

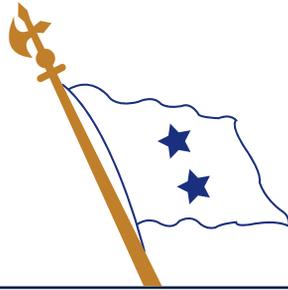
THE NAVY SUPPLY CORPS
 Newsletter

Fall 2019



Defense Logistics Agency and the Navy Supply Corps: Partners in Warfighter Support





A Message from the Chief of Supply Corps

As we enter a new fiscal year, I am reminded of your significant achievements, dedication to service, and the difference you make each and every day. Fiscal year 2019 was an extraordinary chapter. From audit to reform, from weapon systems support to denied-comms logistics, from OPLAN reviews to Reserve manpower augmentation, and from Captain/Commander milestone board modernization to Retail Services Specialists rating name change... you moved the needle around the globe on behalf of our Navy and nation, and made us better in meaningful ways!

On August 22, 2019, the 32nd Chief of Naval Operations (CNO) Adm. Mike Gilday assumed office. During his change of office ceremony, he stated, “our Navy’s strategic direction is rock solid and that our Navy is in great shape.”

Under CNO’s direction to focus efforts on warfighting, warfighters, and the future fleet, we must expedite our innovative pursuits and important collaboration in areas of agile and resilient logistics support. To that end, we will maintain course and increase speed, as required. I urge you to challenge policies and processes that impede progress just because “we have always done it this way”. There is no higher priority for us as an enterprise and supply community.

This issue of the Navy Supply Corps Newsletter highlights the Navy’s partnership with the Defense Logistics Agency (DLA). From my experience as a supply officer afloat, and my assignments at DLA Land and Maritime and DLA Aviation, I have an appreciation for the vital global support DLA provides. This issue’s articles offer insights into the organization and supply officers serving in those positions around the globe. As you read these articles, ask questions of your peers and mentors, seek to understand the organization and how they affect readiness and where applicable, work with DLA to explore and support solutions for the Navy and joint warfighter.

The work you do is critical to sustaining our Navy. I am grateful for your service, hard work, and commitment to excellence. Well done team and happy fiscal new year!

MICHELLE C. SKUBIC
RADM, SC, USN



NEWS FROM THE Command Master Chief

Team Supply,

Fall is approaching, and I welcome our new chief petty officers who have already embraced and accepted their roles and responsibilities of being “The Chief” in all that is expected of them as subject matter experts in their performance as deck-plate leaders.

In this issue of the Supply Corps Newsletter, we look at the Navy’s partnership with the Defense Logistics Agency (DLA) and the global network of distribution centers they operate. The articles offer an inside look at DLA operations and showcases why they are known as the nation’s combat logistics support agency.

This newsletter also provides updates on NAVSUP reform and how our reform efforts encompass both readiness and service to our customers. Lastly, we continue our conversation with the last installment of Rear Adm. Peter Stamatopoulos’ “Maritime Logistics in a Changing Environment.”

Supply enlisted roadshows and our supply fleet engagement efforts are alive and well. We just completed a culinary specialist executive services roadshow where we reached out to all culinary specialists currently enrolled in executive services, as well as Sailors who want to serve on the Presidential Food Service team and other executive services areas.

In addition, the supply enlisted community team and Naval Personnel Command’s supply enlisted detailers just finished roadshows in Naples and Sigonella, Italy; Rota, Spain; and Bahrain. Please take full advantage of these events as they occur in your area.

Thank you! As I conclude my wonderful 35-month tour as Command Master Chief, I want to thank everyone in the supply community and the NAVSUP Enterprise who helped me to support our command and our Sailors.

I wish the best for my relief, CMDCM(SW/NAC) Shannon Howe, who will check onboard in early 2020. In the interim, I leave my Command Master Chief duties in the capable hands of CMDCM(SW/AW/IW) Steve Horton.

Lead with character and competence!

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

NEWSLETTER

Fall 2019

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

Mike Madden
Vice Commander
Naval Supply Systems Command

Capt. Matthew (Matt) N. Ott III,
SC, USN
Chief of Staff
Naval Supply Systems Command

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Cover image: DLA, MARINE CORPS STRENGTHEN PARTNERSHIP FOR IMPROVED READINESS. A UH-1Y Venom with the 22nd Marine Expeditionary Unit takes off during flight operations aboard the USS Kearsarge in January. DLA Aviation procures more than 16,000 national stock numbers to support Venom missions.

-photo by Marine Corps Cpl. Aaron Henson

Flash from the Commander NAVSUP and Chief of Supply Corps **Congratulations Admiral Stan Arthur Award Winners**



Lt. Cmdr. Scott Long of NAVSUP Weapon Systems Support (WSS) accepts the 2018 Stan Arthur Military Logistician of the Year Award from Rear Adm. Michelle Skubic, Commander NAVSUP and Chief of Supply Corps during NAVSUP's October Town Hall.

Deputy Chief of Naval Operations for Fleet Readiness and Logistics Vice Adm. Ricky Williamson recently announced the winners of the 2018 Admiral Stan Arthur Awards. These military and civilian logisticians exemplify excellence in logistics operations and execution to support the warfighter in an unpredictable environment. Lt. Cmdr. Scott Long, NAVSUP Weapon Systems Support (WSS) Philadelphia, has been named 2018 Military Logistician of the Year. This year there were two Logistics Teams of the Year. They are the USS Harry S. Truman (CVN 75) Supply Department and a team led by Commander, U.S. 6th Fleet Logistics Readiness Cell (LRC), which included NAVSUP Fleet Logistics Center (FLC) Sigonella and, also, the Truman Supply Department.

Military Logistician of the Year

While serving as director, F/A-18 and EA-18G Integrated Weapons Support Team, NAVSUP WSS, Long's leadership and strategic vision motivated his team to provide integrated supply support, planning and execution, and maintenance of logistics support data for all Navy and Marine Corps F/A-18 and EA-18G aircraft. Long, directly responsible for the materiel support driving type three model series aircraft programs to the Secretary of Defense-mandated 80% mission-capable rates, was the driving force in achieving the highest number of F/A-18 mission capable aircraft in over five years. He expertly led a multi-organizational team that integrated organic and commercial industry repair and spares production to significantly improve materiel availability. His efforts resulted in a 39% reduction in back-orders for the fleet's top 25 materiel readiness degraders. Long collaborated with the Naval Air Systems Command (NAVAIR) F/A-18 Program Office, Defense Logistics Agency Aviation, NAVSUP WSS Contracting, Office of the Chief of Naval Operations N98, NAVAIR 4.2 Cost Department, and contracting partners to implement an integrated sustainment solution resulting in prioritization of both spares and repairs for flight control surfaces in support of current and future readiness. His efforts drove immediate industry investments in manpower, materiel, tooling, and overall capacity to expedite production of future combat systems at considerable cost optimization for the Navy.

Logistics Teams of the Year

USS Harry S. Truman (CVN 75) Supply Department

The Truman Carrier Strike Group (HSTCSG) executed a deployment supporting the Secretary of the Defense's concept of Dynamic Force Employment (DFE). An enterprising team of logisticians from the Truman were tasked with developing and executing reformative logistics concepts to overcome operational constraints. While they flawlessly supported HSTCSG in austere conditions, they developed solid strategic and enduring concepts for global CVN logistics support. They demonstrated professional logistics excellence in planning, preparing and sustaining the Truman, Carrier Strike Group EIGHT, and Carrier Air Wing ONE, enabling them to operate continuously and fight decisively during one of the Navy's most operationally challenging deployments.

Team led by Commander, U.S. 6th Fleet LRC which included NAVSUP FLC Sigonella and the Truman Supply Department

In support of DFE for the HSTCSG and Exercise Trident Juncture 2018, the U.S. Naval Forces Europe Logistics delivered critical logistics support to the deployed warfighters in unconventional locations. It

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was led by Commander, U.S. 6th Fleet (C6F) LRC in partnership with a wide array of logisticians including our own NAVSUP FLC Sigonella and the Truman Supply Department. The C6F LRC used their maritime operations center logistics synchronization working group meetings with key members to develop a supply chain network to support sustained operations globally.

NAVSUP FLC Sigonella deployed an operational support element that expeditiously received, prepared, and transported high-priority materiel, cargo, hazardous/special materiel, and mail. Though weather and operational requirements demanded daily changes in replenishment schedules, the logistics enterprise kept the fleet stocked, repaired, and ready to fight.

Long, Truman Supply Department, and the LRC all greatly exhibited innovation, professionalism, and dedication to the Navy mission.

Please join me in congratulating Lt. Cmdr. Scott Long, USS Harry S. Truman (CVN 75) Supply Department and NAVSUP FLC Sigonella on their exceptional accomplishments!

M.C. SKUBIC
RADM, SC, USN



Bottom photo: Winners of the 2018 Logistics Team of the Year, USS Harry S. Truman's (CVN 75) Supply Department successfully executed a deployment in support of the Secretary of Defense's concept of dynamic force employment developing and executing reformative logistics concepts to overcome operational constraints.



Not present for group photo: *Left:* Leading Petty Officer LS1 Thomas LeMaster; *Right:* Planner Lt. Sam Jordan.

Team led by Commander, U.S. 6th Fleet LRC which included NAVSUP FLC Sigonella and the Truman Supply Department.

From left to right: Norway Officer in Charge Gunnery Sargent Ross Alman; Officer in Charge Lt. Adam Romero; Logistics Support Officer Vladimir Narvaez; Logistics Support Officer Marc Davis; Logistics Support Officer Ariel Gloria; and Officer in Charge Lt. T. Mitchell Fuselier.

Flash from the Commander NAVSUP and Chief of Supply Corps

NAVSUP Logisticians of the Year

It gives me great pleasure to announce the winners of the Naval Supply Systems Command (NAVSUP) Logisticians of the Year. Recognizing our best military and civilian logisticians and our best team, they were also NAVSUP's Admiral Stan Arthur Awards nominees.

Military Logistician of the Year: Lt. Cmdr. Scott Long, NAVSUP Weapon Systems Support (WSS)

While serving as director, F/A-18 and EA-18G Integrated Weapons Support Team, Long provided exceptional supply and logistics support for all Navy and Marine Corps F-18 aircraft variants. His efforts resulted in a 39 percent reduction in backorders for the Fleet's Top 25 material readiness degraders. He was a key leader in helping Navy achieve the highest number of mission capable strike fighter aircraft in over five years. Long was also selected as the Admiral Stan Arthur Awards Military Logistician of the Year.

Civilian Logistician of the Year: Mr. Jeffery Livelsberger, NAVSUP WSS

As End Item Management Division Head, Livelsberger revolutionized Navy surface ships' shaft management, improving Navy readiness. He reduced the risk of stock outs by transitioning the shafts from Naval Sea Systems Command to NAVSUP WSS cognizance, funded via Navy working capital fund rather than appropriated funds. This new process is under consideration as the preferred support method for similar Navy end items.

NAVSUP Logistics Team of the Year: NAVSUP FLC San Diego Wireless Spiral 3 Team

In concert with Navy Strategic Sourcing Program Management Office, the team developed an innovative acquisition strategy that enhanced wireless services based on usage data, customer requirements, market research, and commercial best practices to deliver a cost effective, best-value suite of contracts. The new contract will save Navy \$62.1 million over six years. Team members include: Cmdr. Joel Pitel, Marcia Cruz, Mark Ascione, Maria Papet, Juana Perez and Tine Thompson. The Wireless Spiral 3 Team is also the Navy nominee for the 2019 Defense Acquisition Workforce Awards, Flexibility in Contracting Award.

Please join me in congratulating Lt. Cmdr. Scott Long, Mr. Jeffery Livelsberger and the NAVSUP FLC San Diego Wireless Spiral 3 Team on their exceptional accomplishments!

M.C. SKUBIC
RADM, SC, USN



Lt. Cmdr. Scott Long of NAVSUP Weapon Systems Support (WSS) accepts the 2018 Military Logistician of the Year Award from Rear Adm. Michelle Skubic, Commander NAVSUP and Chief of Supply Corps during NAVSUP's October Town Hall.

—photo by Dorie Heyer



Jeffery Livelsberger of NAVSUP Weapon Systems Support (WSS) accepts the 2018 Civilian Logistician of the Year Award from Rear Adm. Michelle Skubic, Commander NAVSUP and Chief of Supply Corps during NAVSUP's October Town Hall.

—photo by Dorie Heyer

Defense Logistics Agency and the Navy Supply Corps: Partners in Warfighter Support

BY CAPT. JEFF DAVIS

Director, Sustainment Solutions Division, Defense Logistics Agency Headquarters

The Defense Logistics Agency (DLA) was first established in 1961 as the Defense Supply Agency and on January 1, 1977, became the Defense Logistics Agency. The Goldwater-Nichols Act of 1986 identified DLA as a combat support agency that today manages nine supply chains – Subsistence, Clothing and Textiles, Construction and Equipment, Medical, Industrial Hardware, Aviation Systems, Land Systems, Maritime Systems, and Fuel/Energy.

Throughout its history, DLA has enjoyed a strong connection to the Navy Supply Corps community. Several distinguished Navy Supply Corps officers have served as DLA director throughout its history, including Vice Adm. Keith Lippert, Vice Adm. Mark Harnitchek, Vice Adm. Alan Thompson and Vice Adm. Edward Straw. Today, over 114 Supply Corps officers support DLA mission execution around the globe on any given day.

DLA's global team of 26,000 military and civilian professionals provides more than \$37 billion in goods and services annually through its six major subordinate commands (MSCs) – DLA Troop Support, DLA Aviation, DLA Land and Maritime, DLA Energy, DLA Distribution, and DLA Disposition Services. Here is a brief overview of DLA MSCs and regional commands, and how they are aligned to support warfighter requirements.

DLA Troop Support provides U.S. service members with food, clothing, textiles, medicines, medical equipment, construction supplies and equipment, and repair parts for major weapons systems. They also support other federal agencies, and humanitarian and disaster relief efforts around the world.

DLA Aviation supports 2,200 weapon systems as the military's primary source for more than 1.2 million repair parts and operating supply items with fiscal year 2018 (FY18) annual sales valued at \$5.8 billion. In FY18, DLA Aviation's dedicated team of more than 3,500 professionals served more than 12,000 customers and processed more than 3.1 million customer orders to 4,000 suppliers.

DLA Land and Maritime is led by Rear Adm. John Palmer, and manages 1.9 million items, awards more than 651,000 contracts annually, supports nearly 1,900 weapon systems, and handles more than 9 million orders annually, with annual sales topping \$3 billion.

DLA Energy provides energy to the military services, the Department of Defense (DoD) and other federal agencies at more than 4,000 locations worldwide. In FY18, DLA Energy recorded approximately \$10.5 billion in sales and issued a total of 4.036 billion gallons of fuel.

DLA Distribution is led by Rear Adm. Kevin Jones, and has more than 50 locations worldwide that include distribution centers, an expeditionary team that serves as a mobile distribution center,

consolidation and containerization points, theater consolidation and shipping points, materiel processing centers, recruit training centers and meals ready to eat storage sites. DLA Distribution supply centers manage materiel and offer services including storage, distribution, custom kitting, specialized packaging as well as transportation support and technology development—all aimed at increasing warfighter readiness. The centers and sites have more than 2 million item numbers in stock worth more than \$100 billion.

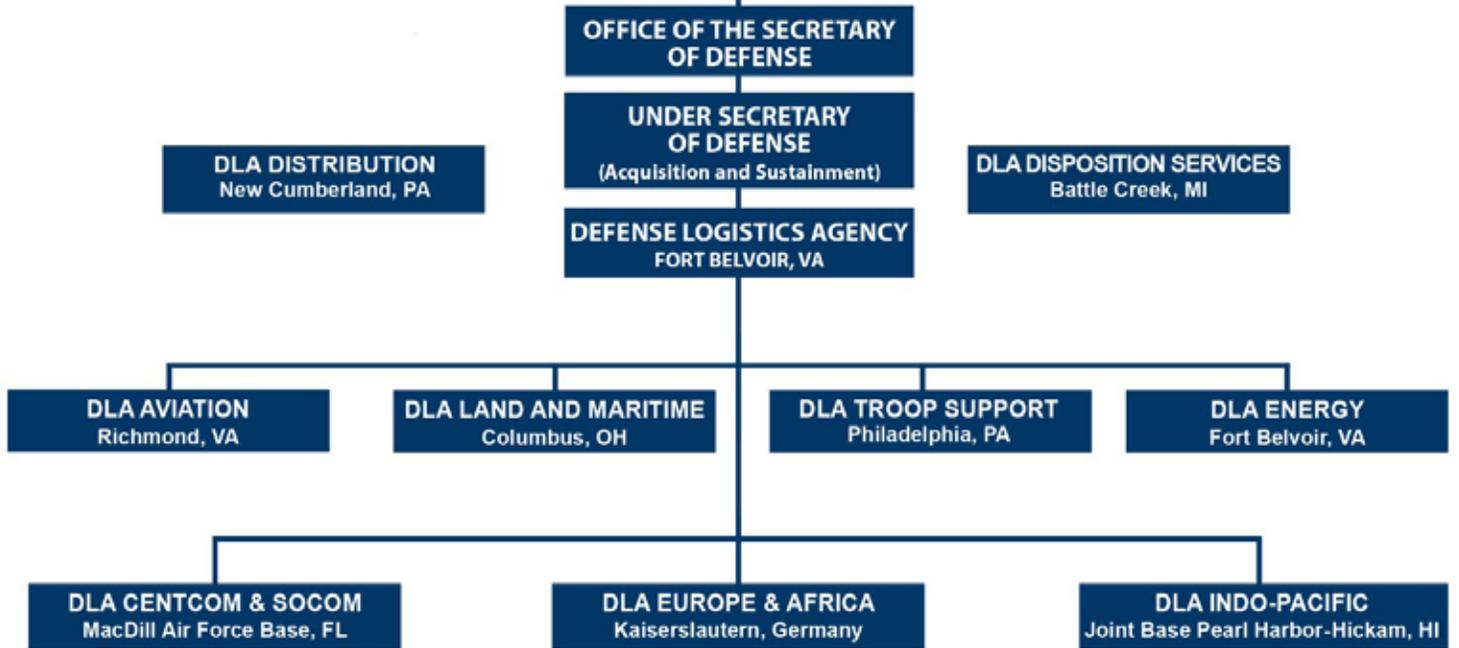
DLA Disposition Services supports the reuse or disposal of materiel no longer required by military forces, both usable items and scrap. The activity accepts excess usable items from military units and facilitates its reuse by other military units, transfers appropriate materiel to other federal agencies or donates it to state and local governments. DLA Disposition Services sites are on military installations in the U.S. and abroad. To provide direct operational support, it also maintains a contingency response capability using trained and tested teams of civilians and military personnel. Their mission is to provide property disposal under austere conditions using prepositioned equipment sets.

DLA engages its customers operating around the globe with three DLA regional commands: DLA Europe & Africa; DLA Central Command & Special Operations Command; and DLA Indo-Pacific. These regional commands provide a single face to customers in U.S. European, Africa, Central, Special Operations and Pacific Commands. This arrangement streamlines our customers' interaction and provides unified and responsive support in the theater of operations.

The relationship between the Navy supply community and DLA remains strong. The articles that follow offer a snapshot of the warfighter support DLA and the Navy Supply Corps officers serving on the DLA team provide. For many, these articles will provide updates on initiatives that intersect with Navy and supply community priorities. For those new to the Navy supply community, this will provide a good initiation into DLA and its relevance to the Supply Corps community and warfighter support. In either case, the common theme will be our shared commitment to warfighter support. Warfighter first! ✨

Right bottom: Sailors aboard the Arleigh Burke-class guided missile destroyer USS Fitzgerald (DDG 62) pull in a fuel line on the ship's forecastle during a fueling-at-sea with Military Sealift Command fleet replenishment oiler USNS John Ericsson (T-AO 194).
—photo by MC3 Beverly J. Lesonik

DLA's global team provides support through its six MSCs. Here is an overview of DLA MSCs and regional commands, and how they are aligned to support warfighter requirements.



Bridging the Gap Between Navy and Defense Logistics Agency: What is a Customer Support Representative?

BY DR. THOMAS MEYER
Customer Support Representative,
Defense Logistics Agency Headquarters

If there is one thing I have learned as a customer support representative (CSR) working for the Defense Logistics Agency (DLA), it is that you will never figure out all of DLA on your own.

My name is Tom Meyer, and I am known by hundreds of people worldwide as “the Navy DLA guy.” I am the only DLA headquarters Navy team CSR, but I am not stationed at headquarters. I am embedded with the fleet at U.S. Fleet Forces Command in Norfolk, Virginia, as well as Navy Expeditionary Combat Command (NECC) in Virginia Beach. I split my time between these two bases and travel to others as needed in the Hampton Roads area. It is fairly normal to walk in the door and hear,

“Hey, it’s Tom Thursday!” because they know DLA is in the house and, on that particular day of the week, I am at NECC.

The great part about my career in the Navy is being able to interact with both the engineering side and the supply side. My first 10 years were spent on the enlisted side as a submarine nuclear machinist mate. My last 10 years were spent as a supply officer on both submarines and in the landing helicopter dock world.

Whether the conversation is about technical things, such as how components interact or integrate with larger systems, how they work and how they fit, or if it is about how many are in stock, when will they get here or why is my requisition backordered, the Navy appreciates someone who understands what they need and can speak their language.

I can promise you this, no one person in DLA has all the answers. During my last seven years as a CSR, I have built numerous relationships within the DLA team that can help get answers to the Navy’s questions. The great thing about this job is no two days are the same. Whether I get asked about hurricane support for the upcoming season, clothing for individual augmentees, parts for the Mark VI in Bahrain, or forward positioning parts in Yokosuka for a carrier, I will need help from someone to get the results the Navy needs.

I believe one of the greatest benefits of having a CSR at the fleet level is that the fleet can go to one person at DLA, vice trying to sift through thousands of names and phone numbers. That is why the Military Service Support division at headquarters was created. We are the conduit for all things between DLA and the Navy. We help weed out the middleman and find the right person to get answers. Sometimes that takes a while. I have some days where I have to talk to eight to 10 people before I even find the correct person that can help. I get phone calls from around the world, literally, and for just about every reason you can imagine. Even after seven years, people sitting near me will usually hear me say, “Well that’s a first” about once a month. You just never know what people are going to ask.

Part of the reason I am in this position is to bridge the gap between the strategic level and the operational level of what occurs in

both DLA and the Navy. I attend flag-level conferences and briefings, I fly to Bahrain to brief and train operators, go aboard ships to train people how DLA works and the systems we use, hunt down missing body armor in California and even get calls from NCIS – yes the ones you are thinking of – to help track down counterfeit parts.

Even though I work as part of the Navy team for DLA headquarters, I get phone calls from other service members asking for help on various items. The great part of being on the DLA side is I have access to all DLA service teams and can point them in the right direction. I believe every person on the DLA team wants to help our warfighters have the best possible advantage over our enemies, so we all do our part to help. Sometimes that means you have to look past the answer on the computer screen. When you don’t like what the computer is telling you, sometimes you have to go see for yourself. There are times when items are backordered, yet it seems impossible that it would take that long, especially something like grey paint. You have to dig a little deeper and drive a little farther to get the answers the Navy needs. Anyone can look up supply status on a screen, but are you willing to talk to the owner face to face and ask, “What’s the problem?” Welcome to my world.

At the end of the day, my desk phone is forwarded to my cell phone in case the Navy needs me. It seems extreme and many would say, “Just check your voicemail in the morning.” My laptop goes where I go and I never leave it at work. If the Navy needs help, and it’s an emergency, the last thing I want them to hear is “call me tomorrow.” I may not be able to get the help they need at that exact moment, but they appreciate that someone picked up the phone and said, “Yes I will help you.”

Every service has DLA CSRs just like me who go above and beyond for their respective services as well. If you really want to know how DLA can help you, just ask a CSR. ★

DLA Energy South-West truck stand in Subic Bay, Philippines. –photo courtesy of DLA



Defense Logistic Agency Indo-Pacific

BY CAPT. KRISTIN ACQUAVELLA
Commander, Defense Logistics Agency Indo-Pacific

The Defense Logistics Agency's (DLAs) footprint in the Indo-Pacific is more than 1,400 employees strong, including military, general schedule civilians, contractors and local nationals. The Indo-Pacific area of responsibility (AoR) is vast, covering over half of the world's surface, over half the world's population, and supporting four of the five key U.S. security threats as described in the 2018 National Defense Strategy. The DLA Indo-Pacific team is hard at work supporting the geographic combatant commander's priorities and ensuring the warfighter is always first!

Your DLA Indo-Pacific team is well represented by the Navy Supply Corps under a fairly new DLA regional command & control structure that added a Supply Corps major

command selected billet to the list; the DLA Indo-Pacific regional commander.

In this new roll, the DLA Indo-Pacific regional commander is charged with synchronizing and aligning all DLA equities in the region in operational logistics support of United States Indo-Pacific Command (USINDOPACOM), four service components, three sub-unified commanders, and one standing Joint task force. Capt. Tim Daniels, the first DLA regional commander in this new command structure, relinquished command to Capt. Kristin Acquavella in July 2018.

The DLA Indo-Pacific Team supports the warfighter, not only in armistice, but also in ensuring operational plans are logistically feasible. As logisticians, there's one thing we never want to run out of, options. DLA has

many major subordinate commands represented in the region with Supply Corps officers at the helm to include:

Commander, DLA Indo-Pacific Troop Support, Cmdr. Shani Leblanc and her team dispersed throughout the AoR, providing services from Alaska to Diego Garcia and everything in between. Under her leadership, her 70-person team expertly manages five unique supply chains, Class I – Subsistence, Class II – Clothing and Textiles, Class IV – Construction and Equipment, Class VIII – Medical, and Class IX – Industrial Hardware.

Cmdr. Leblanc's team was recently highlighted for supporting FEMA in response to the 2018 Super Typhoon Yutu that devastated Saipan and Tinian. Working diligently to provide much needed humanitarian and disaster relief, DLA Troop Support Indo-Pacific sourced and provide over \$16.7 million in construction material and responded quickly to deploy personnel as part of a DLA Support Team to the affected area.

Commander, DLA Energy Hawaii, Cmdr. Eric Lockett is one of five DLA Energy commanders in the Indo-Pacific. He leads a diverse team of

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energy experts that leverage over 250 million gallons of bulk petroleum across 10 defense fuel support points (DFSP) and a robust contingency contracting capability to coordinate comprehensive energy solutions throughout the eastern Pacific theater.

As the largest strategic resupply hub located outside the second island chain of the Indo-Pacific region, providing expeditionary support for dispersed operations is essential to expanding the lethality of global force engagements.

A great example is the work Cmdr. Lockett and his team did in 2018 with USMC Expeditionary Energy Office to advance the Headquarters Marine Corps deliberate urgent need statement for an expeditionary mobile fuel additization capability (EMFAC). This collaboration brought the EMFAC to the Indo-Pacific region to conduct operational support analysis, where DLA Energy Hawaii supported the first tactical exercise of the capability during RIMPAC 2018. The EMFAC was designed to convert commercial grade fuel to military specification fuel in a tactical environment, and the DLA Energy Hawaii team provided the commercial grade fuel, additives for conversion,

and quality testing and training. The successful execution of EMFAC expands DLA Energy's ability to provide military specification fuel to the warfighter in an adaptive environment, and Energy Hawaii leads the way in support of this cutting edge expeditionary capability.

Commander, DLA Energy South-West Asia, Cmdr. Angela Watson recently took command from Capt. Bruce Kong and joined the DLA Indo-Pacific team. DLA Energy South-West supports the Indo-Pacific Command Joint Petroleum Office as the Sub Area Petroleum Office Western Pacific.

Watson and her team's primary goal is to provide effective and efficient supply operations that meet DoD and whole of government petroleum requirements within multiple countries throughout the Southern Pacific and Indian Ocean area of operations.

Headquartered at Andersen Air Force Base in Guam, Defense Logistics Agency Energy South-West Pacific (DLA-E SWP) oversees the storage of up to 345 million gallons of fuel products at seven defense fuel support points (DFSPs) located on Guam, Diego Garcia, Singapore and the Philippines.

Due to the vast size of the region, DLA-E SWP has three personnel forward located in Singapore and Australia. Outside of the seven DFSPs, DLA-E SWP region contains direct delivery contracts in 14 different countries. Examples of these contracts include into-plane contracts, which are agreements at airports providing Joint military the capability

“The DLA Indo-Pacific Team supports the warfighter, not only in armistice, but also in ensuring operational plans are logistically feasible.”

to refuel at strategic locations, and bunkers contracts, which are agreements for vessels to receive fuel at non-military ports. The DLA-E SWP region is extremely dynamic in

its support to deployed forces for exercise support, deterrence efforts, and wartime preparations/operations.

During fiscal year 2019, DLA-E SWP provided onsite fuel support of 1.1 million gallons during 14 different exercises, which spanned Australia, Thailand and the Philippines, amongst others.

The Director of DLA Maritime Pearl Harbor, Cmdr. Bruce Reilly leads a team of professionals providing supply support services for the repair, maintenance, and modernization of fleet units at the Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility (PHNSY & IMF).

Reilly and his 65-person team are embedded and partnered directly with the customer, providing industrial supply support to provide ready units to the fleet for tasking including management of \$120 million in on hand inventory, processing and expediting 58,000 requisitions annually and expert procurement services for over \$80 million in non-standard requirements.

During a typical day, expect to be in execution of three or four major submarine overhauls and planning events for another two. At Pearl Harbor shipyard, there is no such thing as the “off” season. Additionally, as the regional maintenance center there are continuous surface ship availabilities conducted. PHNSY & IMF keeps them “fit to fight” and the DLA Maritime Pearl Harbor detachment is in the middle of warfighter support.

Commander, DLA Distribution Yokosuka, Japan (DDYJ), Cmdr. A.J. Rivera has his flagpole in Yokosuka, Japan, but leads sites in Yokohama, Iwakuni, Sasebo, and Okinawa. As the largest overseas distribution center, Rivera and his team of over 420 employees restore military readiness and build a more lethal force by providing comprehensive logistics support to Joint forces and forward deployed warfighters throughout the USINDOPACOM Area of Operation (AO).

DDYJ restores military readiness and builds a more lethal force by providing comprehensive logistics support to Joint forces and forward deployed warfighters throughout the U.S. USINDOPACOM AO. Managing over 69,000 line items valued at \$313 million, the team operates a theater consolidation and shipping point (TCSP), a Materiel Processing Center (MPC) for 7th Fleet, and provides various transportation solutions to

include theater protection services for sensitive and classified materiel movements.

DDYJ supports its customers with a diverse and skilled workforce comprised of U.S. Navy Sailors, U.S. DoD civilians, and Japanese local national workers. They are hard at work, strategically positioned in the AoR and have earned significant kudos including the DLA Distribution Team Performance of the Year award in the large category.

Commander, DLA Distribution Pearl Harbor, Cmdr. Sean Andrews, leads more than 200 DoD civilians, military (including Navy and Air Force), and contractors who provide world class logistics solutions to the Joint warfighter and other federal agencies locally, as well as the customers in the Pacific Theater and around the globe.

The team operates 27 facilities onboard Joint Base Pearl Harbor Hickam, manages more than 30,000 lines items valued at \$137 million as part of the wholesale mission, provides storage and distribution services for more than 45K line items valued at \$120 million in support of the PHNSY & IMF, and provides inventory management of more than two

million classified and unclassified mapping products.

Specific lines of effort include operations of a TCSP, MPC, HAZMAT certification, care of stock in storage, materiel movement, transportation services, and preservation, packaging, packing and markings.

Lastly, DLA Distribution Pearl Harbor is a key enabler in support of U.S. and coalition partners during biennial RIMPAC exercises, as they are the gateway for the preponderance of support materiel flowing into Hawaii.

The warfighter’s needs guide us, integrity defines us, diversity strengthens us, and logistics excellence inspires us. ★

Below: DLA Energy Hawaii supports USMC expeditionary mobile fuel addition capability (EMFAC) during RIMPAC 2018.
—photo courtesy of DLA



Securing the Supply Chain

BY LT. CMDR. MICHAEL KIDD

Deputy Navy National Account Manager,
Defense Logistics Agency Headquarters

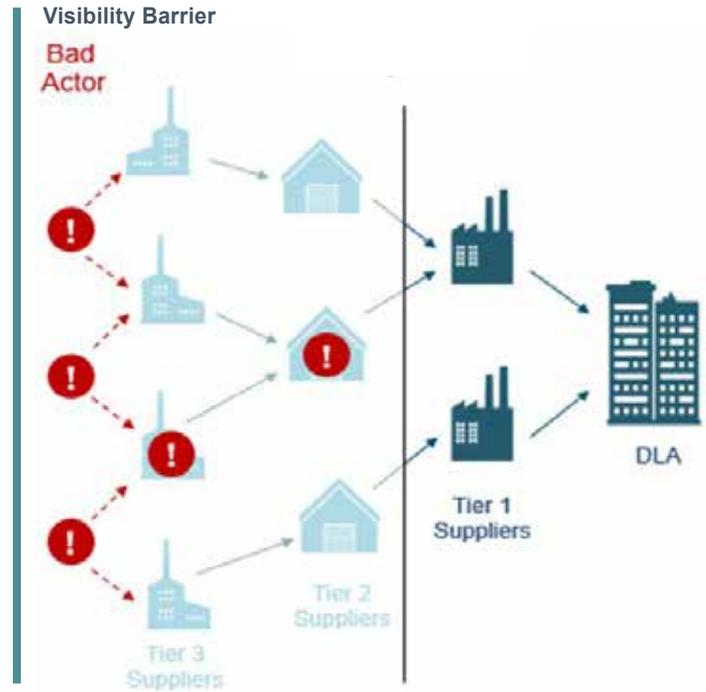
Supply Corps officers Lt. Cmdr. Blake Dremann and Lt. Cmdr. Michael Kidd are helping develop the Defense Logistics Agency (DLA) supply chain security strategy. DLA is the supply chain integrator across Department of Defense (DoD), and as such, securing the supply chain from mine to customer, through demilitarization and disposal, is of utmost importance.

DLA Director Lt. Gen. Williams charged the agency with developing a supply chain security strategy that cuts across agency stovepipes. “As the nation’s combat support agency responsible for end-to-end management of nine supply chains supporting the warfighter, DLA has an inherent imperative to ensure we have the proper detection, protection, redundancy, and resilience built into our systems, processes, infrastructure, and people to ensure continued support to the warfighter,” said Williams.

Dremann and Kidd are key members of the team marshaling efforts across the 26,000-person agency. Be it construction material, medicine, or aircraft parts, there must be a system to ensure disruptions—natural, business or nefarious—do not prevent the delivery of materiel to the warfighter.

The threats are everywhere; cyber-attacks can cripple portions of the supply chain due to the interconnectedness of technology at every stage. Nefarious nation states or fraudulent businesses can introduce counterfeit parts into supply chains that may find their way onto ships or aircraft. Labor disputes and obsolescence cripples production lines, while hurricanes and earthquakes disrupt transportation. DLA is working to increase supply chain transparency, and quickly identify and assess, report and mitigate threats, vulnerabilities and disruptions to the global supply chain. Only by attacking the problem at the enterprise level can the DoD achieve the resiliency to ensure the warfighting customer has the materiel they need, when they need it.

According to Dremann, understanding where the soft underbelly of logistics lies, is a key component in the process. “We must continuously look at the entire supply chain, identify where the vulnerabilities are, and mitigate them.” DLA is taking an offensive role in supply chain security by conducting aggressive market intelligence campaigns, and adding DNA markers to microelectronics, among other initiatives.

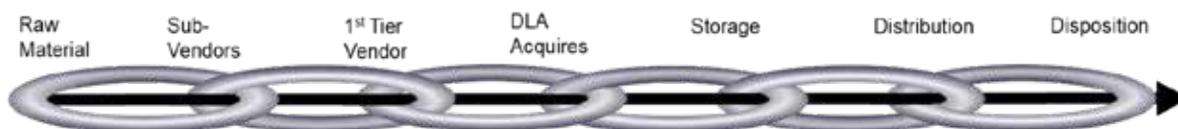


Strengthening the defense game includes increased use of business decision analytics that use big-data and algorithms to look for hidden risk profiles, vendor network mapping that dives into opaque sub-vendor networks, and strengthening protections of technical data. Finally, the agency is building resiliency into operations by establishing redundant capabilities, hardening key systems, and refining continuity of operations plans.

Integrated Logistics Systems Intern Lt. Lawatha Cherenfro took the initiative to participate in the strategy development process. “This has been a fantastic opportunity to be involved in global-level strategic planning as a junior officer,” says Cherenfro. “The ability to see how the DoD is maintaining data access and integrity, and assessing vendor integrity at a global level, would be impossible at another command.” Protecting data is not limited to government systems; vendors and sub-vendors are cyber-targets, and attacks can cripple delivery of critical parts. By combining aggressive monitoring, robust procedures, and solid contract language, it is more likely that part delivery will not be impacted due to data breaches.

These issues are just the tip of the iceberg. For a logistics agency, nearly everything DLA does is critical to the supply chain, from the infrastructure, to the systems, to the people – all are critical components of delivering product, and all must be part of a security plan. As strategies develop, it’s clear that Navy Supply Corps officers will be a key component in developing and executing the plan, and maintaining a responsive and resilient supply chain. ★

Supply Chain



Subsistence Employee Ensures Fresh Produce for USNS Comfort (T-AH-20) Deployment

BY ALEXANDRIA BRIMAGE-GRAY

Public Affairs, Defense Logistics Agency Troop Support

Imagine having the sole responsibility to ensure the on-time delivery of fresh fruits and vegetables to a Navy hospital vessel, with no central logistics point in sight.

This is the task Timothy Schmidt, a tailored vendor logistics specialist in the Defense Logistics Agency (DLA) Troop Support's subsistence supply chain, has during USNS Comfort's five-month deployment from June through November to provide medical assistance to local populations of the U.S. Southern Command (SOUTHCOM) region.

The bulk of the challenge, Schmidt said, is due to the ship's scheduled stops. While ships normally receive supplies from one of several centralized locations serviced by a prime vendor (PV) contract, this mission will require larger-than-normal supply loads at multiple ports, none of which are serviced by, or qualify for, traditional PV contracting.

"The [Comfort] is not necessarily home ported, so we have multiple offices that we have to coordinate with," Schmidt said.

According to Jacob Slotnick, a Subsistence Integrated Supplier Team chief, order values from the customer would have to support the

overhead costs of a vendor setting up warehousing and delivery logistics over the period of the contract to make PV work.

Schmidt states that while the typical value for an order in the SOUTHCOM area of operation is between \$1,000 and \$2,000, an order for Comfort would be valued at \$10,000 to \$15,000 based on the length of the stay in the port. To be marketable as a PV contract, orders would have to persist over a longer period time.

"We had to come up with a strategy to support customers in the SOUTHCOM areas that have low, volatile demands, but have requirements that need to be filled," Slotnick added.

In order to accomplish this, Schmidt spent the month of May communicating with Comfort's supply officers and reviewing historical data to predict order requirements.

He used this information to create a communications hub for Comfort, tying in a network of vendors already in place in various countries throughout SOUTHCOM.

"I setup the [SOUTHCOM] support platform to provide the customers a centralized person to serve as the key point of

contact to communicate with vendors in the entire region instead of having them coordinate with different account managers in each region."

Through this platform, Schmidt created a way for Comfort to use a single point of contact to ensure the ship's orders could be filled through indefinite delivery contracts (IDC) at a multiple ports.

An IDC provides Comfort the ability to meet its needs throughout the regional deployment, regardless of an order's size or value, while benefiting DLA Troop Support and the Navy.

Although contracts have a guaranteed minimum that Troop Support is responsible for paying the vendor if the demand does not materialize, Slotnick said, IDCs do not.

"Through the use of IDC and simplified acquisition procedures, these contracts can be awarded in a short amount of time, and minimize the financial risk to the government," Slotnick said. "It is also a great way for us to support these low-demand areas."

Comfort is scheduled to provide medical assistance in support of regional partners, conducting mission stops in Columbia, Costa Rica, Dominican Republic, Ecuador, Grenada, Haiti, Jamaica, Panama, Peru, Saint Lucia, St. Kitts and Nevis and Trinidad and Tobago. ✨

A view of the U.S. Navy Hospital Ship USNS Comfort as it departs Naval Station Norfolk. —photo by Bill Mesta





Defense Logistics Agency Aviation Strives to Reach Secretary of Defense's 80% Mission Capable Goal

BY CMDR. LESLEY DONELSON

Chief, Fusion Operation Branch, Navy Customer Facing Division,
Customer Operations Directorate, Defense Logistics Agency Aviation

Defense Logistics Agency (DLA) Aviation is the aviation demand and supply chain manager for the DLA enterprise, and provides aviation support for more than 21 Navy weapon systems and almost 436,000 Sailors around the globe.

Employing more than 3,800 civilian and military personnel in 18 locations across the United States, DLA Aviation supports more than 1,700 weapon systems, and is the U.S. military's integrated materiel manager for more than 1.2 million national stock number items, industrial retail supply, and depot-level repairable acquisitions. DLA Aviation has six industrial support activities (ISAs), three of which deliver airpower solutions to the Navy fleet readiness centers at Cherry Point, North Carolina; Jacksonville, Florida; and San Diego, California. These ISAs are led by Supply Corps commanders who report directly to DLA Aviation. The remaining three ISAs support air logistics complexes in Utah, Oklahoma, and Georgia.

In 2018, former Secretary of Defense (SECDEF) James Mattis initiated a dynamic force employment and a mission capable (MC) 80% readiness initiative. Alongside the SECDEF's initiative, the Navy's Air Boss, Vice Adm. DeWolfe Miller III, commander, Naval Air Forces and commander, Naval Air Force, U.S. Pacific Fleet, set a goal to increase Super Hornet readiness from around 270 MC aircraft, on a mostly traditional deployment schedule, to 341 F/A-18 Super Hornets deployable

at any given time. This initiative aligned with DLA's strategy to help rebuild the Navy fleet to meet increased readiness demands, which involved DLA taking an initial financial risk in order to have materiel on hand when it was needed by the Navy.

Initially in 2018, DLA devised three Super Hornet investment strategies totaling approximately \$101.4 million, implemented in increments. The strategies included buying stable and high demand parts in support of retail supply and direct order fulfillment; investing in 538 national stock number items focused on low-performing, flight line degraders; indirect investments in industrial support safety stock levels; and additional contractor support at DLA Aviation's industrial support activities on Navy air stations.

Since initial investments, DLA Aviation has placed logistic support representatives at Naval Air Stations Lemoore, California, and Oceana, Virginia to assist in tracking and acquiring readiness. In addition, DLA Aviation developed a strategic alliance initiative to focus on 1,425 national stock numbers on a Boeing captains of industry contract that will continue to facilitate performance-driven contracts, increasing materiel availability.

Each of the targeted investments in human capital and wholesale inventory levels have contributed to an improved materiel availability year-over-year from 85.29% in January 2018 to 90.2% in June 2019, and reduced backorders from 7,027 to 6,456 during the same time period despite increased order volume across air stations and depot activities.

DLA Aviation continues to support the warfighter at every turn, from the deck plate to flag-level engagement. DLA Aviation is a major stakeholder in the readiness Aircraft on Ground (AOG) cell at Commander, Naval Air Force Atlantic (CNAL), Norfolk, Virginia, that has returned a rolling monthly average of 70 F/A-18 E/F AOG aircraft per month to MC status since its Nov. 13, 2018 inception; with a total aircraft inventory of 552. DLA Aviation is a key AOG member in providing parts for quick-turn maintenance solutions to increase MC rates for shore-based aircraft.

“DLA Aviation has performed very well,” said Cmdr. Jeff Brown, CNAL AOG director, assigned to Commander, Fleet Readiness Center in Patuxent River, Maryland, who is working as the CNAL AOG director in Norfolk, Virginia. “DLA Aviation is a key contributor to the AOG cell, providing all its expediting tools to continue to surpass the 300 MC aircraft mark, and to continue to work toward reaching 341 MC aircraft.”

In addition, DLA Aviation is integrally engaged in providing immediate parts support to phased maintenance interval aircraft repair lines. DLA Aviation senior leaders’ engagements are key to the Naval Sustainment System where participation at the boots-on-ground level is paramount to building relationships and seeing/hearing/responding to the warfighter’s needs.

Capt. Trey Ryker, chief, Navy Customer Facing Division, Customer Operations Directorate, DLA Aviation, reinforces the impact of senior leadership engagement in the boots-on-the-ground events. “Our DLA Aviation senior leaders, formerly Air Force Brig. Gen. Linda Hurry, currently Air Force Brig. Gen. David Sanford, DLA Aviation commander and Charlie Lilli, DLA Aviation deputy commander, are heavily involved in all Naval Aviation Enterprise (NAE) meetings and processes. They attend all NAE boots-on-ground events led by the Navy’s Air Boss, Commander Naval Air Systems Command, and the Deputy Commandant for Aviation, Headquarters Marine Corps, to afford themselves the opportunity to see first-hand how maintenance and supply activities have incorporated better business practices to improve readiness and to elevate performance to plan barriers to solve readiness challenges.”

DLA Aviation has demonstrated its commitment to the Navy by achieving its key milestone of reaching 90% materiel availability. Supply chain integration is a team sport, and DLA Aviation is a key contributor to the Navy’s endeavors to achieve the SECDEF’s MC80 and Navy’s Air Boss’ 341 MC aircraft initiative. ✨



Clockwise, top left: Defense Logistics Agency (DLA) Aviation Navy service members recognize former DLA Aviation Commander Air Force Brig. Gen. Linda Hurry as an honorary Supply Corps officer and present her with a going away gift, the framed oakleaf Supply Corps symbol, at the DLA Aviation Change of Command Ceremony July 9, during which she relinquished command to Air Force Brig. Gen. David Sanford. *From left,* Cmdr. Keith Klemm, commander, DLA Aviation Cherry Point, North Carolina; Lt. Kevin Barnes, aide de camp to Commander DLA Aviation; Lt. Cmdr. Joe Cozart, military assistant to the Director (aide) of DLA, Logistics Operations (J3); Cmdr. Craig Bishop, Electrical Components Cables & Lighting division chief; Cmdr. Lesley Donelson, chief, Fusion Operations Branch; Capt. Trey Ryker, chief, Navy Customer Facing Division, Customer Operations; Brig. Gen. Linda Hurry, commander, DLA Aviation; Mr. Charlie Lilli, deputy commander, DLA Aviation; Retired Rear Adm., SC, USN; Cmdr. Michael Yunker, chief, Weapon Systems & Operations Sustainment Branch; Cmdr. Rachel Wharton, military deputy Aviation Supplier Operations; Lt. Cmdr. PJ Riestler, Aviation Readiness officer; Lt. Cmdr. JD Schotman, Operation Forces analyst; Rear Adm. John T. Palmer, commander, DLA Land & Maritime. –photo by Jackie Roberts

Above: AE1 Stacie Diaz inspects the electrical system on an F/A-18E Super Hornet from the “Sidewinders” of Strike Fighter Squadron (VFA) 86 aboard the Nimitz-class aircraft carrier USS Abraham Lincoln (CVN 72). –photo by MC3 Jeff Sherman

Left: Sailors reconnect main landing gear doors to an F/A-18F Super Hornet assigned to Strike Fighter Squadron (VFA) 41 in the hangar bay aboard the aircraft carrier USS John C. Stennis (CVN 74) in the Mediterranean Sea. –photo by MCSN Jarrod A. Schad



Providing Warfighter Logistics Excellence, the Defense Logistics Agency Land and Maritime Way

BY MICHAEL JONES
DLA Land and Maritime Public Affairs

Defense Logistics Agency (DLA) Land and Maritime is the headquarters for DLA's Land and Maritime supply chains with more than 2,500 employees in 37 locations around the world. It manages 1.9 million items, and supports more than 15,000 customers throughout the military services, civil agencies, and other Department of Defense (DoD) organizations. DLA Land and Maritime awards over 660,000 contracts, supports more than 2,000 weapon systems, and handles more than 9 million orders annually, with fiscal year 2018 sales topping \$3.5 billion. The Defense Supply Center Columbus (DSCC) installation operated by DLA Land and Maritime and DLA Installation Support Columbus leverages

the resources of state, federal and defense organizations such as the Ohio National Guard, the Veterans Administration Clinic, and the Defense Finance and Accounting Service, which are co-located on or near the site. Focusing on its primary warfighter support mission, DSCC's workforce initiated a thorough re-examination and strengthening of all logistics procurement policies and practices. That internal effort generated the energy to drive noticeable performance improvements in numerous servicing areas such as contract award increases, improved support to the warfighter, and marked achievements in materiel availability.



DEFENSE LOGISTICS AGENCY

LAND AND MARITIME

THE NATION'S COMBAT LOGISTICS SUPPORT AGENCY



Land & Maritime Snapshot

- People: 2.5K
- Contracts: 438K
- Obligations: \$5.708B
- Sales: \$3.7B
- Locations: 31
- Detachments: 8

Consumables Sector				Forward Execution Sector	
Land		Maritime		Land	Maritime
Supplier Focus	Customer Focus	Supplier Focus	Customer Focus	Land	Maritime
<ul style="list-style-type: none"> People: 354 Items: 435K Spend: \$1.924B 	<ul style="list-style-type: none"> People: 139 Customers: 17.9K Requisitions: 8M Requisition Value: \$6.6B 	<ul style="list-style-type: none"> People: 591 Items: 1.6M Spend: \$1.923B 	<ul style="list-style-type: none"> People: 94 Customers: 2.4K Requisitions: 3.3M Requisition Value: \$3.9B 	<ul style="list-style-type: none"> CSRs: 19 CLSSs: 9 	<ul style="list-style-type: none"> CSRs: 2 CLSSs: 7

Depot Level Repairables Sector		Shipyards Sector		Science & Technology Sector
Warren <ul style="list-style-type: none"> People: 90 Contracts: 2,003 Spend: \$1.1B Systems: Wheeled, Tracked Veh, MHE, Chem Bio 	Mechanicsburg <ul style="list-style-type: none"> People: 46 Contracts: 3,715 Spend: \$719M Systems: Surface & Submarine 	Norfolk NSY <ul style="list-style-type: none"> People: 98 Services: CVN, LA, VA Class Inventory: \$24M Availabilities: 14 	Portsmouth NSY <ul style="list-style-type: none"> People: 143 Services: LA & VA Class Inventory: \$12M Availabilities: 6 	<ul style="list-style-type: none"> People: 450 Test Labs: 2 DNA Marked Parts: 74K/YR Value Eng Savings: \$100M/YR DMSMS: >6K Obsolete NSNs in Inventory
Aberdeen <ul style="list-style-type: none"> People: 34 Contracts: 378 Spend: \$425M Systems: C4ISR 	Albany <ul style="list-style-type: none"> People: 3 Contracts: 133 Spend: \$51.6M Systems: LAV 	Puget Sound NSY <ul style="list-style-type: none"> People: 108 Services: CVN, LA & SEAWOLF Class Inventory: \$22M Availabilities: 9 	Pearl Harbor NSY <ul style="list-style-type: none"> People: 56 Services: LA & VA Class Inventory: \$24M Availabilities: 6 	

DLA Land and Maritime sustains warfighter readiness and lethality by delivering proactive global logistics in peace and war. DLA Land and Maritime manages 1.9 million items, and supports more than 15,000 customers throughout the military services, civil agencies and other DoD organizations. DLA Land and Maritime awards over 660,000 contracts annually, supports more than 2,000 weapon systems, and handles more than 9 million orders annually, with fiscal year 2018 sales topping \$3.7 billion. DLA Land and Maritime is the Nation's Combat Logistics Support Agency.

Consumables Sector

BY CAPT. DAVE LOCKNEY

Director, Maritime Customer Operations,
DLA Land and Maritime

Support for the Class IX consumables of our maritime weapon systems comes primarily from DLA Land and Maritime located in Columbus, Ohio. Maritime readiness is sustained through our maritime customer operations and maritime supplier operations directorates led by Supply Corps captains. As the face to the Navy and the suppliers, they manage 1.6 million items across 24,000 customers receiving 3.3 million requisitions annually.

Critical to maintaining readiness and supporting the maritime components are the weapon system support managers (WSSMs) and supply chain points of contact (SCPOC) within maritime customer and supplier operations. Maritime customer operations has seven WSSMs working 493 Navy weapon systems. The WSSMs help resolve weapon systems issues that are impacted by DLA items through coordination with customers, and acting as the liaison between the customer and DLA. A WSSMs' most important role includes coordination with Navy program offices to develop materiel and logistics support requirements, development of weapon system logistics support plans, collecting business intelligence from customer requirements, and educating customers about DLA's services and capabilities.

Embedded within maritime supplier operations are two SCPOC cells that handle urgent requirements and special projects in support of the warfighter. The SCPOCs are essential to successful execution of customer requirements translating Navy priorities to the appropriate supply chain in order to deliver critical materiel. The cells are staffed by teams of life cycle logistics experts experienced in all areas of DLA operations and supply chain management.

Forward Execution

BY LT. CMDR. RYAN DIPAOLO

Division Chief, NRP and Operating Forces,
Maritime Customer Operations, DLA Land
and Maritime

Without DLA, the United States would not be able to project power worldwide at a

moment's notice. Every DLA associate plays a crucial role in the mission of logistics excellence; however, the most vital team members are the DLA customer support representatives (CSRs) who provide DLA's forward presence.

CSRs execute a customer-facing mission embedded within commands such as Commander Naval Surface Force, United States Pacific Fleet, and Commander Naval Surface Force, Atlantic Fleet. Since they are imbedded with operational staffs, they work requirements directly alongside the warfighter, providing 24/7 assistance to operational units. CSRs are committed to providing superior logistics support, and are charged with delivering quality customer assistance. Whether it is ordering procedures, recognizing DLA materiel, understanding status information, assisting with a materiel outstanding file, or expediting materiel, CSRs ensure our customers are ready to deploy. Their outstanding customer support reflect the standards that have helped establish DLA's exceptional reputation for delivering world-class logistics support to America's military services.

Shipyard Support

BY LT. CMDR. MIKE LABBE

Industrial Readiness Chief, DLA Land and
Maritime Land and Maritime

As a Joint weapons system inventory control point, DLA Land and Maritime also provides customer support to sustain and enhance materiel readiness for Navy industrial activities. This includes wholesale supply support of the industrial mission through the Maritime Customer Operations Industrial Readiness Cell (IRC), as well as direct industrial supply support at the four Navy public shipyards through the DLA Land and Maritime shipyard detachments.

Led by Supply Corps commander officers in charge, DLA shipyard detachments serve as Land and Maritime's customer facing component embedded with the shipyard. DLA shipyard detachments are the lead customer relationship management representative providing acquisition services for non-standard materiel requirements and integrated logistical solutions to meet the Navy's Class IX industrial requirements. The IRC addresses strategic operations

supporting all maritime maintenance and availabilities as well as collaborating across DLA's supply chains and distribution centers to deliver emergent requirements and industrial readiness solutions.

Depot Level Repairables Detachments

BY CAPT. JEFF SCHMIDT

Director, Maritime Supplier Operations,
DLA Land and Maritime

DLA Land and Maritime has four depot level repairable (DLR) detachments; two that directly support Navy customers. DLA Land at Aberdeen, Maryland, provides sustainment support to the Department of the Navy (DoN) through its DLA-Raytheon Corporate Contract. This contract offers holistic, full-spectrum sustainment support to the Navy, as well as other military service customers. This nine-year long-term contract has a \$2 billion ceiling and a scalable scope, enabling DLA to procure components for any of the approximately 200 Raytheon systems used by the DoD.

As one of DLA's more agile contracts, it accommodates incremental growth through an on-ramping feature that expedites the addition of Raytheon systems and components throughout the nine-year contract period. DLA has also used this contract to procure component support for the Navy's Close-In Weapon System and the E-2 Hawkeye.

DLA Maritime at Mechanicsburg, Pennsylvania, co-located with NAVSUP Weapon Systems Support (WSS), provides sustainment support to the DoN by contracting for new DLRs for NAVSUP WSS' surface ships, submarines, carriers and foreign military sales customers. The streamlined contracting solutions provided by DLA Maritime at Mechanicsburg has enabled NAVSUP WSS to realize increased supply materiel availability and backorder reduction. In fiscal year 2018, DLA Maritime at Mechanicsburg contracted for more than 15,000 parts, ensuring the Navy's warfighter will be well equipped for the next battle. The top weapon systems supported are AEGIS, CIWS, and Q70.

...continued on page 16

...continued from page 15

Tires for the Navy, New Support Contract for Naval Aviation Tires

BY BROOKE HARDY

Contract Specialist, DLA Land and Maritime

The DLA's Global Tires Program (GTP) provides supply chain management of tires for the Air Force, Army, Coast Guard, Marine Corps, Navy (ground), and foreign military sales. Support for Navy aircraft tires transferred to GTP August 1, expanding global supply and support to all military customers. DLA and NAVSUP WSS are working together to ensure a seamless transition.

The GTP leverages a contracted supply-chain integrator model that uses DLA long-term contracts with tire manufacturers and dealers. The contracted integrator, Science Applications International Corporation (SAIC), maintains warehouse and storage locations globally with materiel procured directly from manufacturers and dealers. GTP is a \$2.1 billion program that

supports 373 national stock numbered tires and supplies an average of 146,000 tires across the globe each year. GTP is in the first year of a ten-year contract, and SAIC has performed similar work under two previous DLA contracts.

GTP's delivery metrics for naval aviation national stock numbers are 48 hours within the continental U.S. and 96 hours for deliveries outside the outside the continental U.S. These are the same metrics supporting aviation customers via Navy's Tire Performance-Based Logistics Successor contract. Navy customers will requisition tires using the same procedures they use for other DLA items.

GTP also supports the pickup of a select group of aircraft national stock numbers that are authorized to be retreaded or scrapped through the tires program. SAIC will support the pickup of used/scrap tires with arrangements made directly with the Navy customer location. A complete listing of retreaded tires and information on the pickup process can be found by clicking on the "GTP Additional Instructions" link in the "Additional

Contract Information" table on the DLA GTP website. Additional guidance will be posted in the in the master repairable item list.

For more information, please visit the DLA GTP website: <https://www.dla.mil/LandandMaritime/Business/Selling/DLA-Land-and-Maritime-Procurement-Initiatives/Global-Tire-Program/>

Contact information for assistance or questions: *DLA Land and Maritime Tires Team: DSCC.TiresTeam@dlam.mil, SAIC 24/7 Customer Service Center: 855-874-SAIC*

From the DLA Land and Maritime "Gatekeeper" – Interested in Joining the Team?

BY CAPT. JEFF SCHMIDT

Director, Maritime Supplier Operations,
DLA Land and Maritime

Have you been considering a tour at DLA? Well, there's a wide variety of options and experiences available. Land and Maritime



An F/A-18F Super Hornet assigned to the "Bounty Hunters" of Strike Fighter Squadron (VFA) 2 makes an arrested landing on the flight deck of aircraft carrier USS Carl Vinson (CVN 70) during the 2018 Rim of the Pacific (RIMPAC) exercise. –photo by MCSN Ethan J. Soto



An AV-8B Harrier aircraft, attached to Marine Attack Squadron 542 (VMA-542), launches off the flight deck of the amphibious assault ship USS Bataan (LHD 5). –photo by Lee Mundy

has a variety of billets – 20 in total, located in Columbus, Ohio, as well as shipyard detachments located at Pearl Harbor, Hawaii; Puget Sound, Washington; Portsmouth, New Hampshire, and Norfolk, Virginia.

These billets cover a wide range of responsibility and pay-grades; and all provide for high quality experience and visibility. Additionally, most billets entail a subspecialty coding in either Acquisition or Joint, further improving your overall tour experience. Whether you're a young lieutenant junior grade looking for a great Navy Acquisition Contracting Officer internship opportunity, or a more seasoned mid-grade officer, don't overlook the possibilities at DLA Land and Maritime!

For more information, check your detailer's billet listings, the eSuppo app, or contact Navy Capt. Jeff Schmidt, at Jeffrey.schmidt@dla.mil.

Who You Gonna Call?

BY COLLEEN RICE
Weapon System Support Manager,
DLA Land and Maritime

So, who should you call when you need assistance from DLA? That depends. There are various DLA customer contact resolution channels available. The DLA self-help resource located at <https://www.dla.mil/CustomerSupport/Resources/SelfHelp/> provides easy access to the online tools you need to conduct business with DLA.

If you need assistance with a particular requisition or with a national stock number, contact the DLA Customer Interaction Center at 1-877-352-2255 or DLAcontactcenter@dla.mil.

If you have a special project on the horizon, contact your program office POCs who will work with DLA WSSMs to support your project.

Additionally, you can call the DLA Land and Maritime Readiness Office at 614-692-3764. It is important to remember that DLA is your partner in support of your systems and strives to ensure you have the right part, in the right place, at the right time. ★

NAVSUP Reform Update

BY MELISSA OLSON

Reform Management Office (RMO) Lead,
NAVSUP Headquarters

What does NAVSUP Enterprise reform mean to you? Hold that thought. Now, how does your thought propel NAVSUP to be ready to “Fight Tonight?”

As part of the NAVSUP Enterprise, and anyone that affects the Navy supply chain, you are an important part of making the NAVSUP reform effort successful. NAVSUP Enterprise reform is at a critical juncture where we are going full throttle in taking charters, roadmaps, pillars, enablers, objectives, and initiatives to unfold large-scale reform efforts that have been successful during their pilot stages. As we head into the next phase of reform, we want to highlight the following efforts around three focused initiatives.

- NAVSUP’s new operating model was rolled out in Integrated Weapon Systems Team (IWST) (aircraft carriers (CVN), cruisers and destroyers (CRUDES) and F-18) across NAVSUP Weapon Systems Support (WSS), collocating item managers and contracting specialists. This collocation facilitates cross-functional issue resolution. In addition, Readiness Acceleration Boards (RABs) were stood up in 11 of 13 aviation IWSTs. These changes will facilitate speed of materiel to customers.
- In Responsive Contracting, a core pillar and part of the new operating model, five of seven policy changes, were implemented that reduce administrative lead time (ALT) by two weeks. Strategic Supplier Management initiated executive level relationships with our top nine suppliers, is driving action through the sole source pilot to increase competition, and has seen several suppliers commit to larger monthly deliveries or accelerate deliveries to address unfilled customer orders (UCO) and issue priority group one backorders. Forecasting has empowered item managers to create overrides using a tiered threshold, while Digital Accelerator

has launched the purchase request (PR) checklist and justification and approvals (J&A) tracker in the new ContractsPro application. The goal of the Digital Accelerator tools is to provide a way to enhance quality in making sure N7 procurement folders and J&As are ready for solicitation.

- Customer Presence was renamed Integrate End-to-End, and is setting up a supply presence via the Code 500s in shipyards and N41s in fleet readiness centers. Integrated Logistics is launching a pilot to use a depot consolidated allowance list concept to ensure parts availability, and prevent work stoppages. Anticipated results at Fleet Readiness Center Southwest point to a 90% materiel delay reduction.
- In support of ensuring requirements, lead times have been loaded so actual contracting and manufacturing time-frames are factored with enough time to be successful in meeting customer requirements. The next phase focuses on aligning budget to support requirement and ensuring contract execution.

Three initiatives, broken out to seven core business objectives, are the focus for the latest phase of reform, which started in July 2019:

Scale Operational Model	1	100% of IWSTs operating daily standups, long tail tools, RABs, inventory management to drive 50% smaller UCO backlogs, 25% ALT reduction, double contracting throughput increase, 25% increase National Item Identification Numbers (NIIN) on vehicles, and achieve 341 mission-capable F/A-18 goal
	2	Standup new IT project governance to drive faster deployment of IT tools that support the business – target two months requirement to implement
	3	Establishment of new inventory control practices and inventory movements
Integrate End-to-End	4	Standup N41s at fleet readiness centers with defined roles
	5	Standup Code 500 at shipyards with defined roles
Ensure Requirements	6	Standup post award contract execution capability– people and tools (ContractsPro)
	7	Define new budget governance and contracting process to ensure true requirement executed (a requirements-driven budget vs. a budget, cash and/or contracts execution constrained requirement)

A huge shout out and congratulations to Charla Fridley for her promotion to deputy of NAVSUP HQ N51B, Fleet and Warfare Integration. As we have turned over last summer, I have noted how much care and hard work she put into this past year's reform management efforts. She will continue in a primary role in the Integrate End-to-End initiative.

I look forward to the opportunity to be your new NAVSUP RMO lead. My background is 22 years of primarily NAVSUP WSS experience. I am a Corporate Management Development Program graduate hired originally through the Navy's Outstanding Scholars program. I earned a Master's in Public Administration from Pennsylvania State University, and a Certificate of Contracting from University of Maryland University College.

During my career, I was NAVSUP WSS's Aircraft Carrier Platform Manager, and a USS Ronald Reagan (CVN 76) honorary plankowner. Also, I was the Deep Submergence Supply Support Logistics element manager, and most recently NAVSUP WSS's deputy director for littoral. My focus is keeping the fleet customer first. As the new RMO lead, I welcome you to get or stay engaged. Your engagement will be the reason we are ready to "Fight Tonight." You can reach me at melissa.olson1@navy.mil, or call (717) 605-3790. ✨



Above: An MV-22B Osprey adjusts its position to land on the flight deck of the amphibious assault ship, USS Bataan (LHD 5). –photo by Lee Mundy



FRCSW maintains Navy and Marine Corps aircraft such as the F/A-18 Hornet, E-2C/D Hawkeye, CH-53 Super Stallion and the C-2 Greyhound.
–photo by Scott Janes

Supply Corps N41 Improves Navy Readiness at Fleet Readiness Center Southwest

BY CMDR. CHRIS ROESNER

Supply Corps Officer, Fleet Readiness Center South West
Weapon Systems Support

In March, the Supply Corps placed me at Fleet Readiness Center Southwest (FRCSW) to standup the new N41 position there. This job encompasses end-to-end materiel management for aircraft and component lines. I manage 233 civilians and work closely with the NAVSUP Weapon Systems Support (WSS) Integrated Weapons Support Teams (IWST) to improve component throughput at the depot. There are plans to place Supply Corps commanders at Fleet Readiness Center East (FRC E) and Fleet Readiness Center Southeast (FRC SE) in the near future.

FRCSW is the largest aviation industrial facility in the Navy. FRCSW was established in 1919 on Naval Air Station (NAS) North Island, California, and is the first aviation maintenance, repair, and overhaul (MRO) facility established in the Department of Defense (DoD), making the command the birthplace of naval aviation maintenance. FRCSW is the primary organic repair source for F-18 E/F components, and is a pivotal part of meeting and sustaining the secretary of defense's goal of 341 mission capable Super Hornets. FRCSW also provides world-class support to Navy and Marine Corps tactical, logistical, and rotary wing aircraft and their components, by using state-of-the-art management systems.

In order to provide maintenance excellence where it's most needed, FRCSW maintains field sites at Naval Base Ventura County – Point Mugu; Marine Corps Base Camp Pendleton; Marine Corps Air Station (MCAS) Miramar; NAS Fallon, Nevada; NAS Lemoore, California; NAS China Lake, California; MCAS Yuma, Arizona; MCAS

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NAS North Island can be homeport to as many as three aircraft carriers at a time.

Kaneohe Bay, Hawaii; NAS Whidbey Island, Washington; as well as Okinawa and Iwakuni, Japan. The command is home to a diverse work force of more than 4,900 personnel, including 866 active-duty military.

FRCSW aircraft programs have proven their value to the warfighter by returning 139 aircraft and major systems to the fleet in 2018. Those aircraft included 29 F/A-18 Hornet fighter-attack jets, four AV-8B Harrier attack jets, eight E-2 Hawkeye early warning aircraft, eight C-2 Greyhound logistical support aircraft, 60 H-60 Seahawk helicopters, 13 AH-1/HH-1/UH-1 helicopters, five CH-53 Super Stallion helicopters, two MQ-8B Fire Scout, six MV-22B Osprey and three CV-22B Osprey.

The component program has repair capability for more than 11,000 unique components used on Navy and Marine frontline aircraft. During fiscal year 2018

(FY18), the command produced over 33,000 components in support of fleet requirements. These included common avionics, hydraulics, control surfaces, and support equipment. FRCSW is the sole organic repair center for the LM2500 turbine engine that powers the Burke, Aegis, and Perry class surface ships. During FY18, FRCSW rebuilt and returned seven LM2500 engines to the fleet.

This command that never had a supply officer (SUPPO) is embracing the newly created SUPPO (N41) position. The MRO process is closely comparable to supply chain management, and the N41 adds tremendous value by contributing to increased throughput, which leads to more parts and aircraft available to the fleet, and ultimately increased lethality through readiness. The Naval Aviation Enterprise development of an FRC SUPPO for end-to-end supply chain management addresses issues such as:

- Materiel delays at the FRC inhibiting long-term, sustainable improvement of depot level performance,
 - Lack of 9B bit and piece parts that resulted in 20% of all repairs at FRCSW being delayed an average of 84 days, and
 - Gross demand inaccuracy resulting in inadequate stock posture contributing to 52% of current shortages in a highly variable system.
- The new FRC N41 has taken ownership of three critical functions to increase production throughput:
- Improving demand forecasting and stock posture by managing the throughput schedule, component bill of materiel, and ensuring an accurate replacement factor.
 - Developing a kitting process that treats the “artisan as a surgeon.” The kitting process provides the artisan with a kit for

each component with all parts that are replaced at least 10% of the time. This process eliminates 14 plus days of repair turnaround time for all parts, and 100 plus days delay for parts awaiting sub-routes. The goal is to pre-build six month's worth of kits to ensure an adequate stock posture and a buffer that eliminates lead time by ensuring materiel is on hand prior to demand.

- Expediting is a force multiplier for any Supply Corps officer, and taking over the function of expediting addresses the long-pole shortages by managing all available solutions.

Immediate corrective actions included changes to demand forecasting (e.g. forecast update rate), kitting rollout, and placing shop-level expeditors to attack highest priority parts. Structural changes included management of materiel, long-term execution of activities, and setting

the playbook for rollout of N41 and associated activities across all D-level FRCs.

Future initiatives include:

- Developing a comprehensive end-to-end materiel support infrastructure for test benches and equipment,
- Partnering with contracting activities to improve requirements development and streamline path to acquisition for critical requirements, and
- Information technology system changes to improve materiel traceability, reduce repair turnaround time, and provide enhanced transparency on all factors affecting component throughput.

I look forward to seeing the N41 position mature and become adopted across the other FRCs, enabling enhanced levels of materiel availability. This initiative is a critical Supply Corps contribution to

aviation readiness. The skillsets we learn as SUPPOs are a natural fit for the industrial supply chain and add value through end-to-end logistics support.

I am thankful for my opportunity to have served in this capacity. I found my tour to be very rewarding and would encourage any SUPPO, passionate about component repair and materiel availability, to seek out this challenge. ✨

Below: Fleet Readiness Center Southwest is the Navy's premier maintenance repair and overhaul center. Here the quarterdeck alights with the promise of a new day and the Coronado Bridge beaming in the background. –photo by Mike Furlano





Navy Data Platform Consolidates Business Intelligence Capabilities

BY JAMES E. FOEHL

Office of Corporate Communications,
NAVSUP Business Systems Center

NAVSUP Business Systems Center (BSC) launched Navy Data Platform (NDP), a standardized business intelligence and data platform that supports Navy supply-chain data-analytic capabilities, July 1.

NDP is designed to improve data-driven decision making at strategic and tactical levels by establishing and optimizing business processes that increase readiness through access to data and self-service analytics.

“Navy supply-chain decisions have always been driven by data, and NAVSUP BSC fielded some of the earliest supply-chain information technology systems in the world,” said Kurt Wendelken, assistant commander for Supply Chain Technology/Systems Integration (N2/N6), NAVSUP. “Navy Data Platform is supply-chain focused data analytics for NAVSUP and is important because our mission is data-driven. It’s the next step in the evolution of our analytics systems.”

Self-service analytics allows users with little-to-no background in statistics or technology to employ data and spot business opportunities.

“Users can access data, run queries, and build leadership reports on demand

without the wait of developing new systems. The data in those reports can be examined in-depth to understand causations and correlations,” said Tom Wirfel, data strategy lead, NAVSUP BSC.

NDP enables self-service analytics by providing a secure hosting environment, security framework to control data access, connectivity to client software tools, and the capability to ingest organization-specific data.

“We built the technical backend environment so users can easily request and access data, and harness the capability of business intelligence tools and data analytics,” said Wirfel. “Navy Data Platform harnesses tons of data from different Navy systems, brings those massive amounts of data together, and makes it available to analyze quickly in various ways. It can provide reports, dashboards, and in-depth predictive analysis that can identify supply chain issues preemptively.”

Data warehouse and business intelligence environments, including Navy Business Intelligence System (NBIS) and Information Management for the 21st Century (InforM-21), will be absorbed into NDP allowing it to fuse and manage financial, supply, and other data from multiple sources.

“The switch from NBIS and InforM-21 to NDP is expected to be transparent to current users,” said Wirfel.

Users can expect to maintain their current access approvals and front-end tools with faster processing, enhanced encryption, and additional capabilities added over time

“It’s key that we can bring in all data from various sources together in one fast and efficient system. This platform allows us to bring in that disparate data from numerous sources,” said Wirfel.

As a NAVSUP Enterprisewide solution, NDP provides the capability to share and analyze data.

Users can import external data, such as spreadsheets, to NDP and combine it

with existing information to broaden the scope of reports.

“Defense Logistics Agency, Navy Enterprise Resource Planning, and manual on-site inventory data can be compared side-by-side to complete accurate reconciliations,” said Wirfel. “Using predictive analytics tools, NDP can tap into new and historical data to identify issues before they happen, allowing leaders to make key strategic and tactical decisions.”

NDP unlocks the data and makes it available for analysis and data-driven decision making.

“One example is the NDP inventory accuracy report, providing a better view and control of our inventories. This also supports Navy audit, NAVSUP reform efforts, and helps to improve readiness,” said Jim Carson, NDP program manager, NAVSUP. “Navy Data Platform supports hundreds of reports, metrics, dashboards, and various data analytics projects. At any one time, NAVSUP BSC’s NDP team is simultaneously working dozens of data projects for our NAVSUP business process owners and stakeholders. Navy Data Platform recently received a service request from NAVSUP Weapon Systems Support to develop a near real-time dashboard for their revamped basic business drumbeat reform metrics,” said Carson.

NDP also incorporates data governance, improving data security, master data management, and data quality, and making it secure, traceable, and auditable.

“We’re always working to improve data governance and to document lineage to the authoritative transactional data source. That’s a part of our continuous process improvement,” said Carson.

By documenting and managing the meta-data repository, users will be able to know the sources and underlying business rules of data.

“It reduces the learning curve for new folks and gives users a documented, transparent baseline, so they’re not

relying on limited subject-matter experts for that information,” said Carson.

“It’s one of the biggest challenges to self-service analytics. We are not just putting information out there blindly. If users have access to it, they can see where the data came from, get it from the original source, and validate they’re using it the right way,” said Wirfel.

NDP also ensures that only users with approval and a need-to-know can access data, using a dynamic security model that restricts access to protected data at row or column level as needed.

Bringing everyone together in one analytical environment also reduces the risk for error and duplication of efforts.

“If everyone is working off of one copy of data, instead of 15 copies scattered across multiple spreadsheets and databases, that’s a powerful tool,” said Wirfel.

New users can request access to NDP through an identity management process. NAVSUP BSC’s NDP support team facilitates access and data source requests, and vets approvals as required.

“We can potentially support any new users that are interested in being part of NDP,” said Wendelken.

Interested users outside of the NAVSUP Enterprise can contact NAVSUP BSC for more information by visiting <https://www.navsup.navy.mil/public/navsup/bsc/>.

“Navy Data Platform directly supports the Chief of Naval Operations’ Blue Line of Effort by establishing a foundation for warfighting enterprises to make data-driven decisions that increase readiness, and develop and maintain accessible data for decision-quality information,” said Wendelken. ✨

Top Left: NAVSUP Navy Data Platform logo. –illustration by Jamie Paull

NAVSUP to Employ New Wholesale Inventory Optimization Model

Office of Corporate Communications, Naval Supply Systems Command

NAVSUP Weapon Systems Support (WSS) is the Navy’s Program Support Inventory Control Point, and, in coordination with the Office of the Secretary of Defense, has been focusing on how to improve methods for establishing wholesale inventory policy, the backbone of the Navy supply system.

“The new Wholesale Inventory Optimization Model for Enterprise Resource Planning (WIOM-ERP) will enable NAVSUP to make better, more robust, and more defensible inventory policy decisions,” said Lt. Cmdr. Duncan Ellis, NAVSUP Headquarters operations research branch director.

The landscape NAVSUP WSS manages is a \$34 billion inventory, processing more than 500,000 equipment and repair parts demands each year for nearly 300 deployment battle ready ships, 92 submarines, and more than 3,700 operational aircraft.

Establishing target stock levels for both ready for issue and not ready for issue items, that meet customer demand, is a large challenge for inventory managers who must consider a multitude of factors. To manage this complex process, NAVSUP uses Navy Enterprise Resource Planning (ERP) supported by optimization models like the legacy Wholesale Inventory Optimization Model (WIOM).

NAVSUP is developing next-generation modeling tools to help compensate for the significantly complicated inventory management problem of the low and often highly intermittent demand of most items that NAVSUP WSS manages, with many items only receiving one or two demands over a five-year planning period.

Recent analyses conducted in coordination with Penn State Applied Research Laboratory, reveal that this item profile means less than 30% of Navy managed items perform well when planned for with traditional forecasting techniques. To plan for this difficult portfolio, the next-generation modeling tools like WIOM-ERP combine simulation and optimization to offer higher performance than the legacy models.

Optimization models are often used in supply planning to set, or prescribe, inventory policy across large populations of items. An optimization model attempts to meet a specified objective while subject to constraints. Models like legacy WIOM can be extraordinarily powerful in prescribing optimal policy; however, they have limitations when used on low or intermittently demanded items.

Simulation models are widely used and accepted across industry, academia, and government with a wide range of applications. Simulations offer enormous utility in understanding the behavior of complex systems where real world testing is either impractical or impossible.

“Simulation, by itself, has limited value for setting enterprise inventory policy, we would quickly find ourselves with an overwhelming amount of model output data,” said Ellis. “However, we can address the challenge by leveraging the capability of optimization models to prescribe policy that is ‘globally optimal’ given an objective, constraints, and a decision space.”

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WIOM-ERP is a next generation modeling suite, which leverages the large volumes of historical data collected by our systems and pairs a sophisticated simulation and optimization model in order to establish inventory policy for large populations of items.

The WIOM-ERP software suite combines three main components, a controller, a discrete event simulation (DRPSim), and an optimization model (WIOM-OPT). The coupling of the DRPSim with WIOM-OPT allows for more reliable setting of inventory levels across a wider range of material than possible with current tools. WIOM-ERP is being developed under a technical partnership with the Naval Postgraduate School in Monterey, California.

The controller uses raw data, to include historical requisitions, repairs, and procurements that are combined with item information and variables to create a

WIOM input set. Input sets can contain millions of rows of transactional data. The controller automatically handles data extraction and conducts required validation and restructuring.

DRPSim is a sophisticated event simulation that models the supply system against multiple generated synthetic futures. The simulation models both internal and external events to model what might happen under each of these synthetic futures. The simulation can return both detailed transactional level detail such as inventory levels over time, and summarized metrics such as item-level requisition fill rates.

WIOM-OPT is a multi-objective optimization model that seeks planned minimum safety stock level values that are optimal for all items simultaneously considered. WIOM-OPT establishes weights with the optimization model framework and is designed to give large amounts of flexibility to the user. For example, a user

may need to produce recommended levels that minimize customer wait time while constraining inventory below a threshold. This flexible architecture offers a form of future proofing in that the model can flex to meet changing needs or shifts in organizational values.

The WIOM-ERP development team is targeting an aggressive timeline with development and testing complete by the summer of 2019 followed by an initial production implementation scheduled for January 2020.

“WIOM-ERP is the future of wholesale inventory modeling for NAVSUP,” Ellis concluded.

Improved inventory modeling yields a direct benefit to our customers, ensuring NAVSUP investment in wholesale material is positioned to provide higher readiness, better responsiveness, and increased trust and confidence. ★



On-Time Delivery Team Poised to Meet Contract Delinquency Reduction Goal

BY MATTHEW JONES

Office of Corporate Communications,
NAVSUP Weapon Systems Support

Left and right: Members of the NAVSUP WSS On-Time Delivery Team meet to discuss issues that may be delaying the completion of current contracts. The team formed in 2015 and brought contract delinquency from above 25% to below 15% in four years. The team is composed of civilian contracting staff and four U.S. Navy Reserve Supply Corps officers with expertise in the field of contracting. —photos by Dorie Heyer

In keeping with Enterprisewide reform efforts, NAVSUP Weapons Systems Support (WSS) Nuclear Reactor Supply Chain Management Directorate (NRSCMD) is poised to achieve its contract delinquency prevention goal this year with help from its on-time delivery team.

The team formed in 2015 when contract delinquency was above 25%. After sequential annual reductions of 2%, 3%, and 4% percent, they expect to meet their goal this year of bringing delinquencies below 15%. The team is composed of civilian contracting staff and four U.S. Navy Reserve Supply Corps officers with expertise in the field of contracting.

“One key to the team’s success is establishing and maintaining open, productive communications with vendors to assist in the resolution of issues that get in the way of contract completion,” said Cmdr. Robert Corley, director, NRSCMD. “The administrative and technical requirements placed on vendors can be complex and challenging, but when the team detects hurdles that could inhibit the complete fulfillment of a contract they address the problem quickly or link together those who can find a solution.”

When the on-time delivery team formed in 2015, the NRSCMD had more than 800 delinquent contracts. Using a two-pronged approach combining proactive engagement along with active troubleshooting when problems arise, the team is able to keep vendors on schedule or quickly get them back on track, according to Corley.

Although the directorate is on track to meet its contract delinquency goals, Corley said the four Navy Reservists of the on-time delivery team will remain active and focused on execution. As fewer contracts slip into delinquency and require troubleshooting, the team can proactively assess contracts that are within a 90-day window of their anticipated completion date.

“The team continues to provide crucial support in a critical area of contract administration,” Corley said. “Its sustained performance is a testament to what can be achieved when we leverage the expertise of the Navy Reserve. These officers are doing everything they can to ensure the on-time-delivery team lives up to its name.”

Current and former members of the on-time delivery team include: Lt. Cmdr. John Moffatt, Lt. Cmdr. Ronald Scheaffer, Lt. Sharon Johnson, Lt. Cmdr. Bonnie Ellington, Lt. Cmdr. Tim Walker, Lt. Mark McKeon, and Lt. Jeremy Mock. ★



NAVSUP Strengthens Supplier Relationships for Greater Navy Readiness

BY BENJAMIN BENSON

Office of Corporate Communications, Naval Supply Systems Command

Navy readiness depends on robust and reliable supply chains. To be ready to fight tonight, the availability of vital spare and repair parts is critical—especially “top degrader” parts for aviation and maritime readiness. Aircraft can’t fly and ships can’t steam when these parts are not available.

NAVSUP recognizes a key component of a responsive and reliable supply chain is strong relationships with suppliers. To that end, NAVSUP is developing more collaborative ways to work with its supplier base. No longer viewing suppliers as simply vendors, but as true partners, NAVSUP is replacing current reactive approaches with strategic engagements to identify and mitigate long-standing supply chain challenges with a renewed sense of urgency in which both sides have a vested interest in optimal outcomes.

With Secretary of the Navy Richard V. Spencer’s call to restore readiness and increase the fleet’s capacity and capability to meet the nation’s security needs, NAVSUP responded by reforming its business practices to help improve Navy readiness. One element of NAVSUP’s reform effort is establishing a Strategic Supplier Relationship Management (SSRM) program led by NAVSUP Executive for Strategic Initiatives Karen Fenstermacher.

“NAVSUP recognizes that suppliers play a vital role in supply chain performance,” said Fenstermacher. “We want to be a better partner, but also want suppliers to know that we are going to be a more demanding customer.” With her SSRM

team, they are assessing supplier contributions, building scorecards around business goals, evaluating performance, and sharing information with a more open and consistent cadence of communication. “While it is the suppliers’ business to support the Navy, they may not have the necessary real time visibility of impacts of delays on readiness,” Fenstermacher noted. “Through more proactive and collaborative sharing of information, bottlenecks and vulnerabilities can be avoided.”

“While all suppliers are critical to the business and are approached with the same core values, in terms of depth-of-activities, we’ve drawn a line between our strategic partners and other suppliers,” said SSRM team member and NAVSUP Weapon Systems Support Special Projects Director Brian Keeley. To do that, the team segmented the supplier portfolio using both quantitative and qualitative indicators to determine the top strategic partners that NAVSUP relies on; these include Northrop Grumman, Boeing, Raytheon, Collins Aerospace, Lockheed (and Sikorsky), General Electric, BAE Systems, Honeywell, and L3 Technologies.

In practice, the SSRM team engages with strategic partners using various tools. Hard tools include key performance indicators (used for all suppliers), while other soft and more exclusive tools include reoccurring senior-level meetings, executive top-to-top reviews, forums to share latest supply chain challenges, and co-development of strategic initiatives to partner with a near-term, focus-to-finish goal.

“NAVSUP’s critical role in our nation’s defense requires nothing less than being a firm, challenging, but fair customer,” said Fenstermacher. “We believe a long-term non-opportunistic approach creates mutual trust and ultimately a win/win for both government and industry. Our strategic supplier partnerships will occupy an elite position at the top of the NAVSUP’s supplier base hierarchy.”

NAVSUP will continue to mature and evolve its supplier relationship management efforts over time, with a conscientious effort on both sides of the relationship. NAVSUP’s challenge will be to create a multi-faceted commitment with its strategic suppliers to nurture and sustain a requisite foundation of trust, commitment, and leadership that support a mutually productive and valuable business partnership. ✨



For more information and to hear Ms. Fenstermacher’s interview with the Federal News Network go to the link: <https://federalnewsnetwork.com/federal-drive/2019/07/navsup-says-more-communication-with-the-navys-biggest-vendors-will-go-a-long-way/>



NAVSUP Fosters a Culture of Innovation with the MyNAVSUP Idea Portal

BY MATT MORRISON

Office of Corporate Communications,
Naval Supply Systems Command

Have you ever had a great idea for work, but didn't know who to tell? Innovation comes from everywhere, but not all innovative ideas are heard. NAVSUP is challenging that notion.

NAVSUP's diverse, talented workforce provides superior service and support to the Navy every day. Recognizing its employees' valuable ideas, NAVSUP set up their new Idea Portal (IP) for employees to submit innovative ideas and new approaches to current processes.

"The IP was a product from the 2016 [Organizational Assessment Survey] innovation working group that looked at ways to assimilate innovation within the NAVSUP culture," said Ms. Jane McMullen, assistant commander of corporate operations at NAVSUP Headquarters. "Employees can leverage the portal to provide ideas directly to the functional subject matter experts (SMEs) for consideration."

The objective of the portal is to foster innovation at NAVSUP by creating an open, visible and formal process, to evaluate ideas for potential implementation, and provide timely feedback to submitters.

"If NAVSUP wants to stay relevant with our customers, innovation will be key to our future success," said McMullen. "Ultimately, we have to keep up with the surge in technology to commensurate with the private sector."

How the Idea Portal Works

The goal of the IP is to foster an environment where everyone can submit ideas from transactional level improvements, to transformative innovation, through a process that requires vetting, and the adoption recommendation to be reviewed by leadership through a formal process.

The process is managed by NAVSUP Headquarters N13, where they initially coordinate a submission with the business line or process owner. The submission is then reviewed to see if it requires formal vetting with stakeholders, or if it's possible to provide an immediate answer. Some submissions can be adopted without the need for vetting; others may be prohibited by a regulation, or should be addressed through a different process or venue.

When it is determined that a submission requires formal vetting, it is assigned through an internal tasker in the NAVSUP Tasker Management System (NTMS) with specific timelines for review and adoption recommendation. The use of NTMS allows for visibility of the tasker and elevates the priority to complete the review of the submission. Once the recommendation for adoption of the submission is completed, it's briefed at the headquarters weekly staff meeting, which allows for a cross-discussion with all the Assistant Commanders (ACOMs).

To date, 20 out of 70 portal submissions have been vetted for feasibility and briefed to headquarters leadership. Good ideas come from everywhere, but if you have a great idea, it may be heard by NAVSUP leadership and adopted.

"In their day to day work, I want our employees to make the changes they think are necessary to support the mission, while staying coordinated with those they are connected with upstream and downstream in their processes," said Mr. Michael Madden, vice commander of NAVSUP. "Having the ability to take control and improve what you do every day is true empowerment."

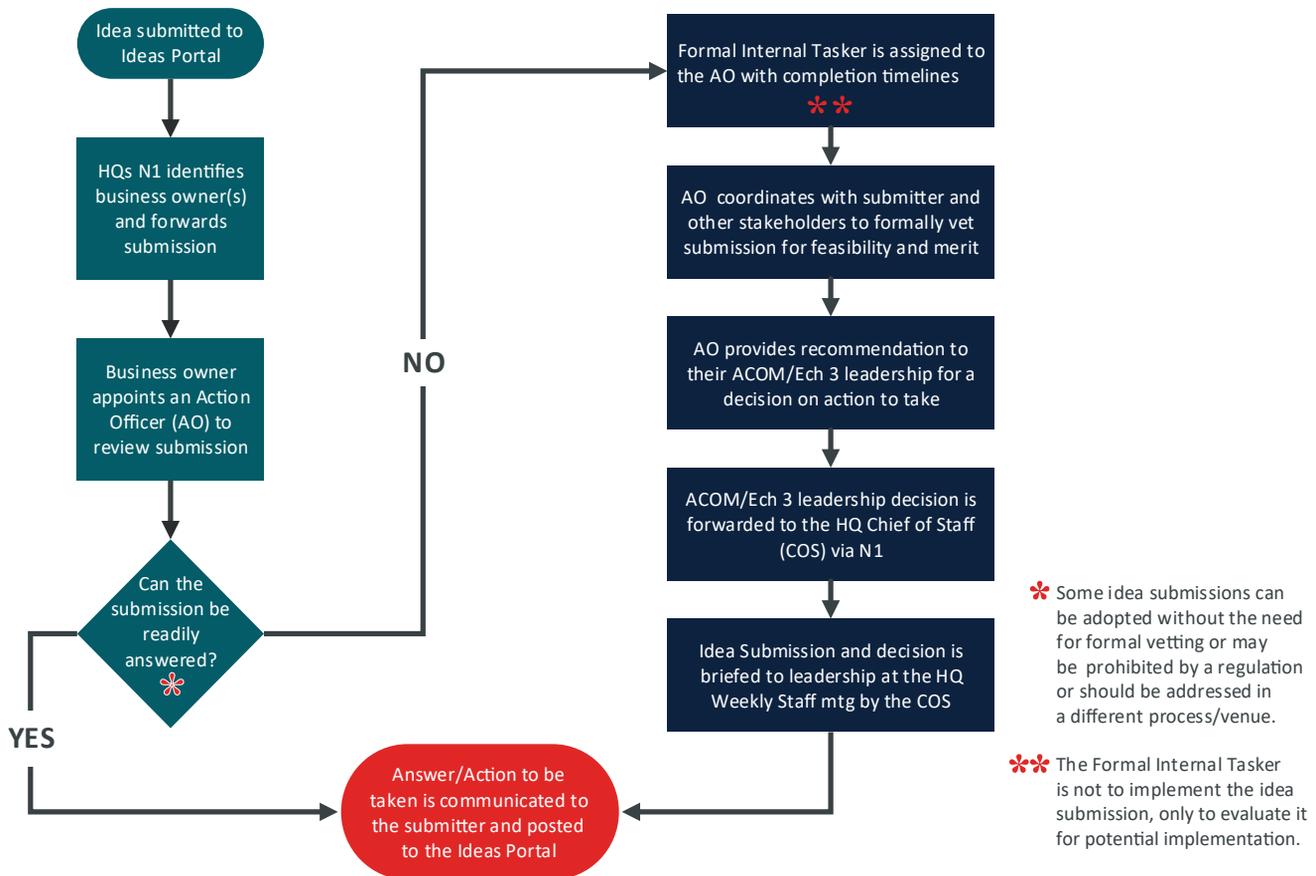
Good Ideas are Coming In

Since going live in January 2018, 70 submissions have been entered in the IP.

Good ideas come from everywhere, but not all submissions are created equal. When building and submitting an idea, submitters should identify their intended audience, desired outcome, and any resources needed to reach the desired

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Idea Portal Review Process



outcome. Submissions must present a clear and concise idea, and provide a proposed solution if one is known.

“We already have a number of success stories in the short time since this concept was initiated. For example, we recently implemented the use of scanners at training events to eliminate the long waiting lines for attendees to manually sign in,” said McMullen.

The original idea proposed the implementation of an ID scanner program and equipment to scan personnel’s DoD CAC/ID, rapidly capture attendance, and automatically upload the necessary information directly to the total workforce management system (TWMS), streamlining the check-in process and reducing wait time. Leadership liked the idea and chose to take further action.

A continuous process improvement team, comprised of NAVSUP Business Systems Center (BSC) and NAVSUP Headquarters’ employees, dug further into how to implement the scanners for large face-to-face training events. The process captures the required data by scanning employee Common Access Cards as they enter the event. The pulled data is automatically added to the employee’s training record on the MyNAVSUP portal. The work force development team can then pull a training report from the portal and complete a mass upload to TWMS.

“Now, CACs can be scanned directly into a system, cutting the wait times considerably. It’s only been used for one event so far, but the overall feedback from our customers has been very positive,” said McMullen.

As a result of the positive feedback, NAVSUP plans to continue implementing the scanning process during large face-to-face events. The future goal is to send scanners to all NAVSUP commands for use in their training events.

“Sometimes the simplest ideas can have the greatest impact,” said Madden.

An idea currently going through the IP process is a proposed interface between the NAVSUP Funding Document Management (FDM) portal and the NAVSUP Standard Procurement System (SPS), meant to reduce the number of line of accounting (LOA) errors on NAVSUP SPS contracts.

Currently, NAVSUP contracting customers submit requirements directly into the

FDM portal. Then NAVSUP comptrollers validate these requirements for time, and purpose and amount. Once approved, the requirement is sent to the appropriate contracting shop and contracting personnel manually load the requirements into SPS.

The problem is NAVSUP receives close to 60,000 contracting requirements a year through the FDM portal, with numerous errors that typically occur when typing the LOA. The only way to correct this error is via time-consuming contract modifications.

The submitter suggested an interface between FDM and SPS would reduce the manual work necessary for NAVSUP SPS contracts and reduce the number of LOA errors.

NAVSUP ACOM for Contracting (N7) and NAVSUP ACOM for Financial Management / Comptroller (N8) are currently in the early stages of implementing the proposed interface.

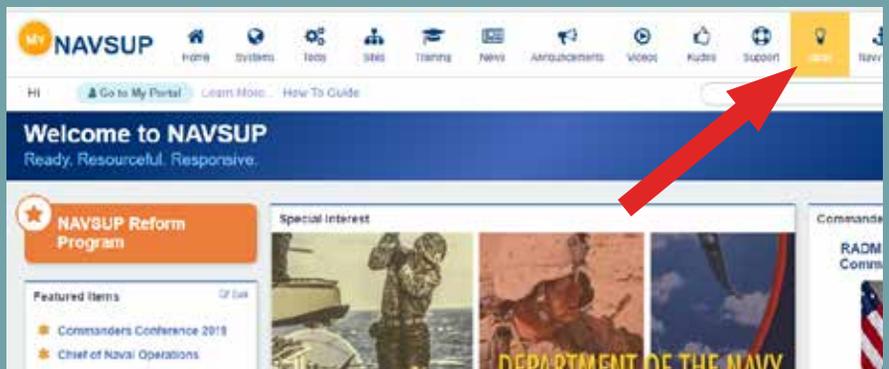
The introduction of the IP has given a voice to NAVSUP employees and encourages active listening from leadership.

“While new ideas come from all sources, the intent is to provide an unfiltered mechanism for employees to be heard,” said McMullen.

“In those cases where employees feel they are not being heard, or the ideas they have are so encompassing, the Idea Portal is there for them,” said Madden. “Sometimes it’s one person’s idea coupled with another person’s idea that makes the magic. I encourage employees to share what they think and use the IP.”

The combination of continued leadership support and great ideas from employees keeps NAVSUP at the forefront of innovation and collaboration, helping foster an innovative environment to support our warfighters in our relentless pursuit for customer satisfaction. ★

HOW TO SUBMIT YOUR IDEAS



The Idea Portal is easily accessible on the MyNAVSUP homepage. To access the portal click on the lightbulb labeled “Ideas” on the top toolbar. On the ideas page, click “Submit an Idea” to go to the portal. On the portal give your idea a title, outline the idea details, and provide any attachments that you feel should accompany your idea. Then select your associated NAVSUP activity and submit. The portal is not intended for work complaints, nor should it be used to ask general questions that are better addressed elsewhere.

The site includes sample submissions and specific guidance on how to submit an idea:

- **SUBMISSION SHOULD BE ADDRESSED THROUGH THE PORTAL. (DO NOT PUT “PLEASE SEE ATTACHMENT”)**
- **PRESENT A CLEAR AND CONCISE IDEA OR PROBLEM**
- **PROVIDE A PROPOSED SOLUTION IF KNOWN OR CREATED**
- **LIST ALL RESOURCES NEED (I.E. FTES, FUNDING, CONNECTION TO OTHER RESOURCES, ETC.)**
- **IF DIAGRAMS, CHARTS, OR DRAWINGS WERE CREATED TO EMPHASIZE IDEA/SOLUTION MAKE SURE TO UPLOAD IN THE COVER/OTHER ATTACHMENT**
- **THINGS TO THINK ABOUT WHEN BUILDING/ SUBMITTING AN IDEA:**
 - **WHO IS YOUR INTENDED AUDIENCE?**
 - **WHAT IS YOUR DESIRED OUTCOME?**
 - **WHAT RESOURCES DO YOU NEED TO REACH YOUR DESIRED OUTCOME?**

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Force Employment

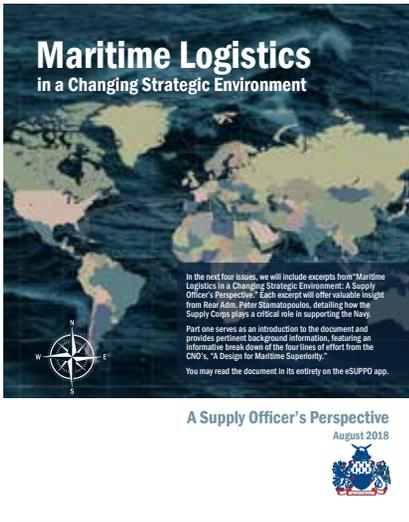
Introduction

The diverse organizations and myriad processes discussed thus far are designed to converge on the path toward the common goal of operational readiness. Beginning with our national strategy and progressing through the planning, budgeting, FORDEV and FORGEN processes, the single unifying theme is the preparation of our ships, aircraft and units for Force Employment phase excellence. Deployment readiness and certification are certainly what we strive constantly to achieve, but we must remember that operational and combat success are the crucibles by which FORDEV and FORGEN effectiveness must ultimately be measured.

Background and Context

If U. S. Naval forces are surged in the near future in support of OPLAN execution, it's very unlikely that they would deploy to unfamiliar waters. That's because our units are tasked via ongoing Global Force Management (GFM) rotation to operate in those areas where our national economic interests are highest and the geopolitical sensitivities are most acute. Because we deploy routinely to areas of elevated risk, it's vital that our ships and aircraft leave their homeports optimally trained and equipped to meet any contingency. This is the simplest explanation for the energy and resources applied to their readiness throughout FORDEV and FORGEN. It also represents the most succinct summation of our obligation as a Service, which is the preparedness of our units to excel in the Force Employment (FOREMP) phase.

Force Employment correlates to the OFRP deployment and sustainment phases. Both U. S. Fleet Forces Command and U. S. Pacific Fleet have geographic warfighting responsibilities ... reporting to U. S. Northern Command (USNORTHCOM) and U. S. Pacific Command (USPACOM) respectively. But their roles as Force Provider are also of paramount importance. Both USFF and USPACFLT bear responsibility for training and equipping combatant and support units to operate in other AORs under the GFM umbrella. These assets may actually be deployed to any of the Combatant Commanders listed in Figure L. This might occur on a normal rotational basis, or in response to OPLAN execution or unanticipated contingency operations.



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

Part five takes a close look at Force Employment.

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

The purpose of Figure L is to emphasize that when a CSG, ARG or individual unit crosses an established AOR boundary, its operational chain of command transitions ... all the way through the Fleet, Component and Combatant Commander levels. Depending on their geographic assignment, these entities will serve as their leadership during their FOREMP phases.

COCOM	COMPONENT	NUMBERED FLEET
USEUCOM	COMUSNAVEUR	U. S. Sixth Fleet
USCENTCOM	COMUSNAVCENT	U. S. Fifth Fleet
USSOUTHCOM	COMUSNAVSOUTH	U. S. Fourth Fleet
USAFRICOM	COMUSNAVAF	U. S. Fifth/Sixth Fleet
USPACOM	COMUSPACFLT	U. S. Third/Seventh Fleet
USNORTHCOM	COMUSNAVNORTH	COMUSFLTFORCOM/ CTF-80

Figure L. This graphic depicts the operational chains of command for Navy units as they transition from one AOR to another.

Numbered Fleets

Each of the operating areas listed in the illustration has shore-based infrastructure and logistics networks to support the Carrier Strike Groups, Amphibious Ready Groups and independent deployers that transition, or “chop”, to their operational control. But the extent and capability of their respective support infrastructure varies from one AOR to the next. Most of the numbered Fleets identified in Figure L have assigned a subordinate operational command specifically designated to deliver logistics support. The numbered fleets with specific geographic areas of responsibility are listed below. With the dissolution of U. S. Second Fleet, Forces operating in the western Atlantic now report to Commander Task Force 80 under the auspices of COMUSFLTFORCOM. Operational logistics support in the AOR is coordinated by CTF 83.

U. S. Third Fleet is responsible for executing operations in the Eastern Pacific. Headquartered in San Diego, logistics support of Third Fleet units is coordinated by CTF 33.

U. S. Fourth Fleet is the operational arm of COMUSNAVSOUTH. Their responsibilities include the Caribbean and the waters of both the Atlantic and Pacific Oceans around central and South America. Logistics support to units under Fourth Fleet operational control is coordinated by CTF 43 with additional support from CTF 42, which falls under the purview of Military Sealift Command Atlantic (MSCLANT).

U. S. Fifth Fleet's area of operations encompasses the Arabian Gulf, Red Sea, Gulf of Oman and parts of the Indian Ocean. It includes three strategically critical geographic choke points at the Straits of Hormuz, the Suez Canal and the Strait of Bab el-Mandeb at the southern tip of Yemen. Fifth Fleet logistics support is coordinated and delivered by CTF 53.

U. S. Sixth Fleet conducts operations for both COMUSNAVEUR and COMUSNAVAF. The area of responsibility (AOR) covers much of the Atlantic Ocean, from the North Pole to Antarctica; as well as the Adriatic, Baltic, Barents, Black, Caspian, Mediterranean and North seas. The AOR covers all of Russia and Europe, and nearly the entire continent of Africa. The Sixth Fleet logistics sub-element is CTF 63.

U. S. Seventh Fleet operates in the western Pacific and into the Indian Ocean, stretching from the International Date Line to the India/Pakistan border; and from the Kuril Islands in the northern Pacific to the waters of Antarctica in the south. Seventh Fleet logistics is coordinated by CTF 73; also known as COMLOGWESTPAC.

No two logistics operations executed by a CTF X3 are identical. It is reasonable, however, to describe the functions of one as generally representative of them all. The specifics of what they do and where they operate may vary widely, but the responsibilities and methods are generally the same. The example in the following paragraphs offers a generic illustration of CTF X3 operations.

The Afloat Logistics Coordination Model

Delivering material and services to Navy forces in a dynamic AOR is an arduous enterprise, even during peacetime operations. Commander Task Force X3 is chartered by the Fleet Commander to deliver that support. The specific mission is conceptually simple but the execution can be incredibly complex. An intensive operational pace translates to high demand consumption, which, in turn, drives a heavy logistics requirement. This reality applies to the full range of support ... personnel transfer, mail, spare parts, subsistence, fuel and, situationally, ordnance.



Supplying forces to any AOR is a multi-part equation. The material must have a source of origin ... it may be shipped from CONUS, delivered from elsewhere outside the AOR, purchased from local commercial sources or issued from a theater distribution center or CLF asset. Transshipment points and warehousing facilities are needed for temporary or longer term storage. And there must be some delivery mechanism to transfer the material “the last tactical mile” to the end user.

This section is not intended to be a detailed tutorial on the mechanics of Fleet logistics operations. But an overview of the major movements within and into a theater may be useful to illustrate basic principles of support to our units – actively operating in a dynamic environment – within the heart of the FOREMP phase.

Combat Logistics Force (CLF). The great bulk of fuel, subsistence, ordnance, parts and fleet freight delivered to FOREMP phase operating forces is transferred at sea by CLF units. These assets are crewed and operated by Civilian Mariners (CIVMARS) employed by the Military Sealift Command (MSC). They are placed under the tactical control of CTF X3 and under the operational control of the numbered fleet commander within the AOR. All underway replenishment events are coordinated between CTF X3 and the CSG or ARG staffs. The Combat Logistics Force (CLF) consists of T-AO, T-AKE, and T-AOE platforms. Fleet replenishment oilers, designation T-AO, constitute the largest subset of the CLF ship inventory and hold a larger volume of fuel than any other CLF vessel. The Fleet’s T-AOs bunker at designated facilities within or near the region of operational interest prior to servicing their customers at sea. They transfer fuel (primarily), fleet cargo and stores to assigned units and aircraft via connected replenishment.



The T-AOs are not the only MSC ship classes to service deployed CSGs and ARGs. Dry Cargo/Ammunition vessels (T-AKEs) deliver stores, subsistence, ordnance and repair parts underway via connected and vertical replenishment. The T-AKEs have the largest cargo capacity of any of the CLF units. Their fueling capacity, however, is less than 20% of the T-AO’s. MSC’s two remaining Fast Combat Support Ships, USNS SUPPLY (T-AOE 6) and USNS ARCTIC (T-AOE 8), have the distinction of being the only CLF platform with the cargo and fuel capacity to singularly support CVN operations. They are also the only CLF platform with the requisite speed to maintain pace with a CSG. Multi-purpose vessels, they are capable of transferring ordnance and stores as well.

All CLF vessels deliver their product directly to the end user, but they are configured to receive both fuel and stores from other units at sea as well.

Adept CLF management and coordination require a consummate level of logistics expertise. MSC’s assignment of Combat Logistics Officers (CLOs) to the Fleet logistics staffs and units has notably enhanced CLF agility and responsiveness. These embedded logisticians, reporting to and augmenting the CTF X3 staffs, have effectively formed a “CLO network” that has become the fulcrum for delivery of support from NAVSUPSYSCOM, Defense Logistics Agency (DLA) and contracting entities. They fill customer orders, manage inventory and coordinate CLF replenishments at sea under CTF X3 auspices. This list of functions is far from all inclusive.

Defense Logistics Agency support. DLA provides DoD with a full range of logistics, acquisition and technical services. The scope of their enterprise encompasses nearly all the consumable items our forces need, including fuel, uniforms, medical supplies, construction materials and repair parts. Their distribution centers are strategically placed around the world, optimally positioned to support the warfighter.

A natural corollary to an extraordinary volume of Fleet support material arriving in an active AOR is the requirement for shore-based storage and transshipment facilities. The Navy has a limited supply of high priority repair parts warehoused in forward areas. That material, and a much greater quantity of consumable stock owned by DLA, is stored and maintained under the direct management of DLA Distribution's Material Processing Centers (MPC). The MPC offers a range of services. They receive, sort, provide temporary storage, expedite shipment actions, and offer customized delivery and freight forwarding functions in support of Fleet (and joint) operations. Fleet material stocked or transshipped through the MPC is generally loaded onto a CLF vessel for delivery to the Navy unit at sea. There are exceptions, however. For urgent CASREPs and other critical needs, the number of avenues available for delivery to the customer is limited only by the resourcefulness of the theater's logisticians.

Intensive underway operations also generate a requirement for access to both marine and aviation fuels. DLA Energy manages fuel support to all geographic COCOMs and other government activities operating throughout the world. The Navy, as the largest scale consumer, is their primary customer. DLA employs a robust and flexible distribution network with strategically dispersed bulk petroleum facilities to support Fleet operations. DLA also establishes and manages the contracts for commercially sourced product throughout each AOR. CLF vessels replenish onboard fuels stocks at commercial ports within the region under the provisions of DLA contracts and as directed by CTF X3. They subsequently return to the Fleet to service their underway customers. DLA "owns" the fuel until it is transferred from the CLF unit to the tanks of the end use ships.

U. S. Transportation Command (USTRANSCOM). USTRANSCOM was discussed in the Planning section of this paper within the context of Combatant Commander and AOR lines of responsibility. This functional COCOM is immediately relevant to this section because of the potentially profound impact of their service components on Navy units in the Force Employment phase.

In recent years the Navy has expanded its options for delivery of material to forward forces. Commercial shippers, like Federal Express and DHL, are now widely used for small, urgently needed parts. But for outsized and low priority cargo, the Air Mobility Command (AMC) remains the transporter of choice. AMC, one of the Air Force's major commands, also reports to USTRANSCOM as one of three service functional components. AMC operates a global network of routes that fly to support DoD logistics and warfighting needs. Their aircraft, C-5s and C-17s, rotate into and out of all AORs on a routine basis. They transport material earmarked for operating forces, including Navy units deployed forward. AMC efforts during peacetime are expanded exponentially during periods of conflict. Their assets are factored into OPLANs and calculated into the "transportation feasibility" estimate described in an earlier chapter. When the OPLAN is executed, AMC aircraft are committed to its support on a grand scale, delivering personnel and material to facilitate Combatant Commander operations. They are one of the critical enablers of the Force Employment concept ... not only for the Navy, but for all forces assigned.

The Army's Surface Deployment and Distribution Command (SDDC) is another of USTRANSCOM's components. They provide global deployment and distribution capabilities to meet the nation's objectives in both peace and war. SDDC does not usually "touch" Fleet material during peacetime or routine operations. Upon OPLAN execution, however, their responsibilities as ocean terminal managers and their "over the road" freight distribution network would very likely be part of the sustainment equation for Navy forces ashore and afloat.

The third USTRANSCOM component, MSC, was referenced in the CLF discussion. Key elements extracted from their mission statement include the following:



“Military Sealift Command exists to support the joint warfighter across the full spectrum of military operations ... MSC provides on-time logistics, strategic sealift, as well as specialized missions anywhere in the world, under any conditions, 24/7, 365 days a year.”

The summary overview of MSC support offered in the CLF discussion represents only a fraction of the contributions the organization delivers to the Department of Defense on a daily basis. In the event of OPLAN execution, the scope of their tasking would expand prodigiously. They are potentially charged to deliver troops, rolling stock and other materials to the fight. The sheer volume of their freight and personnel movements would dwarf that conveyed by AMC and other transporters.

For the purposes of this section, it is sufficient to note that forward operations of any kind and in any AOR would be difficult or impossible without the presence of MSC’s CLF vessels.

Summary

Force deployment to forward areas must be consistent with our national tasking and strategic guidance as described in the Planning section of this document. This principle applies to GFM tasking, contingency operations and full blown OPLAN execution. Each of the processes described herein is, in its way, critical to the defense of our nation. But the Force Employment phase is most certainly where “the rubber meets the road.” All previous exertions are geared toward deploying the most ready forces we can generate, but those efforts are ultimately meaningless if we are unable to sustain them while they are on station.

The generic CTF X3 illustration employed as an example will likely offer no new technical insight to the logistician who has deployed in the recent past. It does, however, serve to reinforce a series of points. They are ... (1) We have a sacred obligation to meet both the spirit and letter of the tasking defined in our national strategy and defense planning guidance; (2) We are committed to build the most capable possible forces at the most economical cost; (3) We must deploy that force effectively in support of our national interests; and (4) We must sustain the force if we are to have any expectation of operational success. Some of our numbered fleets and their CTF X3s operate in an environment with established infrastructure and what amounts to institutionalized logistics support. But the landscape is shifting ... and a year or two years from now the traditional “hot spots” may well have repositioned ... to the western Pacific, the southern Caribbean or even the Arctic Ocean. It may also be that there are a number of geopolitical challenges in disparate locations that simultaneously require our forces and focus. All these possibilities challenge us and test our operational creativity and resourcefulness as logisticians. If these eventualities come to pass, the high velocity learning cited earlier in this paper will be more than just an invigorating new concept ... it will become a professional necessity that becomes the pivotal ingredient to warfighting success.

The lessons for the logistician in this section (and this paper) should be inherently obvious. Our presence must be felt at every level throughout the processes described herein. Naval forces cannot be effective in a combat environment if they are not sustained, and sustainment is not possible without the expertise, creativity and energy of the professional logistician.

With that thought in mind, it’s appropriate to resurrect an observation from an earlier section of this document ... the reality it represents merits additional consideration within the framework of Force Employment. It also serves as a fitting aphorism that captures, in a single phrase, the heart and spirit of this paper.

“ ... logistics is the foundation of planning and the ultimate enabler of operations.” *

“ ... logistics is the foundation of planning and the ultimate enabler of operations.”

U.S. Navy Supply Corps Officer Drops Anchor in Raleigh for his MBA

BY ADAM TOMPKINS

Content Development Specialist, North Carolina State University Poole College of Management

For Lt. Cmdr. Will Morrison, the last two years at North Carolina State earning his MBA have been a welcomed pit stop on his journey to the top of the ranks of the U.S. Navy's Supply Corps.

The Road to Raleigh

In 2003, Morrison graduated from the University of North Carolina Charlotte with a Master of Accountancy degree and spent a few years working as an auditor and a risk management consultant, before coming to a significant realization. "I decided I didn't want to be in public accounting anymore, and I wanted to join the Navy. I grew up in the military and always wanted to join, but I had a substantial injury history from being an athlete," he says. While he previously thought his injuries would prevent him from completing the physical requirements of Officer Candidate School (OCS), Morrison made the bold decision to take an entry-level sales job so he could have the flexibility to attend frequent orthopedic specialist appointments to get his body ready for OCS.

In 2007, Morrison completed OCS in Pensacola, Florida, and was subsequently selected to join the U.S. Navy Supply Corps based on his business background and personal interest in the field. He describes the Supply Corps as the Navy's group of logisticians. "We do a lot of the financial management, supply chain management, contract management, and operational logistics that support ships at sea or warfighters in various areas of responsibility," he says.

Morrison spent six months in Athens, Georgia, at Navy Supply Corps School (NSCS) before being sent to his first assignment in Yokosuka, Japan, where he worked for the 7th Fleet Ballistic Missile Defense Commander aboard USS Shiloh (CG 67), a guided missile cruiser. He spent 18 months managing the ship's retail store, vending machines, laundry, post office, and accounts payable, before transitioning into the role of food service officer, where he worked to

locate the Navy's mobile warehouse ships and coordinate the procurement of the ship's food supplies.

After two years at sea, Morrison navigated three subsequent roles in the Supply Corps before being presented the opportunity to earn his MBA at North Carolina State. Three years at NAVSUP in Mechanicsburg, Pennsylvania, where he was an information technology acquisitions intern and flag lieutenant ("executive assistant") for NAVSUP's Chief of Supply Corps; two years in San Diego, California, where he served as the supply officer on another guided missile cruiser, USS Mobile Bay (CG 53); and three years as afloat training director at NSCS.

Coming Home to North Carolina

A year before he moved to Raleigh to earn his MBA, Morrison was selected by a board of senior leaders to be promoted to lieutenant commander within the Supply Corps, a role which would require him to obtain a master's degree in his field. When the Navy's Civilian Institutions (CIVINS) program selected him to earn his MBA from a civilian MBA program — an opportunity granted to only a handful of officers each year — he jumped at the opportunity to come to North Carolina State. "The CIVINS program selects a group of six people per year to go out and get MBA's in the civilian world from top-30 MBA programs. North Carolina State's program fell within that group of eligible programs, so right away I knew I wanted to come here," says Morrison, a Mooresville, North Carolina native. "Besides wanting to come home to North Carolina, the big motivator for me was that my role in the Navy is essentially supply chain management, and there's not a whole lot of better places to go for that than North Carolina State," he says. After being accepted to North Carolina State's Jenkins MBA program, Morrison moved to Raleigh in 2017 with his wife and their two children. "It didn't hurt to come home, but the fact that a program with such

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Top: Lt. Cmdr. Morrison. —photo by Watson Cockrell

Above: Morrison (far right) aboard USS Mobile Bay (CG 53) with stock control leadership, preparing for deployment in 2015.

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great stature was here in my home state definitely made a big difference to me. I came here primarily for the supply chain management program, because I want to be the best at what I do. I don't want to just love it the most, but to be the best at it, too. I think North Carolina State is equipping me with some of the tools to do that. There's definitely a lot of work and learning that has to take place on my end, but coming here keeps me on track to be the best I possibly can in my job later on."

While Morrison has appreciated being back in his home state, he certainly hasn't treated it like a vacation. Rather, he's opted to ensure he gets the most value from the experience as possible. "When I've got a job to do, I zero in on it, and I will work my fingers to the bone to figure out how I can do it well and how I can do it the best I can. The job the Navy gave me this time was being a grad student in an MBA program, and I've definitely approached my time as a student like a full-time job every single day."

The Value of a North Carolina State MBA

Over the last two years, Morrison has appreciated the opportunity to work with individuals that complement his skill set and have allowed him to make the most of his time as a student. "One of the things I've loved most is how amazing the faculty here are. They teach at such a high level," he says. "And I'm not talking about teaching super complex things — every school's program is going to teach very complex thought processes and ideas and concepts. I'm talking about high-level performance. Their ability to make those concepts relatable is tremendous. I have almost 90 hours of graduate education under my belt, and the instructors here are by far the best I've seen. There's no way you get through a class here without learning something. And I'm talking about learning it cold, understanding why it is that way, and how everything around it works, which I think is essential to development and growth from an intellectual perspective."

Aside from the faculty, Morrison has also benefited tremendously from his fellow classmates, who he says have provided him new perspectives on problem-solving.

"When I came here, based on having an undergraduate and master's degree in accounting, I already spoke the language of business. But a good portion of my peers came from backgrounds in engineering and more statistics and analytics-based backgrounds," he says. "So the ones with less of a business background are getting the information they need on that front, and at the same time, they're helping me gain the statistical tools and knowledge to help make better decisions. Getting those tight-knit relationships with your peers really lends itself to a more collaborative environment for learning. If you don't have great instructors, you would have to rely on those collaborative



Rear Adm. Tim Kott and USS Mobile Bay (CG 53) department heads during a change of command ceremony aboard Mobile Bay.

relationships to experience significant growth. But here, we get both. I think that's pretty amazing."

Going Above and Beyond

During his time in Raleigh, Morrison has lived up to his claims of working tirelessly to ensure he's doing everything possible to maximize his potential.

In his first semester at North Carolina State, Morrison competed in the Merck Grand Business Challenge with three of his classmates. His team placed fourth for their project that focused on how to impose Information Technology security controls on pharmaceutical manufacturing practices, from raw materials to finished goods. "We did extremely well — I was really proud of the job we did," Morrison says, who, like every task he's presented with, put full-force effort into the project with his teammates. "We even had matching outfits!"

Over the summer between his first and second year, Morrison worked with the national staff of Consult Your Community on proposing changes in their business process in terms of how they queue and sell business to clients.

Coming into his second year, Morrison was selected for the Golden Key Honors Society based on academic performance, and then selected for Beta Gamma Sigma, also for academic performance.

This past spring, Morrison competed in the Leadership and Innovation Showcase to present the model his student team developed for corporate partner, Biogen, which identifies and prioritizes costs of goods sold components for the application of cost control. "It's an iterative and scalable tool that they're going to be able to use long-term," he says of the model, which the company is investing in long-term as a result of its success. "As a result of our research, a Fortune 500 company has authorized additional head count to carry on our work. I think that's probably the most compelling piece of evidence that our project was extremely successful."

Back to the Field

This summer, with MBA in hand, Morrison will head to Washington, D.C. with his family to apply his new degree and assume his new position as a lieutenant commander at Naval Sea Systems Command (NAVSEA), where he'll serve as an operations officer for a small subset called Acquisition and Commonality. He will focus on business process review for parts purchasing and increasing the commonality of parts across ships to improve functionality and capture greater economies of scale in contracting.

Looking back on his student experience, Morrison says, "I really believe that when you come to an educational opportunity like this, you get more out of it if you put more in to it. So the more time you spend honing those skills, the better they're going to pay off later on. I've spent a lot of time the last two years honing those skills and doing my best to get ready to go back to the Navy." ✨



LEFT: Lt. Dong Logan's career and her roles as Navy enlisted, officer, and student. —photo illustration by Thomas Zimmerman

Brooklyn Native's Naval Service Adds to Asian American, Pacific Islander Heritage

BY THOMAS ZIMMERMAN

Office of Corporate Communications, NAVSUP Business Systems Center

From humble beginnings heaving lines as a seaman for deck department aboard USS Pearl Harbor (LSD 52), to earning a commission as a Navy Supply Corps officer, to selection as Business/Enterprise Supply Chain Management (BEM) intern at NAVSUP Business Systems Center (BSC), Lt. Dong Logan's service adds to the rich legacy and heritage of Asian Americans and Pacific Islanders in the U.S. Navy.

"There are no short cuts on how to be successful in the Navy. Stay humble, keep an open mind, and keep pushing yourself. Opportunity is everywhere if you're willing to do the work," said Logan.

At age 12, Logan and her family moved to Brooklyn, New York, from Guangdong Province, China, to pursue what they called "the American dream."

"My family believed moving to America was the future because it's full of opportunities for freedom, prosperity, quality of life, and success for the next generation," she said.

The move was exciting, but presented a significant challenge since no one in her family spoke English.

"The quality of life was much better here, but it was like learning how to walk for the very first time," she said. "The struggle was real and I felt lost at times, but it got better once I settled into a routine and had a circle of friends."

After graduating from high school in 2002, a friend suggested she join the Navy in hopes to improve language skills, learn a trade, pay for college, and obtain U.S. citizenship.

Taking her friend's advice, she entered service March 2003 at the Military Entrance Processing Station in Fort Hamilton, New York, and left for Recruit Training Command, in Great Lakes, Illinois, shortly after.

"Basic training was my first time away from home," said Logan. "It was both mentally and physically challenging as I had to learn a new military language and do things in a different way than I was used to.

"We were tested in every way and eventually learned how to discipline ourselves," she said. "It made me a better and stronger person."

Her first duty station was aboard USS Pearl Harbor (LSD 52) in San Diego, California, where she was assigned to deck department as a seaman recruit.

"When I first got to San Diego, there were no Chinese people there so it was a culture shock for me," she said. "Once I got to know the people I worked with and really opened up, they became a second family to me.

"It's been like that for me ever since. You create a bond no matter where you go. That's what makes the Navy different," she said.

Logan knew that she wanted more for herself and made the decision to work toward a job as an information systems technician while assigned to USS Tarawa (LHA 1), homeported in San Diego.

"I remember their squared away uniform that's ready for inspection at any time and how information system technicians on a ship play a very important role in providing reliable communication capability for the command and the outside world," she said.

Her first step toward that goal was obtaining her U.S. citizenship. "It's a part of the American dream," she said of citizenship. "There is a sense of security and it's a privilege to live in the U.S."

Citizenship in hand, Logan tackled the next hurdle for the rating, called "striking." As a seaman, she needed to obtain her commanding officer's approval, complete a set of online courses via professional development under Naval Education and Training Command, complete about 200 hours of on-the-job-training with the Information Technology (IT) department, and obtain a security clearance before she was eligible to take the petty officer third class advancement exam.

Completing those requirements and passing the exam, she was designated as an information systems technician and scheduled to attend "A" school for initial technical training at Naval Station Great Lakes.

"It's about job satisfaction and I enjoyed it very much knowing that I had helped someone on that day whether it was a printing issue, an email issue, or a hardware issue. They always say 'do what you love, love what you do.' Why not choose a field that you are passionate in?" After completing "A" school, Logan served as a message center operator and local-area network deck operator for Southwest Regional Maintenance Center in San Diego; and Blackberry administrator, server manager, and area manager for Naval Computer and Telecommunications Station, in Naples, Italy.

"Being mentored by trusted leaders made a significant impact on my career early on," she said. "I wouldn't be here if it wasn't for one of my mentors Lt. Cmdr. Mark Stewart, then Lt. j.g. Stewart, when I was stationed in Naples, Italy. He was the first one who approached me and helped me figure out a career path that would work best for me and my family."

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After successful completion of duty in Italy, Logan was assigned as flag communicator for Commander, U.S. 7th Fleet, aboard USS Blue Ridge (LCC 19), in Yokosuka, Japan.

“I’ve learned that one must have the ability to communicate effectively by developing and delivering a clear message,” she said. “I had the privilege of working for both Vice Adm. Scott H. Swift and Vice Adm. Robert L. Thomas Jr. as their communicator. Their leadership styles are completely different, yet both are expert communicators. These experiences shaped me professionally and provided the backdrop for learning about myself and how I should measure success as a leader.”

While serving on these assignments, Logan was also growing personally and professionally by completing her bachelor’s degree in information technology from National University and her MBA from the University of Phoenix.

After achieving the rank of petty officer first class, Logan focused on a new goal, becoming a commissioned officer.

“I decided to strive for commissioning, not only to provide a better quality of life for my family, but to give back, do more, and lead Sailors at a higher level of influence,” she said.

She applied and was accepted for a direct commission through Navy Officer Candidate School (OCS).

After successfully completing OCS in Newport, Rhode Island, Logan was assigned as assistant supply officer aboard USS Curtis Wilbur (DDG 54) in Yokosuka.

While serving aboard the ship, Logan’s contributions helped the command earn the 2016 Pacific Fleet Bloodhound award, Battle Effectiveness (Battle “E”) award, and her division was awarded a 2017 Best of Class Award from Navy Exchange Service Command for superior performance in supply management assessment and outstanding customer service.

Logan also learned she could combine her love of IT with her role as a Supply Corps officer with the opportunity to obtain a Logistics Information Technology 1309S subspecialty code through the 24-month BEM internship program.

“My commanding officer and supply officer were very supportive of my desire to apply for this internship,” said Logan.

She applied, was selected, and reported to NAVSUP BSC in Mechanicsburg, Pennsylvania, June 2018, to begin her internship.

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

The George Washington University, and University of Virginia, Darden Business School.

They also receive hands-on experience as project officers by directly interfacing with Enterprise systems governing the Navy’s supply chain.

Logan said the internship has exceeded her expectations.

“This is the type of experience that you won’t get anywhere else,” she said. “You not only get to focus on doing your job, but also your personal and professional growth. It’s a privilege to work alongside and learn from the military and civilians in the field.

“The people at NAVSUP BSC work hard behind the scenes and have a really important role in our Enterprise. Without them, Sailors wouldn’t have the tools to support their missions.”

Awaiting her next challenge, Logan had advice for those who might follow in her shoes.

“Just take the first step. Take chances. Have a plan. Have the courage to do what you believe in,” she concluded. ✨



The Navy is a Family Business

On 1 September, 2019, Krysten Ellis was promoted to CDR by her retired Submariner father, Captain Jimmy Ellis, on the USS Missouri (BB-63) in Hawaii. Although the historical significance of the USS Missouri (BB-63) as the WWII battleship where General Douglas MacArthur presided over the signing of the surrender that ended the war is well known, you may not know that Krysten chose this landmark to honor her grandfather, who served there during WWII. Specifically, Henry Arden was the lead site setter of the main gun turret, so it was a fitting location for her to promote to the rank of Commander under the guns he so lovingly cared for. Her father administered her oath, as he has done since enlisting her in the Navy in 2000. Another poignant point, Krysten wears her father’s modified submarine dolphins. Her oak leaf was added when she qualified on the USS Georgia (SSGN-729) in 2013. The ceremony was attended by multiple groups whom she considers family, including former crew from GEORGIA, Auburn University alumni, Special Operations coworkers and her SC Ohana. Krysten currently serves as an Acquisition Program Manager for Undersea Systems, PEO-Maritime, USSOCOM.

Left: Krysten and her Dad, Jimmy Ellis, Captain, USN, Ret



USS Bonhomme Richard Earns Supply Blue “E” Award

BY MASS COMMUNICATION SPECIALIST 3RD CLASS COSMO WALRATH
USS Bonhomme Richard Public Affairs

The amphibious assault ship USS Bonhomme Richard’s (LHD 6) Supply Department received the Supply Blue “E” Award for Supply Excellence, April 3.

This is the 18th consecutive year that Bonhomme Richard’s Supply Department has received this award.

“Honestly, keeping up this streak is pretty special and I think it’s not the norm,” said Chief Logistics Specialist Dustin Martin. “It’s something I think we take pride in across the department, having achieved this for 18 years. Some people aboard now weren’t even born when Bonhomme Richard’s supply received this award for the first time. I think that’s pretty special. To earn this award you have got to do things by the book, the way they’re supposed to be done. It also takes a lot of camaraderie and unity. We all work as one. Each division truly operates as one department to get the job done.”

Bonhomme Richard’s new Supply Officer, Cdr. Monica R. Tate, said that achieving the Supply Blue E is no easy feat and the continuous success of the supply department speaks for itself. “The 18th consecutive Blue E that Bonhomme Richard received is a culmination of hard work, team work, and sustained superior performance over a very long period of time.” ✨

Above: USS Bonhomme Richard’s (LHD 6) Supply Department earned their 18th consecutive Blue “E” Award for logistics excellence. —photo by MC2 Jesse Marquez Magallanes



Navy Supply Corps School Hosts Third Annual Board of Visitors

BY LT. BLAKE FOUNTAIN

Public Affairs, Navy Supply Corps School

As spring turns to summer and tourists descend upon Newport, Rhode Island in droves, fleet stakeholders report to Navy Supply Corps School (NSCS) for a very different purpose. June brought the third annual Board of Visitors (BoV) to NSCS, a four-day event comprised of over 60 Supply Corps officers, senior enlisted, and community stakeholders to collaborate on curricula updates, relevant community initiatives, and best practices throughout the Center for Service Support domain. The culmination of months of hard work and preparation, consisting of 10 fleet advisory group drumbeats, the BoV provides a unique forum to discuss current trends across fleets, type commanders, and other participating agencies.

The exhaustive agenda included an initial two days of working group meetings with the advisory group action officers, senior enlisted, and senior civilians, to validate course training material and propose action items for curricula enhancement. The Principles Group, comprised of 13 senior supply officers and civilians, convened the final two days to review and approve course content, training initiatives, and recommended actions to enhance the training continuum.

The following courses and topics were reviewed throughout the meetings:

- **Basic Qualification Course (BQC)**
- **Supply Officer Department Head Course (SODHC)**
- **Senior Supply Officer Department Head Course (SR SODHC)**
- **Introduction to Expeditionary Logistics (IEL)**

- **Logistics Specialist (LS), Culinary Specialist (CS), and Retail Service Specialist RS (formerly Ship's Serviceman (SH)) "A" School training**
- **Staff Officer O-4 Course**
- **Ready, Relevant Learning**
- **Financial Audit**
- **Modernized Training Delivery**
- **Supply Management Certification (SMC)/Supply Management Inspection (SMI) trend analysis**

Since its inception in 2017, the BoV has steadily increased and expanded to its largest participation and current format under the leadership of Lt. Cmdr. Jon Schumann, NSCS academic director. One key aspect of NSCS' vision is to optimize the speed of relevance to fleet stakeholders through improved partnerships, communication, and collaboration. The

entirety of the BoV process epitomizes this vision. NSCS achieves this through five lines of effort (LOE), and BoV emphasizes two of these key LOEs: Brilliance at the Basics, and Strengthening and Expanding Strategic Partnerships and Collaboration. In today's era of great power competition, it is not enough to rest on our laurels. Every day we strive for continuous process improvement, to develop leaders who are disciplined, ethical, and resourceful mission enablers.

Two rare student leadership engagement opportunities offered during BoV are the senior enlisted and senior supply officer roundtables. Experienced and insightful senior enlisted leaders from the RS, CS, and LS ratings shared hard-learned leadership lessons and best practices based on current fleet trends with staff and students.

Key takeaways from the discussion included:

- **Be engaged; never stop asking questions, but know where to look for the answers.**
- **Be the example; you represent your division.**
- **Build your resiliency.**
- **Communication is the easiest thing to do, but the hardest thing to understand and master.**

The senior supply officer roundtable provided a forum for staff and students to ask 12 senior supply officers hard-hitting questions. This offered participants an amazing opportunity to receive insight from senior leaders who represent a collective 300 years of fleet experience.

Highlights of the roundtable included:

- **Warfighting readiness is our profit; our job is to generate and sustain warfighter readiness.**
- **Don't compromise your character; tell your boss what they need to hear, not what they want to hear.**
- **People don't care how much you know until they know that you care.**

Discussions throughout the week resulted in 30 "action items" meant to ensure deliberate and enduring enhancements to the curricula. Although BoV has concluded and nothing can replace the invaluable benefit of face-to-face interaction, the strategic communication and collaboration does not end here. NSCS will leverage these relationships to ensure we continue to produce the world's most trusted and capable fleet-ready warfighters and mission enablers. ✨

Forging International Partnerships through Foreign Military Sales

BY LT. BLAKE FOUNTAIN

Public Affairs, Navy Supply Corps School

In "A Design for Maintaining Maritime Superiority, Version 2.0," Admiral Richardson details four lines of effort (LOE) defining the Navy's priority efforts, with LOE purple stated as "Expanding and Strengthening Our Network of Partners."

At the Navy Supply Corps School (NSCS), our International and Executive Education office exists to achieve this. The International Officer Supply Course (IOSCO) joins officers from partner nations to learn the culture of the United States and share best logistics practices in a complex global environment.

The robust curriculum includes a three-week travel itinerary to culturally significant sites throughout the eastern United States, as well as numerous guest speakers meant to develop professional competence and build personal connections among international allies.

In June, at the invitation of Ms. Donna May, NSCS' International Department training specialist, students had the pleasure of meeting Mr. Stephen Keith, principal assistant program manager for PMS 326, Naval Sea Systems Command's (NAVSEA) International Fleet Support Program Office. A former Surface Warfare officer, serving aboard a destroyer and carrier during his active duty assignments, Keith separated from the Navy in 1998 and began working in foreign military sales (FMS), moving to his current position in 2014.

According to the Defense Security Cooperation Agency, "FMS is a security assistance program authorized by the Arms Export Control Act," utilized by the United States to "further U.S. foreign policy and national security objectives through sales of defense articles, defense services, and military training to foreign countries and international organizations."¹

Through PMS 326 and the Excess Defense Article program, Keith supports FMS transfers and training in numerous countries, including Japan, Vietnam, and the Philippines. These efforts contributed to total FMS program sales of \$55.66 billion executed for fiscal year 2018.²

When materiel transfer is complete, the interaction doesn't end; PMS 326 focuses on follow-on technical support to coordinate maintenance and modernization efforts, and transfer technical expertise to prolong materiel lifespan. During his visit to NSCS, Keith encountered two students, one from Taiwan and one from Poland, he had previously supported through the FMS program. This opportunity further developed the trust necessary to sustain international partnerships and laid the foundation for new relationships and potential FMS cases moving forward. Continued communication and collaboration builds the personal connections required to promote peace in a challenging security environment.

Junior officers on an operational tour may find procuring materiel consuming their time and disposing of obsolete equipment and repair parts might never cross their mind. Supply officers play a key role in developing and supporting our international partnerships, ensuring proper stewardship throughout the life cycle of the materiel and finances entrusted to us.

The other crucial component is personal connections founded on mutual respect. One aspect to remember, as our allies grow stronger, we grow stronger. Keith's parting words for IOSCO students should resonate with each of us "Ask what's possible; don't be afraid to ask for help, and break down barriers for the first time." ✨

References:

1. <https://dsca.mil/news-media/news-archive/fiscal-year-2018-sales-total-5566-billion>
2. Ibid.



- CAPT. WILBERT R. BYNUM
30 yrs. – May 1, 2019
- CAPT. ANDREW C. ESCRIVA
30 yrs. – June 1, 2019
- CAPT. ERNEST D. HARDEN JR.
30 yrs. – May 1, 2019
- CAPT. CHONG HUNTER
30 yrs. – April 1, 2019
- CAPT. JOAN RUSSELL OLDMIXON
30 yrs. – June 1, 2019
- CAPT. MICHAEL E. THOMAS
31 yrs. – May 1, 2019
- CMDR. GREGORY BOOTH
28 yrs. – June 1, 2019
- CMDR. TROY H. BRUNHART
28 yrs. – April 1, 2019
- CMDR. DAVID CORNELIUS
25 yrs. – June 1, 2019
- CMDR. ROBERT CSORBA
28 yrs. – June 1, 2019
- CMDR. KAREN DALLAS
33 yrs. – June 1, 2019
- CMDR. ALFRED H. DUNN
32 yrs. – September 1, 2019
- CMDR. DAVID KUNSELMAN
22 yrs. – April 1, 2019
- CMDR. DAVID ALLEN McNUTT
33 yrs. – April 1, 2019
- CMDR. MARK SHEFFIELD
22 yrs. – May 1, 2019
- LT. CMDR. GWEN GARCIA
20 yrs. – June 1, 2019
- LT. CMDR. LINORA C. HAYES
24 yrs. – April 1, 2019
- LT. CMDR. DESCONE M. KELLY
20 yrs. – June 1, 2019
- LT. CMDR. CARRIE A. MONTGOMERY
25 yrs. – September 1, 2019
- LT. CMDR. WILFREDO OTEROMATOS
28 yrs. – June 1, 2019
- MAJ. MICHAEL J. CORBIN
25 yrs. – November 1, 2019
- RSCM MONIQUE L. CHATMAN
30 yrs. – October 1, 2019
- PSC WILLIAM T. DODGE
24 yrs. – October 1, 2019

O4 Promotion Boards



BY KARLA GABEL

Office of Supply Corps Personnel, Naval Supply Systems Command

The best way to prepare for advancement is to always do your best work and give the Navy the continued superior performance expected of all Sailors.

If you are a junior officer (JO) up for promotion, take time to review your Officer Summary Record (OSR) and Performance Summary Record (PSR) to be certain the information is up-to-date and correct. Your PSR should be accurate and free of any continuity gaps. Corrections to your record could take several months to be reflected, so check it often. You also need a current officer photo. NAVADMIN 265/18 reinstated the requirement to display your official photograph for all officer selection boards.

To qualify for the O4 board, you must meet the criteria outlined in the community values. You must have one warfare qualification and two operational tours. Department head tours are not required, but are strongly encouraged. Community values are contained in the Community Brief found on the eSUPPO app and on the Career Counselor page on the Navy Personnel Command (NPC) website (see link at end of article).

The mission of any board is to select those “best and fully qualified” based on performance. As stated in the “It’s Your Board” playbook, “For statutory boards, the official status is set forth in the precept from the Secretary of the Navy (SECNAV). The precept specifies the number of officers the board must select and defines the board’s legal duties. The SECNAV also specifies the maximum number of officers that may be selected from below the promotion zone. No limit is placed on the number of above zone selections. A precept is a document, signed by the convening authority and directed to the president of the board, giving guidance to the board regarding the criteria upon which their selections should be based. The precept is the only guidance for selection provided to a board along with the community’s convening order.”

A precept document is general in nature and governs all boards in a specific fiscal year. A convening order is a board-specific document that orders a board to convene on a particular date at a certain time, with selected and approved board members. It provides detailed guidelines, career accomplishments and qualifications to define the parameters by which the board members will make their selections.

Board members participating on Supply Corps boards are recommended by the Chief of Supply Corps and approved by the Chief of Naval Personnel. No other individuals within the Supply Corps are privy to board membership and this information is not released before the boards.

How can you increase your chance of being selected at the O4 promotion board? Follow the advice outlined above and don’t wait until the last minute! ✨

For more information on preparing for boards, contact the Supply Corps Career Counselor at supply_corps_cc@navy.mil or visit the Career Counselor page on the Navy Personnel Command (NPC) website at:

<https://www.public.navy.mil/BUPERS-NPC/OFFICER/DETAILING/RLSTAFFCORPS/SUPPLY/Pages/CareerCounselor.aspx>

Read the “It’s Your Career” playbook on the eSUPPO app or on the NPC website at this link: <https://www.public.navy.mil/bupers-npc/officer/Detailing/rlstaff-corps/supply/Pages/It%27sYourCareerPlaybooks.aspx>

Review the boards schedule on the Boards page on the NPC website at:

<https://www.public.navy.mil/bupers-npc/boards/Pages/default.aspx>



Ret. Rear Adm. Donald G. St. Angelo, SC, USN

Retired Rear Adm. Donald G. St. Angelo, SC, USN, 86, passed away on July 29, 2019. Angelo retired from the Navy after 35 years of service. He received his bachelor's degree from the University of Wisconsin and a master's degree from the University of Minnesota. He also attended the Navy Supply Corps School, Athens, Georgia; Naval War College, Newport, Rhode Island; and the Army Logistics Management Center, Fort Lee, Virginia. Duty assignments include: Assistant Supply Officer and Disbursing Officer, USS Bonhomme Richard (CV A-31); Twin Cities Group Command Staff; Assistant Chief of staff for Logistics, Naval Reserve Readiness Command Region Sixteen; Commanding Officer, Ships Supply Officer Division 9-3, Twin Cities; Chief of Staff, Commander in Chief, Pacific Command, Detachment 216, Rock Island, Illinois; and Commanding Officer, Defense Contract Administration Service Region Chicago 613, Chicago, Illinois. Flag officer assignments include Commander, Naval Reserve Force Flag Support Unit, with flagship oversight responsibility for DCASR, Naval Regional Contracting Center, Ship's Parts Control Center, and Office Carrier Air Group Reserve units; and Deputy Commander, Contract Management Naval Supply Systems Command, Washington, D.C.

Ret. Rear Adm. Robert C. Crates, SC, USN

Retired Rear Adm. Robert C. Crates, SC, USN, 78, passed away on August 10, 2019. Crates retired from the Navy after 38 years of service while serving as assistant to the Commander for Mobilizations, Naval Supply Systems Command, Mechanicsburg, Pennsylvania. He was commissioned through the Naval Reserve Officers Training Corps program at the University of North Carolina. He received his bachelor's degree from the University of North Carolina in 1963. His duty assignments include: Naval Reserve Readiness Command Region Seven; Naval Reserve Cargo Handling Battalion 4; Naval Reserve Naval Supply Center Charlestown, Headquarters A 107; Naval Reserve Cargo Handling Force; Naval Reserve Readiness Command Region Nine; Logistics Task Force Atlantic; Naval Expeditionary Logistics Support Force; Fleet Supply and Ordnance, U.S. Pacific Fleet; Logistics Task Force Pacific; Naval Logistics Forces Kora. He also served as a member of the Secretary of the Navy's National Reserve Policy Board from 1994 to 1997.

Ret. Capt. Andrew J. Waldron Jr., SC, USN

Retired Capt. Andrew J. Waldron Jr., SC, USN, 77, passed away on May 25, 2019. Waldron retired from the Navy after 28 years of active service while serving as commanding officer of the Naval Supply Corps School, Athens, Georgia. He received his bachelor's degree from the U.S. Naval Academy and a master's degree from Harvard Business School. Duty assignments include: U.S. Naval Academy, Annapolis, Maryland; Aviation Supply Office, Philadelphia, Pennsylvania; USS America (CV 66); Naval Supply Systems Commands, Washington, D.C.; Fleet Material Support Office, Mechanicsburg, Pennsylvania; Navy Section

MAAG Germany; U.S. Naval Forces, RVN, and Naval Advisory Group, MACV RVN; U.S. Naval Support Activity, Saigon RVN; and USS Strong (DD 758).

Ret. Capt. John N. Wolcott, SC, USN

Retired Capt. John N. Wolcott, SC, USN, 83, passed away on May 29, 2019. Wolcott retired from the Navy after 23 years of active service while serving as deputy commander (security assistance) at Naval Supply Systems Command. He received his bachelor's degree from Southern Methodist University and a master's degree from Michigan State University. Duty assignments include: USS Vega (AF 59); USS Frank E. Evans (DD 754); Naval Supply Depot (Guam); Defense Logistics Agency; Office of the Chief of Naval Operations; and Naval Supply Systems Command.

Ret. Lt. L. Bruce Laingen, SC, USN

Retired Lt. L. Bruce Laingen, SC, USN, 96, passed away on July 15, 2019. Laingen served in the Navy from 1943 to 1946 as a Supply Corps officer. He received his bachelor's degree from St. Olaf College in Minnesota and a master's degree from the University of Minnesota. Laingen also attended Wellesley College and the University of Dubuque for his officer and general naval instruction. During World War II he served as a Supply and Disbursing officer on a Landing Ship Medium.

Laingen served as the U.S. Ambassador to Malta from 1977 to 1979. In mid-1979, he returned to Iran for a second tour as chargé d'affaires of the American Embassy before being one of 52 held hostage in the Iran hostage crisis that began November 4, 1979. Laingen, along with a deputy and security officer, spent most of the hostage crisis inside a diplomatic reception room at the Foreign Ministry office, where they were more or less untouched. Laingen spent months slipping secret messages to his superiors in Washington via a visiting Swiss envoy, relaying insights on the situation in Iran while trying to spur his release and that of his staff.

In January, Laingen and his two American colleagues were taken to a prison in Tehran, where they spent the final months of their stay in solitary confinement while a team of negotiators worked to release the hostages. All 52 hostages were eventually released on January 20, 1981.

Ret. SHCM Johnny E. Love

Retired Ship's Serviceman Master Chief Johnny E. Love, SC, USN, 72, passed away on July 30, 2019. Love retired from the Navy after 26 years of active service as a Master Chief Ship's Serviceman. Duty assignments include: USS Canberra (CAG 2); USS Samuel Gompers (AD 37); USS Hanson (DD 832); Midway Island Commissary Store Officer; USS Gridley (CG 21); Recruiter, Charlotte, North Carolina; Adak, Alaska; USS Coral Sea (CV 43); Charleston SC Commissary Store Officer; and USS Wasp (LHD 1).



NAVSUP Fleet Logistics Center Bahrain Leads Basewide Clean-up and Reutilization Initiative

BY JAVANI G. JONES

Office of Corporate Communications, NAVSUP Fleet Logistics Center Bahrain

NAVSUP Fleet Logistics Center (FLC) Bahrain is leading a basewide initiative to ensure proper disposition and reutilization of items on Naval Support Activity (NSA) Bahrain. The initiative started in February 2019 and will continue for the foreseeable future.

NAVSUP FLC Bahrain is supporting the Navywide initiative to clean bases for the environmental restoration program. The program is geared toward freeing up much-needed space on U.S. Navy installations, creating a more hospitable environment for Sailors and their families.

Leading the efforts is NAVSUP FLC Bahrain's Regional Supply Officer, Lt. Collin Wood. As a regional supply officer, he has directly advised and assisted NSA Bahrain's leadership with logistical support for disposition and reutilization. He is using his unique supply officer skillset and resources to achieve a more welcoming base for all hands at NSA Bahrain.

The primary goal of the environmental restoration program is to make use of longstanding items, saving the Navy money. In a short time, the cleanup efforts have discovered more than 8,400 pounds of materiel to be recycled.

"I'm proud of the difference I'm making at NSA Bahrain. A cleaner base makes for a cleaner environment, which improves morale for all

branches of services and our allies in this very unique area of operations," said Wood.

Wood has fostered greater dialogue and working relationships between tenant commands on NSA Bahrain through the reutilization efforts. One example is surplus tactical gear that Navy Surface Squadron (CNSS-5) had no use for. Wood found out that the Navy Seabees needed of such items for training purposes. He then negotiated the transfer of numerous items to the Seabees for practice maneuvers and to reuse existing materiel. Ultimately, coordinating these reuse efforts has saved over \$65,000 by repurposing used and abandoned materiel.

The most unique item discovered during the clean-up efforts was a collapsible guard tower from Operation Iraqi Freedom. The tower had been on base for about 15 years and is currently in the process of being properly disposed of as scrap metal.

Proper materiel disposal provides a cleaner base and a better place to live and work. NAVSUP FLC Bahrain continues to improve the quality of life in a diverse theater of operations. ★

Above: Lt. Wood launched a basewide clean-up initiative that yielded generous amounts of scrap metal. –photo by Javani Jones

Material Clean Sweep

NAVSUP Fleet Logistics Center San Diego Site Lemoore hosted Rear Adm. Joseph Noble, special assistant for Audit Readiness from Office of the Assistant Secretary of the Navy (Financial Management and Comptroller), for an end-to-end walk-through of the warehouse April 10.

The tour was part of a larger “Material Clean Sweep” event initiated by Deputy Chief of Naval Operations, Fleet Readiness and Logistics with the goal of establishing a 100% auditable baseline of inventory Navy wide through proper accounting of on-hand required materiel and disposal of excess and unnecessary materiel. *

Top right: Rear Adm. Joseph Noble (center) is shown the laydown area of end-of-life materiel staged for scheduled shipment to Defense Logistics Agency Distribution San Joaquin in Tracy, California.

Foreground (*left to right*): Capt. John Soracco, N41, commander Naval Air Forces Pacific; Capt. Brian Anderson, commanding officer, NAVSUP FLC San Diego; and Capt. David James, commanding officer, Naval Air Station Lemoore. —photo by Cmdr. Bradley Carroll, NAVSUP FLC San Diego.

Bottom right: Capt. Brian Anderson briefs Rear Adm. Joseph Noble on the Container Reuse and Refurbishment Center, a tenant in NAVSUP NAVSUP FLC San Diego Site Lemoore’s warehouse, as part of the “Material Clean Sweep” event at Naval Air Station Lemoore April 10. —photo by Cmdr. Bradley Carroll, NAVSUP FLC San Diego.



Mentoring Without End Phase 2 at NAVSUP Business Systems Center

BY LT. CMDR CARL PENNYCOOKE

Operations officer,
NAVSUP Business
Systems Center



Mentoring without End (MWE) is designed to enhance personal and professional growth for NAVSUP Business Systems Center (BSC) junior officers (JOs).

During the first phase of MWE, we focused primarily on senior military leaders as guest speakers. Throughout the second phase, we had a blend of both military leaders and members of the senior executive service as guest speakers, who delivered diverse perspectives in regards to leadership and mentorship.

We had the pleasure of hosting the following guest speakers: Mr. Kurt Wendelken, assistant commander for Supply Chain Technology/Systems Integration (N2/N6), NAVSUP; Ms. Sandra Jumper, counsel, Office of General Counsel (NOGC), NAVSUP; Ms. Jane McMullen, assistant commander for Corporate Operations (NIN5), NAVSUP; Mr. Bill Bickert, assistant commander for Supply Chain Management Policy and Performance (N4), NAVSUP; Capt. Gene Cash, deputy assistant commander for Supply Chain Technology/Systems Integration (N2/N6), NAVSUP; and Cmdr. Daryl Wilson, deputy director of Fleet Support Division (N43), NAVSUP.

Mentors, have you contacted your mentees lately? They would love to hear from you. Mentoring is about relationship building, and although it is the responsibility of mentees to be the primary drivers of the construction of the relationship; it is also important to reach out to mentees, especially if there has been a gap in communication.

Additionally, I believe that we should all have mentors and mentees, not just within the Navy or Supply Corps, but also from other branches of service, and within other communities to include, but not limited to, the Department of Defense civilian population.

“Mentoring is a key component of a successful career and I was very lucky (and am grateful) to have found mentors who helped me develop as a leader. Through mentoring, I was able to receive honest and open feedback about my weaknesses, but also my potential. I think that we often underestimate our personal capabilities and my mentors challenged me to get out of my comfort zone and reach for things that I did not think possible. I would not be where I am today without them.” –*Mr. Kurt Wendelken*

“Our business as supply chain managers for the Navy is among the most complex in the world. No one has all the answers, or the insights regarding the best path forward for achieving professional success. It’s critical for officers to continually solicit advice, council, and feedback from more seasoned leaders that often are wearing scars from decisions from their past. Find a few that you are comfortable confiding with, and then lean on them and learn from them in order to make more informed work-life decisions” –*Mr. Bill Bickert*

“Mentorship is an active iterative relationship that helps identify opportunities, goals and paths to achieve them. This relationship should be constantly cultivated between both mentor and mentee.” –*Cmdr. Daryl Wilson* ✨

the primary drivers of the construction of the relationship; it is also important to reach out to mentees, especially if there has been a gap in communication.

“Mentoring is a key component of a successful career and I was very lucky (and am grateful) to have found mentors who helped me develop as a leader. Through mentoring, I was able to receive honest and open feedback about my weaknesses, but also my potential. I think that we often underestimate our personal capabilities and my mentors challenged me to get out of my comfort zone and reach for things that I did not think possible. I would not be where I am today without them.” –*Mr. Kurt Wendelken*

“Our business as supply chain managers for the Navy is among the most complex in the world. No one has all the answers, or the insights regarding the best path forward for achieving professional success. It’s critical for officers to continually solicit advice, council, and feedback from more seasoned leaders that often are wearing scars from decisions from their past. Find a few that you are comfortable confiding with, and then lean on them and learn from them in order to make more informed work-life decisions” –*Mr. Bill Bickert*

“Mentorship is an active iterative relationship that helps identify opportunities, goals and paths to achieve them. This relationship should be constantly cultivated between both mentor and mentee.” –*Cmdr. Daryl Wilson* ✨

“Mentoring is an active iterative relationship that helps identify opportunities, goals and paths to achieve them. This relationship should be constantly cultivated between both mentor and mentee.” –*Cmdr. Daryl Wilson* ✨



Above: MWE with Ms. Jane McMullen as guest speaker. **From left to right:** Lt. Cmdr. Dustin Coleman, Lt. Sam Gebreselassie, Lt. Kyle Combs, Lt. Cmdr. Carl Pennycooke, Lt. Josh Bowman, Ms. Jane McMullen, Capt. Doug Bridges, Lt. Frank Silva, Lt. Dong Logan, Lt. Cmdr. Mac Laryea, Lt. j.g. Patrick Toomey. –photo by Thomas Zimmerman



Clockwise from far left:

MWE with Capt. Gene Cash as guest speaker. *From left to right:* Lt. Kevin Randall, Lt. j.g. Patrick Toomey, Lt. Nana Bonsu, Lt. Frank Silva, Capt. Gene Cash, Lt. Kyle Combs, Capt. Doug Bridges, Lt. Cmdr. Mac Laryea, Cdr. Bob Winters, Lt. Cmdr. Dustin Coleman, Lt. Dong Logan, Lt. Josh Bowman, Lt. Sam Gebreselassie, Lt. Cmdr. Carl Pennycooke. –photo by James Zimmerman



MWE with Mr. Kurt Wendelken as guest speaker. *From left to right:* Lt. Cmdr. Carl Pennycooke, Lt. Sam Gebreselassie, Lt. Dong Logan, Cmdr. Bob Winters, Mr. Kurt Wendelken, Lt. Darius Rawls, Capt. Doug Bridges, Lt. j.g. Patrick Toomey, Lt. Josh Bowman, Lt. Nana Bonsu, Lt. Frank Silva. –photo by James Foehl



MWE with Mr. Bill Bickert as guest speaker. *From left to right:* Lt. Frank Silva, Lt. Sam Gebreselassie, Lt. Kyle Combs, Mr. Bill Bickert, Capt. Doug Bridges, Lt. Cdr. Mac Laryea, Lt. j.g. Patrick Toomey, Lt. Cdr. Carl Pennycooke.

MWE with Ms. Sandra Jumper as guest speaker. *From left to right:* LS1 Andrew Clare, LS1 Linda Mcelveen, Lt. Cmdr. Anthony Lee, Lt. Marquita Pfannenstiel, Lt. Nana Bonsu, Cdr. Bob Winters, Lt. Kyle Combs, Ms. Sandra Jumper, Lt. Josh Bowman, Capt. Doug Bridges, Lt. Sam Gebreselassie, Lt. Patrick Toomey, Lt. Cmdr. Carl Pennycooke. –photo by James Foehl



MWE with Cmdr. Daryl Wilson as guest speaker. *From left to right:* Lt. Cmdr. Mac Laryea, Lt. Kyle Combs, Cmdr. Bob Winters, Cmdr. Daryl Wilson, Lt. Dong Logan, Lt. Josh Bowman, Lt. Patrick Toomey, Lt. Cmdr. Carl Pennycooke. –photo by Thomas Zimmerman

“What you want in a mentor is someone who truly cares for you and who will look after your interests and not just their own. When you do come across the right person to mentor you, start by showing them that the time they spend with you is worthwhile.” –Vivek Wadhwa

“Without a mentor in life, one can easily succumb to folly. Without a mentor in life, one can easily become self-centered, capricious and arrogant.” –Anonymous

“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.” –Steven Spielberg

NAVSUP Fleet Logistics Center Jacksonville Holds Change of Command

BY CAROL WILLIAMS

Office of Corporate Communications,
NAVSUP Fleet Logistics Center Jacksonville

NAVSUP Fleet Logistics Center (FLC) Jacksonville held a change of command ceremony in Jacksonville, Florida, June 20.

Capt. William Clarke relieved Capt. Matthew Ott, who served as the commanding officer of NAVSUP FLC Jacksonville since 2017.

Rear Adm. Michelle Skubic, commander, NAVSUP, served as the presiding officer and guest speaker during the ceremony.

“Like all across our NAVSUP Enterprise, your focus remains on the fleet, on the Sailors at sea who keep the Navy afloat, and all warfighters in harm’s way. Here in Jacksonville - as Capt. Ott passes the torch to Capt. Clarke - you will continue to provide superb logistics support for all forces in your area of responsibility,” said Skubic to an audience of more than 200 military and civilian personnel.

As commanding officer, Ott led a team of more than 950 in support of dozens of naval exercises and thousands of logistics missions supporting deployed

naval forces across one of the Navy’s largest areas of responsibility. He championed development of the Materiel Exploratory Program Pilot Playbook to address the fleet’s need for a materiel management tool to support auditability, Maritime LOGCELL

efforts, as well as led the activation of the first Enterprise Logistics Response Team after devastating hurricanes impacted the region.

During his tenure, NAVSUP FLC Jacksonville was recognized as the 2017 NAVSUP Logistics Team of the Year, earning the coveted Adm. Stan Arthur Award for Logistics Excellence, as well as the unit’s third Meritorious Unit Commendation.

“This is going to be tougher than I thought,” said Ott. “This has been an incredible tour of duty, working alongside teammates who fully embraced the ‘always the team’ concept I’ve worked hard to implement since I took command. Thank you to each of you for your guidance, your wisdom, and your commitment to our mission.”

The organization’s new commanding officer is Clarke. Prior to reporting to NAVSUP FLC Jacksonville, he was the director of operations at Defense Logistics Agency Troop Support.

“Today might be my first official day as commanding officer, but I am already blown away by the team of professionals at this command,” said Clarke. “I look forward to leading this talented team, getting to know you, and continuing the strong partnerships that have already been established. As a team, we will continue to champion our goal of providing outstanding support to our warfighters.” ✨



Rear Adm. Michelle Skubic, commander, NAVSUP, arrives at the NAVSUP Fleet Logistics Center Jacksonville change of command ceremony.



Capt. Matthew Ott, left, is relieved of command by Capt. William Clarke, commanding officer of NAVSUP Fleet Logistics Center Jacksonville, right, in the presence of Rear Adm. Michelle Skubic, commander, NAVSUP.



From left to right: Capt. William Stallard, Rear Adm. Michelle Skubic, commander, NAVSUP, Capt. Matthew Ott, Capt. William Clarke, and Master Chief Petty Officer Eric Smith salute during the posting of the colors at NAVSUP Fleet Logistics Center Jacksonville’s change of command ceremony. —photos by Carol Williams

NAVSUP Fleet Logistics Center Pearl Harbor Holds Change of Command

BY SHANNON HANEY

Office of Corporate Communications,
NAVSUP Fleet Logistics Center
Pearl Harbor



Capt. Trent Kalp is piped ashore after NAVSUP FLC Pearl Harbor's change of command ceremony. –photos by Shannon R. Haney

A time-honored change of command ceremony was held by NAVSUP Fleet Logistics Center (FLC) Pearl Harbor on historic Kilo Pier onboard Joint Base Pearl Harbor-Hickam, June 26.

More than 250 guests and dignitaries celebrated the two-year tour of outgoing Commanding Officer Capt. Eric Morgan, and welcomed onboard incoming Commanding Officer Capt. Trent Kalp.

The ceremony was rich in naval heritage, with the sound of the ship's bell being struck to honor high-ranking dignitaries, and the ceremonial call of the boatswain's pipe representing the rendering of honors as the official party arrived.

Rear Adm. Michelle Skubic commander, NAVSUP, served as the presiding officer.

"It's very clear to me that the FLC Pearl Team is made up of truly talented and hardworking individuals who are making a difference," said Skubic. "It's an honor to preside at this special occasion for two noteworthy leaders and all who serve FLC Pearl Harbor's critical mission here. Never forget that each and every day all of our fleet logistics teams – none more than you all here – contribute to the peace and security of our great nation."

Morgan approached the podium, delivered remarks that tied into his philosophy of people first, mission always, looking forward, while highlighting and recognizing the team's accomplishments from 2017-2019.

"We have done much to support the warfighters, advance the mission of the Navy, and better prepare ourselves to fight and win a

major theater conflict. But we are always only part way there... In the hands of Capt. Kalp, I know you will continue on that path.

"I know he has the vision, fortitude, and demeanor to fit perfectly into the 'Ohana,' and to continue our drive to best support the fleet in the full spectrum from peacetime to major theater conflict," said Morgan.

Morgan ended his remarks by thanking the team and reading his orders. Then faced Kalp and said, "I am ready to be relieved." Kalp replied, "I relieve you." In return, Morgan said, "I stand relieved!"

With the exchange of salutes and handshakes, Kalp reported for duty as commanding officer of NAVSUP FLC Pearl Harbor.

After assuming command, Kalp thanked Skubic and Morgan and discussed his commitment to the NAVSUP FLC Pearl Harbor mission and its personnel during his remarks.

"I acknowledge and accept the responsibility to serve you. To work hard to ensure the mission and expectations are clear. To provide you with training and tools you need to succeed. We are privileged to live and work in what many consider to be paradise. However, we should not lose sight of the strategic importance of our area of responsibility and mission we have been assigned. The backdrop of today's ceremony serves as a reminder that we should always respect our Navy's past... and be ready.

"I challenge you to keep a weather eye on the horizon... anticipate tomorrow's challenges...ask, 'what if?'...and exercise the creativity and courage to position this command to meet the logistics needs of the Soldier, Sailor, Airman, Marine, Coast Guardsman, civilians and our allies who we are privileged to serve with our famous 'Aloha Spirit,'" concluded Kalp. ✨



Above: Capt. Trent Kalp delivers remarks to U.S. service members, civilian government employees, and community members during NAVSUP FLC Pearl Harbor's change of command ceremony.



Left: Rear Adm. Grafton “Chip” Chase (right), director, Readiness and Logistics, U.S. Navy Forces Europe and Africa, congratulates Capt. Alsandro “Jay” Turner for his new role as NAVSUP FLC Sigonella commanding officer. —photo by Danilo Parisi



Capt. Alsandro “Jay” Turner, NAVSUP FLC Sigonella commanding officer
—photo by Danilo Parisi

NAVSUP Fleet Logistics Center Sigonella Holds Change of Command

BY JOE YANIK

Office of Corporate Communications, NAVSUP Fleet Logistics Center Sigonella

NAVSUP Fleet Logistics Center (FLC) Sigonella held a change of command ceremony Aug. 1, during which Capt. Alsandro “Jay” Turner relieved Capt. Dion English as commanding officer.

“To my NAVSUP FLC Sigonella family, you have a phenomenal reputation for being a focused and innovative group of logisticians who know what it takes to support our fleet and our region,” Turner said during his remarks after taking command. “Our nation has been charged to meet multiple challenges from the new arena of cyber security to the rebirth and increased maritime presence above, on, and beneath our oceans which have not been felt for decades. We must be poised and ready to support our warfighters and partners operating in areas that stretch from across Arctic waters to arid lands. We will serve as the key enabler to ensure the fleet can ‘answer all bells.’”

During his departing remarks, Capt. English reflected on his experience serving

and living in Sicily, and he thanked his family and his staff for the support they had given him during his tour that began in 2017. He continued by praising all the military and civilian members assigned to NAVSUP FLC Sigonella for their work ethic, professionalism, and dedication to the command’s mission over the past couple of years.

“I could not have asked for a better command or location to serve as commanding officer,” English said. “Whether I asked you to focus on getting back to the basics, reform, inspector general inspection, or maintaining a readiness to fight tonight and win, you have answered that call. You consistently rose to the occasion to face every challenge. You not only met those challenges, but you routinely exceeded expectations.”

Presiding officer for the ceremony was Rear Adm. Grafton “Chip” Chase, director, Readiness and Logistics, U.S. Naval Forces Europe and Africa. During his remarks, Rear Adm. Chase highlighted several of the command’s major accomplishments that occurred during Capt. English’s tour,

including NAVSUP FLC Sigonella’s logistics support during Exercise Trident Juncture and the command’s increase of contracting support for husbanding services.

“Over the course of Capt. English’s command tour, his team has achieved remarkable success, and answered the question can you fight and can you win,” Chase said.

Rear Adm. Chase expressed confidence in Capt. Turner’s ability to build upon the achievements of NAVSUP FLC Sigonella and Capt. English, while continuing to provide support to a high-ops tempo fleet.

“Jay, you’ll quickly discover that this command is the most rewarding and yet most challenging job you’ll ever have. It is the most important role any leader will assume,” Chase said. “I tend to migrate toward great leaders; you are one of them.”

Capt. Turner is the eighth commanding officer of NAVSUP FLC Sigonella since it was established in 2005 as the seventh FLC to be a part of NAVSUP’s global logistics support network. ★

NAVSUP Fleet Logistics Center San Diego Logistics Support Team Provides Distance Support for Zumwalt Class

BY LT. JOHN WAURIO

Plans and Policy Officer Logistics Support Team,
NAVSUP Fleet Logistics Center San Diego

The NAVSUP Fleet Logistics Center (FLC) San Diego Logistics Support Team (LST) pioneered the concept of distance support tailored to the littoral combat ship (LCS) platform. The distance support concept was developed to reduce the workload burdens bestowed on minimally manned crews of the LCS. In turn, a significant portion of supply management and food service functions traditionally performed by shipboard supply departments on legacy ships were moved ashore and are now performed by the FLC LSTs.

Zumwalt-class destroyers are designed to perform a wide array of mission types while requiring about half the crew size of a legacy destroyer. Given the extensive responsibilities of the ship's supply department, the NAVSUP FLC San Diego LST was tapped to augment the aboard crew through distance support. However, distance support proved not to be a one-size-fits-all concept for different ship classes. It quickly became evident that the distance support model developed for the LCS would not work on the Zumwalt-class vessels.

The Navy's newest destroyers are equipped with the same information technology infrastructure as legacy ships, not automated work notification, which helps to make LCS distance support possible. On Zumwalt ships – much like legacy ships – servers are located aboard, prohibiting the LST from remotely accessing the ship's relational supply (RSUPPLY) database. To rectify this, the LST ran a three-month pilot program aboard USS Zumwalt (DDG 1000) to observe and assess logistics management shortfalls. The pilot program allowed the LST to tailor the distance support model to meet the unique needs of the Zumwalt class. From the pilot program, the LST determined that food service, government commercial purchase card, and fuel operations could mirror the support provided to the LCS ships. The need to differentiate support was mostly in stock control, due to the LST's inability to remotely access RSUPPLY.

USS Michael Monsoor (DDG 1001) set sail for San Diego on Nov. 9, 2018, with five scheduled port calls slated before her arrival on Dec. 7, 2018. Its maiden voyage provided the LST with its first opportunity to test the post-pilot distance support program to a Zumwalt-class ship at sea. The LST, in collaboration with PMS 500 and the ship's crew, proactively planned logistics requirements for each port call during the sail around, to include port visit services, fuel requirements, and subsistence orders. With RSUPPLY installed on Michael Monsoor in early November 2018, the LST began the initial stages of providing the same distance support currently executed for USS Zumwalt.

Zumwalt had a chance to test its distance support capabilities during a recent extended underway period, during which the destroyer visited Ketchikan, Alaska; Esquimalt, British Columbia; and Pearl Harbor, Hawaii. During the extended underway, the LST managed the mail routing instruction and fleet freight routing messages, ensuring Zumwalt received critical parts and mail at the right place and time. In fluid and extremely lethal environments, the ship will not always be able to convey its requirements to its shore-side support entity. The

LST will be required to use nontraditional methods of communication to ensure the right parts are delivered to the right location.

As the records keepers for Zumwalt, effective communications were crucial to ensure the NAVSUP FLC San Diego LST complied with all P-486 requirements and that the ship was properly loaded with 60 days worth of provisions to sustain the crew at sea. The LST coordinated food requisitions for both Ketchikan and Pearl Harbor, ensuring that fresh fruit and vegetables, milk, and proteins were available to the ship's crew.

Given the volatile environments in which the Navy operates, the support model for our newest class of ship will likely rapidly evolve. As it does, the

NAVSUP FLC San Diego LST will continue to fine-tune its support to the Navy's most technologically advanced vessels and remains poised to flex its logistics capabilities for the modern warfighter in today's dynamic operational world. Agility in logistics will remain paramount to the Navy's future success, and the NAVSUP FLC San Diego team is looking forward to playing a pivotal role in equipping America's warfighting team with everything they need to accomplish critical missions around the globe. ✨

The lead ship of the U.S. Navy's newest class of the guided-missile destroyers, USS Zumwalt (DDG 1000), arrives in Pearl Harbor for a scheduled port visit. Zumwalt will conduct engagements with local officials and organizations.

—photo by MC2 Charles Oki



Sailors man the rails aboard the guided-missile destroyer USS Zumwalt (DDG 1000) as the ship pulls into Joint Base Pearl Harbor-Hickam. —photo by MC1 Holly L. Herline



Shaping the future of Navy food service!

An interview with Lt. Cmdr. Ryan Wodele, SC, USN, Director of Navy Food Service, Naval Supply Systems Command (NAVSUP) by Government Food Service magazine

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Government Food Service: Tell us about yourself and how you came to be director of the Navy food service program. Discuss how your first year is going and your goals as director of program.

Lt. Cmdr. Ryan Wodele: I assumed the position as director of Navy Food Service in July of 2018. Recently leaving the USS Ronald Reagan (CVN 76) as the principal assistant for services and logistics, I thought that the Navy Food Service director assignment would be a great fit for me, and a good opportunity to learn more about Navy Food Service. I quickly learned there is a lot going on in the Navy Food Service program that is working with an innovative food service industry, and a DoD food service apparatus that is incredibly complicated, layered and large in scope.

Additionally, we are facing challenges related to manning, subsistence procurement, galley equipment, shipping/receiving and inventory management software, and ship connectivity, just to name a few.

My three primary goals for 2019 are to 1. Increase awareness of and implementation of the Go For Green (G4G) program; 2. Greatly accelerate automation and standardization with operations — a specific milestone that is immediate is to test pilot the Battle Menu and Push Logistics concept with a Carrier Strike Group; 3. Refine and align our training with the Center for Service Support and our Navy Food Management Teams.

Government Food Service: In support of your number one goal, the Navy is rolling out G4G 2.0. What is involved in implementing G4G 2.0? How is that progressing?

Wodele: G4G 2.0 has been fully implemented in the Navy since January 2017 per a SECNAV directive. The implementation was a smooth process, with collaboration among the TYCOMs, Navy Food Management Teams, NAVSUP and our dedicated culinary specialists.

Prior to January 2017, G4G training was held for all afloat Type Commanders (TYCOM), CNIC ashore regional food service directors and Navy Food Management Teams, who in turn trained waterfront personnel. Ongoing G4G training for galley personnel is available online through the MyNAVSUP website, <https://my.navsup.navy.mil>. There is also a G4G training video on YouTube.

Initial supplies and routine replacements of marketing material, including posters, table toppers and food label cards, were provided to all commands. This material is also available via the MyNAVSUP website.

All food items offered in Navy galleys are color-coded and sodium-coded with food label cards. Navy menus are required to comply with G4G menu planning standards and are reviewed by the NAVSUP registered dietitian prior to implementation.

To further promote G4G, the Navy developed video spots directed to our galley patrons. For example, one spot explains the “choice architecture” concept where the serving line is arranged to place green-coded items first, followed by yellow and red. The spots currently air on American Forces Network and Direct to Sailor TV. Additional video spots are being filmed at Naval Air Station Jacksonville, Fla., and will air spring 2019.

Government Food Service: Navy Food Service followed up on modernization ideas from the Tactical Advances for the Next Generation (TANG) with funding from the Office of Naval Research that initiated a series of investigation phases. Phase II was to begin in January of 2018 followed by phase III. Update us on how this is progressing and any improvements that may be resulting.

Wodele: Since last year’s issue (March 2018), we are happy to announce that we have moved forward with our Small Business Innovation Research (SBIR) projects. The three initiatives moving forward are the Culinary Specialist Food Service Support Platform (FSSP), Food Service Integrated Bar Code and Inventory Management System and the Human Performance Self-Service Kiosk.

The Culinary Specialists (CS) FSSP initiative is well on its way, with the goal of developing a mobile platform capable of delivering access to food service management documentation and hands-on training in order to support delivery of effective and efficient food preparation services by the CSs. NAVSUP is looking for a technology solution that will interact with the Food Service Management System (FSM) to better connect personnel and best practices with intuitive capabilities to change our labor intensive workflow that currently exists.

Through the Food Service Integrated Bar Code and Inventory Management System initiative, NAVSUP’s intent is to find a quality laser scanner within a tablet or other electronic device that will read and store data from bar codes on unit pack labels, bins, or documents for use at ashore and afloat galleys. This system will be faster, more accurate and more efficient than the manual system for performing inventory and logistics functions.

The Human Performance Self-Service Kiosk has great potential for the Navy. This initiative focuses on our sailors to ensure they have the same identifying factors for health, welfare and fitness that Olympians and professional athletes currently have access to today. An interactive touchscreen displays human performance data analytics supporting warfighter readiness from a holistic view, including nutrition, exercise, hydration, sleep and overall wellness.

Ultimately, the tool will link to the Navy Standard Core Menu items for nutritional analysis. With Phase II almost complete, the Navy Food Service Team will be gearing up to provide the needed support to move these initiatives toward completion.

Government Food Service: NAVSUP and Commander, Navy Installations Command (CNIC) were acquiring a new mobile restaurant vehicle, or galley, for NAS Lemoore that would increase healthy food options and bring them closer to sailor’s workplaces. Can you update us on this, and are there plans for additional mobile restaurants?

Wodele: Naval Supply Systems Command (NAVSUP) and (CNIC) continue to move forward with the acquisition of new mobile feeding units to increase the availability of healthy food options in close proximity to the sailors’ workplace. On March 23, 2018,

NAS Lemoore, Calif., received a new mobile feeding unit to support Rations in Kind sailors working at local squadron hangars. This mobile unit provides quality meals, to include sandwiches and wraps, to sailors, while saving valuable work hours spent transiting to and from the enlisted dining facility. CSs performed operational and maintenance testing through April 2018 to ensure familiarization with equipment and master the flow of operations prior to serving the first meal and to assist with future builds. The mobile galley will also provide a platform for CSs to practice and hone their skills on Navy standard equipment.

The NAS Lemoore project has been completed, and the additional Mobile Feeding Vehicle food truck funds have been obligated; and construction will take place within the next few months, with a planned delivery in early 2019.

Other locations like Pearl Harbor have also taken an interest in investing in a mobile feeding unit to support the Naval Submarine Support Command.

Government Food Service: The Navy was to begin testing Navy Food Service Analysis Tool software in late fiscal 2018. Did this go as scheduled, and what was learned? Is implementation the next step?

Wodele: The rollout of this tool has been on hold as we continue to work through the Authority To Operate (ATO) process for approval to test on board an afloat command.

Government Food Service: Navy culinary specialists have many training and professional development opportunities throughout the year; please highlight some of these and explain the benefits.

Wodele: We value training and the professional development of our CSs. NAVSUP Fleet Logistics Centers, along with the NFMTs, continue to provide relevant, quality training in all areas of food service.

Annual training opportunities for our culinary specialists include:

- Military Culinary Arts Competitive Training event held at Fort Lee, Va.
- Military Culinary Arts Competitive Training event held at Wiltshire, United Kingdom.
- Army vs. Navy Cook-off at the Pennsylvania Farm Show.
- Yokosuka Chopped, a cooking competition

sponsored by Commander, Fleet Activities Yokosuka Galley and Morale, Welfare & Recreation (MWR), which is aligned with Commander, Fleet Activities Yokosuka's Captain's Cup event.

- Culinary Championship in Great Lakes, Ill.
- Numerous Fleet Chopped and Iron Chef Competitions aboard Navy ships and submarines, which provide additional opportunities for hands-on training.
- The Navy has developed 52 food service lesson plans covering topics ranging from nutrition to food service equipment and general mess operations.

Government Food Service: What are plans for the Navy Captain Edward F. Ney Memorial Awards in 2019? When will evaluations be done and when are winners going to be announced?

Wodele: In October 2018, U.S. Fleet Forces Command, Commander, U.S. Pacific Fleet and CNIC recommended 18 finalists to NAVSUP. During October through December, Ney evaluators traveled around the world to identify the best of the best for 2019. In the February - March timeframe, the winner of the Capt. Edward F. Ney Memorial Award will be announced by the Secretary of the Navy in an ALNAV message. Personnel from winning galleys will participate in an award ceremony in May 2019. Trophy bowls will be presented to the winning commands and culinary training will be provided during the Ney event.

We added a new "Overseas" category for the shore commands. This change will be effective for the 2020 evaluations, wherein there will be three categories: West Coast, East Coast and Overseas.

Government Food Service: Ney winners participate in a three-day training program by the National Restaurant Association Educational Foundation as part of the awards presentation and later attend the Forum for Culinary Excellence at the Culinary Institute of America in California. Tell us about the benefits and why these training opportunities are important.

Wodele: Last year, 40 sailors from various commands participated in these training opportunities. There were also participants from the other services who were recognized for their respective culinary awards. It was only fitting that the National Restaurant Association Educational Foundation

(NRAEF) incorporated the joint culinary award winners as part of the overall training program. Over three days, the NRAEF tested the services' ability to work with one another as a team. Each team spent two days at Kendall College in Chicago learning about G+G, dining concept development, and the presentation of a business plan to a panel of industry professionals for critique.

Culinary winners also received advanced training from three of the Top Chef Instructors at the Culinary Institute of America School at Greystone. The training consisted of basic knife-handling skills, basic knife cuts, nutritional menu drafting and taste-testing techniques. Participants also learned about flavors of the world, olive oils, salts and cooking for the seasons.

Government Food Service: Is there anything else about the Navy Food Service program that you'd like to add?

Wodele: Here are some recent items of interest the food service team is working: provision handling contract. To reduce the use of working parties on board ships, our provision handling contract is being updated to address the provision on-load receipt, delay and performance reports.

Financial Improvement and Audit Readiness (FIAR). We are working to identify and correct gaps in our subsistence-in-kind financial processes to make Navy Food Service audit ready.

We are collaborating with Defense Logistics Agency and our sister services to develop the Joint Services Buyer's Guide to ensure the DoD's subsistence quality and nutritional requirements are met.

With the Navy's more than 8,500 CSs working in over 300 locations in the U.S. and overseas, and in more than 280 general messes, we always have our work cut out for us. Providing constant communication and support of our CSs daily involves continuing support from our stakeholders to include Type Commanders, DLA, BUPERS, the Army Natick Soldier Systems Center and the Center for Service Support. ✨

Navy Exchange China Lake Supports Navy Personnel After Earthquakes

BY KRISTINE STURKIE

Public Affairs, Navy Exchange Service Command

Navy Exchange (NEX) China Lake, California, opened a temporary store in wake of the two earthquakes that shook Ridgecrest, California, on July 4 and 5.

To support personnel on base, a temporary NEX store opened on July 9 outside the main store under a covered awning for accessibility and convenience. The temporary store was needed due to damage the main store sustained from the earthquake.

In many areas of the main store, merchandise was knocked off shelves and scattered on the floor. Items for the temporary store were carefully collected by NEX associates and placed on rolling racks that were wheeled out and stocked with essential merchandise. In addition, pallets of water and sports drinks were dispatched from the Navy Exchange Service Command (NEXCOM) Distribution Service Center in Chino, California, and delivered to the temporary store within one day. NEX personnel remained on watch to support all mission essential personnel on base.

Personnel from NEXCOM's Western District Office, as well as managers from the surrounding NEX locations, descended on China Lake to assist in getting the NEX facilities back online, including the barbershop and the gas station, which was back in working order on July 7.

"Following the earthquake, our NEXCOM team jumped into overdrive and within a day and a half had a temporary store set up with the necessary items stocked, all to support mission essential personnel," said Roland Santos, Western District vice president, NEXCOM. "Although our NEX branch exchange manager sustained damage to his own home, he devoted his time and effort to ensure service members and the folks here to help with the recovery effort were taken care of. It's a testament to the service attitude of our team, and am proud of what they're doing here to support!" ✨



NEX China Lake sustained damage to the ceiling tiles and flooring and merchandise was knocked off shelves in many areas of the store. —photos by NEXCOM Public Affairs

NAVSUP Fleet Logistics Center Yokosuka Site Atsugi Receives Blue “E” Award for Eighth Consecutive Year

BY TINA C. STILLIONS

Office of Corporate Communications, NAVSUP Fleet Logistics Center Yokosuka

NAVSUP Fleet Logistics Center (FLC) Yokosuka Site Atsugi was awarded the Blue “E” Ashore Supply Excellence Award for the eighth year in a row June 14.

The Blue “E” Award is given to commands that provide exceptional supply management support. Site Atsugi received the highest score of any other location both inside and outside the continental United States.

NAVSUP FLC Yokosuka Commanding Officer Capt. Frank Nevarez congratulated his team for winning the award.

“Achieving the Blue ‘E’ award is a tremendous achievement. To receive it for eight consecutive years is an accomplishment that speaks volumes about the combined excellence of the team at our Site Atsugi location and Aircraft Intermediate Maintenance Detachment Atsugi,” said Nevarez. “Their sustained effort, teamwork, and operational excellence contributes greatly to the readiness of our forward deployed naval forces and ensures we continue to be the principle logistics enabler for the warfighter.”

NAVSUP FLC Yokosuka Site Atsugi Site Director Lt. Timothy Tan praised the exceptional caliber of his team.

“I am very proud of the team again this year,” Tan said. “This eighth consecutive award is not only a true testament that reflects their excellent teamwork, but also their ability to seamlessly work alongside our Aviation Support Division counterparts to support naval aviation readiness.”

The Blue “E” is awarded to commands for outstanding supply aviation support that meets standards of excellence in supply management inspections, monthly type commander pulse points and supply department training programs. A team award reflects strong support from leadership and supporting departments. Only support detachments that excel in quality and efficiency receive the prestigious annual award. ✨

The Navy Supply Corps Newsletter



Top: NAVSUP FLC Yokosuka Site Atsugi and Aviation Support Detachment (ASD) Atsugi personnel gather for the celebration of winning the eight consecutive Blue “E” Ashore Supply Excellence Award on June 14.

Bottom Left: Lt. Timothy Tan (middle) celebrates their winning of the Blue “E” Ashore Supply Excellence Award with Petty Officer 2nd Class Brett Dash (left) and Senior Chief Petty Officer Jennie Trady on June 14.

Bottom Right: Close up shot of the Blue “E” Ashore Supply Excellence Award that NAVSUP FLC Yokosuka Site Atsugi and Aviation Support Detachment (ASD) Atsugi were awarded on June 14. –photos by Myumi Yamamoto

2018 Award for Supply Chain Excellence—Inventory at Risk Alerts Tool

BY MATTHEW JONES
Corporate Communications, NAVSUP
Weapon Systems Support



The Department of Defense has recognized NAVSUP Weapon Systems Support (WSS) as the 2018 winner of its award for Supply Chain Excellence for its Inventory at Risk Alerts (IRAS) software tool.

NAVSUP WSS item managers and buyers use IRAS to prioritize their workload with a focus on fleet readiness.

The tool identifies future readiness risks and alerts the item manager and buyer to possible delays that could put Navy readiness at risk. This gives the user the ability to track the overall status of materiel from the initial requirement to the final delivery. IRAS is present throughout the entire procurement process, providing the user with alerts and information to help ensure that the NAVSUP WSS supply chain operates smoothly.

The IRAS tool serves as an operational tool for purchase, repair, forecast, and inventory and system accuracy. It provides both summary and detail data to support critical supply chain performance areas and materiel readiness goals. It directly supports

cross-functional teams and reform efforts in alignment with strategic command goals through a rapid development pipeline based around customer teams.

These teams prioritize value-added features and critical supply elements to correct or remediate deficiencies in the supply system. It operates with a focus on exceptions and inadequacies of existing systems to provide planning and purchasing support through alerts, flags, and performance parameters. IRAS builds a bridge between the planners, the buyers, and management.

IRAS assists NAVSUP WSS in managing the 450,000 customer orders received from the fleet each year on over 300,000 unique items. Between the beginning of IRAS implementation and the end of 2018, materiel availability has increased 8% on high-demand maritime items.

Overall, NAVSUP WSS' fill rate has increased from 84.5% in fiscal year 2016 to 86.2% in fiscal year 2018, and wholesale first-pass effectiveness has increased from 83.9% to 85.8% respectively. These metrics represent more customers having orders fulfilled immediately after their initial request.

IRAS increased inventory accuracy and improved audit readiness by identifying and flagging potential concerns for review before they become detrimental to the fleet. By matching repair contracts with on-hand parts available for issue, IRAS has allowed NAVSUP WSS to decrease the time required to move 23,000 carcasses worth \$2.33 billion on over 10,000 contracts.

NAVSUP WSS developed IRAS to report on all aspects of the supply chain process and has the potential for utilization by other logistics organizations of any size. 🌟

Above from left: Christopher Maga, Holli Preston, Cynthia Smith, Sean Raiser, Russ Holland. —photo by Matthew Jones

NAVSUP Fleet Logistics Center San Diego, Aviation Supply Department Partnership Leads to 'Blue E' Wins

BY CANDICE VILLARREAL
Director, Office of Corporate Communications,
NAVSUP Fleet Logistics Center San Diego

Three NAVSUP Fleet Logistics Center (FLC) San Diego sites received congratulatory letters noting their contributions to three, 2018 Commander Naval Air Forces Ashore Supply Excellence Award, or "Blue E," wins June 10.

NAVSUP FLC San Diego detachments at Naval Air Station (NAS) Fallon, Nevada; NAS Lemoore, California; and Naval Air Weapons Station China Lake, California, work side-by-side with installation Aviation Supply Departments (ASD) to provide logistics support to assigned squadrons and air wings. That strategic partnership bolstered the overall readiness of the Navy's flight lines in 2018 and resulted in ASD "Blue E" wins at all three locations for the same time period.

NAVSUP FLC San Diego provides materiel, fuels, mail, warehousing, handling support, and various other logistics functions for the air stations and assigned squadrons. According to Cmdr. Bradley Carroll, site director for NAVSUP FLC San Diego Site Lemoore, substantial aircraft repairable and consumable materiel support for the F/A-18 Super Hornet and F-35 Lightning II platforms greatly contributed to the win.

"Aviation readiness is truly a team effort, especially as we strive to improve the readiness of our F/A-18 aircraft," said Carroll. "NAVSUP FLC San Diego and the ASD work in lock step every day to deliver repair parts to our flight

line customers faster and have them ready for the next customer quickly to keep our planes flying. This recognition is a testament to that teamwork and to our Navy's ability to leverage its strong partner networks. We owe a debt of thanks to our counterparts with the air wings, to Fleet Readiness Center West, to our partners across the naval aviation enterprise, and to Commander, Naval Air Force Pacific, who coached and advised us every step of the way."

The "Blue E" is awarded annually to supply departments demonstrating outstanding support, efficiency and ongoing improvements to operations over the course of the previous calendar year as evidenced by the results of comprehensive, biennial supply management inspections, monthly type commander pulse points, and the Supply Department Training Program.

As the Navy adapts to a faster paced, more complex, and increasingly competitive security environment, NAVSUP and its FLCs are reforming to meet the fleet's changing needs and drive mission success across the globe. Fast, flexible, and intuitive support to America's warfighters on the flight lines is directly in line with Commander, NAVSUP Rear Adm. Michelle Skubic's intent for the enterprise's reform efforts.

"We have been charged with ensuring our operations are tenacious, agile, innovative, and responsive as we reform," said Commanding Officer Capt. Brian Anderson. "I believe these awards are a testament to the capabilities, skill, and enthusiasm of our Sailors and civil service members to work together with our partners to meet those goals and ensure we are aligned with our customers' needs. I am proud of our team members and the dedication they bring to the table every day."

The 2018 award marks the eighth consecutive win for both Lemoore and China Lake, and the fourth consecutive win for Fallon. Winners received letters and commemorative award plaques to mark the occasion.

"Enabling successful mission accomplishment through logistics support as we work hand-in-hand with the warfighter is the best part of our job," said Anderson. "We are humbled to have been part of this team effort and will continue our work to better serve our customers every day." ✨



Above: NAVSUP FLC San Diego Site Lemoore team members gather with a commemorative plaque marking the 2018 Aviation Support Department Ashore Blue "E" Supply Excellence Award. From left: Alfred Applewhaite, Cmdr. Bradley Carroll, Paul Getty, Ron Loftin, Rudy Cervantez.



Left: The 2018 award marks the eighth consecutive win for Naval Air Weapons Station China Lake, California.



Left: The 2018 award marks the fourth consecutive win for NAS Fallon, Nevada.

NAVSUP Fleet Logistics Center Sigonella Plays Key Role in Arrangement to Streamline Customs Procedures Between U.S., Poland

BY NAVSUP FLEET LOGISTICS CENTER SIGONELLA,
OFFICE OF CORPORATE COMMUNICATIONS

All customs clearing activities conducted for the U.S. Navy and Missile Defense Agency in northern Poland are managed by NAVSUP Fleet Logistics Center (FLC) Sigonella's team of customs clearing officers (CCO) stationed in Naval Support Facility (NSF) Redzikowo, Poland.



Above: Capt. Jon Grant (*left*), Naval Support Facility Redzikowo commander, joined Tomasz Słaboszowski, director of Revenue Administration Office, Gdansk, Poland, to sign the Joint cooperation statement in Redzikowo, Poland. —photo by Lt. Matthew Fisher

For the CCO team in Poland and all other CCO teams working in Europe, compliance with customs laws of host nations is critical to fostering the mutual bonds of trust required to ensure the uninterrupted movement of U.S. government cargo, equipment, and property across the host nation's borders.

In order to avoid violating host nation customs laws, CCOs are required to learn local customs procedures quickly and strictly enforce them when issuing customs documentation.

Since mid-2018, members of NAVSUP FLC Sigonella's CCO team in Poland have been spearheading efforts to develop a joint cooperation statement between the U.S. and Poland that would serve to promote the streamlining of customs procedures for U.S. government-owned goods being shipped into and out of the allied nation.

As NAVSUP FLC Sigonella's Supply Chain Director, Jeff Criger manages guidance and oversight for 60 of the Navy's CCOs assigned to Navy Region Europe, Africa, Southwest Asia (COMNAVEURAFSWA).

"Although this recently-signed cooperation statement is not legally binding, it does signify a significant leap of bolstering the relationship between our customs team in Redzikowo and our allies in Poland," Criger said.

On April 10, 2019, Capt. Jon Grant, NSF Redzikowo commander, joined Tomasz Słaboszowski, director of Revenue Administration Office, Gdansk, Poland, to sign the joint cooperation statement in Redzikowo.

To make the arrangement possible, NAVSUP FLC Sigonella's customs team coordinated with U.S. Navy leaders and legal advisors at NAVSUP and COMNAVEURAFSWA to ensure such an arrangement would be beneficial to both parties.

Lt. Matthew Fisher was NAVSUP FLC Sigonella's customs supply officer at NSF Redzikowo, who led efforts to bring the signing parties together.

"Critical to making this joint statement a reality was to align interests across a broad spectrum of stakeholders and government agencies, including Europe Command EC-J4 Customs, COMNAVEURAFSWA, the U.S. Embassy in Warsaw, and the Polish Regional Customs Branch, in Gdansk, Poland," Fisher said.

"Now that the document is signed, our customs team of CCO's plan to expeditiously work hand-in-hand with their Polish customs counterparts to draft country specific guidance for possible inclusion in the U.S. Transportation Command, Defense Transportation Regulations," he added. "Doing so should help clarify and streamline day-to-day operations for any defense organization seeking to import or export cargo into or out of Poland." ✨

NAVSUP WSS EAGLE Students Fly into First Place at Robotics Competition

BY SARAH GLINSKI

Office of Corporate Communications, NAVSUP Weapon Systems Support

Hundreds of participants, 25 robots, 21 schools.

The NAVSUP Weapon Systems Support (WSS) Educating Acquisition, Global Logistics and Engineering (EAGLE) program high school students and their two built-from-scratch robots were up against a lot when they entered the For Inspiration and Recognition of Science and Technology (FIRST) Tech Challenge qualifier at Central High School in Philadelphia, Pennsylvania.

Five matches later, the EAGLE juniors and seniors found themselves in the finals, allied with two other teams as they faced off against three more in a robotics show-down to complete various challenges for points – and both EAGLE teams won.

“I’m so proud of how far our EAGLE students have come,” said Lt. Cmdr. Maxine Gardner, NAVSUP WSS EAGLE program lead. “These students have been with the EAGLE program every year of their high school careers, and over that time, we’ve watched them learn and grow, building underwater remotely-operated vehicles, wooden boats and the robots they competed here today.”

Amid the cheers of their NAVSUP WSS mentors, family and friends, EAGLE juniors walked away with the Finalist Alliance trophy while the seniors went home with both the Winning Alliance trophy and the Rockwell Collins Innovate Award.

“All of our students have really taken their skills to the next level by winning this competition,” said Lauren Kott, NAVSUP WSS EAGLE civilian technical lead. “They designed, built and programmed these robots themselves. We couldn’t be more excited for them to go forward and show off their hard work.”

Fourteen juniors and seven seniors from the Philadelphia School District’s Bodine High School for International Affairs and Mastery Charter High School participated in the qualifier matches as part of the EAGLE program.

As a winning alliance team, the EAGLE seniors will advance to the Pennsylvania FIRST Tech Challenge Championship Tournament in March along with four other teams from the qualifier match.

And their robot has an edge – it’s engineered to pick itself up and lower itself down from a hook, scoring the team a tremendous amount of points per match based on that ability. The team’s out-of-the-box thinking and design of that mechanism is what won them the Rockwell Collins Innovate Award.

While the juniors will not advance to the state tournament in 2019, they have another year to hone their engineering designs and practice for the next round of qualifiers.

“I have every confidence that our students will continue to excel, whether it’s at states, at next year’s competitions or even in the practice room,” Kott said. ✨

Below: NAVSUP WSS EAGLE program seniors discuss the design and operation of their Rockwell Collins Innovate Award-winning robot with a student from another team. –photo by Maddie Klebe



Above: Jesse Hornblum (center), NAVSUP WSS EAGLE program mentor, works with EAGLE juniors, to make a design change to their robot. –photo by Maddie Klebe

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gathering for a group
photo, followed by
cake.