acquisition stakeholders such as NAVAIR customers, small business office, and legal counsel. Upon completion of the streamlined templates and evaluation factor guide, the benefits of the new templates became readily apparent:

- Request For Proposal (RFP) quality has improved, and legal review time has decreased
- Peer reviews and legal review boards have far fewer negative findings
- More contract awards based upon initial proposals
- Proposal evaluation cycle times have decreased

Since instituting this streamlining initiative, competitive FAR Part 15 procurement cycle time from RFP release to award on average has improved by 35 days. Another added benefit of the new templates is that the FAR Part 15 sections L and M templates have now been used as a low-risk, legal counsel endorsed, starting point for further streamlining of proposal instructions and evaluation criteria for FAR Part 16 Fair Opportunity Multiple Award Contract source selections.

Ultimately, reformed labor categories and streamlined documentation have led to better quality evaluations and improved procurement cycle time. AIR-2.5's hard work and streamlining initiatives are in direct alignment with NAVAIR's mission and, more importantly, are leading to the delivery of products to the fleet more quickly. 🌟



SPAWAR Contracting...Boldly Delivering Information Warfighting Capabilities from Seabed to Space

By Lt. Cmdr. David F. Odom, SC, USN, Contracting Officer, 2.0 Contracts Directorate, SSC PAC
and Lt. Branden W. Davenport, SC, USN, Contracting Specialist, 2.0 Contracts Directorate, SPAWAR

Space and Naval Warfare Systems Command (SPAWAR) and its Echelon III command, SPAWAR Systems Center Pacific (SSC PAC), are San Diego's premier locations for Supply Corps officers to learn important contracting skills, while playing a part in supporting strategic objectives essential to our nation's security. The opportunity to witness the alignment between the Strategic Vision of SPAWAR and the strategic objectives of SPAWAR's contracting directorates is an enlightening experience for members of our 1306 community.

SPAWAR is located within eyeshot of San Diego's scenic and historic Old Town, while SSC PAC is nestled within the hills near Cabrillo National Monument. Both locations offer outstanding opportunities for local tourism, as well as some of the most diverse food in the country. Both commands provide an opportunity for mid-level officers to interact with numerous senior Supply Corps officers and, at the same time, pursue professional certifications through Defense Acquisition University.

The mission of SPAWAR is to identify, develop, deliver and sustain information warfighting capabilities supporting naval, Joint, coalition and other national missions. This mission is accomplished through the following strategic objectives: (1) accelerating and streamlining delivery, (2) driving cyber resiliency, (3) optimizing our organization, operations and workforce.

Both SPAWAR and SSC PAC leverage the creativity and experience of scientists, engineers, acquisition professionals, and industry partners to create innovative

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solutions for our Sailors and Marines as they deter war and protect the security of our nation. As global issues become more complex and inter-state strategic competition becomes our primary national security concern, the need to rapidly field new technologies becomes even greater. To meet this need, SPAWAR develops contractual relationships with our industry partners and academia to provide the latest information warfighting capabilities to the warfighter. Civilian acquisition professionals and Supply Corps officers are crucial players in planning, awarding, and administering such contracts.

Seeking to accelerate and streamline delivery of cyber capabilities to the fleet, SPAWAR utilizes rapid prototyping to transition information warfare technology. Small Business Innovation Research (SBIR) and Rapid Innovation Fund (RIF) contracts are important vehicles to meet this objective. Contract specialists at SPAWAR have the opportunity to complete cost analysis of SBIR and RIF proposals, negotiate the final price of these contracts based on that analysis, and create the contract itself by identifying all applicable contracting clauses in the Federal Acquisition Regulation and Defense Federal Acquisition Regulation

Supplement. The two end-products of this work are a business clearance memorandum that summarizes cost analysis and negotiation, as well as the contract itself.

Another technique for streamlining delivery is through the use of multiple award contracts (MAC). Contracting officers at SSC PAC have the opportunity to administer competitive task orders under MAC contracts. The Global Installation Contract (GIC) for Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) is an example of a MAC that supports Fleet Installation Office initiatives. The Fleet Installation Office plans and executes fleet C4ISR installations and overhauls during maintenance availabilities and overseas service desk support, repair, and system training for Sailors and Marines. The GIC MAC streamlines installation execution across the SPAWAR enterprise and allows for greater economies of scale by combining installation efforts across Pacific and Atlantic areas of responsibility.

SPAWAR also seeks to drive cyber resiliency. Part of driving cyber resiliency is ensuring that what is delivered to the fleet meets specifications and is in a state of cyber

compliance. SPAWAR's contracting professionals support this objective through the diligent negotiation and preparation of task orders that clearly establish cyber standards and fleet cyber readiness requirements.

Finally, SPAWAR accomplishes its mission through optimizing its organization, operation, and workforce. For a junior officer, optimizing the workforce includes the ability to participate in the Navy Acquisition Contracting Officer Internship and earn Level II certification in contracting through the Defense Acquisition Workforce Improvement Act. For a more senior officer, this includes the ability to join the Defense Acquisition Corps.

SPAWAR continues to lead the charge in delivering the latest information capabilities to the warfighter. SPAWAR's contracting directorate plays an essential part in this mission. The need for seasoned acquisition professionals in the Supply Corps has never been greater, and SPAWAR provides an excellent opportunity to gain valuable contracting experience. 🌟



Lt. Cmdr. David Odom, *right*, and Lt. Branden Davenport, *left*, at the entrance to SPAWAR Headquarters. The pictures lining the entrance detail the storied history of the SPAWAR facility...from B-24 production during WWII to advanced C4ISR systems design and sustainment. —photo by Lt. Stephanie Conenna

SUPSHIP Newport News Contracting Office Excels During PPMAP Inspection

By Lt. Cmdr. Jaime Siqueiros, SC, USN, Deputy Chief of Contracts Office, Supervisor of Shipbuilding, Conversion and Repair, Newport News

Naval Sea Systems Command Purchase Card Program Performance Management Assessment Program (PPMAP) Staff/NAVSEA Level 3 Government Purchase Card program coordinators conducted a PPMAP inspection of Supervisor of Shipbuilding, Conversion and Repair Newport News (SUPSHIPNN) contracting department in March 2018. The inspection covered a transaction period of September 2016 through January 2018.

SUPSHIPNN's GPC program provides simplified acquisition procurement support during the design and construction of nuclear powered submarines and aircraft carriers, as well as during the repair and modernization periods of submarines and aircraft carriers located at the Huntington Ingalls Newport News Shipyard. The GPC program allows the contracting department the opportunity to reduce procurement action lead times (PALTs) for acquiring commercial goods and services to maximize greater buying power initiatives.

The primary objectives of the PPMAP are to support contracting departments' continuous improvement efforts in the procurement process; to ensure a feedback process exists for communicating an organization's strengths and vulnerabilities; to balance the level of oversight provided; and to improve the speed of learning through high velocity learning—lessons learned and best practices. The PPMAP inspection confirms a contracting department is in compliance with all statutory and regulatory requirements, ensuring there are no instances of fraud, waste or abuse during the transaction review.

"The team began implementing process improvements back in 2016 after the last PPMAP inspection. I'm very proud of my team's dedication and hard work to improve the program. They made great strides in making the program compliant with all regulatory requirements and improving the traceability of every single dollar spent over the past 18 months," said Carl Ward, SUPSHIPNN chief of contracts office.

The inspection evaluated the SUPSHIPNN GPC program to ensure the contracting department is in compliance with NAVSUP and NAVSEA policies and procedures and to ensure internal controls were adequate and in place. The PPMAP inspection consisted of three categories: (1) a transaction review, (2) an internal control review and (3) a review of other program critical elements. SUPSHIPNN earned a grade of "Satisfactory" from the NAVSEA PPMAP staff/GPC Program Agency Program Coordinators.

"I feel very privileged to have such a remarkable team. Inspections are always high-visibility events identifying a command's strengths and vulnerabilities. The results highlight the fact that a significant program turnaround has taken place since the previous PPMAP inspection," said Ward. 🌟

Code 200 Husbanding Contracting at FLC Norfolk...Taking Acquisition Reform by the Horns!

By Lt. Maynard K. Lee

Over the past two years, a military and civilian team at NAVSUP FLC Norfolk worked diligently to put two firm-fixed price, indefinite-delivery/indefinite quantity (IDIQ) multiple award contracts (MAC) in place to provide husbanding support services across the CTF-80 and 3rd, 4th and 7th Fleet AORs. In April, a team led by Terri McGeein, NAVSUP FLC Norfolk, fleet division director; Lt. Cmdr. Carrie Paben, husbanding supervisor; and Richard Mateljan, lead contract specialist, saw the results of their hard work when the second of two husbanding support MACs, the Americas contract, performance began.

The Americas contract is a \$235 million effort providing husbanding support services to U.S. Ships (USS), U.S. Naval Ships (USNS), and U.S. Coast Guard Cutters (USCGC) visiting non-U.S. Navy ports located along the continental west coast of the United States, Canada, Mexico, Commonwealth of the Northern Mariana Islands, Caribbean, Panama, Bermuda, South America and Central America. Nine vendors received the award in which their services cover some or all of the nine regions. More importantly, each region will have at least three of the nine vendors competing to win husbanding support requirements for visiting ships.

Less than a year earlier, NAVSUP FLC Norfolk awarded an \$88 million MAC in support of husbanding services for ships visiting non-U.S. Navy ports within the continental east coast of the United States (ECONUS), the Great Lakes region, and all eastern U.S. territories (i.e. Puerto Rico, U.S. Virgin Islands). The three vendors who were awarded this contract will compete among themselves to win firm fixed-price task orders and provide non-commercial husbanding support services on a port-by-port basis. Both recently awarded contracts include a five-year ordering period with an optional six-month extension.

Historically, husbanding services were supported via a single award IDIQ contract or a single stand-alone contract in regions not covered under the IDIQs. For NAVSUP FLC Norfolk and its partner FLCs (Jacksonville, Pearl Harbor, San Diego, Bahrain and Puget Sound), this required the meticulous management of numerous IDIQ and single stand-alone contracts covering all of the areas mentioned. This former acquisition method resulted in limited-to-no competition among vendors, inconsistent pricing for similar services in various ports, and longer lead times to fulfill ship requirements.

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The pioneering efforts led by NAVSUP FLC Norfolk Code 200 mirror the most recent acquisition reform initiatives published by the National Defense Authorization Act (NDAA), which advocates for faster and more efficient acquisitions. Under the ECONUS MAC, NAVSUP FLC Norfolk has already been able to improve processing time to 23 days or less after the receipt of the requirement via a standardized logistics requirement (LOGREQ). Establishing consistent lines of communication and rapport with the vendors is a significant factor in this reformation process. The implementation of competing for requirements has ultimately driven down costs to the government, as each vendor vies to be the lowest bidder on each task order request.

Under the newly awarded MACs, the government has increased oversight of contractor and ship's business interactions by utilizing a three-pronged administrative procurement review system. A ship submits a finalized DD Form 250, Material Inspection and Receiving Report, prior to the contractor submitting an invoice for services provided. The transactions between the ship and the contractor are heavily scrutinized by NAVSUP FLC Norfolk. This examination answers questions such as: Are the contractors doing what we've paid them to do? To what extent are the ships satisfied with the customer service? Are we getting fair and reasonable deals? How effective is the contractor at fulfilling ship requirements? This examination is crucial to ensuring tax dollars are spent in an appropriate manner.

Overall, NAVSUP FLC Norfolk's efforts, combined with those of NAVSUP FLC Sigonella and NAVSUP FLC Yokosuka are ensuring the fleet has effective and efficient husbanding support in any corner of the world. 🌟



USS Kearsarge (LHD 3) arrives at Fleet Week New York 2017 escorted by tugs coordinated by the FLC Norfolk Husbanding team, who will also support this year's Fleet Week in NYC. —photo is courtesy of PAO Navy Region Mid-Atlantic



Pictured from left to right: NAVSUP FLC Norfolk Husbanding Contract Team. *Back row*—Lt. Tim Landry, Stuart Davis, Terri McGeein—fleet division director, and Lt. Jesse Gale. *Front Row*—Lt. Cmdr. Carrie Paben, husbanding team supervisor. Not pictured: Richard Mateljan, lead contract specialist. —photo taken by Jim Kohler

HSP MAC Global Coverage



NAVSUP Husbanding Service Provider Transformation

BY Lt. Cmdr. Aaron Thornton, SC, USN, N72 HCA Policy & Oversight Directorate, Naval Supply Systems Command

Our National Defense Strategy continues to call for a forward presence that strengthens global partnerships capable of decisive action and deterrence. This forward presence relies, in part, on Naval Supply Systems Command's (NAVSUP) ability to facilitate husbanding services for Navy, Military Sealift Command (MSC), Army, and Coast Guard vessels making port calls in non-U.S. supported ports.

To fulfill these services, NAVSUP has relied on contracting vehicles tailored to individual ports and major ship categories. Services include charter and hire, utilities, force protection, communications, transportation and other related services. Husbanding Service Provider (HSP) contracts represent approximately 1,600 task orders valued at \$150 million annually. Over the past several years, NAVSUP has transformed both the HSP contracts and customer support model to meet customer demands and virtually eliminate program vulnerabilities.

MAC Acquisition Strategy

In early 2015, NAVSUP implemented an indefinite delivery/indefinite quantity (IDIQ), firm fixed price (FFP) multiple award contract (MAC) acquisition strategy. This revised strategy focused on streamlining source selection, eliminating unpriced line items, and maximizing competition. Contracting offices at NAVSUP Fleet Logistics Center (FLC) Norfolk, NAVSUP FLC Sigonella, and NAVSUP FLC Yokosuka were subsequently tasked with executing this new vehicle regionally. As the NAVSUP FLC Sigonella fleet husbanding supervisor, Gary Trimble led the award of the Navy's first two regional HSP MACs in the 6th Fleet area of responsibility earning him the selection as acquisition professional of the year for both DoN and DoD in 2017. Gary and his team were cited for overcoming challenges of "establishing the necessary process for implementation while educating all participants on the new approach and

adjusting the prevailing mindset of using one HSP provider." Their efforts led to a "more structured approach to husbanding and incorporated the necessary oversight into the entire process from requirements development, to receipt and acceptance and final payment." Since then, FLC contracting offices have worked tirelessly to complete HSP MAC global coverage (pictured).

Customer Engagement Standardization

Successful implementation of the HSP MAC is contingent on the effective use of Contracting Officer Representatives (COR) at the numbered fleets and afloat receipt inspectors to ensure ships received the port services they requested. Partnering with the fleet has been critical to the development and implementation of oversight and contractor performance guidance across the HSP program. As NAVSUP's HSP Lead, Jamey Halke has seen the maturation first hand and

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believes, “husbanding service contracting today is more aligned with other contract processes than ever before.”

All of today’s husbanding service contracts and task orders are competed and awarded by professional contracting staffs ashore. The acquisitions are subject to a rigorous internal contract review process, and are included in periodic contracting office assessments. From the customer side, the fleet has established teams of CORs, who, with the assistance of ship supply department’s, provide the requisite oversight and guidance during port visit planning, execution, and closeout.

Additionally, the fleet and NAVSUP partner to provide HSP training to prospective supply officers at Navy Supply Corps School. This partnership continues during pre-deployment briefs and deployment via fleet CORs and FLCs.

Husbanding Support Portal

Navy contracting offices rely on a suite of IT systems: standard procurement system (SPS) for issuing contract actions. Invoicing, Receipt, Acceptance and Property Transfer (iRAPT) system for invoice submission; and electronic document access (EDA) for electronic contracting action filing. In addition to these systems, HSP contracting officers and specialists utilize the HS portal (formerly LogSSR) for requirement development and data point entry. NAVSUP Business Systems Center (BSC) built the HS Portal to meet the demands of each HSP stakeholder and it has proven to be a vital oversight and data analysis tool.

Stronger Future

Through this transformation, NAVSUP and our fleet partners have established global competitive marketplaces to ensure competitive pricing and rigorous oversight is present in the execution of Navy port visits. These contract vehicles have also expanded the number of contractors supporting our ships, increasing our capability to support port visits around the globe. 🌟

A Dynamic Transformation in 7th Fleet

BY Capt. Nicola M. Gathright, SC, USN, Director of Contracting, NAVSUP Fleet Logistics Center Yokosuka

NAVSUP Fleet Logistics Center (FLC) Yokosuka Contracting Department (C200) provides an array of contracting services throughout the Western Pacific. Our contracting team consists of 138 military, civilian and foreign national personnel distributed among seven divisions in sites located in Yokosuka, Sasebo, Atsugi, Okinawa, Singapore, Korea (Chinhae) and Manila. Our contracting team is organized into three divisions—Afloat, Ashore and Husbanding. These divisions focus on improving processes and procedures that serve the warfighter while also mitigating fraud, waste, and abuse in the dynamic Indo-Asia Pacific region.

Providing Ship Repair and Aircraft Maintenance Support

Operating in one of Navy’s most dynamic areas of responsibility (AORs), our Afloat Division is constantly challenged to meet our customers “required” or “need by” date. This division provides ship repair, maintenance and overhaul support to 7th Fleet ships homeported in Yokosuka and Sasebo, Japan. Support includes the Japan Regional Maintenance Center/U.S. Naval Ship Repair Facility (JRMCS-SRF), Army, Military Sealift Command and U.S. Navy activities operating in Korea. Additionally, the Afloat Division contracts for depot-level maintenance on six different airframes (F/A-18, C-130, H-60, H-53, H-1 and V-22) for the squadrons supported by Fleet Readiness Center (FRC) Western Pacific, including Carrier Air Wing 5 and 1st Marine Aircraft Wing.

Providing General and Specific Acquisition for Supplies and Services

Our ashore team provides contract support for a wide range of acquisitions for supplies and services, including, but not limited to, logistics services, conferences, shipboard generated industrial waste (SGIW), equipment repair, and other general supplies and services. Aside from responding to a variety of other high-priority requirements, this team executed more than 90 personal service contracts (to include physicians, dentists, physical therapists, radiologists etc.) for U.S. Naval hospitals in Yokosuka and Okinawa.

Providing Husbanding Support

Our husbanding team provides contracting support for USS and USNS port visits throughout this extensive area of operations. These services include water taxis, transportation, barges, and force protection. Additionally, the husbanding teams support the strategic sourcing initiative and contingency contracting program, utilizing two dedicated deployable contracting officers (DKOs). This support covers the awarding and administering of contracts for standard port visits, as well as contracts which facilitate major Joint and multi-lateral exercises (i.e. Pacific Partnership, Talisman Saber, Cooperation Afloat Readiness and Training (CARAT), Trigger Fish, etc.)

Making a Difference—Supporting the Warfighters

Our team of contracting professionals is focused on partnering with our customers to keep 7th Fleet operationally ready. We are constantly seeking innovative ways to improve our processes, while maintaining the highest standard of government contracting. We remain committed to upholding the principles of professionalism, integrity and ethical practices.

Given the criticality of our customers’ missions, our goal is timely and responsive support, without compromising established standards designed to promote competition and ethical execution. Our team has been extremely busy in executing several major, high-profile contracting actions. Notable accomplishments this past year include:

- Provided logistical contract support for a mission in Palau that resulted in recovering the remains of a World War II pilot.
- Provided vital support following the USS Fitzgerald and USS John S. McCain collisions issuing letter contracts to secure critical contractor support for emergent environmental remediation and emergent repairs valuing \$16.5 million. All of these were definitized on time, with a total value of \$6.7 million, or 40.65 percent of the original contract value.
- Awarded indefinite delivery/indefinite quantity (IDIQ) multiple award contracts (MACs) for tank, bilge, and void repair covering all destroyers and cruisers homeported in Yokosuka, Japan. These contracts (\$90 million value each) are unique as they represent the first time that FLC Yokosuka has ever utilized the MAC strategy for ship repair.
- Provided contracting boots on ground support for the USS Sampson (DDG 102) port visit to Auckland, New Zealand. Sampson was the first U.S. Navy ship to visit New Zealand in 33 years.

- Supported first carrier visit in Vietnam in over 45 years. Our contracting officers (KOs) provided boots on ground oversight and contracting authority during the entirety of the USS Carl Vinson (CVN 70), USS Lake Champlain (CG 57) and USS Wayne E. Meyer (DDG 108) port visit.

Transforming Contracting Execution/Landscape

We stand ready to support the warfighter. Our landscape is constantly changing due to geopolitical instability. This requires responsiveness and flexibility as conditions change and new threats arise. We meet this challenge by providing quick and responsive acquisition services in support of requirements.

One of the most exciting transformations we are undertaking is within our MACs for husbanding support to 7th Fleet. Major areas of improvement and transformation include:

- Transitioned from single-award firm fixed price IDIQ contracts spread across four regions and only three contractors to a MAC acquisition strategy.
- Between FY16 and FY17, completed the initial transition with the award of 32 MACs (covering four regions) to 18 contractors, with a total value at \$411 million.
- In May of 2018, awarded one suite of MACs; this new MAC suite provides coverage to all eight regions of 7th Fleet and increases the number of husbanding service provider (HSP) contractors from 18 to 23, increasing competition and further mitigating the risk of fraud, waste and abuse.

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Below: Providing husbanding support to USS Carl Vinson CSG during a port visit to Danang, Vietnam (March 2018). This historic port visit is the first carrier visit in Vietnam in over 45 years. Stern Barge shown with members of ship's crew along with husbanding support provider (HSP).



An Exciting Way Ahead

The key to success is ensuring that our people are knowledgeable, thinking strategically, and proactively collaborating with our customers.

People: We are committed to training our workforce. Implementing training programs designed to provide basic contracting knowledge to our military officers is one way we are making a difference.

Our newest member of the team, Lt. Dara Faraday, recently completed level I DAWIA certifications, and is directly involved in the awarding of husbanding task orders. “As a new member to the contracting force, I know being here at the tip of the spear allows me to support the warfighters at sea and help them to maintain their mission readiness. I’m extremely proud,” commented Lt. Faraday.

Lt. Broward Maryan, Site Singapore contracting officer, added “I love the opportunity to learn by doing, across a

broad spectrum of contracting requirements, testing my knowledge and honing my skills while supporting the warfighter. I enjoy working closely with GS employees in a way that both improves my skill set and provides an excellent return to the government and our customers.”

Preparation: Among many other challenges, we anticipate an increased operational tempo in this AOR, which will undoubtedly result in an increased demand signal for contracting support. Consequently, our NAVSUP FLC Yokosuka C200 team remains dedicated to increasing the level of contracting support to our FDNF customers. Our KOs are engaged and ready for the challenge.

“Being in the center of the action is exciting and the successes we have had are truly inspiring...it’s rewarding and I recommend it to anyone who wants to stay operationally relevant while growing in the contracting field,” said Lt. Jesse Kiengsiri, Deployable KO, supporting Site Yokosuka husbanding division.

Partnership: We recognize that we are individually responsible for customer service and satisfaction, while maintaining public trust and protecting the taxpayers’ dollars. We apply lessons learned to our processes, and implement robust procedures to mitigate missteps.

These lessons include early engagement by all stakeholders, conducting site surveys, and having assets mobilized onsite in advance of port visits to austere locations. Our customer-focused contracting support in this dynamic AOR helps keep warfighters in our region operationally ready.

In summary, this is a very rewarding assignment. I am convinced that there is no greater job satisfaction than going home at night knowing that you have made a significant contribution in helping the world’s finest Navy accomplish its mission! 🌟

NAVSUP Contract Liaison Office

By Capt. Richard McCarthy, SC, USN, NAVSUP N74 Division Director, Naval Supply Systems Command

Our NAVSUP and Supply Corps officer contracting expertise are in great demand within the Pentagon. The Office of the Chief of Naval Operations (OPNAV), Navy Secretariat, and NI Manpower, Personnel, Training, and Education (MPT&E) Enterprise are seeking our help in improving their staff’s ability to generate and execute contract requirements. These activities spend over \$100 million per year on professional expertise and services the Navy either lacks or cannot staff. The Navy requires expert contracting support for services in multiple areas ranging from our unique studies to implementing the visions for our 21st century Sailors. Procurement of these high visibility and complex services depend on meticulous requirements development.

In answering the call to support, NAVSUP is standing up a new Pentagon Contracting Liaison Office (NAVSUP CLO) as a division (N74) of the NAVSUP Contracting Directorate (N7). The CLO will initially be comprised of a DAWIA Level III certified Navy captain (O6), one GS-15 and two GS-14 1102s. The primary mission will be to act as the liaison officer between Navy Secretariat, OPNAV, and MPT&E Enterprise and Fleet Logistics Center (FLC) Norfolk contracting office. The CLO’s specific efforts will be to optimize

customer efforts in developing and managing contract requirements and generate contracting efficiencies for FLC Norfolk’s contracting office. FLC Norfolk detachment Philadelphia is the primary activity charged with performing contract award functions for the Navy’s Echelon I activities. The vision of the effort is to be the Navy Secretariat’s, OPNAV’s, and MPT&E Enterprise’s trusted contracting partner, while also acting as FLC Norfolk contracting office’s trusted agent that will facilitate and assist FLC Norfolk in achieving greater effectiveness and efficiency in contract award, administration, and oversight. The CLO will assist customers in defining “what” they want to acquire via a contract while NAVSUP FLC Norfolk detachment Philadelphia will continue to determine “how” best to meet those needs contractually.

Ultimately, the responsibility for determining the scope and executing an effort are the responsibility of the requiring activity. But, too often staffs are overwhelmed, undermanned, or have high rates of personnel turnover, causing requirements development and management execution challenges. This new CLO will be uniquely postured to provide continual training and communication on how to develop and manage requirements, while serving as a one-stop ‘boots-on-the-ground’ shop with a direct line of communication back to NAVSUP

regarding issues of strategic importance. One hope is that the CLO will effect early coordination with the Navy Secretariat, OPNAV, and MPT&E to ensure adequate lead time to accomplish contract awards.

Specific functions the NAVSUP CLO will perform:

- Provide assistance in completing performance work statements, market research, conducting independent cost estimates, and conducting contract oversight.
- Provide contracting officer representative (COR) training, COR advice, and assistance regarding invoicing and documenting contractor performance.
- Provide onsite coordination while participating in governance, tracking/ planning for recurring services.
- Communicate and collaborate with all applicable stakeholders.

There is no substitute for senior DAWIA level III contracting (1306Q or 1306R) Navy Supply Corps officers working hand-in-hand with our Navy civilian contracting 1102s to achieve positive outcomes for our Navy and DoD as a whole. Synergy between a Supply Corps officer's operational and contracting expertise is unique and generates a level of credibility with our line counterparts and customers that affords us the opportunity to be effective in working with customers, as they generate and execute their requirements, and with industry in determining what industry can provide and at what price.

The value the NAVSUP contracting community (Navy officer 1306s and civilian 1102s) brings to the table, puts us in high demand at the highest levels in the Navy. Contracting within NAVSUP continues to be a critical core competency. 🌟

SONORAN PORKCHOPS, Contracting at DCMA Raytheon Tucson

By Lt. Lauren Bailey, SC, USN, Lt. Phil Robinson, SC, USN,
and Lt. Tyler Vaughan, SC, USN

**“We are the independent eyes and ears of DoD and its partners,
delivering actionable acquisition insight from the factory
floor to the front line ... around the world.”**

– DCMA Mission Statement

Out in the Sonoran Desert lies Tucson, Arizona. Just two hours south of Phoenix on I-10, Tucson is rich in Southwestern history and culture, surrounded by beautiful mountains and golf courses, and home to the iconic Saguaro cactus and illusive Gila Monster. The city is base to Davis-Monthan Air Force Base, U.S. Border Patrol Tucson Sector Headquarters, the University of Arizona, Raytheon Missile Systems, and (last, but not least) Defense Contract Management Agency Raytheon Tucson.

Defense Contract Management Agency (DCMA) Raytheon Tucson is a rewarding assignment that challenges you professionally. It is also an environment that supports a wealth of contracting knowledge and business interaction with one of DoD's largest contractors, Raytheon. The command offers a wide variety of contract administration and support services, guaranteeing the integrity of the contractual process, and providing a broad range of acquisition management services across 27 unique missile programs. Missile programs the command administrates include: Tomahawk, ACM, AIM-9X, AMRAAM, SM-3, EKV/RKV, SDB II, Excalibur, Griffin, Harm, Javelin, JSOW, MALD, SM-2/6, Maverick, Patriot, Paveway, Phalanx, RAM, ESSM, Stinger, and TOW.

The 150-person command, composed of nine military officers and 141 government civilians, serves as a data broker and in-plant liaison for buying agencies, both during the initial stages of the acquisition cycle and throughout the life of the resulting contracts. DCMA personnel provide technical and management expertise not only in contracting services, but also in the core areas of engineering, quality assurance, supply chain predictability, manufacturing, production, and other major program support. In addition, the team ensures that consistent policies and standards are applied to all contracts across all branches of the military.

Being a Joint services command, the officers of DCMA Raytheon Tucson gain valuable insight, early in their careers, into how the Navy, Army, and Air Force communities operate in their respective battlefields. This experience showcases the unforeseen benefits and difficulties of how each service operates in a Joint environment. With increasing globalization, this tour will, no doubt, pay dividends later on in their military careers.

DCMA Raytheon Tucson is commanded by a Navy Supply Corps O-6. The O-6 is supported by a cross-service wardroom of eight officers. There are four Supply Corps officers: one O-4 (normally fulfilling a payback tour following Naval Postgraduate School), and three O-3 contracting billets, one of which is a Navy acquisition contracting officer. The command is also comprised of four additional Joint officers coded for contracting and program management: one Army O-4, and three Air Force O-3s.

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DCMA Raytheon Tucson Supply Corps officers Lt. Phil Robinson, Tomahawk Contract Administrator (*left*), Lt. Tyler Vaughan, Standard Missile Contract Administrator (*Middle*), Lt. Lauren Bailey, Evolved Sea Sparrow Missile Contract Administrator (*Right*)

Each officer is strongly encouraged to bring his or her own experiences to the team, enabling multiple ideas and/or solutions to be formed to address issues that arise. These military officers are primarily assigned to administer acquisition category (ACAT) 1 programs, totaling \$50.3 billion, for customers from Missile Defense Agency (MDA), Special Operations Forces Acquisition, Technology, and Logistics (SOF AT&L), Defense Advanced Research Projects Agency (DARPA), Naval Air Systems Command (NAVAIR), Naval Sea Systems Command (NAVSEA), Air Force Materiel Command (AFMC), and Joint Munitions & Lethality (JM&L) Life Cycle Management Command (LCMC).

In summary, DCMA Raytheon Tucson is a rewarding experience, both personally and professionally. The supply officers at DCMA Raytheon Tucson hold a wide range of responsibilities, and are key to the command's integration between industry and the warfighter. In regards to professional growth and development, the supply officers also benefit greatly from the wealth of knowledge and business experience available to them. An added perk is the opportunity to see a part of the nation not normally available to sea-going Sailors. 🌞

In March, 2018 NAVSUP and NAVSUP WSS held the second annual "Shark Tank" event in an effort to accelerate how NAVSUP identifies and adopts innovation.

Left to right: Kurt J. Wendelken, Assistant Commander for Supply Chain Technology/Systems Integration, Naval Supply Systems Command (NAVSUP), Lynn Kohl, Vice Commander for NAVSUP Weapon Systems Support, Rear Adm. Duke Heinz, NAVSUP WSS Commander, and retired Rear Adm.

Michael Finley, senior advisor with the Boston Consulting Group, listened to the final four proposals in the second "Shark Tank" event held in Mechanicsburg, March, 2018. —photo by Dorie Heyer





Accelerating Performance Based Logistics Acquisition Excellence

By Lt. Cmdr. Matt Clute,
Director, Common Systems Contracts
and Deputy Director,
PBL Center of Excellence

Above: The NAVSUP WSS Strategic Acquisition and PBL Center of Excellence team gathers on the front steps of building 1 in Philadelphia to commemorate two years of service. —photo by Maddie Klebe

NAVSUP Weapon Systems Support (NAVSUP WSS) established the Strategic Acquisition and Performance Based Logistics (PBL) Center of Excellence (CoE) in Philadelphia in 2016 to synergize an experienced civilian and military contracting and supply chain management team responsible for the most complex and highly visible sustainment contracting requirements of the organization.

“The Center of Excellence provides increased attention and command focus to these efforts,” said Capt. Cody Hodges, NAVSUP WSS Director of Contracts. “It takes advantage of accelerated learning by providing our contracting teams and their customers a shared space to innovate and collaborate.”

The CoE approaches the Naval Aviation Enterprise (NAE) and Surface Warfare Enterprise (SWE) sustainment requirements from a holistic logistics life cycle methodology that addresses the total platform. The team’s primary goal is the development and

execution of acquisition strategies that best fit the requirement while supporting the growth of performance-based solutions.

The CoE Team

Envisioned by Hodges and NAVSUP WSS Deputy Director of Contracts Barbara Johnson and endorsed by the command’s executive leadership, the CoE was responsible for 25 percent (\$1.42 billion) of the overall \$5.7 billion in obligations made by NAVSUP WSS in fiscal year 2017.

The team is led by Mike Forgione along with Lt. Cmdr. Matt Clute, principle deputy, and Larry Garvey. The office is staffed by 24 full-time employees who have between 15 and 35 years of experience.

Working in concert with other stakeholders in aviation and maritime operations, engineering, the comptroller’s office, the office of general counsel, the price fighters, the defense contract management and audit agencies, Navy systems commands and

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Deputy Assistant Secretary of the Navy leadership, the CoE is responsible for the portfolio of acquisitions that has won 20 of 43 Department of Defense (DoD) PBL awards since fiscal year 2005.

Creating Synergy

The CoE is focused on increasing affordable readiness for the warfighter by enhancing communication and lessons learned across the NAVSUP Enterprise. The CoE flattens a previously stove-piped organizational structure, and has created a centralized repository for sharing acquisition and contracting documents.

A centralized, open workspace encourages collaboration between and among NAVSUP WSS employees and stakeholders, which has led to faster turnaround times and less rework in required approvals. The sharing and development of various ideas and strategies in the CoE environment has also led to better contracting solutions since experienced peers are available to teach, refine ideas and provide new approaches.



Getting to a Strategic Contract or PBL

The transition to a strategic contract or PBL is the culmination of continuous relationship building with a contractor for a particular program. In the early stages of any of these relationships, individual contracts and stand-alone purchase orders are typical.

Once performance and price history are established, moving to a basic ordering agreement (BOA) or long-term contract (LTC) is a logical progression. These contract vehicles are a much more efficient and effective method of executing a large volume of business with a contractor.

Speed to delivery is improved through the use of BOAs since order terms and conditions are already agreed to in advance. Orders placed under BOAs do not need to have terms and conditions negotiated each time as they would in an individual contract or stand-alone purchase order.

LTCs, which are considered strategic contracts, increase the speed to delivery by incorporating pricing, quantities and/or other details that allow transactions to occur very rapidly during the period of time specified in the contract—often up to five years.

The final step, the transition to a PBL, moves the sustainment of a weapon system largely into the hands of the contractor. PBLs delineate readiness level benchmarks that the contractor is incentivized to meet. These contracts define the desired outcome without specifying how to execute the outcome, thereby fostering an environment where the contractor can innovate and create efficiencies given the parameters outlined within the PBL.

In this way, the CoE is able to influence outcomes through strategic industry partnerships. While PBLs take more effort to establish up front since so many things need to be considered and incorporated into the contract (obsolescence management, reliability, demand projections, etc.), the effort is more than worth the results achieved.

While not every weapon system or contractor is a perfect fit for a PBL, successful PBLs have, oftentimes, led to great leaps forward in the readiness levels of the weapon systems they are designed to support.

Conclusion

The CoE, now in its second year, has been recognized as a “best practice”, following the 2017 NAVSUP WSS Procurement Performance Management Assessment Program (PPMAP), noting it as a model that could be successfully exported to other contracting activities within the NAVSUP Enterprise.

The CoE will continue to make strides in improving warfighter readiness through contracting and acquisition excellence, providing improved supply support at a lower cost. 🌟



NAVSUP WSS employees with the Strategic Acquisition and PBL Center of Excellence discuss an acquisition strategy at an impromptu meeting in Philadelphia. *Pictured from left to right:* Lt. Cmdr. Matt Clute, Larry Garvey, Susan Stein, Mike Forgione, Kristen McFadden, Steve Van Note. —photo by Maddie Klebe



Left: Lt. Adam Johnson, BQC Instructor, interviews Lt. j.g. Elizabeth Staab, Assistant Supply Officer onboard USS Leyte Gulf (CG 55).

Did You Know the Navy Supply Corps School (NSCS) Has a Film Crew?

By Public Affairs Officer, Navy Supply Corps School

In March, two instructors traveled to Naval Station Norfolk to record afloat logistics operations. They visited multiple platforms and shore facilities, filming a plethora of supply centric scenarios. All footage collected will be used to enhance curriculum enabling objects in the Basic Qualification Course (BQC), the Supply Officer Department Head Course (SODHC), and the Division Officer Leadership Course (DIVOLC). The effort was initiated to fulfill the command's strategic goal to develop a 21st Century classroom environment. 🌟



Above: Lt. Michael Marchese, SODHC Instructor, conducts on site interview with a Logistics Support Representative from the Logistics Support Center Norfolk, delivering crucial casualty reports (CASREPS) to ships on the waterfront.



Left: A sailor onboard USS Arlington (LPD 24) operating a forklift during stores onload

Japanese Maritime Self-Defense Force Visits Navy Supply Corps School

By Lt. Steven Astafan,
Navy Supply Corps School Assistant
Public Affairs Officer

In March 2018, officers from the Japanese Maritime Self Defense Force (JMSDF), Maritime Staff Office, visited the Navy Supply Corps School (NSCS) in Newport, Rhode Island, to learn about NSCS course offerings and discuss the possibilities for JMSDF participation.

During the visit, Capt. Joji Inada, director of finance division, Maritime Staff Office, Capt. Kenji Okada, director of 2nd educational department, JMSDF 4th Service School, and Lt. Cmdr. Takahiro Saito, Finance Division, Maritime Staff Office, were provided a command overview facilities tour and witnessed first-hand NSCS courses in session.

After observing NSCS classes, the JMSDF officers were provided a guided tour of the Naval War College and Naval Station Newport support facilities to include lodging, commissary, and the Navy Exchange.

NSCS was delighted to have the opportunity to showcase its programs. They appreciated the JMSDF visitors making the long trip to visit, and look forward to seeing them again as future alumni! ☀



Right, from the top:
Capt. Doug Noble (*middle left*),
commanding officer, NSCS
stands with three officers
from the Japanese Maritime
Defense Force.

Lt. Cmdr. Adam Hamilton (*far left*),
academic director, presents
Supply Corps memorabilia to
Japanese Maritime Self Defense
Force officers.

Lt. Gene Krampen (*far left*),
retail operations instructor,
presents mock-up laundry
equipment to Japanese Maritime
Self Defense Force officers.



Summer 2018

Personnel Exchange Program–Brazil

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

Lt. Brian Traganza is a Logistics Programs Support Officer in the Personnel Exchange Program (PEP) in Brazil, which he began in January, 2017.

Traganza was commissioned an ensign in 2012 through the Naval Reserve Officers Training Corps. He spent a year as a Nuclear Submarine Officer before transferring to the Supply Corps in 2013, and graduating from the Navy Supply Corps School (NSCS) Basic Qualification Course (BQC) in 2014.

Before joining the Navy, Traganza graduated from Duke University with a Bachelor of Science degree in economics. During his time at Duke, he spent a semester in Spain, studying the language, and a summer working on a business internship in Argentina. These global experiences ingrained in him a passion for South American culture and the importance of assimilation, especially learning the language.

Fluency in Portuguese is a must for the Brazilian PEP billet, as communicating on the job is done completely in Portuguese and very few Brazilians speak English. Traganza has a background in Spanish, with over 10 years of study, yet found Portuguese a challenging language to master. He spent six months at the Defense Language Institute (DLI) in Washington, DC, before reporting to Brazil. “The most rewarding thing for me has been representing the United States Navy by being hard working and technically proficient, and doing so in Portuguese,” stated Traganza.

When he first arrived in Brazil, Traganza met his Brazilian PEP counterpart—a Brazilian Navy supply corps lieutenant. Traganza explained, “We do not rotate at the same time, so I was actually able to help prep him for the job and time in the U.S. before he left Brazil.

We didn’t literally trade places, but our jobs are supposed to be somewhat analogous.” He continued, “The job in San Diego is highly sought after by Brazilian naval officers and they have an extremely rigorous selection process. Their exchange officers come back with a completely different perspective on their Navy and the United States, just like I do with Brazil.”

In his Brazilian Chain of Command, Traganza’s title is *Encarregado da Divisão de Planejamento e Avaliação*, which translates as the “Head of the Planning and Evaluation Division.” He works in the Brazilian equivalent to our NAVSUP Headquarters, *Diretoria de Abastecimento da Marinha (DABM)*, located on *Ilha das Cobras (Island of the Snakes)* in downtown Rio de Janeiro. He reports to his Brazilian boss, Capt. Villela, and Vice Admiral Sergio Luiz, who is Chief of the Brazilian Navy Supply Corps.

Translation work is big part of Traganza’s work. He provides translation services for official Brazilian naval correspondence, translating from both English to Portuguese and Portuguese to English. “My proudest moment was when I conducted a presentation on Morale, Welfare and Recreation (MWR) to an audience of over 200 Brazilian sailors in Portuguese, including a Q&A. That to me, was when all my PEP skills coalesced,” stated Traganza. He also acted as translator for the Brazilian Navy’s tour of the USS Wasp (LHD-1) during her port call to Rio de Janeiro in December, 2017. “Showing America’s incredible naval capabilities and translating it to the Brazilian audience was very fulfilling,” said Traganza.

Another part of his job is serving as the United States Navy (USN) project lead to implement a Brazilian version of the Navy Exchange (NEX). He is the primary liaison between the Brazilian Navy and Navy Exchange Service Command (NEXCOM) and serves as the action officer for the opening of the first NEX on base.

Traganza also assists the Brazilian Navy in tracking and updating their supply system. As part of this effort, he presents a quarterly supply indicators brief to Vice Admiral Luiz. The brief tracks the customer fulfillment rates and budget for all classes of Brazilian navy supply.

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Lt. Traganza presents the benefits of MWR in relation to the NEX in Brazil project to the Brazilian Navy. Photo courtesy of Isaac Vieira.



...continued from page 33

The Brazilian Navy uses software called *Sistema de Informações Gerenciais de Abastecimento (da Marinha)* (SINGRA), which is similar to our Navy's Relational Supply (RSupply) system. Traganza uses this software to update a catalog of spare parts provided by foreign vendors. He has contacted almost 1,000 vendors in relation to over 6,000 parts tracked in SINGRA. This work is vital because the vendors do not speak Portuguese and they correspond in English.

Adjusting to life somewhere new is always challenging, especially in a developing country like Brazil. The transition was made easier for Traganza, as the country is filled with stunning natural beauty and friendly people. In his off time, he enjoys traveling and travel photography. One of his favorite escapes was traveling to Chile to ski in the summer. He also enjoys Krav Maga, salsa and forró dancing, and cycling. He plays beach volleyball with a team made up of players from the Department of State who work at the consulate, which is a great opportunity to interact with other agencies.

Traganza's time in PEP has rewarded him with new friendships, including Brazilians and other U.S. personnel stationed there. Being fully immersed in the Brazilian culture and doing a very unique job has challenged him, made him more independent, and given him a more global perspective.

The PEP experience in Brazil is a big win for the Supply Corps, as it "keeps the U.S. engaged with a strategic partner and the largest Navy in the Americas next to the U.S. It allows for increased interoperability with our navies and leads to unique opportunities for engagement like the NEX in Brazil project. Brazilian business culture is very relationship based, and by having a fully embedded USN supply officer, the Brazilian Navy is more likely to reach out to the U.S. Navy on all fronts," said Traganza.

Traganza said of his PEP experience, "I am truly honored and humbled to be the PEP liaison officer to Brazil. Never has there been a more important time in our nation's history to foster good relations with other countries and strengthen our allies and strategic partners. I am grateful that the Navy has invested so much time and money into my training so that I might better represent the United States Navy and accomplish our mission abroad." 🌟



Lt. Traganza (on right) with his Brazilian Navy boss, Capt. Villela, who he accompanied to the State Department's official Fourth of July celebration at Museo da Amanhã. —photo courtesy of Márcia Moraes



Lt. Traganza (second from right) serving as translator for the Brazilian Navy, during a tour of the USS Wasp (LHD-1) during a port call in Rio de Janeiro. —photo courtesy of Mariana Miranda



Lt. Cmdr. Tamara Sonon

The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA): An Interview with Lt. Cmdr. Tamara Sonon

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

The United Nations (UN) Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was established to support political processes in the country and carry out a number of security-related tasks, helping to stabilize Mali.

In 2017, two Supply Corps officers were selected for individual augmentation (IA) deployments in support of MINUSMA. Cmdr. Frank Kim served in Timbuktu and Lt. Cmdr. Tamara Sonon served in Gao. In this interview, Ms. Karla Gabel, with the Office of Supply Corps Personnel (OP), spoke with Lt. Cmdr. Sonon about her experience.

Could you please tell me about yourself?

Lt. Cmdr. Sonon: I joined the Navy through the Baccalaureate Degree Completion Program and was commissioned via Officer Candidate School in Pensacola, Florida.

My afloat tours include my division officer tour on the USS Frank Cable (AS 40) and my SUPPO tour on the USS Fort McHenry (LSD 43). My other assignments include a budget financial manager internship at Naval Air Systems Command (NAVAIR), a supply department head tour at Maritime Civil Affairs and Security Training Command (MCAST), and retail financial analyst and off ship bill pay action officer at NAVSUP Headquarters. I am currently the Common Electronics Integrated Weapon Systems Team director at NAVSUP Weapon Systems Support (NAVSUP WSS) in Mechanicsburg, Pennsylvania.

My husband is also an active duty Supply Corps officer.

How did you find out about this assignment?

Lt. Cmdr. Sonon: Initially I was assigned as Cmdr. Kim's alternate. I was new to NAVSUP WSS and when the IA assignment came up, my name was put in the hat, and I was selected as an alternate. I went through all the training and preparation up to pre-deployment training, so that if Cmdr. Kim was disqualified at any point, I would go in his place. However, instead of returning to NAVSUP WSS after the initial training, a different primary candidate was disqualified. As a result, I continued on to pre-deployment training and to the IA deployment to Mali.



Could you tell me about your pre-deployment training?

Lt. Cmdr. Sonon: The initial training involved Navy Expeditionary Combat Readiness Center (ECRC) for weapons qualification, Survival Evasion Resistance Escape and Evasion and Conduct After Capture (SERE-ECAC) Level B School in San Antonio, Texas. The pre-deployment training included an introduction to the UN, defensive driving, off-road driving, and weapons training in Winchester, Virginia.

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How did your career path prepare you for this job?

Lt. Cmdr. Sonon: Leadership and staff management from my SUPPO tour, MBA classes on leadership and organizational behavior, and Joint Professional Military Education (JPME) helped prepare me for this deployment.

What did the job entail?

Lt. Cmdr. Sonon: I was a logistics advisor to the G4 Logistics Cell at Sector East Headquarters in Gao. The G4 chief was a French Army lieutenant colonel. The American team in Gao was of a team of nine (three Navy, two Marines, two Army, and two Air Force). We reported directly to a Navy captain stationed at the Bamako, Mali Force Headquarters, who then reported to United States Military Observer Group in Washington, DC.

I recommended improvements to achieve logistics efficiency throughout our sector. My job was mainly about advising, identifying the broken areas, and trying to implement solutions.

How did the experience you gained on this job help your career? What did it add to your “toolbox?”

Lt. Cmdr. Sonon: For my toolbox, I received the 918 Additional Qualification Designation (AQD) and the J4L AQD for doing Joint logistics. The experience I gained from working with different countries and how different logisticians operate was invaluable. The UN experience was also interesting and unique. The effectiveness of how the UN operates and overcomes language and cultural barriers was a once-in-a-lifetime experience.

What was the biggest “lesson learned” from this job?

Lt. Cmdr. Sonon: For me and where I am in my faith, understanding that nothing is ever really in my control, was my biggest lesson learned. When I got there, I was faced with a lot of challenges. I kept asking myself, “how do I overcome these challenges and actually make a difference?” I managed to overcome those challenges by taking advantage of circumstances and opportunities as they surfaced. For example, we encountered a fuel crisis in Gao a month after I arrived. I used the difficulties from that incident to illustrate the importance for synchronization and open communication among all stakeholders.

Do you have any advice to help prepare future Supply Corps officers who take this assignment?

Lt. Cmdr. Sonon: Number one: keep an open mind, and never be discouraged, no matter what.

When I first arrived in Gao, I washed my clothes in a bucket for the first five months, but we eventually got washing machines. There was no dining facility (DFAC), so I brought a hot plate and a rice cooker to Gao and I cooked my meals—that’s how I survived. Some people bought food at the cafe, but you can’t do that every day. Before I left, they were in the process of building a DFAC. There was no gym, so I used workout DVDs and resistance bands and worked out in my room. There is now a gym in Gao.

Before leaving, we created a PowerPoint presentation for the incoming team, which informed them of what to do, what they need, and what to expect. My advice is to listen to the gouge from the people that are there in country. Things are constantly changing in Gao and they are making quality-of-life improvements daily.

Also, be sure to get a very good dental check-up and cleaning before you go! 🌟



MINUSMA—An Interview with Cmdr. Frank Kim

By: Karla Gabel,
Office Of Supply Corps Personnel,
Naval Supply Systems Command

Cmdr. Kim on assignment in Timbuktu, Mali.

Could you please tell me about yourself?

Cmdr. Kim: I'm approaching 18 years in the Navy. My first assignment was on the USS Valley Forge (CG-50). I deployed in support of Operation Iraqi Freedom with the Constellation Battle Group. I then went to Naval Medical Center, San Diego and was attached to USNS Mercy (T-AH-19). I deployed with Mercy in lieu of the tsunamis that hit Indonesia and Thailand in 2004 and 2005. After my tour in San Diego, my wife and I moved to Sasebo, Japan where I reported to USS Essex (LHD-2). During my operational tour on Essex, I was selected for the 811 program and in 2008 attended the University of Kansas. Upon graduation in 2009, I was assigned to Fleet Industrial Supply Center (FISC) San Diego, which is now NAVSUP Fleet Logistics Center (FLC) San Diego. In 2012, I was assigned to USS Carl Vinson (CVN 70) and in 2014, I was selected for a Training With Industry (TWI) fellowship at ExxonMobil. I was then detailed to NAVSUP Weapon Systems Support (WSS) in Philadelphia. It was during this current tour that I was selected for the IA to Timbuktu, Mali. Upon redeployment in November 2017, I returned to NAVSUP WSS and will be moving to COMLOG WESTPAC in Singapore later this summer.

I have a wife who is a former Supply Corps officer.

How did you find out about this assignment?

Cmdr. Kim: The IA assignment was advertised through the Supply Corps Detailers at Personnel (PERS) and passed to NAVSUP Headquarters to field the billet. NAVSUP WSS was selected to provide the personnel for the IA and, from there, I was on a short list of people qualified for the assignment.

Could you tell me about your pre-deployment training?

Cmdr. Kim: Induction was at Navy Expeditionary Combat Readiness Center (ECRC), and then Survival Evasion Resistance Escape (SERE) School B in San

Antonio, Texas. Upon completion of the ECRC and SERE Training, pre-deployment training was conducted in Winchester, Virginia. During the pre-deployment training, all personnel received extensive training on tactical driving, tactical combat casualty care (TCCC), and small arms weapons, including the M4 and M9.

How did your career path prepare you for this job?

Cmdr. Kim: Operational and staff experience helped me to better understand my customer, and having a petroleum background helped tremendously. The biggest

execution of the military decision making process (MDMP). The UN has its own variant of this process called the Military Component Planning Process (MCP). In my particular field, I was a logistics advisor, so I worked directly with the G4 chief (director) and I advised him on planning theater-level logistics support and execution of orders.

How did the experience you gained on this job help your career? What did it add to your "toolbox"?

Cmdr. Kim: I added additional qualification designations (AQDs) to my toolbox, including a U6U (Military Observer Peacekeeping Operation) and a J4L (Joint Logistics). I also obtained a 919 AQD because my IA deployment was in excess of 180 days.

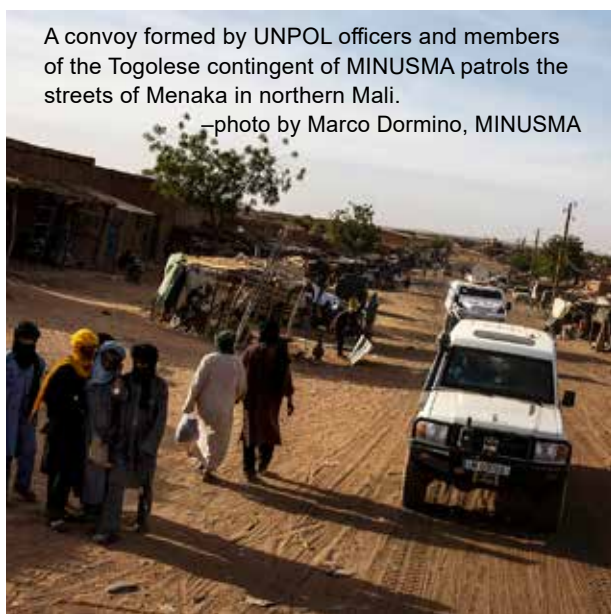
The UN has completely different processes than the U.S. military, and I am attuned to those processes now because I had to deal with them throughout my deployment.

What was the biggest "lesson learned" from this job?

Cmdr. Kim: As a community, we need to be prepared to deploy to austere environments. All the gear that I had was the stuff I carried with me from the United States. I had to learn how to sustain myself. I ate a lot of MREs and peanut butter and jelly sandwiches for months on end. We didn't have our own dining facility (DFAC) and we didn't have a gym. We did have a small PX, which we used to sustain ourselves.

Do you have any advice to help prepare future Supply Corps officers who take this assignment?

Cmdr. Kim: Joint education is a necessity for this assignment. The mindset and lexicon used is completely different from that of maritime logistics or maritime operations. Having reach back and a communication plan within the Supply Corps is absolutely essential. Supply Corps officers are known to be able to go anywhere, quickly figure out the lay of the land, move and react, and be able to fit in. That's kind of what we're known for. 🌟



enabler for this job was my education and Joint Professional Military Education (JPME 1). I was deployed with a team of eight people in Timbuktu, and it was a Joint assignment. The team was led by an Army lieutenant colonel, but we also had people from the Marine Corps, Air Force, and Army.

What did the job entail?

Cmdr. Kim: I was a logistics advisor, on paper. But, I was actually a consultant to UN forces. We trained, advised, and consulted brigade-level and battalion-level staff on plans generation and mission execution. Much of the training focused on



CAPT. KENNETH DIXON 35 years–February 1, 2018	CMDR. JAMES W. HENDLEY 20 years–March 1, 2018	LT. CMDR. ALFRED F. APPLEWHAITE 33 years–February 1, 2018
CAPT. SCOTT L. HAWKINS 36 years–October 1, 2017	CMDR. THOMAS R. MARSZALEK 28 years–November 1, 2017	LT. CMDR. MARTIN J. BARLOW 20 years–October 1, 2017
CAPT. RONALD J. KOCHER 30 years–November 1, 2017	CMDR. VALERIE M. MCCALL 21 years–January 1, 2018	LT. CMDR. MICHAEL A. BELL 23 years–October 1, 2017
CAPT. CHRISTOPHER S. MOSHER 30 years–January 1, 2018	CMDR. ROBERT S. MCMASTER 25 years–October 1, 2017	LT. CMDR. KURT A. CELIS 22 years–November 1, 2017
CAPT. KARL E. OETTL 25 years–December 1, 2017	CMDR. JOAQUIN J. MOLINA 30 years–December 1, 2017	LT. CMDR. LORI L. CODY 32 years–October 1, 2017
CAPT. DAVID A. SHEALY 29 years–January 1, 2018	CMDR. TROY C. MORSE 20 years–October 1, 2017	LT. CMDR. SALVATORE A. DAMATO 20 years–February 1, 2018
CAPT. KURT E. WAYMIRE 31 years–November 1, 2017	CMDR. WENDELL L. PASARABA 23 years–December 1, 2017	LT. CMDR. DOUGLAS P. ELLINGTON 26 years–November 1, 2017
CMDR. NATHAN B. BEGLEY 22 years–October 1, 2017	CMDR. JEREMY C. POWELL 20 years–October 1, 2017	LT. CMDR. ARNEL FLORENDO 26 years–February 1, 2018
CMDR. TIMOTHY L. BENESH 29 years–November 1, 2017	CMDR. MARCOS A. SEVILLA 28 years–December 1, 2017	LT. CMDR. ALFONSO V. FRANCISCO, II 24 years–January 1, 2018
CMDR. CHAD E. BUERMELE 22 years–November 1, 2017	CMDR. KAREN L. STABELFELDT 21 years–October 1, 2017	LT. CMDR. MICHAEL W. GEORGE 30 years–February 1, 2018
CMDR. JOHN H. CLARK 30 years–June 1, 2018	CMDR. HAROLD W. VALENTINE 38 years–January 1, 2018	LT. CMDR. GEORFFREY D. HOLLY 20 years–November 1, 2017
CMDR. WILLIAM J. DARNEY 28 years–December 1, 2017	CMDR. BRAD W. VETTING 25 years–December 1, 2017	LT. CMDR. BRIAN T. JETER 20 years–February 1, 2018
CMDR. JASON W. ENDRESS 21 years–July 1, 2016	CMDR. NOLASCO L. VILLANUEVA 31 years–October 1, 2017	LT. CMDR. KEVIN J. KENT 21 years–March 1, 2018
CMDR. ROY M. GARRISON 21 years–November 1, 2017	CMDR. JAMES J. WALLS 21 years–October 1, 2017	LT. CMDR. MATTHEW D. KREMER 20 years–December 1, 2017
CMDR. ROBERT T. GUY 34 years–January 1, 2017	LT. CMDR. GREGORY M. ALEXANDER 20 years–November 1, 2017	LT. CMDR. CURT R. LAROSE 29 years–February 1, 2018

LT. CMDR. CARLOS V. LOPEZ
27 years–March 1, 2018

LT. CMDR. KEVIN L. MCGRAW
29 years–February 1, 2018

LT. CMDR. SCOTT L. MELLGREN
21 years–February 1, 2018

LT. CMDR. JON W. MERRITT
27 years–February 1, 2018

LT. CMDR. DAVID W. NORIEGA
30 years–February 1, 2018

LT. CMDR. ERIK A. OLSEN
29 years–November 1, 2017

LT. CMDR. BENIGNO T. RAZON, JR.
30 years–October 1, 2017

LT. CMDR. MANUEL R. REFUGIA, JR.
27 years–February 1, 2018

LT. CMDR. ROLAND G. RODRIGUEZ
20 years–January 1, 2018

LT. CMDR. ROMEO B. ROMEO
25 years–February 1, 2018

LT. CMDR. MICHELLE A. SIMMONS
23 years–March 29, 2018

LT. CMDR. PATRICK E. STACEY
27 years–February 1, 2018

LT. CMDR. SHAWN M. STEBBINS
24 years–February 1, 2018

LT. CMDR. LANCELOT A. THOMAS
23 years–February 1, 2018

LT. CMDR. TITO A. WARNER
23 years–April 1, 2018

LT. CMDR. LARRY M. YOUNGER
27 years–February 1, 2018

LT. ENRIQUE R. ASUNCION
27 years–January 1, 2018

LT. ERIK J. BRACELAND
20 years–February 1, 2018

LT. DERRICK B. BUESEN
24 years–April 1, 2018

LT. ALYSSA C. CHANDLER
21 years–April 1, 2018

LT. DEANN L. CLOANINGER
24 years–March 1, 2018

LT. JUAN A. ESPIRITUSANTO
20 years–November 1, 2017

LT. CHRISTOPHER J. FOX
20 years–March 1, 2018

LT. JOHN D. HARRISON
30 years–November 1, 2017

LT. KEVIN K. HESTER
21 years–March 1, 2018

LT. THOMAS C. LAURICK
20 years–April 1, 2018

LT. KATO D. LUEDKE
22 years–March 1, 2018

LT. VIVIAN L. MANER
26 years–March 1, 2018

LT. MICHAEL C. NAVARRO
26 years–March 1, 2018

LT. OMOLOLU O. OLUGBEMI
20 years–February 1, 2018

LT. JOHN R. POWELL
27 years–December 1, 2017

LT. KEVIN M. RAAD
20 years–March 1, 2018

LT. SANDRA M. VALENCIA
26 years–March 1, 2018

CWO5 WILLIAM L. DUKA
31 years–February 1, 2018

CWO5 LISA A. EDENHOFER
33 years–December 1, 2017

CWO5 TODD F. GRUNLIEN
33 years–January 1, 2018

CWO4 AMOR P. LAYUG
30 years–December 1, 2017

CWO4 STEPHEN E. WYRICK
30 years–April 1, 2018

CWO3 KENNETH L. MILLER
29 years–April 1, 2018

CWO3 ERICK A. ROBERTS
23 years–April 1, 2018





Ret. Captain James Bly Davis, SC, USN

Ret. Capt. James B. Davis, SC, USN, passed away on March 26, 2017 at La Mesa, California. He was 89 years old.

Born in Pittsburgh, Pennsylvania, to Thomas R. and Margaret (Bly) Davis, "Jim" grew up in the suburb of Green Tree. Upon graduating from high school in 1945, he entered the Marine Corps, serving in World War II. A year later, he received a congressional appointment to the U.S. Naval Academy and matriculated with the Naval Academy Preparatory School (NAPS) latecomers at Camp Peary, Virginia. While there, he played plebe football, competed in brigade boxing, and graduated with the Class of 1950 as a member of the 11th Company.

Ret. Capt. George Henry Eckert, SC, USN

Ret. Capt. George Henry Eckert, SC, USN, passed away on August 17, 2017. He was 87 years old.

Capt. Eckert retired in March 1977 after 30 years of active naval service while serving as deputy commander, Navy Accounting and Finance Center, Washington, DC. He enlisted in the Naval Reserve in 1947 and was commissioned in the U.S. Naval Reserve in June 1952. In 1957, he augmented into the regular Navy. Capt. Eckert received his bachelor's degree from St. Peter's College in 1952. He also graduated from the Naval War College and the Industrial College of the Armed Forces. Duty assignments include: USS Kidd (DD 661); Naval Air Station, Atlantic City; Naval Station, San Juan; Naval Supply Depot, Mechanicsburg; USS Mountrail (APA 213); SPCC Mechanicsburg; Naval Air Station, Jacksonville; and commanding officer, Navy Regional Finance Center, Philadelphia.

Ret. Capt. John W. Elmore, SC, USN

Ret. Capt. John W. Elmore, SC, USN, 93, passed away Monday April 10, 2017.

Elmore was born October 26, 1923 in Coffeen, Illinois, where he worked and lived on a small farm outside of town, until enrolling

in college at Southern Illinois Normal. In July 1943, he was drawn to enlist in the Navy during World War II. He entered USNR Midshipmen's School at Columbia University in 1944 and was then successfully commissioned as bomb disposal & gunnery division officer on the USS Card [CVE-11]. At the end of World War II, Elmore was stationed with the Office of Naval Research & Inventions, which was the beginning of the current Office of Naval Research. He was selected to the Navy's NROTC program at Harvard University Business School in 1953, where he earned a Masters of Business Administration. His naval career also included time aboard the USS Brush (DD745), and USS Kenneth Whiting (AV-14). He retired from the U.S. Navy at NAS Pt. Mugu in June 1970.

Ret. Lt. William Golden Carter Pennington, SC, USN

Ret. Lt. William Golden Carter Pennington, SC, USN, 97, passed away on April 9, 2018.

Lt. Pennington was born February 8, 1921 in Washington, DC. Following graduation from the University of Maryland in 1942, he entered the U.S. Navy and graduated from Officer Supply School at Harvard University in December 1942. Lt. Pennington served as the supply officer on the USS Reid (DD-369) in the South Pacific for 17 months, participating in operations at Guadalcanal, New Guinea and New Britain. After returning to the states, he was stationed in New York, Philadelphia, and Washington DC.

Ret. Cmdr. Winston Burdette Miller, SC, USN

Ret. Cmdr. Winston Burdette Miller, SC, USN, passed away on February 17, 2018. Miller graduated from the University of Texas in Austin with a Bachelor of Business Administration (BBA) and received his MBA from George Washington University in Washington DC. He served 20 years in the Navy as a Supply Corps officer before retiring.

Ret. Capt. Ronald M. Yonemoto, SC, USN

Ret. Capt. Ronald M. Yonemoto, SC, USN, 69, of Waipahu, Hawaii, passed away on October 13, 2016. Born in Honolulu, he served 30 years in the Supply Corps in addition to serving as a local public defender and an administrator for the U.S. Department of Veterans Affairs.

Ret. Capt. William H. Reed, SC, USN

Ret. Capt. William H. Reed, SC, USN, 79, passed away on February 16, 2018.

Capt. Reed retired in July 1991 after 30 years of active naval service while serving at the Office of the Chief of Naval Operations, Washington, DC. He received his bachelor's degree from the University of Michigan and his master's degree from the Naval Postgraduate School. Duty assignments include: Naval Supply Systems Command, Washington, DC; Naval Supply Depot, Guam; Naval Supply Center, Oakland, California; Naval Supply Center, San Diego, California; Commander Naval Air Force, U.S. Pacific Fleet, Naval Air Station, North Island, San Diego, California; USS Saratoga (CV 60); Navy Supply Corps School, Athens, Georgia; USS Ranger (CVA 61); staff, Commander in Chief, U.S. Pacific Fleet, Pearl Harbor, Hawaii; Naval Supply Center, Norfolk, Virginia; and USS Hartley (DE 1029).

Ret. Capt. James E. Weekes, SC, USN

Ret. Capt. James E. Weekes, SC, USN, passed away on November 14, 2017.

Capt. Weekes retired in September 1991 after 27 years of active naval service while serving at the Naval Aviation Depot Operations Center, Naval Air Station, Patuxent River, Maryland. He received his bachelor's degree from the University of South Florida and his master's degree from Salve Regina. Duty assignments include: Commander Defense Contract Administration Services Region, St. Louis, Missouri; Naval Regional Contracting Center Detachment, Newport, Rhode Island; Aviation Supply Office, Philadelphia, Pennsylvania; U.S. Military Mission with the Iranian Army, Military Assistance

Advisory Group, (ARMISH-MAAG), Tehran, Iran; Naval Sea Systems Command and Naval Ordnance Systems Command, Washington, DC; USS Dewey (DLG 14); Naval Supply Center, Newport, Rhode Island; USS Saratoga (CV 60); and Naval Air Station, Corpus Christi, Texas.

Ret. Captain Thomas L. Cox, SC, USN

Ret. Capt. Thomas L. Cox, SC, USN, 67, passed away on April 12, 2018.

Capt. Cox retired in April 2002 after 26 years of active naval service while serving at Fleet and Industrial Supply Center, San Diego, California. He received his master's degree at Golden Gate University and his bachelor's degree at Southwest Texas State University. Duty assignments include: Naval Air Station Fort Worth, Texas; Naval Air Station, Dallas, Texas; Naval Supply Systems Command, Arlington, Virginia; Naval Reserve Readiness Command Region 2, Scotia, New York; U.S. Naval Mobile Construction Battalion 62, Gulfport, Mississippi; Naval Communications Area Master Station, Norfolk, Virginia; Naval Station Guantanamo Bay, Nuclear Weapons Training Group, Atlantic, Norfolk, Virginia; USS L.Y. Spear (AS 36); Naval Education and Training Center, Newport, Rhode Island; and USS Edson (DD 946).



NAVSUP Enterprise Leaders Focus on Optimizing Customer Support for Mission Success

By Benjamin Benson, Naval Supply System Command Office of Corporate Communications

Naval Supply System Command's (NAVSUP) semi-annual Commanders' Conference focused on executing NAVSUP's reform initiative and aligning to meet the fleet's changing needs.

"We must ensure mission success. We must win tonight, and be ready for tomorrow," said NAVSUP Commander Rear Adm. Jonathan A. Yuen. Addressing NAVSUP's customer-centric reform initiative, he said, "Our job is to understand what the warfighters need, and to take those requirements and translate it for our partners."

Held at Naval Support Activity Mechanicsburg, Pennsylvania, the two-and-a-half-day event brought together NAVSUP commanders, assistant commanders, commanding officers and executive directors from across NAVSUP's worldwide Enterprise.

The first day focused on NAVSUP's eight Fleet Logistics Centers (FLCs) and their roles and responsibilities as they re-align as echelon III commands reporting directly to NAVSUP Headquarters. As part of a year-long realignment process, NAVSUP Global Logistics Support (NAVSUP GLS), the command to which NAVSUP FLCs reported, was disestablished April 1. NAVSUP GLS's functions have been realigned to NAVSUP Headquarters and the NAVSUP FLCs. The realignment removed an intermediate layer of command, improving command oversight and customer alignment, flattening the organization and delivering efficiencies that will enable faster support and greater accountability.

The conference continued with NAVSUP Weapon Systems Support (NAVSUP WSS) Commander Rear Adm. Duke Heinz, Navy Exchange Service Command (NEXCOM) Chief Executive Officer Robert J. Bianchi, and NAVSUP Business Systems Center (NAVSUP BSC) Commanding Officer Capt. Douglas M. Bridges Jr. addressing how they are implementing the reform initiative at their respective commands.

"We need to know the business—all of it. We need to be integrated. We are one team—one fight," said Yuen, emphasizing NAVSUP's role as Navy's lead supply chain integrator. 🌞

NAVSUP commanders, assistant commanders, commanding officers, and executive directors from across NAVSUP's worldwide Enterprise listen to NAVSUP Commander Rear Adm.

Jonathan A. Yuen speak about NAVSUP's reform initiative and aligning to meet the fleet's changing needs. —photo by Janice Derk



NAVSUP BSC Data Strategy Lead, Tom Wirfel, shared the business intelligence (BI) capability, and Information Technology Project Lead, Megan Nichols (*far right*), demonstrated the OPNAV Dashboard to Department of the Navy, Chief Information Officer, Dr. Kelly Fletcher (*center*).



NAVSUP Business Systems Center Visits Dr. Kelly Fletcher to Demonstrate Navy Business Intelligence Services

By Vickie Hardy, Naval Supply Systems Command Business Systems Center Public Affairs

Naval Supply Systems Command (NAVSUP) Business Systems Center (BSC) demonstrated the capabilities of Navy Business Intelligence Services (NBIS) during a recent visit to the Department of the Navy, Chief Information Officer, Dr. Kelly Fletcher.

Tom Wirfel, NAVSUP BSC data strategy lead, shared the business intelligence (BI) capability, centered around IBM PureData for Analytics (Netezza) appliance; and Megan Nichols, information technology project lead, demonstrated the OPNAV dashboard.

NBIS has met the Chief of Naval Operations (CNO) and Chief Information Officer's (CIO) goal to increase communications and data sharing across the entire Navy through the development of a cross-SYSCOM security model. NBIS eliminates duplication of data across the Navy, freeing up valuable resources to focus on improving logistics for the Navy and, ultimately, supporting the warfighter.

Within NBIS there are multiple business intelligence development teams working on front end visualization tools. These front-end visualization tools (SAP Business Objects & SAS) enable the Navy's entire chain of command from Executive Leadership down to supply systems analysts to make effective data-driven decisions.

NBIS, through its data visualization tools, is currently providing multiple dashboard platforms for its customers. These dashboard platforms are comprised of over 40 individual dashboards, over 50 detailed reports and analyze over six billion rows of data at a time. In addition, to directly support the Navy audit, the team has also enabled over 100 reports and over a 100 data mappings. These dashboards and reports provide rapid learning about the current state of finances, spare parts, maintenance, performance metrics, audit transparency and many other data points critical to the understanding of an organization on a daily if not hourly basis.

"What an elegant solution you are providing," said Fletcher. 🌟

NAVSUP BSC Experts Streamline Weapons Acquisition Tool

By Naval Supply Systems Command Business Systems Center Public Affairs

Experts at Naval Supply Systems Command (NAVSUP) Business Systems Center (BSC) in Mechanicsburg, Pennsylvania, successfully completed the transition of a new weapon systems acquisition tool to the NAVSUP Enterprise portal.

"The Acquisition Logistics Productivity Planning (ALPP) tool is a true enabler of [NAVSUP] Weapon Systems Support (WSS)," said Ricky Neason, director of life cycle management at NAVSUP WSS in Philadelphia.

ALPP is an acquisition event tracking tool to monitor progress of preparatory support actions when the Navy acquires new weapon systems.

The Web-based application produces the Supply Support Management Plan, which serves as a strategic document and provides a capability to record and monitor acquisition milestones from early acquisition to delivery date.

Additionally, ALPP tracks receipt of provisioning technical documentation, monitors completion dates for the item selection process, schedules system transition dates, and provides visibility of interim support item list actions associated with initial operational capability.

Alignment of the tool with NAVSUP's portal supports directives to reduce infrastructure footprints, and eliminates a stand-alone authority process for ALPP.

"The transition to the Enterprise portal will ensure its continued utilization and availability well into the 21st century," said Neason. 🌟



NAVSUP Fleet Logistics Center Sigonella Hosts NAVSUP Global Logistics Support Commander in 6th Fleet Area of Responsibility

By Tia Nichole McMillen, NAVSUP FLC Sigonella
Office of Corporate Communications

NAVSUP Global Logistics Support (GLS) Commander Rear Adm. Grafton Chip Chase analyzes fuels infrastructure in the 6th Fleet area of responsibility (AOR). A key component to the admiral's visit was physically assessing infrastructure in Rota, Spain; Naples and Sigonella, Italy; and in Souda Bay, Greece.

He met with senior base leadership at each site to better understand unique customs requirements, husbanding authorities, and foster relationships pertaining to delivering combat capability through logistics support.

—photo by Tia McMillen

Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Sigonella hosted NAVSUP Global Logistics Support (GLS) Commander Rear Adm. Grafton “Chip” Chase and Command Master Chief Chris Fitzgerald Feb. 5-9 to conduct meetings with personnel and to analyze infrastructure and manning in the 6th Fleet area of responsibility (AOR).

A key component to the admiral's visit was physically assessing infrastructure in Rota, Spain; Naples and Sigonella, Italy; and in Souda Bay, Greece. He met with senior leadership at each site to better understand unique customs requirements, husbanding authorities, and foster relationships pertaining to delivering combat capability through logistics support.

One such meeting was with Rear Adm. Rick Williamson, commander, Navy Region Europe, Africa, Southwest Asia, where the admirals discussed the strategic power of partnership between NAVSUP FLC Sigonella, the region, and the fleet, as they surge support to the warfighter.

In each location, Chase conversed with site directors, as well as fuels, contracting, and operations managers, to gain a detailed understanding of the site's strengths and concerns within a matrixed organization that stretches across Europe and Africa.

Chase also hosted interactive all hands meetings with Sailors and both host-nation and U.S. civilians across the NAVSUP FLC Sigonella European sites. He discussed the way forward for echelon IV and III commands within the NAVSUP Enterprise.

“As NAVSUP GLS disbands this year, each fleet logistics center will become an echelon III command with additional roles and responsibilities,” said Chase. “It is my job to ensure a seamless transition, communicate transparently, and effectively transfer authorities. I work for you.”

Chase personally thanked employees for performing above and beyond the call of duty in major operations such as fuels, contracting, postal, business, support, and hazardous materials.

“Hearing the admiral's perspective re-emphasized the importance of the fleet logistics center to the warfighter. With operations increasing tremendously in our AOR, I am proud to serve the U.S. Navy overseas because I know what we do every day as a command has a paramount impact to the fleet,” said Denise Almazan, workforce management analyst, and recipient of Chase's personal coin and appreciation for being named the command's Civilian of the Quarter. 🌟

Pier Charlie Ribbon Cutting a Testimony to Partnership

By CMC Monique K. Meeks
Naval Station Guantanamo Bay Public Affairs Office

Naval Station Guantanamo Bay (NSGB) and Naval Supply Systems Command, Fleet Logistics Center Jacksonville (NAVSUP FLC Jacksonville) held a ribbon cutting ceremony for one of the installation's fuel piers, Pier Charlie, Feb. 27.

"It's more than just a fuel pier. It's a lifeline for the base," said Capt. Matthew Ott, commanding officer, NAVSUP FLC Jacksonville. "It's critical not only to sustain today's operations, but gives us options for tomorrow and decades to come."

During the ribbon cutting ceremony, one of Guantanamo Bay's most senior residents, Noel West, was recognized for providing 55 years of civil service in the NAVSUP fuels division working on the original Pier Charlie.

"Many of the operations on this base occur in the background," said Ott. "Generally, many are invisible to the inhabitants, whether it's mail or household goods or supplies that arrive on island through a very, very complex network of supply and delivery."

Ott said that fuels is one of those commodities that

we often, at times, take for granted, until, of course, it runs out.

"Whether it's filling up your personal or work vehicles with gas or providing diesel fuel for power plants to the generator, I hear humming in the background, or to help water plant capacity or capability, supporting air ops with JP-5, fuel is a commodity that we really don't think about at times, but we rely on, and it needs to be there consistently," said Ott.

Pier Charlie started serving fuel to the base in the 1920s and continued to do so for more than 80 years until the inspections on the pier pilings showed advanced stages of deterioration. In 2014, a demolition project began so that the new facility could be constructed.

"There are a myriad of activities that have to take place for a project as complex as this one," said Ott. "It is truly a team effort."

Since the original pier construction, the population of the base has grown, other missions have arisen, and environmental regulations have come into play. Ott reiterated that the new pier is more than simply a replacement facility. The pier will provide a means to offload or replenish in an efficient manner, and will enable workers to handle multiple types of fuel commodities concurrently. The environment was also taken into account with safety and environmental practices such as containment of potential spills being designed and incorporated into the new Pier Charlie to ensure it is even better than before.

"I can't underscore the scope and complexity of this Navy military construction project," said Ott. "Hundreds of thousands of man hours went into the planning, development and execution to make it a reality. It's easy to look at the finished product and say, 'Why did it take so long?' Well, I will tell you what; when you consider the scale of the project ... this finished project is truly a testimony of partnership at all levels."

Ott was joined by many of these partners at the ribbon cutting and expressed thanks to Navy Region Southeast Chief of Staff Capt. Steve Barnett; Naval Station Guantanamo Bay Commanding Officer

Capt. David Culpepper; NAVFAC Southeast Executive Officer Capt Gil Manalo; Defense Logistics Agency Energy Capt. Matt Hollman; Naval Facilities Engineering Command GTMO Public Works Officer Cmdr. Jeff Richer; and NAVSUP FLC Jacksonville GTMO Site Director Cmdr. Shane Dietrich. Ott also thanked specific industry partners, the Public Works Department Project Manager



Christine Flora, and the men and women of NAVSUP FLC Jacksonville GTMO fuels department led by Tony Ramirez, have all provided exceptional service and support.

Pier Charlie's lifecycle is expected to match that of the original pier and provide reliable fuel distribution for decades to come. "Thanks to all who have tread the ground before us, who injected what I would call intellectual fuel to the project," said Ott. "They had the foresight and the will to make the significant investment payout. It's a payout in mission preparedness, warfighting capability and capacity, and will sustain mission readiness and service for generations to come."

...continued on page 46

NAVSUP Fleet Logistics Center Jacksonville, Florida; NSGB Site. Capt. Ott, commanding officer, NAVSUP Fleet Logistics Center Jacksonville poses with Capt. Culpepper, commanding officer U.S. Naval Station Guantanamo Bay Cuba; and all the team members that made it possible for Pier Charlie to come to fruition. —photo by R.Vargas



Commander Navy Region Southeast, Capt. Gil Manalo, Executive Officer Naval Facilities Command Southeast and other officers during the recent Naval Station Guantanamo Bay Cuba, Pier Charlie ribbon cutting ceremony. —photo by R. Vargas



Noel West Recognized for Providing 55 Years of Civil Service in the NAVSUP Fuels Division

MC: "Today's ceremony is dedicated to one of Guantanamo bays finest, Mr. Noel West.

Mr. West faithfully gave 55 years of civil service right here in Guantanamo Bay. This young 85-year-old has seen many changes on this base. When he began work in 1956, the world saw the introduction to Elvis Presley with his first hit – Heartbreak Hotel, and also at this time the Cuban revolutionaries landed in Cuba for the start of the Cuban revolution.

In 1964 Mr. West decided to permanently live on this side of the fence line. Something told him not to go back, and fortunately he listened, because his childhood friend told him that his house had been raided by eight Cuban soldiers that weekend.

When Mr. West was sharing his stories with me he fondly remembered a time in 1967 when he decided to go fishing after work one evening off of pier "Charlie", now who doesn't like a good fishing story? He cast his line and soon caught a beautiful red snapper. The only problem was, this was his first time fishing and he didn't know how to take the fish off the hook, fortunately, a kind Jamaican showed up to help. That was the first and last time Mr. West ever went fishing.

During his time working with fuels division, Mr. West has seen every warship and fuel tanker imaginable come through these waters. As for the work, he says that he has enjoyed everything he has done and is very thankful for having done it. The least enjoyable memory was his retirement, since he wanted to keep on going, but with over 4,000 unused sick leave hours he was told 55 years was enough. Now, the old pier



"Charlie" lasted us 80 plus years, and this new pier will take us out for another 80.

Mr. West, we are thankful to have you here today to celebrate with us a new chapter. We thank you for your service and the corporate knowledge you have brought to this fuels department. It is an honor to recognize you at this special ceremony." 🌟

Above: NAVSUP Fleet Logistics Center Jacksonville, Florida; NSGB Site. Cmdr. Shane Dietrich, Guantanamo Bay Cuba Site Director presents Mr. West with a certificate of appreciation for his 55 years of civil service. Mr. West was instrumental and worked with the fuels department prior to his retirement in 2010. The ribbon cutting ceremony held on February 27, 2018 for the new fuel Pier "Charlie" was dedicated in his honor. —photo by R. Vargas

NAVSUP FLC Yokosuka Site Sydney Supports US Coast Guard Cutter Polar Star and Operation Deep Freeze

By Tina C. Stillions, Naval Supply Systems Command Fleet Logistics Center Yokosuka
Director of Corporate Communications

Naval Supply Systems Command Fleet Logistics Center (NAVSUP FLC) Yokosuka Site Sydney provided support to U.S. Coast Guard (USCG) cutter Polar Star (WAGB 10) during Operation Deep Freeze, which kicked off in December 2017 and culminated in February.

Polar Star is an operational icebreaker that supports the National Science Foundation's research stations in Antarctica by delivering critical supplies and fuel. Operation Deep Freeze is the U.S. military operation that supports research and resupply efforts.

NAVSUP FLC Site Sydney has played a role in past Operation Deep Freeze exercises, and had the opportunity to support Polar Star and her crew once again this year.

"Site Sydney is located on the Royal Australian navy (RAN) base HMAS Kuttabul," said Site Sydney Site Director Lt. Massoud Koleini. "I coordinate with RAN port services to arrange many of the host nation support items, such as acquiring a brow, fender, quarantine waste bins and line handlers. I also provide assistance with customs, material handling and postal coordination."

According to Koleini, the military provided multiple support services to Polar Star during Operation Deep Freeze, and Site Sydney was a key team player in logistics facilitation.

"Postal support is provided by the U.S. Navy and Pacific Air Forces (PACAF) Air Postal Squadron in Sydney," said Koleini. "The PACAF detachment in Sydney handled all DoD (Department of Defense) and State Department mail in and out of Australia,

New Zealand, Antarctica and the nearby Pacific Islands. Working hand-in-hand with our NAVSUP FLC Yokosuka Fleet Mail Center in Yokohama, Navy mail routers in San Diego, the postal team on board Polar Star and commercial airline representatives, routed close to 400 kilograms of mail during Operation Deep Freeze."

The multifaceted operation allowed teams to plan, coordinate and move all postal items to the right place and on schedule. Teamwork ensured necessary care packages, Amazon parcels, official mail, tax statements

of contract NAVSUP FLC Yokosuka awards to procure vessel husbanding support services in non-Navy ports, such as Suva, Fiji.

Polar Star Supply Officer, Chief Warrant Officer Danique Hodge, a warranted contracting officer, said almost every conceivable service was readily available and easily accessible during their stop at Joint Base Pearl Harbor-Hickam prior to sailing south.

"This is one of the most delightful port calls, because we stay on the Navy base and it's literally a one-stop shop," said Hodge.

"Last year, we received support in the engineering department. This year, our issue was with certification, but we received help transcribing the Coast Guard certification into Navy certification to authorize the use of heavy equipment."

Polar Star usually makes multiple port visits on its way to and from the Arctic. Polar Star made stops at Lyttelton, New Zealand; Hobart, Australia; and Suva, Fiji. During each of the visits, Site Sydney provided distance support and advice to Hodge, while working to ensure requirements were covered.

"Considering the scope of Polar Star's annual mission,

not everything goes as planned," said Koleini. "The ongoing federal budgeting issues this year caused some delay in the awarding of husbanding support contracts for all ports. But overall, I'd have to say, our part of the mission was a success."

The Coast Guard's Polar Star fills a much-needed role in support of Operation Deep Freeze. As the only ice breaker in the U.S. fleet capable of clearing a path to the Antarctica, it puts NAVSUP FLC Yokosuka Site Sydney in a key position to participate and support a truly unique mission. 🌟



The Coast Guard Cutter Polar Star breaks ice in McMurdo Sound near Antarctica.

—photo by PAC Nick Ameen

and other correspondence arrived to meet the ship while it was completing its mission.

Besides postal support, there are other logistics components essential to the success of an operation the size of Operation Deep Freeze. For instance, in Australia, fuel is procured through a Defense Logistics Agency (DLA) Energy-Australian Fuel Services Branch fuel exchange agreement; food stores are procured through a DLA Troop Support blanket purchase agreement. Multiple award contracts (MACs) are often used for husbanding support services, which is a type

NAVSUP FLC Norfolk Recognized for Aviation Support Excellence

By Tom Kreidel, Naval Supply Systems Command, Fleet Logistics Center Norfolk Office of Corporate Communications

Two Naval Supply Systems Command Fleet Logistics Center (NAVSUP FLC) Norfolk sites were recognized as recipients of the Commander, Naval Air Forces 2017 Ashore Blue "E" Supply Excellence Awards in a March 13 message.

Regional Supply Office (RSO)/Aviation Support Det. (ASD) Norfolk and RSO/ASD Oceana were recognized for the award, which is based on a combination of monthly effectiveness reports and the most recent Supply Management Inspection (SMI). According to RSO/ASD Norfolk Officer in Charge, Lt. Cmdr. Jesus Garzon, in order to qualify for Blue "E" the command has to score 89 percent or above.

He added they are graded in several areas, including net and gross effectiveness - aviation range and depth, overall consumable effectiveness, requisition maintenance, carcass tracking and more.

"Our team works hard to ensure that material is always readily available and shipped out in a timely manner," Garzon said. "Winning makes you feel that your hard work and dedication is appreciated."

RSO/ASD Oceana Officer in Charge, Cmdr. Brian Henderson, added teamwork plays a huge role in a successful RSO/ASD and was the major factor in Oceana being awarded its seventh consecutive Blue "E." He said daily communication between the Regional Supply Office, Fleet Repair Center Mid-Atlantic, and the Wing Maintenance Department is vital in ensuring success.

"Working together, creating synergy between each of these organizations, allows us to overcome many challenges," Henderson added.

Both OICs said the award shows the effectiveness of the business processes and procedures NAVSUP FLC Norfolk has in place and the fact their teams do their jobs the right way.

"Our team can hold their heads high and know they earned this recognition adhering to the Navy core values," said Henderson. 🌟



NAVSUP FACT SHEET FY18 SALTS SYSTEM DISESTABLISHMENT

Background

Naval Supply Systems Command's (NAVSUP's) Standard Automated Logistics Tool Set (SALTS) system, also known as WebSALTS, will be disestablished by the end of fiscal year 2018 due to software obsolescence and security issues. Current SALTS functions will be integrated into information technology systems from NAVSUP and other organizations. SALTS is commonly used by afloat and ashore commands for requisition entry/requisition status and access to fleet financial reports and purchase card statements.

SALTS Functions Transition and Schedule

Force Inventory Drawdown (FITS- DL) Reporting – transition completed and reports now submitted through RSupply or secure file transfer.

Purchase Credit Card Statements/Reconciliation – replacement by Citibank website in April 2018.

MILSTRIP Processing (requisition submittal, status, and material obligation validation processing) – replacement by One Touch Support (OTS) in July 2018.

Fleet Financial Reports (Summary Filled Order/Expenditure Difference Listing (SFOEDL) and Unfilled Orders Listing (UOL) – reports to be made available on the NAVSUP Enterprise web portal in July 2018.

Transaction Item Reporting (TIR) – transition to Defense Information Systems Agency Hosting in September 2018. *TIR processing not used by all ships

Communications

SALTS Gram emails will be sent to all SALTS systems users regarding transition events.

Periodic teleconferences will be held to discuss key transition events.

Naval Messages will release prior to transition events to describe the transition and key actions required to maintain continuity of services.

Points of Contact

NAVSUP HQ N63: 717-605-6495

NAVSUP Business Systems Center: 717-605-3187

SALTS System Disestablishment

From NAVSUP Office of Corporate Communications

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For more information, contact NAVSUP N63 at (717) 605-6495 or NAVSUP Business Systems Center at (717) 605-3187. 🌟



NAVSUP BSC

Left: Capt. Douglas M. Bridges Jr., commanding officer, Naval Supply Systems Command (NAVSUP) Business Systems Center (BSC), speaks with new employees during a new employee workshop at NAVSUP BSC in Mechanicsburg, Pennsylvania. The workshop is designed to educate and train recently reported personnel on policy, guidance, and functions of NAVSUP BSC. NAVSUP BSC's mission is to deliver Information Technology/Information Management (IT/IM) solutions with specific emphasis on logistics and financial related products and services.

—photo by James E. Foehl

USS Dwight D. Eisenhower (CVN 69)

USS Dwight D. Eisenhower (CVN 69) celebrates the 223rd Supply Corps birthday. *From left:* Executive Officer Capt. Craig Sicola; Supply Officer Cmdr. Ryan Lookabill; Supply Department LCPO LSCM Thomas Purcell; Supply Department's youngest Sailor CSSR Breanna Jarvis; Baker CS2 Chenyu Tsui; Commanding Officer Capt. Paul Spedero; and CMDCM Todd Mangin.



USS IWO JIMA (LHD-7)

By Ensign Will Anthony, SC, USN

The Supply Corps officers of the USS Iwo Jima (LHD-7) recently gathered together to celebrate the 223rd Birthday of the U.S. Navy Supply Corps. Commanding Officer, Capt. Joseph O'Brien served as the guest of honor. Ensign Dillon West, the youngest Supply Corps officer, assisted the commanding officer with the honors. The birthday celebration coincided with historical date of the raising of the stars and stripes on Mount Suribachi during the Battle of Iwo Jima. The deployed Sailors and Marines on the Iwo Jima were honored to commemorate these two special events. Both cakes were carefully crafted by the Iwo Jima's "Cake Boss" CS2 Daniel Brackett.

Below: from the left: Ensign Will Anthony, Cmdr. Richie Jenkins, Lt. j.g. Ryan Felsman, Capt. Joseph O'Brien, Lt. j.g. Celestino Dulnuan, Ensign Dillon West, Lt. Dave Dyal, CWO2 Glenda Young, Lt. Aaron Fish, and Lt. Cmdr. Matthew Wilcox.



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<https://www.youtube.com/watch?v=X2uL0IT6WcQ&feature=youtu.be>

**For this and more videos, check out the NAVSUP YouTube page
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