

The Navy Supply Corps Newsletter

March/April 2004



Inside this issue:

- ... A Report from the Maritime Security Exposition**
- ... RRF Shipboard Logistics**
- ... NPS Acquisition & Contracting Master's Programs**
- ... NATO Operational and Multinational Jointness**
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A Message from the Chief of Supply Corps

As I write this note the announcement has just been published of the name change of one of our Supply enlisted ratings. Mess Management Specialists are now Culinary Specialists. This action represents a major step forward in our Task Force EXCEL efforts by clearly demonstrating the Navy's commitment to professionalize its ratings. An article further explaining the name change is included in this edition. A follow-on article will be published in a future edition to provide broader insight on our overall progress in professionalizing the new Culinary Specialist rating. Congratulations to the members of our Navy's newest rating!

This edition of the Newsletter highlights the broad ranging engagement of our Corps in providing support to our Navy, the Joint arena, Allied nations and our Sailors and their families. Articles cover topics ranging from transformation of the Ready Reserve Force supply system to Camp America Mini-Mart expansion. Included is coverage on NATO's logistics transformation, as well as an interesting perspective on Seabee support entitled "Fearless Logistics." Also included is a report from RADM Jim Miller, our 37th Chief of Supply Corps, on the Maritime Security Exposition conducted last fall. His article provides an enlightening summary of the homeland defense challenges associated with cargo movement into U.S. ports.

Aside from the wide-ranging subject matter in this edition of the Newsletter, you'll also appreciate the diversity in contributions behind these articles. As you'll see, both active and retired, regular and reserve, senior and junior contributors are responsible for this edition's articles. My thanks to all those who are making the effort to expand the value of our Newsletter as one of our Corps' key communication components. Keep your articles coming!



J.D. McCARTHY

“Delivering combat capability through logistics”

THE PROFESSIONAL JOURNAL OF THE NAVY SUPPLY CORPS

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The Navy Supply Corps *Newsletter* (ISSN 0360-716X) is published bimonthly by the Naval Supply Systems Command, 5450 Carlisle Pike, P.O. Box 2050, Mechanicsburg, Pa., 17055-0791, in accordance with Navy Publications and Printing Regulations P-35. Contents will under no circumstances be construed as altering or superseding official instructions or as endorsing a company service product or enterprise. Periodicals postage paid at Mechanicsburg, Pa., and additional mailing offices. The Secretary of the Navy has determined that this publication is necessary in the transaction of business required by law of the Department of the Navy. Use of funds for printing of this publication have been approved by the Navy Publication and Printing Policy Committee. Material may be reprinted if proper credit is given. Send mail to Navy Supply Corps *Newsletter*, Naval Supply Systems Command, ATTN: *Newsletter*, SUP 09PA, 5450 Carlisle Pike, P.O. Box 2050, Mechanicsburg, Pa. 17055-0791. The office is located in Building 309 on the Naval Support Activity.

Distribution: Navy Supply Corps *Newsletter* is distributed to Navy Supply Corps officers, supply E-9s and E-8s, NAVSUP GS-13s and above, and our Navy customer commands via the SNDL. Requests to be added to the distribution and changes of address for all except those holding subscriptions should be directed to the Public Affairs Office, Naval Supply Systems Command, or by calling (717) 605-3565, or via e-mail to Linda.J.Hall@navy.mil. Paid subscription holders should contact Superintendent of Documents, P.O. Box 371954, Pittsburgh, Pa. 15250-7954, or fax (202) 512-2168. For paid subscription questions, call GPO Customer Service at (202) 512-1806.

Postmaster: Send address changes to Navy Supply Corps *Newsletter*, c/o Naval Supply Systems Command, Attn: SUP 09PA, 5450 Carlisle Pike, P.O. Box 2050, Mechanicsburg, Pa. 17055-0791.

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<i>Cover photo: Aircraft from Carrier Air Wing Eight (CVW 8) flies in formation over USS Theodore Roosevelt (CVN 71) on May 7, 2003. The air wing is currently embarked on board the nuclear powered aircraft carrier, operating in the Mediterranean Sea. U.S. Navy Photo by SN Jason Lee Lagoe, USS Theodore Roosevelt (CVN 71)</i>	

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Maritime/Port Security

A Report from the Maritime Security Exposition

By Rear Admiral James E. Miller, SC, USN, Ret., The Dupuy Institute

“[Adversaries] will exploit vulnerabilities in maritime commerce and other worldwide transportation networks upon which global economies depend.”

— Naval Operating Concept

The Maritime Security Exposition in New York City was a significant opportunity to gain a further understanding of critical maritime security issues. This subject is receiving international interest due to the heightened threat of terrorist acts that could close down critical elements of the worldwide transportation system. The exposition, held at the end of October 2003, was attended by over 2,500 people from 46 countries and attracted 170 exhibitors. There are now 3,000 businesses working on maritime supply chain security. More than 46,000 vessels and 4,000 ports make up the world's maritime transport system. More than 80 percent of world trade is transported by sea.

The challenge for supply chain security is enormous. The United States has 4,000 miles of coastline, 330 ports, 5,000 airports (large and small), and 2.2 million miles of pipelines. Annually 6 million containers transit our ports and 2 million rail cars and 11 million trucks carry intermodal cargo. This activity generates about \$750 billion of commerce. To protect this commerce the Homeland Security Industries Association with 400 members was organized.

The keynote speaker, James Woolsey, former Director of the CIA, opened the conference with a sobering message. He opined that we are in a war to the death with worldwide terrorism and that we must mesh our liberties with the reality of our need for security. This is made more pronounced by the growth of democracies from 20 in 1945 to 122 in 2003. This trend toward democracy is fueling radical move-

ments. The resulting threat is heightened since international networks for commodities such as oil, electricity, etc., and the intermodal supply chain are extremely vulnerable. As was made clear during the conference, the weakest link in security is in the maritime trade space.

While much of the focus is on port and container security, the threat also includes ships that carry cars, scrap metal, fuels, etc. Transshipments between countries with intervening port calls are especially vulnerable. Foreign terrorists are known to be in the shipping trade and action to ensure response and recovery is required. The goal is to reduce vulnerability and increase prevention while at the same time speeding the velocity of the supply chain to enhance commerce. These activities are not mutually exclusive. The approach is to have layered security which is data-centric and decision support that provides the necessary security information without drowning everyone in data. This approach will also enhance cargo flow through the supply chain.

There are over 30,000 port calls in the United States, 80 percent of which come from 15 countries and 50 ports. Some 2 million rail cars and countless trucks carry containers out of the ports to the far regions of our country. Should a weapon of mass destruction (WMD) incident occur, it might result in all ports being closed for at least a period of 90 days with a potential \$50 billion impact on the U.S. economy. Such an impact is not unreasonable when one considers that of the recent

port closures in California due to their port strike.

Potentially the greatest vulnerability is from the 6 million containers processed through our national ports annually from international companies that load containers and/or transit vulnerable ports. There is major activity and research going on with regard to container security. Twenty major overseas mega ports have container security initiatives designed to provide security at the source. This includes monitoring the “stuffing” of containers, an initiative that is expected to increase dramatically in the coming years. The purpose of these overseas operations is to narrow the number of ships that require close monitoring on arrival in U.S. ports. Those ships that originate from “vulnerable”/smaller overseas ports and those that transit other countries will receive increased monitoring and security surveillance. Increased security in the future will include the use of vessel profiling, sea marshals, increased threat level tactics and surveillance and the application of new detection technology.

A significant amount of research is going into developing a “smart container.” One initiative that will be tested in the next several months is a small monitoring device that will not only record the container contents, but will also identify any intrusion/door opening; detect light, motion, change in temperature, or change in ambient air pressure to indicate if the box is likely to have been breached; and to record such events. The data is accessed with a wireless commercial off-the-shelf

personal digital assistants (COTS PDAs) powered by C-cell batteries. It also has a port to link with the Global Positioning System (GPS).

In addition to containers and cargo, cruise line security is important. Over 100 cruise ships ply our ports generating 270,000 jobs. Major focus for the cruise lines is with crew identification and entry/exit data management. Ports that are not certified to meeting security requirements are bypassed. Some 330 million foreign tourists enter our country by air, rail, roads, and ship. While screening of these tourists has improved there are major initiatives in the area of biometrics to dramatically improve security and control.

There are also several other programs that are being developed to improve maritime security. These include:

- International Ship and Port Facility Security Code (ISPS Code) – this is a far reaching code, the purpose of which is to provide a standardized framework for evaluating risk in threat level and vulnerability. Governments must ensure that each port facility is assessed with respect to security, identifying actual threats to critical assets and infrastructure in order to prioritize security measures. They must also identify weakness in systems, policies, communications, etc.
- Customs-Trade Partnership Against Terrorism (C-TPAT) – this is a joint initiative between government and business designed to protect the security of cargo entering the United States while improving the flow of trade. C-TPAT requires importers to take steps to assess, evolve and communicate new practices that ensure tighter security of cargo and enhanced security throughout the entire supply chain. In return, their goods and conveyances will receive expedited processing into the United States.
- Container Security Initiative (CSI) – this program is a four-part program to provide a more secure maritime environment as well as increase efficiency in global commerce. The program's pillars

are: establishing security criteria to identify high-risk containers; pre-screening containers before they arrive at U.S. ports; using technology to screen high-risk containers; and developing and using smart and secure containers. A critical element in the success of this program will be the availability of advance information to perform sophisticated targeting.

NOTE: Additional information on the above programs is available on the Internet by using a browser and searching on any of the program names.

Some of the success factors for port security include a strengthened chain of command, coordination, information sharing, employee security for port areas, and the use of radiological, chemical, and biological detection devices. Today 8,000 of the testers are deployed in our ports with 1.8 million shipments screened. This is in addition to the development of smart containers, providing increased security during container “stuffing,” underwater surveillance, and the use of unmanned “Predator” aircraft to monitor port approaches.

In summary, there is a realization that the terrorist threat, at some point, is likely to directly impact the international trade system. This environment highlights the critical need for increased attention and “eternal vigilance” in our oversight of the global supply chain. It is extremely important that all relevant organizations continue to monitor and participate in the development and application of increased security initiatives targeted at reducing vulnerabilities in the supply chain. Forums such as the Maritime

Security Exposition in New York City provide insight into current initiatives in this area and deserve both our attention and our engagement. The next U.S. Maritime Security Expo will be held Sept. 14-15, 2004, at the Jacob Javits Convention Center in New York City. Visit www.maritimesecurityexpo.com. ↴

RADM James E. Miller, SC, USN (Ret.) retired from the Navy after 37 years of service. He was the 37th Chief of Supply Corps and Commander Naval Supply Systems Command from 1991 to 1993. He served as President and Chief Executive Officer of the U.S. Navy Memorial Foundation in Washington, D.C., from 1993 to 1996. He is currently President of LOGSTRAT Inc., a defense consulting firm also working with the Dupuy Institute.



A U.S. Coast Guard boat patrols in the New York Harbor by the Statue of Liberty, one of over 300 ports that need to be protected by our Homeland Security mission. U.S. Coast Guard photo.

RRF Shipboard Logistics Readiness – A Decade of Preparation

By Captain Richard H. Williams, SC, USN (Ret.)

Chief, Division of Logistics Support, U.S. Maritime Administration, and
Captain Glenn I. Downer, SC, USN (Ret.)

Program Manager, Maritime Administration Ready Reserve Force, Veridyne, Inc.

On Feb. 18, 2003, the U. S. Department of Transportation’s U.S. Maritime Administration (MARAD) completed the last of 36 Ready Reserve Force (RRF) ship activations in support of Operation *Enduring Freedom*. Those 36 ships and four others, already active as part of the U.S. prepositioned force, provided a significant augmentation to the U.S. Navy’s cargo fleet in providing sealift support to United States and coalition forces in Iraq. All of the activations were successful and accomplished on schedule.

This was a notable performance that reflected a significant improvement in ship readiness during the decade that had passed since the last major force activation in support of *Desert Storm/ Shield* in 1990 – 1992, when only about one-third of the ships met their specified activation period. One recognized area of improvement in the readiness of the RRF ships to meet their activation commitments, and the subject of this article, was that of shipboard supply support.

Gulf War I Supply Support

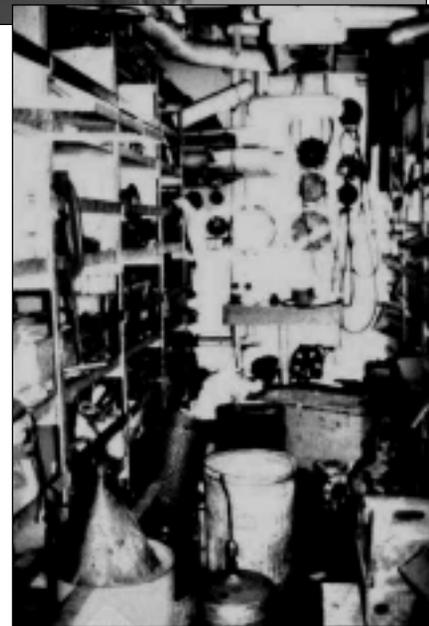
In 1990, the Supply Readiness of MARAD Ready Reserve Force ships was not acceptable. The agency had no formal established and standardized supply support system. No comprehensive configuration records of installed equipment existed for the ships. There were no procedures in place to determine what parts should be aboard to support the installed equipment. Supply support was entirely the responsibility of each ship’s contracted manager company. Normally, such responsibility fell upon the individual ship engineers, who, in keeping with merchant marine practices, may have walked aboard for the first time within just weeks or days of the activa-



Before (right) and after (above): Extensive storage improvements for parts were accomplished on Ready Reserve Force ships by establishing central storerooms on most ships. Modern “Vidmar” storage cabinets were installed to hold the relocated parts.

tion notice, and possessed little familiarity with the specifics of “storekeeping” and ship supply support.

Compounding the problem was the fact that in most cases, there were no accurate and reliable databases reflecting which parts were on board ship or where they were located. Spare parts were typically stored in metal parts boxes labeled with an equipment name and located around the ship in machinery spaces, normally, but not always, in the vicinity of the supported equipment. Finding parts frequently required the historical and personal knowledge of the chief engineers, and normally occurred by the “opening and browsing” method



of storekeeping. Just prior to the events in the Persian Gulf (1989 – 90) the need for improvement in the supply support of RRF ships was gaining recognition within MARAD.

The Beginning of the MARAD Supply System

The road to improvement began with the creation of a Division of Logistics Support within MARAD headquarters, staffed by professional and experienced ship logistics managers. That was followed by the establishment of logistics management offices in each of the three MARAD ship-controlling regions, headed by a logistics management officer (LMO). These region offices were staffed by 3-5 professional inventory management specialists. It was recognized early on that this cadre of logistics professionals could not bring about the necessary changes on its own, so contractor support capability was established to provide assistance in establishing the formal and standardized supply support system. Efforts in the early years were focused on establishing a baseline of support for each of the ships.

Contractor-staffed teams with region and headquarters quality assurance oversight visited the ships. A critical equipment configuration audit was conducted and inventories completed of all repair parts, technical manuals, vessel drawings, and accountable property. The information generated from this effort was entered into a simple shipboard inventory management program called PC-SAL. This program allowed the chief engineers (RRF ships do not have supply officers or even storekeepers) to easily enter their issues and receipts and maintain the inventory data on their installed equipment.

From September 1989 to late 1994, the MARAD and contractor team conducted basic repair part inventories and equipment configuration audits on 92 RRF ships. With this accomplishment, RRF engineers now had visibility of the material that was aboard. Thus, basic and reliable storekeeping became possible.

Additionally, all data made available to the ship's engineers in PC-SAL also became available centrally for use by headquarters and region engineering and supply personnel in another centrally managed aggregate database called the



MV Cape Henry is one of 62 U.S. Maritime Administration Ready Reserve Force ships in the Military Sealift Program Office. Cape Henry was activated for Operations Enduring Freedom and Iraqi Freedom. MSC photo.

Equipment Configuration and Spare Parts Management System (ECSMIS).

With the completion of these baseline shipboard inventories and the establishment of centralized and standardized supply policies and procedures, the foundation of the MARAD Supply System was in place. A clear improvement in supply readiness of the ships could be demonstrated.

Three additional programs were established during these early years that also contributed to the supply readiness of the MARAD ships:

- An equipment-provisioning program was developed to target those critical equipments on ships that did not have adequate spare parts support. This program, staffed by contractor personnel, developed repair part allowances that were then reviewed for approval by ship and MARAD engineering personnel. Since its inception, this provisioning process has resulted in the establishment of allowances for over 90,000 spare parts on 71 ships.
- One result of conducting thorough wall-to-wall inventories of the ships was

to gain visibility over excess material no longer required because of equipment removals. As much of the equipment on MARAD ships was aged and difficult to support, MARAD did not want to dispose of these parts if they had applicability to other RRF ship equipment. Therefore, the parts were sent to the nearest region warehouse and a newly designed Material Reutilization of Material (MRM) program initiated to screen all parts. If applications existed on other ships, the material was placed in the Shore-based Spares (SBS) inventory of that warehouse for future issue if required.

- A central parts procurement program was also established, to ensure provisioned spare parts were purchased and placed aboard the ships. Parts requirements were researched for issue from the SBS (the "first source of supply"); or by requisitioning from the Federal Supply System (FSS), if available; or, as a last source, from commercial sources. This program to procure the initial allowance of spare parts has resulted in purchase of over 15,000 parts

with an investment of over \$11.4 million since the program's inception.

Accomplishing this improvement in information and visibility of shipboard support assets achieved another goal: it helped bring the MARAD and RRF maintenance and supply communities together in realizing that the initiation of a ship supply management program was essential to the improvement of overall ship readiness. Ship activation results were measurably improved by the implementation of this simple, yet effective supply management philosophy and system.

While beneficial, these improvements brought to the forefront the need to make even more improvements in shipboard supply support. Parts storage facilities and aids were still inadequate on most ships, and technical documentation was incomplete and often haphazardly stored. Although the agency had improved knowledge of what was aboard the ships, that didn't necessarily equate to adequate support for installed equipment. During the early inventories, emphasis had been placed on identifying the parts and their location in order to establish inventory visibility. Additional technical research was needed to determine the applicable equipment relationship of the parts, and thereby better assist the chief engineer in finding the needed items. Thus was born a new ship supply management program, deliberately planned and executed, to support the sustained improvement of ship supply readiness.

Supply Management Improvement Program (SMIP)

SMIP was conceived and designed as a broad-based program to focus on continuing the improvement in ship supply readiness that had begun in the early 1990s. The initiation of SMIP also marked maturation of the MARAD Logistics Support Program from a property management-focused program to a program involving the integration of multiple management systems.

Beginning with the *Cape Kennedy* in mid-1995, MARAD planned and

initiated a program to perform comprehensive ship logistics support overhauls. These overhauls included updating the equipment configuration and spare parts inventory records, but went much further.

The MARAD logistics support contractor performed extensive technical research to determine the correct equipment application of all repair parts using technical manuals, drawings, and any other technical documentation that was available. This extensive technical research also facilitated the identification of situations where no technical documentation existed aboard the ship for critical equipment. When this occurred, appropriate documentation was located in the MARAD system, or was purchased, first to be used in the supply overhaul, and then to be inducted into the ship's technical library. Bar code technology was also introduced to the ships during these overhauls, as repair parts, equipment, technical documentation, and accountable property all received labeling that included a bar code that tied the item to the appropriate record in the PC-SAL database.

Additionally during the logistics overhauls, extensive storage improvements were accomplished, with central storerooms established on the ships (where configuration permitted) and modern "Vidmar" storage cabinets installed to hold the relocated parts. Modernized storerooms provide much better protection of the valuable inventory, and enable professional inventory management to be performed by the chief engineers.

On many ships, the region logisticians and ship engineers were able to designate a specific compartment for use as a dedicated technical library. This innovation greatly increased the utility of the technical library and facilitated greater document control by the chief engineer or designated assistant.

Completion of a ship logistics support overhaul gave the ship's chief engineer the capability, by using PC-SAL, to maintain visibility of the vessel's installed equipment. The use of links to

all on board spare parts and their locations and the adaptation of integrated applications led to the use of bar code scanners to update the database reflecting issues, receipts, and inventory actions.

A less tangible benefit of these extensive supply overhauls gradually became apparent; the shipboard engineers gained a realization and appreciation that the formal logistics support overhaul process, including improved supply management programs and vastly improved storage facilities, did indeed provide them benefits that were measurable in improved availability of support.

MARAD operates several special purpose ships with unique and vital capabilities such as the Off Shore Petroleum Discharge System (OPDS) and Modular Cargo Discharge System (MCDS). These ships carry a large allowance of mission essential outfitting material to support their operations.

Historically, after every deployment of the system, the inventory of this material was in disarray, unaccounted for, or consumed and not replaced. No system existed to maintain inventory accountability and replacement in order to restore the supply readiness in advance of the next deployment. Through the SMIP program, this material was inventoried on all ships, and the inventory added to the shipboard management program. Material shortages could then be identified and replacements ordered as necessary to bring the outfitting material back to full allowance and reliable readiness for the next activation.

While the priority focus of SMIP was the improvement of direct support aboard the ships, there were several other broad system improvements undertaken as well:

- The Shore Based Spares System was strengthened with new improved storage facilities in the western and central regions. Wall-to-wall inventories were conducted in all three warehouses. An automated warehouse management program was developed, which sup-

ported measurable improvement in the shore support system as all involved persons were given access to that information, and therefore could initiate action to obtain material from the SBS stocks.

- The provisioning program was revamped and streamlined to provide a more effective link to the parts procurement process.
- An aggressive program of structured and formal supply inspections, known as Logistics Management Reviews (LMR), was instituted. LMRs became the responsibility of each region, with quality assurance responsibility falling to the headquarters staff. Such teams now periodically go aboard selected ships for one or two days and conduct a review of supply procedures and management, sample configuration records and inventories, inspect storage conditions, and discuss supply management performance with the ship engineers. A side

benefit is that valuable supply management training is also accomplished. These LMR reviews provide an effective basis for measuring the performance of the responsible persons in carrying out the policies and procedures of the MARAD logistics support program. Follow-up assist visits occur as required to assure improvement in supply management knowledge and skills.

Operation Enduring Freedom

The war with Iraq provided the opportunity to evaluate the state of the supply readiness of a significant portion of the RRF. As mentioned earlier, 36 ships were activated during that period. A post-operation logistics lessons learned study visited 21 of those ships and interviewed chief engineers, chief mates, port engineers, MARAD surveyors, and MARAD region logistics specialists. The

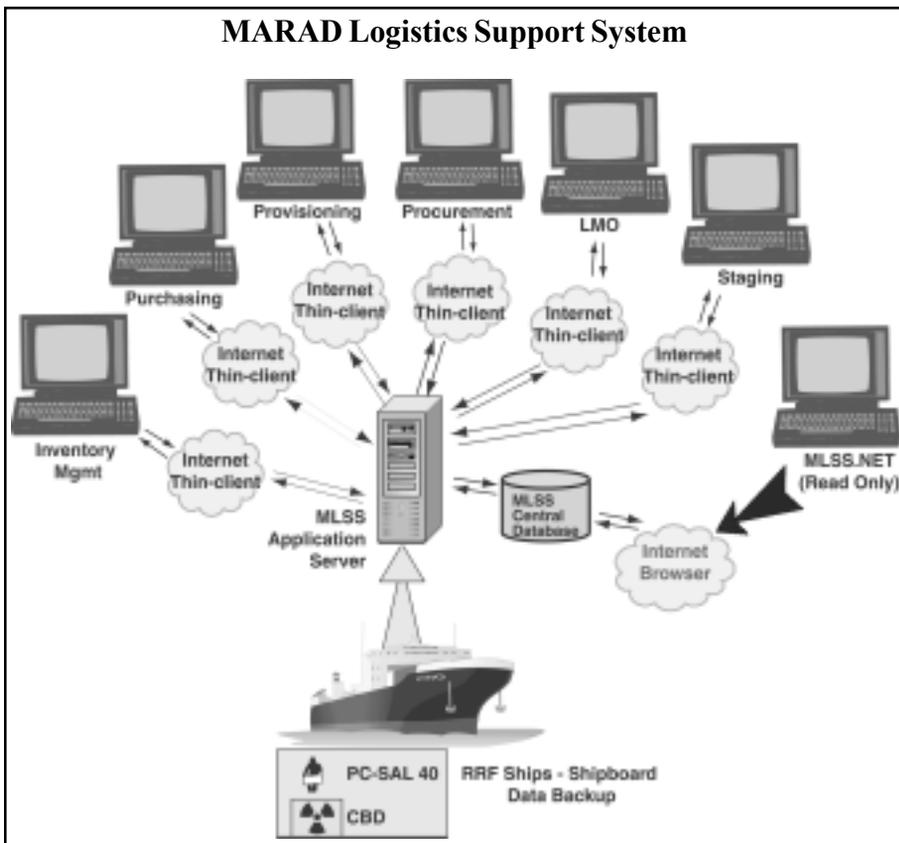
feedback of those visits as well as the operational reports indicated that supply support was generally good, and significantly better than a decade earlier. It is noted that the ships operations resulted in them operating without any logistics resupply for extended periods in excess of 100 days in some cases. The improvements in parts availability provided in recent years contributed to those successes.

One last area in which the development of the MARAD supply system was evident was in the ability of the system to respond to significant last minute requirements. Priority demands for significant purchases and shipment of such items as chemical, biological, and radiological defense (CBRD) material; personal protective gear such as emergency breathing devices; lashing gear; and high security safes were placed on the system. The response was successful, as all needed items were purchased and on board the ships prior to sailing.

The Future

The activations for Operation *Enduring Freedom*, as well as the results of our Logistics Management Reviews have provided us a basis to assess the actions of recent years, and gauge where we are in the level of logistics support available to the ships of the RRF. The task we face now is to establish the focus for the future. We have begun modernizing our Logistics Management Information System, replacing nine individual management programs that have evolved separately over the years as the MARAD logistics business processes developed and matured, with an integrated system called MARAD Logistic Support System (MLSS), depicted at left. MLSS uses state of the art technology and the advantages of the Internet to integrate all of the business processes into a common system, with shared data and enhanced capabilities.

It is clear that we will face declining resources in our efforts to continue



The MARAD Logistics Support System uses state of the art technology and advantages of the Internet to integrate all of the business processes into a common system.

RRF Shipboard Logistics

(Continued)

the improvement of the support to the ships. Using improved information systems, and the results of the recent reviews of ship operations, we must focus on those improvements that offer the biggest bang for the buck and gain incremental improvements wherever they can be found.

“My logisticians are a humorless lot... they know if my campaign fails, they are the first ones I will slay.”

– Alexander

While the MARAD logisticians are not humorless as in the above quote, we do understand the vital contribution of good logistics to the maintainers and operators of the RRF, and will continue

to dedicate our efforts to the continual improvement of that support. ↴

CAPT Richard Williams retired from the U.S. Navy (Supply Corps) in 1990. He graduated from the U.S. Naval Academy in 1963. Sea duty tours include USS Taussig (DD 746); USS Harry E. Hubbard (DD 748); Staff, Destroyer Squadron 19; Supply Officer, USS Gridley (DLG 21); and Military OIC and Supply Officer, USNS Sirius (T-AFS 8). His last assignment was as Vice Commander, Military Traffic Management Command. Williams has been with the U.S. Maritime Administration since 1994.

CAPT Glenn Downer, currently Vice

President, Veridyne, Inc., served on active duty for 27 years, retiring in 1992. His notable tours included serving as Supply Officer of USS Firedrake (AE 14) and USS Dwight D. Eisenhower (CVN 69); Executive Officer, Navy Fleet Material Support Office; several Joint and Navy tours of duty in Washington, D.C., and shore operational tours at Naval Air Stations Lemoore and Moffett Field, and Navy Supply Depot Guam. Downer has worked in support of the MARAD RRF program since his retirement from the Navy.

Both Williams and Downer received degrees in Master of Business Administration (Distribution Management) at Michigan State University.

The Naval Postgraduate School's Defense-Focused Master's Programs in Acquisition and Contracting

By Commander E. Cory Yoder, SC, USN

Lecturer and Academic Associate (Program Manager), Naval Postgraduate School, Graduate School of Business and Public Policy

The Naval Postgraduate School's Graduate School of Business and Public Policy (NPS-GSBPP) has a solid reputation for delivering the highest caliber of graduate-level education. The value of a quality graduate education is well recognized by senior leaders in the Navy and other agencies. Joint Vision 2020 and other strategic plans, by necessity, call for leaders with the education and skill sets designed to meet the challenges that will face our future leaders, both military and civilian.

The Naval Postgraduate School's Graduate School of Business and Public Policy

The Naval Postgraduate School has two graduate education programs designed to meet the challenges facing future leaders and practitioners in the

acquisition and contracting disciplines. Both programs provide students with the intellectual tools and capacity to maximize their effectiveness in the future through graduate education programs integrating teaching and research, capitalizing on teacher and student involvement, and focusing on the unique nature of acquisition and contracting in the ever-changing world of the Department of Defense.

At any one point, there are approximately 250 resident and more than 60 non-resident students enrolled in master's programs within the NPS-GSBPP. Classes are taught by "top-flight" faculty at the NPS campus in Monterey, Calif., and at Navy and other DoD locations throughout the world.

NPS-GSBPP takes pride in being one of the only graduate-level institu-

tions nationwide to offer *dual accreditation* for its master's level programs. Both the Association to Advance Collegiate Schools of Business (AACSB) and the National Association of Schools of Public Affairs and Administration (NASPAA) have accredited NPS-GSBPP.

The "815" Defense-Focused M.B.A. in Acquisition and Contract Management

The "815" curriculum is a resident Defense-focused M.B.A in Acquisition and Contract Management degree program open to both uniformed officers and DoD civilians. This defense-focused M.B.A. program provides officers and DoD civilians an advanced education with an interdisciplinary approach to solving problems and analyzing policy

by applying advanced quantitative, financial, economics, information technology, and other state-of-the-art management techniques.

The “815” Resident M.B.A. is a six-quarter program with start dates in January and July. It’s open to all DoD agencies (Navy, Army, Marine Corps, Air Force, NASA and others), and international students. There are 57 students currently enrolled in the “815” curriculum, of which 19 are United States Naval Officers. The bulk of the remainder is from the U.S. Army and the United States Marine Corps.

Students receive more than 100 credit hours from 19 Core M.B.A. courses and up to 11 concentration courses in contracting and acquisition. Typical core courses include, but are not limited to, Problem Analysis and Ethical Dilemmas, Fundamentals of Information Technology, Research Methods and Data Analysis, Economics for Defense Managers, Analytical Tools for Managerial Decisions, Cost Management, Corporate Finance, e-Business for Defense, and Strategic Management, to name a few. Concentration courses include, Principles of Contract and Acquisition Management, Contract Pricing and Negotiations, Contract Law, Acquisition and Contract Administration, and Acquisition and Contracting Policy.

The “815” program not only provides a defense-focused M.B.A. The curriculum also delivers Defense Acquisition Workforce Improvement Act (DAWIA) educational requirements for certification to CON Level III.

The “835” Distance-Learning Master of Science in Contract Management

The “835” Master’s of Science in Contract Management (MSCM) curriculum is a distance-learning program designed to provide higher-education opportunities to the civilian and military work force. This defense-focused master’s degree is tailored, packaged, and delivered to specific sponsor needs. The Naval Postgraduate



Student team members review a contractor’s cost proposal during “live” negotiations in the 815 curriculum’s MN3304 Cost and Price Analysis and Negotiations course. Photo courtesy NPS Public Affairs Office.

School’s Graduate School of Business and Public Policy (NPS-GSBPP) created this curriculum to meet the increasing demands of the acquisition work force and of the commands in which they work. Although open to both military and civilian, the curriculum is designed, primarily, for the 1102 series contract specialist and related career fields.

This nine-quarter, DoD-relevant program includes courses titled, but is not limited to, Economics for Managers, Advanced Contracting Principles, Managing from a Systems Perspective, Contract Law, Organizational Analysis, Advanced Contract Management, Defense Systems Contracting, and Strategic Acquisition and Contract Management.

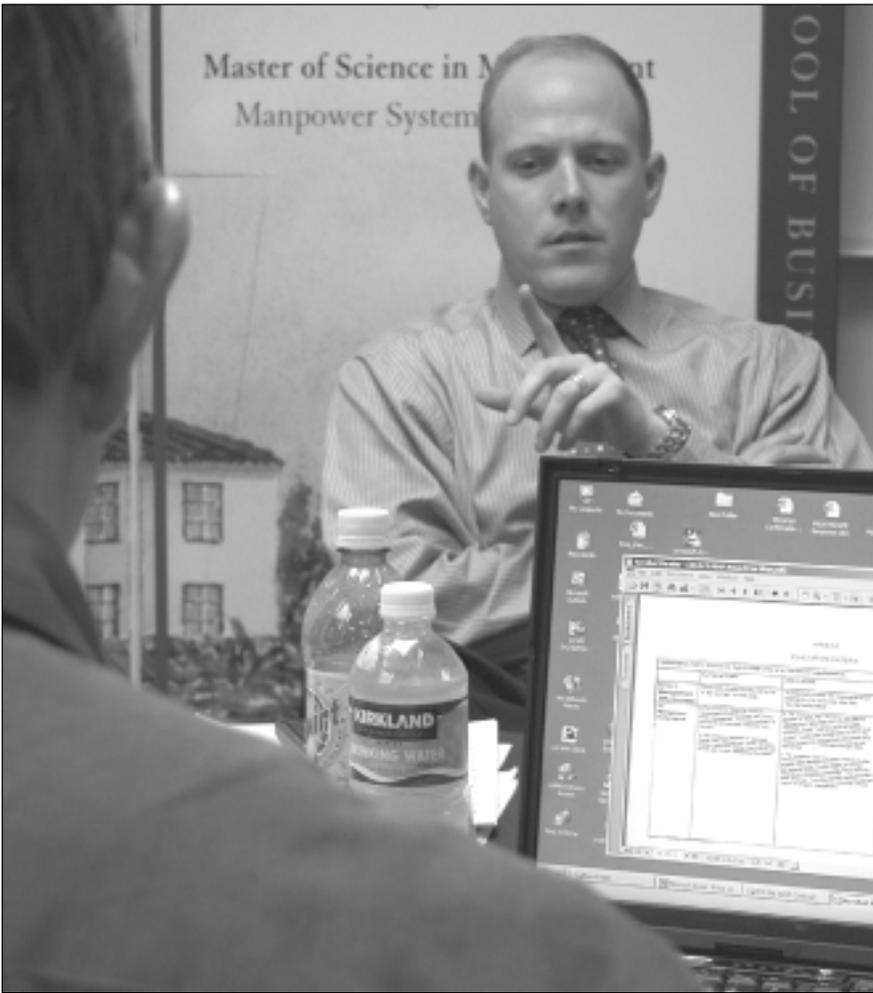
The “835” MSCM prerequisites include a bachelor’s degree with an undergraduate GPA minimum of 2.20 or higher, DAWIA Level II certification (may be waived on an individual basis), a course in accounting principles (may also be waived on an individual basis) and a strong desire and commitment and dedication to graduate education and its demands.

The “835” MSCM program is a “start-to-finish” program for DoD agencies and commands. Usually, agencies, such as the U.S. Navy and

U.S. Army, agree to fund an entire student body or “cohort.” Most recently, the Army and Navy have agreed to “cost share” and buy about half of the program capacity each. Currently, there are 22 students enrolled with approximately half of those sponsored by DON commands.

Ideally, a cohort is comprised of 15 or more students, up to a total of 30. Not all of the students need to be from a single command. The cohort can be from different commands and geographic locations. Most recently, NPS-GSBPP established a co-sponsored, cost-shared cohort consisting of 22 students from two agencies, with six participating locations.

Sponsoring commands receive several tangible benefits. First, they can take advantage of a dual-accredited, defense-focused master’s degree program that just doesn’t exist elsewhere. Second, with cost sharing and multiple command participation, a command, which may not have been able to afford the NPS degree alone, may now be able to “sponsor” students in a cost-share program with other commands and/or agencies. With enough total enrolled students, the cost-per-student is often significantly *less* than degrees from other institutions without



Student team member challenges a contractor's cost proposal during "live" negotiations in the 815 curriculum's MN3304 Cost and Price Analysis and Negotiations course. Photo courtesy NPS Public Affairs Office.

the NPS pedigree. Third, sponsoring commands have access to top-notch research, both from faculty and the students they are sponsoring. Often times, the students' Joint Applied Project, a mandatory element of the degree, is focused on the sponsoring commands' needs.

Interested student candidates are encouraged to apply, as the NPS-GSBPP letter of acceptance is valid indefinitely, and allows NPS-GSBPP to identify specific concentration areas of interest for cohort development and establishment.

Many Navy commands and other DoD agencies have sponsored students in the "835" MSCM program utilizing command training funds. Of interest, the Navy Defense Acquisition Career

Manager's (DACM) officer has authorized the use of tuition assistance available through the Acquisition Workforce Tuition Assistance Program (AWTAP), for interested Department of Navy affiliated 1102 series contract specialists. Application calls and availability to AWTAP funding may be limited, and those funds may not cover all costs. Additionally, DAWIA Level II requirements are not currently subject to waiver when using AWTAP funding. The DACM web site has details on AWTAP funding and availability. Interested applicants may visit the Navy DACM web site at: <http://dacm.secnav.navy.mil>.

The "835" program not only provides a defense-focused master's

degree, similarly to the 815 M.B.A curriculum, the "835" curriculum also delivers Defense Acquisition Workforce Improvement Act (DAWIA) certificated educational requirements. For those enrolling with CON Level II entry certification, the program will provide all DAWIA education for certification to CON Level III.

Interested?

Need More Information?

Officers, civilians, potential sponsors, training representatives, and anyone interested in these programs are welcome to visit our web sites. Visit the NPS homepage at: <http://www.nps.navy.mil/>.

The "815" M.B.A web site is available at: <http://www.nps.navy.mil/gsbpp/curriculum.htm>.

Further, the "835" Master of Science in Contract Management has its own web-site: <http://www.sm.nps.navy.mil/mscm/index.htm>

If you require any additional information, don't hesitate to contact: CDR E. Cory Yoder,

NPS Military Instructor/Lecturer, Academic Associate (815/835 programs),

School of Business and Public Policy, Ingersol Hall- Room 205, Monterey, CA 93943

Phone: (831) 656-3619

E-mail: ecyoder@nps.navy.mil ↴

CDR Cory Yoder holds a Master of Science in Management with a contracting specialty from the Naval Postgraduate School, Monterey, and a Master of Arts in National Security and Strategic Studies from the Naval War College, Newport. His recent tours include the Director of Headquarters Logistics, Allied Forces Southern Command (AFSOUTH) Naples, Italy, Post Commander and Support Group Commander, Kosovo Verification Coordination Center, Skopje, Macedonia, and Officer-in-Charge, Long Beach Naval Shipyard.

Forward Deployed

Some of the active duty and Reserve personnel who served forward deployed for Operations *Enduring Freedom* and *Iraqi Freedom* were recognized in previous issues of the *Newsletter*. Here are some more officer and enlisted personnel who let us know they were also forward deployed.

ENS **Anthony DiCola**, NMCB 133 deployed to Kuwait and Iraq with IMEF, IMEG

LCDR **Steven Fuselier**, NMCB-5 deployed to Kuwait and Iraq with IMEF, IMEG

LTJG **Terri Gabriel**, NMCB 133, deployed to Kuwait and Iraq with 1st Marine Expeditionary Force, 1st Marine Engineer Group

LCDR **Matt Gibbons**, from USS *Frank Cable* (AS 40) to Combined Forces Land Component Command, Kuwait/Iraq

LTJG **Jeffrey Hankins**, from NMCB 4 in support of IMEF 1st Marine Engineering Group, Kuwait

CDR **Dave Hoyt**, from NAS Keflavik, Iceland to U.S. Central Command, Task Force - North, Multinational Joint Logistics Center, Incirlik, Turkey as Commander, U.S. Naval Forces, Europe Liaison Officer.

LCDR **Mark T. Jones**, FISC Puget Sound to IMEF 1st Marine Engineering Group, Kuwait

LTJG **Zuben Sharma**, deployed to First Marine Engineer Group

LCDR **Michael P. Shay**, deployed to First Marine Engineer Group

LCDR **Christopher Stevens**, Navy Mobile Construction Battalion 133 to Camp Moreell, Kuwait and Southern Iraq as Battalion Supply Officer.

LTJG **James Trout**, deployed to Kuwait and Iraq with IMDF, IMEG

The following enlisted personnel have been deployed in Joint Task Force billets in support of Operations *Enduring Freedom* and *Iraqi Freedom*. SKCS **Robert Araiza** from Fleet Training Center, San Diego to Central Command, Bahrain

SK2 **Russell Byrnes** from Naval Support Activity, Norfolk to CENTCOM, Bahrain

SKC **Robert Craig** from Afloat Training Group, Pearl Harbor to CENTCOM, Bahrain

SKC **Donna Curtis** from VOL European Command to Prince Sultan Air Base

SKC **Jesse Delrosario** from Fitting Out & Supply Support Assistance Center Det San Diego to CENTCOM, Djibouti

SK2 **April Draper** from USS *Constitution* to CENTCOM, Baghdad

DK2 **Shawn Felides** from Personnel Support Detachment, Willow Grove, Pa., to CENTCOM, Bahrain

SK2 **Arthur Felix** from Shore Intermediate Maintenance Activity, Norfolk to CENTCOM, Bahrain

PC1 **James Floyd** from Navy Supply Corps School Det FT JAX SC to USCENTCOM MacDill AFB, Tampa, Fla. (deployed overseas to an unknown location)

SK1 **Paul Gonzales** from Commander, Navy Recruiting Command to CENTCOM, Qatar

SK2 **Mitchell Hall** from CSPR W C San Diego Calif., to CENTCOM, Bahrain

PC2 **William Hargrove** from Fleet and Industrial Supply Center, Norfolk to CENTCOM, Kuwait

SK1 **Eric Hauptmann** from Marine Corps Beaufort, S.C. to CENTCOM, Baghdad

MS1 **Samir Hejab** from USS *Lasalle* to Southern Command, Guantanamo Bay, Cuba

PC1 **Jamie Hughes** from FISC Norfolk to CENTCOM, Kuwait

SK1 **Carolyn Joseph** from Naval Air Station, Jacksonville to CENTCOM, Bahrain

SK1 **Joseph Keplinger** from Naval Technical Training Center, Meridian to CENTCOM, Bahrain

DK1 **Jason Miller** from Personnel Support Detachment, Oceana to Chairman Joint Chiefs of Staff, Washington, D.C.

DKC **Carolyn Mitchell** from PSD Balboa, Calif., to CENTCOM, Djibouti
PC1 **Tad Peckskamp** from NAS Pensacola, Fla., to CENTCOM, Kuwait
DK1 **Miguel Peralta** from PSD Denver, Colo., to CJCS, Baghdad

PC1 **Bruce Peterson** from Commander, Navy Personnel Command Det Great Lakes to USCENTCOM MacDill AFB, Tampa, Fla. (deployed overseas to an unknown location)

SK1 **Buffy Porter** from Commander, VAQWINGPAC to CENTCOM, Bahrain
DK1 **Salvador Riego** from PSD Okinawa to CENTCOM, Baghdad

SK1 **Wayne Rogers** from Naval Computer & Telecommunications Command, Great Lakes to CENTCOM, Qatar

SKC **Paterno Saromo** from Strike Fighter Squadron 192 to CENTCOM, Bahrain

PC2 **James Seger** from Naval District Washington to European Command, Tiblesi, Georgia

PC2 **Jason Sheets** from Naval Station, Great Lakes to EUCOM, Tiblesi, Georgia

SKC **James Shumake** NAV AMB CARCEN NWPT RI CENTCOM, Djibouti

SKC **Luis Sapp** from FOSSAC, Norfolk to CJCS, Baghdad

SK2 **Irvin Sams** from Fleet Air Reconnaissance Squadron 1 to CENTCOM, Bahrain

MS2 **Anthony Tierno** from Naval Strike Air Warfare Center to CENTCOM, PSAB

SK1 **Brett Vaughan** from USS *Samuel B. Roberts* to CJCS, Baghdad

SK1 **Jeffrey Warden** from Naval Air Maintenance Training Group, Pensacola to CENTCOM, Djibouti
DK1 **Oneal Wilson** Navy Recruiting District, Atlanta, Ga., CENTCOM, Bahrain

Please contact the *Newsletter* editor via e-mail at Linda.J.Hall@navy.mil with any additional names.



My First Impressions of NATO

Operational Logistics and Multinational Jointness ... by Consensus

By Captain David F. Baucom, SC, USN

Logistics Branch Head, Headquarters,
Supreme Allied Command Transformation

Take one step outside the Navy Supply Corps box; this is the world of joint logistics. Now, take an additional 25 steps outside the box; this is the world of multinational, joint logistics. Welcome to the world of 100 percent consensus before action by 26 nations. Welcome to the world of the North Atlantic Treaty Organization.

The Supply Corps' O-6 billet in the Headquarters, Supreme Allied Command Transformation (HQ SACT) was established on June 19, 2003, as the Logistics Branch head working predominantly with O-5s representing all services and many of the NATO nations. The responsibility: *to be the force agent for logistic change in the NATO Alliance*. In this article, I'll share my impressions after my first 90 days in NATO.

Allied Command Transformation (ACT) is essentially the Joint Forces Command (JFCOM) for NATO. In fact, our Commander, Admiral Edmund P. Giambastiani, USN, is double-hatted as Commander, U.S. JFCOM and NATO's Supreme Allied Commander, Transformation (SACT). The organizations are collocated in Norfolk, Va., and the mission for both organizations is the same: to transform the military.

Naturally, ACT will leverage JFCOM's 10-year history of transforming the U.S. military, and the expectation is that ACT will develop products for NATO much sooner on the learning curve. In fact, our mantra is *Product! Product! Product!*

ACT is one of two Strategic Commands in the NATO Alliance. The second Strategic Command, the Allied Command for Operations (ACO), is located approximately one hour's drive from NATO

Headquarters in Brussels, Belgium. Its focus is daily operations. ACO is engaged today in two theaters: directing the NATO operations in the Balkans and security forces in Kabul, Afghanistan.

Sharing NATO logistic responsibilities, ACT establishes logistic capability requirements and determines existing and future logistic capabilities of nations, multinational units, and vendors in support of NATO ambitions with input by ACO. The ACO employs these capabilities in the operational planning process and the conduct of operations.

In the U.S. military, the president directs the secretary of Defense (SECDEF) to determine the course for the Department of Defense (DoD). Whereas in NATO, the North Atlantic Council, comprised of 26 ambassadors, directs the U.S. SECDEF and 25 ministers of Defense to lead the execution of the military objectives. Extensive consultations are required before decisions are final because *all decisions must be by consensus only*.

Although the system of gaining 100 percent consensus for every decision may appear slow and unwieldy (I'm learning patience), it has two major advantages: (1) the sovereignty and



independence of each member nation is respected; and (2) when a decision is reached, it has the full backing of all member nations and their commitment to implementation.

Before I discuss transforming NATO logistics, it's important to understand the history of the alliance itself.

A Brief History of NATO

In the aftermath of World War II, Eastern and Western Europe found themselves separated by the ideological and political divisions of the Cold War. Eastern Europe fell under the domination of the Soviet Union. In 1949, 12 countries from both sides of the Atlantic formed the North Atlantic Treaty Organization (NATO) to counter the risk that the Soviet Union would seek to extend its control of Eastern Europe to other parts of the continent.

Between 1947 and 1952, the Marshall Plan provided the means of stabilizing Western European economies. NATO's role as a political and military alliance was to provide for collective defense and to maintain a secure environment for the development of democracy and economic growth. In the words of then President Harry S. Truman, the Marshall Plan and NATO were "two halves of the same walnut."

ACT Vision

We are NATO's forcing agent for change, leading the continuous improvement of Alliance capabilities to uphold NATO's global security interests.

ACT Long-term Priorities

We will...

- Transform NATO's capabilities
- Prepare, support and sustain alliance operations
- Implement the NATO Response Force and other deployable capabilities
- Achieve full operational capability
- Assist transformation of partner capabilities

The founding members of NATO – Belgium, Canada, Denmark, France, Iceland, Italy, Luxembourg, The Netherlands, Norway, Portugal, the United Kingdom, and the United States – committed themselves to each other’s defense in the event of military aggression against any one of them.

The alliance more than served its purpose. The presence of North American forces on European soil, at the request of European governments, helped to discourage the Soviet Union from thinking that aggression could succeed. Moreover, as time passed, former adversaries became allies. In 1952, Greece and Turkey joined the alliance, followed three years later by the Federal Republic of Germany and in 1982 by Spain.

Through the alliance, Western Europe and North America not only jointly defended their independence, but also achieved an unprecedented level of stability, ensuring the basis for European economic cooperation and integration. NATO also paved the way for the end of the Cold War and the reunification of Europe in the early 1990s.

In 1999, three former Warsaw Pact nations – the Czech Republic, Hungary and Poland – became members of the alliance, bringing the number of member countries to 19. At the Prague Summit in November 2002, seven additional countries – Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovakia and Slovenia – were invited to join the alliance in May 2004 bringing the total to 26 nations.

NATO’s Applicability in Today’s World

NATO’s transformation was ignited by the Sept. 11, 2001, terrorist attacks on the United States. The alliance, formed to deter aggression by the Soviet Union, needed to adapt to confront the new threats of the 21st century and beyond, such as well funded terrorist organizations with abilities to deploy weapons of mass destruction (WMD). At the Prague Summit in November 2002, the alliance leaders approved a comprehensive package of measures to strengthen their ability to meet security challenges facing the military forces, populations,

and territories. They underlined the Alliance’s determination to defend and protect their member countries from attacks. Specific decisions made at Prague include:

- The creation of an effective, technologically advanced NATO Response Force (NRF) designed to be flexible, rapidly deployable, interoperable, and sustainable.
- The streamlining of NATO’s military command arrangements in order to make them more efficient and effective and adapted to the operational requirements of the full range of alliance missions. This includes the realignment of the two strategic command structures, ACT and ACO.
- The approval of capabilities commitments by all nations involving firm, specific political commitments by each ally to improve military capabilities.

The Prague Summit was the milestone in NATO’s transformation. It will result in an alliance that is better geared toward the new challenges posed by terrorism and the spread of WMD. It encouraged NATO to pursue a wider agenda – achieving a better transatlantic relationship, helping to overcome Europe’s Cold War division by accepting new members, and creating long-term stability in the Balkans.

Transforming NATO Logistics

What a difference from supporting U.S. Fleet units! Transforming multinational, operational logistics includes: driving interoperability of 26 national logistic information management systems; developing strategic deployment, operational planning tools, and execution software; standardizing engineering and equipment maintenance procedures; projecting supply class availability to include ammunition stockpiles for air, land, and sea and developing expeditionary fuel procedures; forming and experimenting with movement and transportation models including strategic and tactical air/land/sea lift; and developing multinational medical logistic services including improving medical force planning processes and medical intelligence capabilities.

Our immediate focus is creating logistic systems to support NATO’s newly evolved expeditionary role – standing up the NRF with initial operating capability in October 2004. This force includes air, land, and sea elements ready to move quickly anywhere in the world.

Our Logistics Branch works every day to transform NATO logistics from static pipelines prepared to defend from the Soviet Union’s advance on Europe to providing the operational commander the



Headquarters, Supreme Allied Command Transformation, Norfolk, Va.

logistic capabilities he needs to deploy this multinational NRF to any corner of the world.

Impressions at the End of the Day

It's another rainy day in Norfolk, Va., when I log in at 0705 to our classified computer system to catch up on European communications from the six-hour head start they have on my workday. I remain in close coordination with NATO Headquarters logistics international civilian staff, international military staff, and my counterpart at ACO, a German Air Force Colonel.

Trust me, you haven't been briefed until you've had a Hungarian Army lieutenant colonel face you at 0730 to discuss initiatives and environmental concerns in developing the single fuel concept for NATO interoperability. This highly experienced officer wears his mustache over his lips and beyond his chin, so you catch every third word in his broken English. I certainly respect his opinion; he's earned a Ph.D. in chemical and radiological engineering. He tells me a Hungarian experience he calls "the after

effects of Chernobyl" that convinced him to study science. He's representing our headquarters at the NATO Pipeline Committee meeting the next week, and together we determine his strategy for presenting our concerns. After he leaves my office, I realize Hungary was a communist country when I made my first deployments as a young Supply Corps officer during the Cold War. Times have certainly changed.

The next meeting is a working group with JFCOM branch heads to improve communications and synergize efforts between our two transformational commands. You'd think this would be an easy task, since we work for the same four-star U.S. Navy admiral. Guess again. We can't even link up our computer systems because of the international protocols and security firewalls; the U.S. will not share all information with NATO and certainly NATO will not share all information with the U.S. without all 26 nations agreeing, and the nations don't agree.

Later in the morning, I'm writing the Focused Logistics sections for the command's first-ever Strategic Management Plan. We've interwoven logistic functions throughout the document because our Logistics Branch officers are employed as subject matter experts (SMEs) throughout the headquarters matrix organization.

I join the other Supply Corps officers in HQ SACT for lunch in the mess at 1200 – a brief respite to leave the office for a short while and discuss Supply Corps and fleet issues. Also enjoyable, our mess is run by U.S. Navy standards – the mess officer is a Supply Corps Lieutenant Junior Grade and he's supported by 18 mess management specialists and storekeepers. The ACT has billets for two Supply Corps commanders (budget and finance), two lieutenant commanders (contracting and transportation) and a second Lieutenant Junior Grade, who works as the deputy fiscal officer for the

headquarters.

After lunch, I hold a planning meeting with our Movement and Transportation officers for the upcoming Reception, Staging and Onward Movement (RSOM) meeting with attendees coming from NATO's operational and strategic commands. With our new expeditionary focus, RSOM (known as RSOI in the U.S.) significantly impacts the deployment and employment of the multinational forces; and we must get it right the first time. An Air Force lieutenant colonel from the Netherlands is our lead officer for this upcoming meeting and he's well prepared.

At 1530, one of our Medical Service officers – a Navy surgeon from the United Kingdom – steps into my office to discuss the way ahead for developing an improved medical casualty rate model. By predicting battlefield casualties more accurately, we can significantly reduce the logistics footprint during expeditionary operations. We decide to test the new concepts in an upcoming experiment and to apply additional experimentation funding to further develop concepts for tracking and regulating patient movement and in-transit visibility.

This discussion leads to another concern about nations sharing blood supplies during multinational, expeditionary operations. Almost every nation in the alliance has different procedures for screening and storing blood for emergency use. Will we ever reach a point when we achieve a common blood standard among 26 nations?

It's 1645 when our section head for Logistics Information Management stops by to plan doctrine development and to debrief his notes from attending last week's Logistics Coordination Board Doctrine Committee. A Norwegian Army lieutenant colonel with 10 years experience within Iraq, he is absolutely convinced we need to include contractors working in the theater in our next round of NATO doctrine development.

After our discussion, and as I log off the computer, I look through my windows and notice the sky has cleared, just in time for the sun setting over the flags of

Primary Responsibilities of HQ SACT Logistics

- Determine long-term logistic capabilities
- Lead the support of logistics policy to NATO
- Develop and support joint logistics doctrine
- Analyze logistic requirements in planning situations
- Direct development of single service doctrine and procedures
- Construct mobility models to assess NATO deployability
- Direct the ammunition stockpile planning and execution monitoring
- Define logistic requirements for capabilities and interoperability for NATO partnering nations
- Establish an automated national capabilities catalogue detailing capabilities that nations and partners are willing to offer for NATO's use in exercises and operations
- Direct the logistics force planning

NATO Operational Logistics

(Continued)

each nation in the alliance. It's a beautiful sight and I am convinced there is a new day ahead. NATO is transforming and ACT is providing a new way ahead. It's all good – it's very, very good. Multinational coalitions and specifically NATO expeditionary operations are certainly important to the world's future stability. We *have* to get this right because what we're doing today will impact the world for the next 50 years and beyond.

This is truly an exciting time as we enter uncharted waters. The alliance has

never embraced change like this in its 55-year history. NATO is essential for the security of the United States and its other member nations. I'm proud to serve – representing the Supply Corps and leading the logistics transformation for the alliance.

Multinational? Yes. Joint? Absolutely. Operational logistics – like never before! ↴

CAPT David Baucom graduated from The Executive Program at the Darden Graduate School of Business at the University of Virginia and the 2003

LOGTECH Advanced Program for Logistics and Technology at the Kenan-Flagler Business School at University of North Carolina at Chapel Hill. He earned a Master of Science Degree in National Resource Strategy at the Industrial College of the Armed Forces at the National Defense University and a Master of Science Degree in Acquisition and Contract Management at the Naval Postgraduate School, Monterey, Calif. Recent assignments include Supply Officer; USS Ronald Reagan (CVN 76) and The Joint Staff (J4), The Pentagon. His email is baucom@act.nato.int.

Fleet and Industrial Supply Center Jacksonville Visits Navy Supply Corps School

*By CSCM(SW/AW) Cindy Mooney, Officer in Charge, and
CSCS(SW/AW) Tony Daning, Senior Instructor,
Navy Food Management Team, Naval Station Mayport, Fla.*

The Navy Food Management and Fleet Assist Teams assigned to FISC Jacksonville recently conducted a training visit to the 4th Battalion Graduating Class of new Supply Corps officers Dec. 2 – 4 to promote FISC's new motto of "one stop shopping" to the fleet. The seven-member team headed up by CSCM (SW/AW) Cindy Mooney and SHCM (SW) Manny Trevino conducted a three-day seminar to better prepare the graduates for their new fleet assignments as food service officers and sales officers.

The team conducted training on FISC's role in supporting the war fighter and the importance of the NFMT's and S-3 Fleet Assist Teams to the fleet. Additional topics covered were Army veterinary support, NAVSUP dietician and nutrition services, and food service equipment support.

Information was provided on the role of the NAVSUP corporate chef in the Adopt-a-Chef & Adopt-a-Ship programs and American Culinary Federation (ACF) Certification to support the Navy

Knowledge Online web site and the 5-Vector Module. The visit wrapped up with a garnishing demonstration, the every popular Supply Corps tradition of the "Chicken Presentation" and a culinary food show to introduce new and improved food items to the graduating class. It was a great time for all in attendance!

Under the Transformation Initiative, the Navy Food Management Team (NFMT) and Fleet Assist Team (FAT) were realigned under the FISCs. Like the FISCs, the teams' focus is all about looking after the war fighter through the provision of training, advising and aiding in the preparation for inspections and audits. "Training, not inspection" to the fleet is their motto.

NFMT and FAT areas of responsibility include over 90 facilities in the Southeast Region. If you have any concerns about your command's customer service techniques or are preparing for an upcoming Supply Management Assist/Supply Management Inspection (SMA/SMI), don't



CSCS (SS/SW) Chris Eitapence, third from right, and CSC (SS) Robert Brimley, right, demonstrate garnishing techniques to students from the Navy Supply Corps School.

hesitate to contact your local FISC and schedule a supply training assist visit. Remember, preparation is the key to success. ↴

CSCM (SW/AW) Cindy Mooney was previously stationed on board the USS Mount Whitney (LCC 20).

CSCS (SW/AW) Tony Daning's recent duty assignments include USS Boone (FFG 28); the Regional Support Group, Mayport, Fla.; SMI Inspection Team; and Commander, Cruiser-Destroyer Group 12 as part of the USS Enterprise Battle Group Staff.

Providing Value to the War Fighter Through Acquisition and Material Logistics at NSWC Crane

By Captain Joe Erler, SC, USN

Supply Officer, Acquisition and Material Logistics Department, Crane Division,
Naval Surface Warfare Center, Naval Sea Systems Command

As a native Hoosier I feel very fortunate to be here at Naval Surface Warfare/Weapons Center Crane. I was born and raised not far from here and my father worked and retired here at Crane. In fact, many years ago, he worked in an office just down the hall from where my office is today.

The roughly 100 square miles that encompasses Crane were originally developed to be a state park and even today it still has that atmosphere about it with the woods, lakes and wildlife. Within just a few hours drive from Crane are many small, and medium-sized cities and towns and several world-class universities that work closely with Crane on numerous projects. The people who work here have a special work ethic about them and a genuine desire to provide the best value to the customer. It all makes for a great place to work.

Recognizing that our work force is our greatest asset, we have taken on board the CNO's guidance on Covenant Leadership within the Acquisition and Material Logistics Department. Recently we've been working with Dr. Roy Perryman whose specialty is work force and organizational development. With Perryman we have conducted surveys, focus groups, and interviews to find out where our strengths and weaknesses are. It's been a very enlightening experience. We want to enhance the atmosphere of open, honest and direct communication and to build upon a foundation of mutual respect throughout our work force.

The work our contracting and supply folks do is critical to supporting the war fighter and they have the right to feel very proud of what they do and they should feel proud. If people go home at the end of the day feeling good about what they've accomplished, that makes



James E. Whitehead, a packer in the Preservation and Packaging Branch, prepares RAM air turbo generators for packaging.

for happier homes, happier families, and better communities. This in turn makes for happier and more productive workers when they return to work the next day. We're taking a "whole person" approach to management and through Covenant Leadership and the work we are doing with Perryman, that's where we want to go.

As the 12th largest employer in the state of Indiana, NSWC Crane recognizes its role in the area economy. Within the Acquisition and Material Logistics Department is a very active and engaged Small and Disadvantaged Business Utilization (SADBU) Office. This office

ensures that small businesses, small disadvantaged businesses, women-owned, and veteran-owned small businesses and small businesses located in historically underutilized business zones are afforded opportunities to propose on supply and service contracts issued by the Acquisition Directorate at Crane. The SADBU office participates in numerous purchasing fairs to give awareness to potential small business contractors of opportunities to sell their supplies or services to Crane.

They also work closely with area Chambers of Commerce and economic development organizations to get the

word out about business opportunities at Crane. This is great for the economy and provides additional sources of supply for our buyers. In FY '03, Crane awarded more than \$220 million in contracts to small businesses throughout the U.S.

Many people know about Crane for the work done in small arms or the leading edge technology and engineering. What gets overlooked sometimes is the supporting staff, the Acquisition and Material Logistics experts working behind the scenes that contribute every bit as much to putting the final product into the hands of the war fighter. With vast experience and innovative business practices, our Acquisition and Material Logistics Department is strategically and geographically capable and ready to effectively meet the present and future needs of the fleet, and is committed to 'Making Sea Power 21 a Reality.'

Acquisition

Over 90 dedicated employees in the Acquisition Division, representing 700 years of combined experience, support Crane's customers that expand beyond the Navy to include the Army, Marine Corps, Air Force, and Coast Guard, among others. Acquisition personnel are co-located in the offices of the technical customers at Crane, forming Integrated Process Teams that support an environment that is conducive to convenience and timeliness.

"Having the direct support of acquisition personnel works great for our department. We're able to team with industry to be responsive to our customer's demanding requirements. Having the acquisition associates collocated with our technical staff helps break down barriers between requirements generation and end products/services. They're always open to finding effective solutions through innovative acquisition planning processes," stated Don Schulte, Head, Electronic Development Department.

Crane is among the largest contracting activities in the NAVSEA Field Procurement System in terms of the

number of contracts awarded and dollars obligated. Crane's acquisition teams have extensive experience acquiring materials for the war fighter. Crane regularly employs cost-technical trade-off and best value source selection techniques, commercial item acquisition processes, and broad agency announcements for procuring research and development.

Crane procures 100 percent of the Navy's sonobuoys, and is the acquisition engineering source for 100 percent of the Navy's night vision equipment. Crane also acquires devices such as microwave tubes, explosives and ammunition, chemical and biological detection and protection equipment, and batteries and power systems.

A main contributor to the success of Crane's Acquisition Division is that it taps into Crane's other vast resources to make the best buy for its customers. The outdoor ranges and laboratories are used to perform affordable testing and controlled experimentation on products.

When NAVSEA 05 tasked Crane to serve as the test program director for evaluating swimmer detection sonar

(SDS), Crane quickly turned to its Glendora Lake Facility where initial costs for testing were low, before entering the more expensive ocean test phase.

"Our departments here at Crane work closely with one another to accomplish a common goal – to satisfy the needs of the war fighter. Employees work together, forget about any departmental boundaries, and use one another's assets to come up with the best solution.

Teamwork is what it's all about at Crane. These employees know the importance of coming to work every day, and working hard for the war fighter," stated CAPT Daniel M. Wise, Commanding Officer, NSWC Crane Division.

Crane's experienced work force, ability to handle a multitude of diverse products, direct interaction with its customers, and commitment to quality allowed over \$798 million in contract obligations in support of the war fighter in FY '03.

Material Logistics

Crane provides Material Logistics solutions to the war fighter by promot-



Steve L. Jackson, a materials handler, uses a Radio Frequency computerized system that is mounted to the forklift to check inventory and complete issues/receipts.

ing customer confidence through timeliness, accuracy, and cost-effectiveness. In FY '03, Crane managed an inventory valued over \$3 billion, processed 23,297 receipts and 60,310 issues, shipped 56,589 tons of ordnance, and processed 775,975 pieces and packages for shipment or storage. Total throughput involved 611,136 transactions valued at \$11.3 billion. The average response time was 2.5 days ... 23 percent faster than Defense Department goals.

Crane's 100 square miles of land houses several storage buildings and warehouses, each at near capacity. On a base this size there is room for expansion should the need arise. Our storage facilities provide multipurpose, hazardous, controlled, heated, refrigerated, and classified storage capabilities.

Innovative technology helps Crane's Material Logistics Division meet the needs of the customer. Materials stored at Crane can be easily tracked and retrieved with our Automated Storage and Retrieval System. Our wireless (RF) technology also allows users to scan bar coded information directly into the Integrated Logistics Management Information System (ILSMIS) from computers mounted directly on the material handling equipment. The wireless technology has helped increase productivity and accuracy in the performance of Material Logistics' core capabilities: receipt, storage/issue, repairables, and disposal.

Employees take pride in their work and understand the value they add to the military's mission. John Kurdziolek, Crane Night Vision/Small Arms Inspector and veteran, stated, "I've been out in the trenches, and know how important it is to get these products to the folks that need them to do their job. A lot of us at Crane are former military and we know the importance of equipping the war fighter with the proper equipment – in a timely manner."

John works in one of the many large storage buildings on base. His job, like many in Material Logistics, includes receiving, issuing, storing, and inspecting some of the \$3 billion worth of items



James L. Coulter, a packer in the Preservation and Packaging Branch, prepares the receiver of a 50-caliber machine gun for packaging.

managed at Crane. Condition Codes are assigned to items such as microwave tubes, night vision equipment, and chemical agent detectors. These codes determine the next 'stop' in the item's life cycle.

Crane provides full life cycle support of these assets. A large staff of highly trained technicians and engineers repair or refurbish these items as needed. The items are then stored until they're ready to be shipped to the Fleet.

Don Shaffer, Crane Material Handler and storage manager for 7,235 microwave tubes, commented, "We're here to provide support. We have to make sure we have adequate stock for the war fighter. I feel it's one of the more important parts of the job. Years ago, I got the chance to go to a Navy ship to see what radar systems do to protect the ship – radar systems have microwave tubes in them, like the ones I manage. I could see what my work here at Crane accomplished out on the ship. It really allowed me to understand the value of my work – of Crane's work."

The Shipping and Distribution

branches package and ship material all over the world in support of the war fighter. The Packaging Section of the Distribution Branch prepares the material for shipment in accordance with specified standards by utilizing a wide variety of packaging methodologies for shipments in a short turn around time. The shipping branch routes and ships the material to meet the customer's delivery schedules. James Whitehead, an associate in the preservation and packing area of the Distribution Branch summed it all up, "We're constantly busy shipping materials out of here – we're definitely providing value to the war fighter." ↴

CAPT Joseph A. Erler served on board USS Koelsch (FF 1049), USS Harry E. Yarnell (CG 17) and USS Dwight D. Eisenhower (CVN 69). His shore duty assignments include Space and Naval Warfare Command, Defense Fuels Quality Assurance Residency – United Kingdom, Regional Support Group Norfolk, Commander Pacific Fleet, and U.S. Transportation Command.

Naval Reserve Supply Community Workshop

Features Transformation and Relevancy as Theme

By Commander Steve Ferris, SC, USNR
Operations Officer, Commander Naval Forces Korea Det D (St. Louis)



The Naval Reserve Supply Community will sponsor its annual workshop from June 4-6, 2004, in Athens, Ga., and feature as its theme, "Bringing Home Change: Transformation and Relevancy for the Supply Reserve Force." The workshop will be held in the newly expanded Athens Classic Center, located in the heart of downtown Athens.

RDML Tom Andrews, SC, USNR, is the flag sponsor for the workshop. CAPT Steve Ethridge, SC, USNR, and CAPT Tom Welke, SC, USNR, will serve as co-chairmen of the event. The workshop will include remarks by RADM Justin D. McCarthy, Chief of the Supply Corps, concerning how broader Navy transformational initiatives will impact the Navy Supply Corps and the nature of Reserve utilization.

Other scheduled speakers include Thomas F. Hall, Assistant Secretary of Defense for Reserve Affairs; VADM John G. Cotton, USNR, Commander of the Naval Reserve Force; and Maj. Gen. C. D. Pair, USAR, Chief Staff Officer, U.S. Transportation Command.

These speakers will address issues of military transformation from DoD, service and customer perspectives. Several Supply Corps flag officers will lead breakout sessions for the three broad Supply Corps career fields – Acquisition, Operational Logistics, and Supply Chain Management.

RDML Andrews and his committee have structured the workshop to achieve four broad goals. The first is to provide a forum where events impacting current defense and naval logistics can be discussed.

Secondly, the workshop will seek to challenge senior supply officers to respond to and implement the various transformational initiatives in a way that

enhances logistical effectiveness.

Third, the 2004 workshop seeks to encourage junior officers and enlisted personnel to think in terms of career paths rather than a sequence of billets and assignments.

Finally, the workshop will provide DoD, Naval Reserve and Navy Supply Corps leadership with an opportunity to communicate their vision concerning how transformational initiatives will influence the evolution of naval logistics and the contributions of the Reserve supply community.

A number of courses offered by the Navy Supply Corps School will also be conveniently offered during the period of June 1-12, which surrounds the workshop weekend. The course selection includes Introduction to Expeditionary Logistics, Transportation of Hazardous Materials, and Reserve Supply Management Advanced Refresher Training.

In addition to a two-day program of professional development, there will be a number of social activities. On Friday morning, June 4, there will be a golf tournament at the University of Georgia Golf Course. A down-home barbeque on Royer Square at the "schoolhouse" will be held Saturday evening, featuring live music and great southern barbeque. The annual Pappy Pawson run will be held early Sunday morning and feature a run through the scenic streets of Athens.

With the cancellation of the 2003 Workshop in Salt Lake City due to the war in Iraq, the Athens workshop will be the first one held in two years. Past workshops have enjoyed significant turnouts and have provided Reserve Supply Corps officers and the supply enlisted community with a one-of-a-kind forum for the exchange of ideas and interaction, which has become so

important in this era of rapid transformation.

This year, we are inviting a number of active component supply officers who deal with Reserves and Reserve issues on a consistent basis to join us for the workshop. The addition of these active component officers to the mix should add another dimension and perspective to the workshop that we have not enjoyed before.

Considering all the opportunities awaiting our community in Athens this year, we strongly encourage all supply officers and supply community enlisted personnel to consider the workshop as a priority for calendar year 2004.

Interested personnel can register online at www.readyforsea.org. Information about Athens, a tentative workshop program, and links to various hotels in Athens are also contained on the web site. Consider registering early to take advantage of the "early bird" discount.

"Come on home" to Athens for this great event. ↴

CDR Steve Ferris' previous Reserve assignments include Cargo Handling Battalion 13, U.S. Transportation Command, and FISC Yokosuka. He is a graduate of the U.S. Naval War College and the U.S. Army Command and General Staff College. He is currently enrolled in the U.S. Army War College's distant education program.

Fearless Logistics: NMCB 74 Supply Department At FEX

By Lieutenant Junior Grade Jose L. Vargas, SC, USNR, Assistant Supply Officer, Navy Mobile Construction Battalion 74

After a very successful deployment in Kuwait/Iraq during Operations Enduring Freedom/Iraqi Freedom, as well as assisting with the recovery efforts of Typhoon Ponsogna in Guam, NMCB 74 was looking forward to returning to homeport. Like ships, the Seabees operate on a deployment schedule as well – six months deployed, 10 months in homeport. Seabees deploy to one of the three main body sites located in Okinawa, Guam and Rota with detachments all over the world including the Bahamas, Italy, Greece, Bahrain, Guantanamo Bay, Palau, and Hawaii to name a few. During homeport, Seabees focus on readiness through training as well as construct numerous projects throughout the local community.

One of the training exercises in homeport was a two-week field exercise (FEX). This exercise demonstrated how well prepared we are for deployment.



MSSN Eva Graf serves one of the many hot plates during the Field Exercise.



SK3 (SW) Jason Darty operates a forklift on the Table of Allowance (TOA) assembly area.

The entire battalion, which consists of approximately 600 people, deployed to Camp Shelby in northern Mississippi to set up camp, provides defensive security measures, and builds numerous construction projects. NMCB 74 Supply Department played an important role in this exercise by providing outstanding logistical and food service support.

Our Supply Department is composed of disbursing clerk, mess management specialist, ships serviceman, postal clerk, and storekeeper ratings with two Supply Corps officers on board. During regular deployments, NMCB 74 Supply provides disbursing, postal, messing, and logistic operations. On FEX, the disbursing clerks and postal clerks were assigned to the communications platoon and helped maintain camp communications in the Command and Control Center. DK1 John Powell clearly demonstrated his

ability to maintain communications with the entire camp and higher headquarters and assisted the watch officer in making the best decisions in regards to the defense of the camp.

The SHs were attached to the Security Company ensuring that proper security conditions were set and helped keep all the enemy forces outside the main camp. The SKs were responsible for the proper management of the Table of Allowance (TOA) in the field. The TOA is a list of all the equipment, supplies and other essential materials that a battalion needs to self-sustain in a contingency environment. This includes construction equipment, tents, radios, weapons, cots, uniforms, food, fuel, etc. Not an easy job to take, but SK3 (SW) Jason Darty took the challenge and did a magnificent job in customer service and support to the Seabees in camp.

Finally, the MSs set a new stan-

Fearless Logistics (Continued)



SK1 Lindian Steele directs a forklift on the Table of Allowance (TOA) assembly area.

dard of achievement for future battalions to strive for. Under the leadership and direction of MSCS (SW/AW)

Calvin Dukes, the mess specialists set a new battalion standard of serving more "A-rations" than ever before. In the

past, most battalions served Meals Ready to Eat (MRE) for the majority of meals and the galley was not operating to full capacity until day 4. However, *Fearless* 74 MSs had the galley completely set up and operating at full capacity on day 2 with the first evening meal consisting of fried chicken, mashed potatoes, green beans, salad, and dessert. MREs were served only for lunch while breakfast consisted of pancakes, waffles, eggs, bacon, etc., and dinner consisted of fried catfish, hamburgers, BBQ ribs, grilled steaks, and chili. This is truly an example of "thinking outside the box" and providing exceptional customer service!

Bravo Zulu to all the personnel in the NMCB 74 Supply Department in having a "CAN DO" attitude and excelling in customer service on FEX. ↴

LTJG Jose Vargas also serves as the Disbursing and Food Services Officer of NMCB 74. This is his first tour out of Supply Corps School.

Thanksgiving Celebrated On Board *HST*

By LCDR J.B. Theriault, SC, USN, Assistant Supply Officer, USS Harry S. Truman (CVN 75)

USS *Harry S. Truman's* (CVN 75) Food Service Division celebrated Thanksgiving with a feast of copious proportions on board the ship. While the meal was primarily for Sailors on duty during Thanksgiving, it was open to all crew members and their families, many of whom came aboard rather than eating at home.

More than 1,000 crewmembers enjoyed the festivities. RDML Robert D. Reilly, Commander, *Harry S. Truman* Strike Group, made a surprise visit on *HST* as the Thanksgiving meal serving line was opening. The admiral was quoted as saying, "... Don't tell my wife, but I'd much rather stay here than go home...what you [mess management specialists] are doing for your crew is fantastic and truly above and beyond ..."

Pictured on the right, preparing to serve the holiday meal, from left, are



MS1 (SW) Michael Torres, MSC (SW/AW) Ben Kline, MSSN Candyce Pendleton, Food Service Officer CWO2 "Luke" Lukeivic, Supply Officer CDR

John King, MS3 (SW) James Fuoco, MSSN Eric Burns, Leading Mess Specialist MSCM (SW/AW) David Graef. ↴

Serial Number Tracking (SNT)

Team Wins DoD's "Great Ideas" Competition

By Commander Matt Mullins, USN

Aviation Maintenance Officer, Naval Inventory Control Point

Throughout the past year, Deputy Under Secretary of Defense for Logistics and Material Readiness (DUSD L&MR) has encouraged both private industry and Department of Defense components to submit "Great Ideas" for maintenance initiatives. This year, 26 "Great Ideas" were submitted for consideration in this Competition of Innovation.

The DUSD L&MR office established a review committee to pick the top six finalists for the "Great Ideas" Award, based on abstract submissions. The ideas were then presented at the annual Department of Defense Maintenance Symposium Oct. 27-30, 2003, at King of Prussia, Pa. The symposium is hosted by DUSD L&MR and the Society for Automotive Engineers (SAE) International.

The SNT Team submitted "Serial Number Tracking – Maintenance In Action" which was chosen earlier this year as one of the six candidates for final presentation during this year's symposium. This in itself is a recognizable feat, in excelling above 20 other submissions.

The six selected "Great Ideas" finalists were:

- "Achieving the Holy Grail – Preventing Asset Failure" presented by Smartsignal of Chicago
- "Asset Identification Management" presented by the Boeing Corporation, Philadelphia
- "Analysis Methodology and Optimizing Tools for Maintenance Problems as applied to the Apache Focused Recapitalization Program" presented by Sandia National Laboratories
- "SNT – Navy Maintenance in Action" presented by CDR Matt Mullins, Naval Supply Systems Command
- "Mimosa Open Interface for Plat-

forms" presented by SAIC

- "The DoD E-Mall" presented by LCDR Jack Stem, Defense Logistics Agency

Four of the six presenters were from the private sector, while the other two were from the DoD components. Each presenter had 15 minutes to sell their individual "Great Idea" to the DoD staff and other audience members.

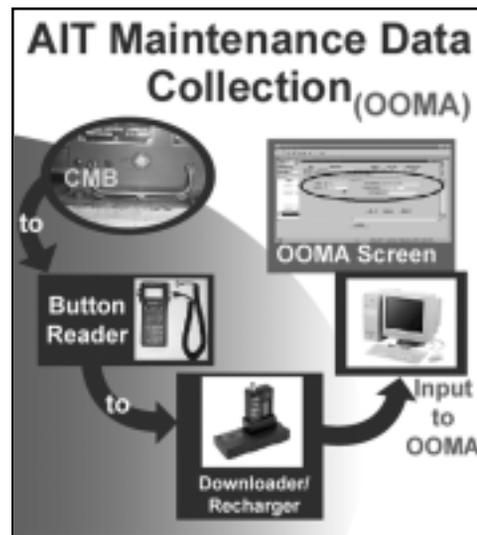
The winner was selected by ballot submissions from all audience members for the idea they deemed the best. "SNT – Navy Maintenance in Action" was voted as the "Great Idea" for the 2003 DoD Maintenance Symposium.

An enthusiastic SNT presentation tracked an aviation maintenance action via the Serial Number Tracking web site, showing accurate serial number asset information and maintenance history data from a squadron deployed on board an aircraft carrier through the retrograde process to the commercial repair of that asset. The web site then tracked the asset back through the supply chain to its installation back on an aircraft.

The SNT project and presentation were infectious to the audience, causing a great deal of interest in what the Navy has done with Serial Number Tracking.

This year's symposium theme was "Maintenance – Keystone of Mission Readiness", and SNT's Navy Maintenance in Action complemented this theme nicely.

The comprehensive presentation idea of displaying accurate serial number tracking data via the single SNT web location was crafted by the SNT support staff of Wayne Hoover, Pam Szymczak and David Larson, who were



all instrumental in molding the idea into Department of Defense's award winner.

Congratulations go out to the entire Serial Number Tracking (SNT) team for prevailing in what was an extremely tough competition.

For more information on this award-winning web site, please see www.snt.navsup.navy.mil.



CDR Matt Mullins is the Serial Number Tracking (SNT) Project Officer. He was commissioned from the U. S. Naval Academy in May 1987. As an aviation maintenance officer, he has served at Fighter Squadron 154, Miramar, Calif.; Chief of Naval Technical Training Headquarters; Commander, Naval Air Forces, Atlantic Fleet; and USS George Washington (CVN 73). He completed five deployments on the aircraft carriers Constellation, Independence and George Washington. He is a member of the Aviation Maintenance Duty Officer Organization and the Virginia Society of Certified Public Accountants.

Camp America Mini-Mart

Expands to Meet Customer Needs

By Kristine M. Sturkie, NEXCOM Public Affairs

The mission of the Navy Exchange System is to provide quality goods and services at a savings and to support quality of life programs. Customers depend on the Navy Exchange to provide them with what they need, when they need it. This was never more evident at Camp America in Guantanamo Bay, Cuba, where the 240-square-foot mini-mart quickly became too small to support the troops in the camp. In addition, the main Navy Exchange, located 30 to 45 minutes away by bus, was too inconvenient for most customers to shop on a regular basis. Camp America needed to have a bigger store due to the increased activity after Sept. 11, 2001.

The Navy Exchange Service Command (NEXCOM) began planning the expansion of the mini-mart in March 2003. Navy Exchange Guantanamo Bay general manager, Don Mohlman, worked with Command Sergeant Major George Nivas, Joint Task Force (JTF) Command Sgt. Maj., to determine what products should be placed in the new store.

"We asked the troops what they



The mini-mart at Camp America was expanded to meet the increasing needs of the troops including a wide range of athletic wear.

wanted to see in the new mini-mart," said Nivas. "They said (they) wanted more convenience foods, cold drinks and nutritional supplements. Also, since only JTF troops are allowed to shop in the store, we wanted to add JTF-themed merchandise, such as t-shirts, that the troops could purchase."

The result is a five modular unit, 3,040 square feet store that features a walk-in refrigerator and freezer for drinks and frozen foods, a dressing room and rest rooms, and expanded offerings in health and beauty aids, laundry detergent, convenience foods, nutritional supplements, vitamins, beverages, and athletic wear and footwear. In the future, the store also hopes to add a video rental service to allow the troops to rent movies.

Customer reaction to the

new store has been very positive. "I'm very happy to see the selection and assortment of female running and athletic gear," said Sgt. Dorothy James, assigned to the U.S. Army's 273rd Military Police Company.

Command Sgt. Maj. Steve Short, a member of the U.S. Army's 384th MP Battalion, also was impressed by the new store. "This store is definitely a tremendous addition to the quality of life support down at the camp," said Short. "I have personally spoken to many soldiers and they are very happy and pleased with the store."

Nivas appreciates the convenience it offers to the troops in Camp America. "These troops work 10 to 12 hours per day," he said. "I'm all for anything that saves them time so they can go about doing other things. This store has been a big hit."

Since its grand opening on Oct. 22, sales have been averaging over \$4,500 per day, with opening day sales at \$7,424, the highest single day sales for the Mini Mart.



The expansion of Camp America's mini-mart provides a wider selection of health and beauty aids, laundry detergent, convenience foods, nutritional supplements, vitamins, beverages, and more.

Coffee and the Navy

By Rear Admiral Frank J. Allston, SC, USNR (Ret.), and
Captain Kathleen Jensen, SC, USNR

Grande, skinny, light foam, latte, cappuccino, frap-paccino, mocha. These are names of beverages that have crept into the English language recently as various coffee-based drinks have brought a high degree of choice to consumers in all walks of life. As these choices have expanded, Navy officers and enlisted personnel have become more sophisticated in their beverage choices. This still-growing range of coffee choices in the U.S. Navy has evolved slowly over more than two centuries, as commercial coffee makers and purveyors developed imaginative techniques that today whet the thirst of men and women throughout the world.

When men first went to sea thousands of years ago, their solid food and beverage needs were major concerns. In earliest recorded time, ships rarely sailed beyond sight of land, where they could easily put in to shore to obtain food and water.

Later, as ships became larger and voyages longer and more hazardous, crews were sustained with substantial stores of food containers and jugs of water, requiring development of procedures for stowing, issuing and consuming them. Sanitary conditions at sea affected liquids and other foods aboard ship, leading to boiling water or adding alcohol to make it palatable. Before coffee came into use, water was supplemented by mead, a drink of fermented honey and water, flavored with fruit or spices. The meager rations were carefully doled out during each voyage.

Inevitable onboard shortages on long cruises frequently became major issues among the crews, leading to occasional refusals to participate in manning their stations and even mutinies. Exhausted supplies of liquids far at sea could be replenished solely by capturing rainwater in sails, buckets or



*Coffee, in its many forms, has been a mainstay of the Navy through the years.
Sketch by Tracy Evans-Qualls, Naval Supply Systems Command Public Affairs*

whatever else was at hand.

The Old Testament indicates that wine was a popular beverage in biblical times. Archaeologists have uncovered ancient hieroglyphics describing how to brew beer and have located jugs that were used for containing beer more than 5,000 years ago. Although there is strong evidence that a strong alcoholic beverage was originally distilled from sugarcane in ancient Asia, it was not until the 15th century that Europeans learned to convert sugarcane readily into a thick, sweet liquor that became known as rum.

Rum was quickly adopted by Great Britain's Royal Navy. The fledgling American Continental Navy was modeled along the lines of the RN and, early in 1794, the Continental Congress enacted into law that a daily ration for American sailors would be "one half pint of distilled spirits," or in lieu thereof,

"one quart of beer."

Royal Navy officials soon noticed that allowing enlisted ratings to drink straight rum hampered their performance at sea and endangered the safety of their ships. The Admiralty solved this problem by specifying that rum be diluted with water, creating a beverage called grog, which satisfied Sailors' need for a more thirst-quenching drink than water alone.

Influenced by their English heritage, some American Sailors preferred drinking tea. Both coffee and tea could easily be brewed aboard ships. As a result of King George III's instituting a tax on tea and retaliation by colonists in the famous Boston Tea Party in 1773, the Continental Congress declared coffee the national drink of the colonies and aboard U.S. Navy ships. American Sailors promptly switched from tea to coffee.

Preserving coffee beans proved to be a daunting task aboard Navy ships

and in warehouses ashore. Wormholes in the beans roused considerable concern because of the unknown effect upon the final brewed product from the holes and the insects that caused them. Paymaster F.T. Arms addressed this concern in the Navy Cook Book, published in 1902, which he authored and distributed. Arms wrote, "The presence of wormholes in coffee should not occasion its rejection unless it is of inferior quality and strength, since they (the wormholes) generally indicate age, weigh nothing, and disappear when the coffee is ground."

Coffee was served primarily for its satisfying taste and warming characteristics, but necessity sometimes fostered other innovative uses. In the spring of 1914, the Navy flotilla of destroyers was sent to Tampico on the Caribbean coast of Mexico where Marines were landed to secure release of arrested American seaman. The skipper of one destroyer, realizing that some of his Sailors, who would accompany the Marines, had only blues and whites in their sea bags to wear ashore in the semitropical climate, turned to his officers for suggestions.

One unknown destroyer paymaster resolved the problem of providing more comfortable tropical uniforms by dipping white uniforms into pots of coffee, which effectively transformed them into khakis. A future flag officer and chief of Supply Corps, then a yeoman, third class (later VADM), Charles W. Fox, reported that there was "absolutely no comfort in wearing a uniform soaked from having been dipped in a pot of coffee dregs."

Secretary of the Navy Josephus Daniels, scandalized by reports of drunkenness aboard ship, issued an order 1919 banned the serving of wine in the wardroom and any consumption of alcoholic aboardship. Daniels, a teetotaler, decreed that only coffee or tea should be served. This was not a popular order and Sailors promptly dubbed a cup of coffee as a "cup of joe."

Popularity of coffee continued to increase during the period between two

world wars as supply officers strove to assure that coffee of suitable quality was available in sufficient quantity to sate the thirst of officers and Sailors afloat and ashore.

The importance of coffee to officers and Sailors was driven home on 7 December 1941, when supply officers of undamaged or lightly damaged combatant ships following the sneak attack on Pearl Harbor prepared to board supplies for immediate deployment no later than early the next morning. CAPT (later RADM) John J. Gaffney, senior Supply Corps officer assigned to the Navy Yard Pearl Harbor, issued a series of emergency orders to his staff. Among officers he dispatched into action was LTJG J. B. Andrade, SC, USNR, one of five Naval Reservists already serving on two weeks active duty in CAPT Gaffney's Supply Department. He instructed Andrade to drive into Honolulu to make emergency purchase of five tons of the popular Kona coffee for issue to fleet units preparing to put to sea.

The young officer was unable to obtain the entire five tons as hastily opened wholesale firms turned over their entire Kona coffee inventory to him. Anticipating that it might not be possible for LTJG Andrade to purchase the full five tons, Gaffney had authorized substitution of commercial brands. Andrade purchased and delivered five tons of Kona and other acceptable coffee by late evening that day.

As America went on a full wartime footing, soldiers were issued instant coffee in their ration kits. Back at home, shortages of coffee eventually led to rationing.

One frequent World War II saying boasted that Navy ships operated on fuel oil and their crews operated on coffee. Many Sailors were convinced that U.S. Navy combatant ships in World War II had more unofficial "coffee messes" (or coffee pots) in place than crewmen aboard — about 2,000 in battleships. Most of these unauthorized "messes" consisted of a single electric coffeemaker plugged into the nearest electrical outlet in crew quarters, offices,

workshops and sometimes even at battle stations. The number of individual messes and the frequent need to substitute lesser-known brands of coffee were among several factors that raised questions about the quality of Navy coffee, particularly in the fleet.

U.S. Navy officials, motivated by the belief that coffee is as important to personnel in the fleet as ammunition is to its weapons systems, were concerned early during wartime expansion in 1942 over the widely varying quality of the roasted coffee being supplied to ships and shore stations. The solution was to open Navy fresh coffee roasting plants on both the East and West coasts and later in Hawaii.

The coffee roasting plant at the Naval Supply Corps Depot Oakland, capable of roasting 13 million pounds an hour, went on line on Oct. 27, 1942. The plant annually produced 13.5 million pounds of freshly ground coffee from approximately 16 million pounds of green coffee beans obtained from Central and South America, usually from Brazil and Colombia.

During the period from opening in October 1942 to June 1948, the Oakland Coffee Roasting Plant blended, roasted and ground 115,830,896 pounds of green coffee into a total of 98,456,264 pounds of freshly ground and roasted coffee and packed them in 50-pound sacks of high-quality freshly roasted coffee for the Pacific Fleet. Coffee was also shipped to other Navy, Marine Corps and Army units throughout the Pacific, including bases in Western states.

A second coffee roasting plant, located at the Naval Clothing Depot at Brooklyn, N.Y., provided a similar service to the Atlantic Fleet and to other American military services in the North African and European theaters of operations. Both plants were operated until disestablished in 1956. An older Navy coffee roasting plant at Mare Island Shipyard in California was dismantled, shipped to Pearl Harbor, and began operation in July 1943 to meet expanding coffee needs of growing and rapidly advancing forces in the Central Pacific.

Anecdotes about coffee in the Navy abound. Attorney Harris Meyer, son of the late CAPT Sam Meyer, USNR, shares one story that his father-in-law, Bernie Eisenbach, told fondly with pride. Eisenbach, a trained and experienced tool and die maker, enlisted in the Navy in 1942 and was designated a torpedoman, second class. He was ordered to the destroyer escort, USS *Richard W. Suesens* (DE 342), deployed to the South Pacific that already had a full complement of torpedomen.

Eisenbach could type, so he was assigned as assistant to the ship's cook.

The cook promptly gave Eisenbach the task of assuring that there was ample coffee for all watches. Bernie soon noticed that large quantities of coffee were left in the 20-quart containers in which it was brewed. The crewman who had this task before him, simply filled large pots with water, threw in large cheesecloth wrapped bags of coffee, turned on the heat and left them to boil. Sailors strongly criticized the bitter taste and drank little of it.

Not being a coffee drinker, Eisenbach wrote to his father, a professional baker, and asked for the exact formula and procedure for brewing great coffee, which he subsequently received. His father stressed how much coffee he should put in for each gallon of water, exactly how long to brew the coffee and he emphasized that when the coffee was brewed, the grounds should be removed immediately.

When the crew tasted the strong, well-brewed and improved coffee, prepared according to instructions of Bernie's father, they enjoyed the change. Thereafter, coffee usually disappeared by the middle of the watch, requiring Bernie to prepare additional quantities. Bernie's successful improvement in coffee definitely raised crew morale, but it had an unintended side effect that doubled his workload. The seemingly miraculous improvement in the ship's coffee formula soon spread throughout the squadron.

CAPT Len Sopera, SC, USN (Ret.), recalls a shipboard coffee incident that

had a less pleasant outcome. As a lieutenant, junior grade, in 1962, he was assigned as food services officer in USS *Cavalier* (APA 37) and caught a seaman apprentice one day making the morning coffee for the mess decks, using dirty dishwater. "I nailed him and took him to captain's mast where the CO busted him down to seaman recruit and processed him out of the Navy. That was the first time I put someone on report and nailed him at mast."

At special times, military families traditionally have taken their holiday meals at base dining halls and dining facilities. CDR (later CAPT) Thomas J. Ingram, SC, USN, believed that the food service staff should be rewarded with a big holiday turnout, so he took his family to Thanksgiving dinner at the Cheatham Annex, Va., General Mess in the late 1960s. As a teenager, Alison Ingram (later CDR, CEC, USN, Ret.) accompanied her family for a special turkey dinner. When a mess attendant took her dessert order, she asked for pumpkin pie, but was served coffee, a beverage she never consumed. As the attendant stood by to determine her satisfaction, Alison reluctantly drank the coffee and found that it was delicious. CDR Ingram now says that she has been drinking coffee ever since.

In 1974, as the U.S. Navy's communications station in Asmara, Ethiopia, was closing, a warehouse filled with remaining excess stores, was opened to the Ethiopian public for one visit per person to take whatever could be carried. Although beer was the popular choice, many 20-pound square cans of roasted and ground coffee departed on tops of heads or under arms. These square 20-lb. cans are still used today, primarily aboard American submarines, and DLA sold \$556,000 worth in fiscal year 2003.

Coffee has always been employed as a medium of exchange for enterprising Navy Supply Corps officers afloat. Two former chiefs of Supply Corps recall just how valuable coffee is around the world.

RADM Jim Miller, 37th Chief, reports, "When I was a young junior supply officer, skippers of my ships



Former President Richard Nixon (then Senator) toured the Supply Center's coffee plant in February 1952 as guest of Commanding Officer, RADM T. Earle Hipp, left. J.P. Nielsen, right, in charge of the coffee plant, looks on." From "NSC Oakland 50th Anniversary booklet" - 1991

would always warn me to have 5-pound tins of coffee aboard when we visited Hong Kong. There, a sampan captained by 'Mary Sue' with a crew of young girls, would pull alongside arriving U.S. Navy ships and offer to paint our hulls in return for tins of coffee. We'd supply the paint and rollers and the women would use them to paint our ships." RADM Ted Walker, 35th Chief, adds, "A 5-pound tin of coffee would get almost anything done at a Navy shipyard."

Worldwide consumption of coffee expanded throughout the 20th century and continues into the 21st century. One reporter's article, published in a Chicago suburban newspaper in 2002, provided his perspective on coffee in American society. Jake Herrle wrote:

"It (coffee) jump starts our mornings and fortifies us for winter's freeze. It can summon the courage to face a particularly dreadful day at the office.

"Coffee is a warm and inviting friend that greets us again after dinner to smooth over a rough day or to help digest an ample meal. The day's last cup of joe signals the mind to shift gears into the inky night and begin to slow down.

“Not to slight our furry four-legged friends, but coffee is a constant and reliable companion to most of our lives.”

Much has been written in the popular press about the phenomenon of coffee shops as popular gathering places for refreshment, fellowship and conversation in other parts of the world. Coffee shops are becoming equally popular as social institutions in the United States. Serving a wide variety of coffee, tea and chocolate beverages, these occasions have tempted Americans from middle school students to retirees, including the American military personnel. As reporter Herrle put it, “Ever stopped in the floral shop of a strange town to get the scoop on the local gossip?”

Historically, individual military services were responsible for procuring, storing and distributing all commodities, including food. Beginning in October 1961 with formation of the Defense Supply Agency, now the Defense Logistics Agency (DLA), within the Defense Department, methods of supplying subsistence items changed drastically. The mission of the Defense Supply Center Philadelphia (DSCP) includes providing subsistence for United States military personnel worldwide.

CAPT Jeffrey Bradley, SC, USN, Director of Subsistence, DSCP, reports that from World War II until the early 1990s, roast and ground coffee was centrally purchased under a military specification, placed in military depots and issued. In 1993, the Department of Defense replaced the military depot system for garrison feeding with the Subsistence Prime Vendor Program, utilizing commercial distributors.

“Today’s warfighters don’t select coffee with the same regularity as their predecessors and tend to choose sports drinks, sodas or other popular fountain lines. The familiar coffee urn in the dining halls that are full 24 hours a day, have in many instances, been replaced by fountain dispensers using reconstituted liquid coffee at a cost of \$800,000 a year,” Bradley explains.

Despite the changing trends in

beverage consumption by members of U.S. military services, use of roasted and ground coffee is still substantial with reported purchases of approximately \$3 million a year. Bradley reports, “Initiatives are underway by DLA Defense Supply Center Philadelphia, in cooperation with the National Institute for the Severely Handicapped, the government of Puerto Rico and the State of Hawaii to develop a domestic source of roast and ground coffee that could be made available to the U.S. military.”

Navy Exchange Service Command operated direct-run retail fast-food outlets on Navy facilities in the early 1970s, but sales were lackluster. Recognizing the success of name-brand fast-food stores near Navy installations, NEXCOM executed a local contract that Burger King won through competitive bidding and, in 1974, was awarded the right to operate at four Navy waterfront sites – Norfolk, Pearl Harbor, Long Beach and New London – where Sailors could purchase coffee. NEXCOM Commander RADM William Maguire, SC, USN, explains, “Revenues were terrific and so we decided at the term of the existing contract, we would resolicit.”

In 1984, McDonald’s Corporation was awarded a contract to operate at multiple sites, now totaling 52 systemwide. Under separate contracts, Wendy’s operates a store in Iceland and Burger King operates two in Europe. These contract locations do a lively business in coffee sales. Eurest, operating as 5 Star Cafe, was awarded a contract in 2002 to provide food service at The Pentagon, including brewing and selling Starbuck’s coffee under license.

Even with constantly changing public tastes, coffee remains one of the most popular beverages sold and consumed in the United States, trailing only soft drinks, milk and bottled water in annual volume of consumption. Suppliers can be anticipated to continue their quest for innovative new techniques for packaging and presenting coffee worldwide to the public, including military personnel.

Much has been written in the past

about the alleged negative effect that caffeine in coffee causes to individual health, but reports of recent studies have resulted in a reassessment of the health effects of coffee drinking. A recent article in the *Wall Street Journal* reported that “Researchers at the Harvard School of Public Health have found that men who drink four to five cups of coffee a day cut their risk of developing Parkinson’s disease nearly in half.” The *Journal* article further reported that “German researchers have also identified a compound in coffee that may offer protection against colon cancer.”

Obviously, additional research will continue as the pros and cons of drinking coffee remain under constant scrutiny by health authorities and the providers of coffee products, as well as consumers. In the meantime, it is safe to conclude that coffee will continue to be a significant part of Navy life aboard ship and ashore and that consumers will welcome the newer choices as they come on the market. ↴

*RADM Frank Allston had 34 years of active and Reserve duty when he retired in 1985. He was commissioned an ensign in the Naval Reserve Supply Corps in 1952 and served on active duty during the Korean War. He was presented the Department of the Navy Distinguished Public Service Award in 1998 for his 10-year effort in researching and writing *Ready for Sea*, an extensive history of the first 200 years of the U.S. Navy Supply Corps. RADM Allston has been selected as a 2004 Navy Supply Corps School Distinguished Alumnus. He now serves on the Newsletter Editorial Board.*

CAPT Kathleen Jensen is currently Project Manager/Virtual SYSCOM Support at Naval Supply Systems Command Headquarters. Her recent Reserve assignments include Commanding Officer, AIRPAC Supply 0189 and Executive Officer, NR Defense Distribution Center Detachment B120.

Rear Admiral Cowley Graduates 4th Battalion



RADM (Sel) Robert E. Cowley III, left, and CAPT Robert Monnette, right, congratulate ENS Matthew Shiels for being named the 4th Battalion's Honor Graduate.

RADM (Sel) Rober E. Cowley III, Deputy Assistant Secretary of the Navy for Acquisition Management for the Assistant Secretary of the Navy (Research, Development and Acquisition), graduated and certified students of the 4th Battalion "Ready for Sea" on Dec. 12.

The admiral came down from Washington, D. C., to visit the "Cradle of the Supply Corps" for the first time since graduating from the Senior Supply Officer Department Head course.

RADM (Sel) Cowley and CAPT Bob Monette, presented awards to students who distinguished themselves among their peers. ENS Matthew Shiels, was 4th Battalion's Honor Graduate and is headed down to PCU *San Antonio* out of New Orleans.

The Defense Finance and Accounting Service Excellence Award for the highest average in Disbursing Management was awarded to ENS Danny Headrick, who also won the Navy Exchange Service Command Ship's Service Store Award. He is headed to USNS *Niagara Falls*.

The Navy Supply Corps Foundation Leadership Award was presented to LTJG Lori Cody, who is headed to Person-



ENS Danny Headrick received the Defense Finance and Accounting Service Excellence Award and the Navy Exchange Service Command Ship's Service Store Award.

nel Support Activity Norfolk.

ENS Nicholas Miller won the Food Service award, and he will be heading out to USS *Columbus*.

The students of 4th Battalion honored LT Antonio Carmichael as Instructor of the Battalion. This is the third time that LT Carmichael has received the honor. The Instructor of the Battalion is chosen by the students of the graduating battalion and represents the Instructor they feel contributed most to their professional and educational experience at NSCS.



LTJG Lori Cody received the Navy Supply Corps Foundation's Leadership Award.



ENS Nicholas Miller received the Food Service Award.



**"Cradle of the Corps"
Celebrates 50 Years in Athens**

Every Supply Corps officer has one thing in common: whether they are currently serving on active duty, in the Naval Reserves, or are a retiree, they all have experienced Athens, Ga., in one form or another!

2004 will mark 50 years of outstanding Navy professional and logistics training in Athens, and also 50 years of a wonderful relationship with the "Classic City."

On July 8-11, 2004 "The Schoolhouse" will be hosting its Golden Anniversary to commemorate this relationship. All active, Reserve, retired, former supply officers, and all students and staff who have passed through the gates of NSCS are encouraged to come back to renew old friendships and acquaintances, and enjoy the summer hospitality and atmosphere of the Classic City!

Some of the big events planned include: a huge "Southern Barbeque" reunion that will feature some outstanding

food as well as musical entertainment by local favorites; a Golden Anniversary Ceremony and gift exchange with the city; a "Twilight Tattoo" Ceremony; a golf tournament; a 5K run; and a banquet at the downtown Classic Center.

There will also be an opportunity to tour the school-house and view new exhibits on the progression of training at NSCS. Visitors will be able to watch a professionally produced documentary, and see scores of pictorials on the resource that pushed this base to the top – the people who worked and studied here!

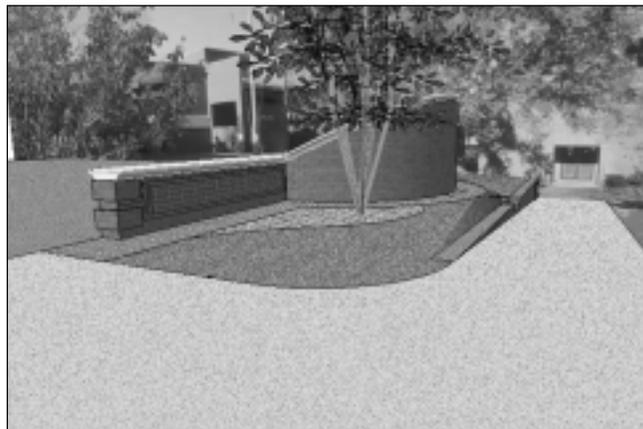
An opportunity to be a part of Supply Corps history!

The 58 acres in the historic Normaltown district has been used for many things over the years, but during the last 50 it has been established as a leading source of logistical training excellence for the Navy and Marine Corps. To commemorate the thousands of accomplished professionals who have walked these grounds and to honor the outstanding relationship the Navy has enjoyed with the city of Athens, we will be building a brick "Commemorative Wall" next to Royar Square. This will be built solely with funds raised by selling engraved bricks. People who have been a student, staff member, or affiliated with NSCS in any way can become part of the permanent history of the Supply Corps by having their name etched onto their own brick. The wall with the engraved names will be finished by July of 2004, and will be a centerpiece of the 50th Anniversary ceremonies.

There is a detailed web site available for the event. Log on to <http://www.negsca.org/50th/> to get event information,

see schedules, and ask questions. You can register and pay for the event on this web site, and you can purchase a brick for our Commemorative Wall. If want your brick to be part of the wall in time for the 50th Anniversary dedication ceremony, it must be purchased by April 30th."

The primary POC for the 50th anniversary celebration is LCDR C. J. Mayer, who you can email with questions at conrad.mayer@cnet.navy.mil



A landscape architect's rendition of the proposed "Commemorative Wall" that will be built next to Royar Square to commemorate the school's 50th anniversary.



NSCS celebrates the upcoming 50th Anniversary in Athens as well as Navy's victory over Army. Sheet poster was made by CDR Mike Patten (USNA '87).



BUPERS Access

Did you know that every officer in the Navy has an account with BUPERS Online? It's true ... an officer can view current Officer Data Card (ODC), Officer Summary Record (OSR) or Performance Summary Record (PSR). It's as simple as logging on to the web at <https://www.bol.navy.mil> and selecting ODC, OSR, PSR, ESR.

Keeping Your Record Current

Part of keeping your record current is applying for Additional Qualification Designations (ADQ) and subspecialty codes when eligible. As you continue your career, you obtain experiences that in many cases can be identified by AQDs. The same is true for more specific experiences in particular fields documented in the officer's record as subspecialty codes.

Why are these codes important? Designated billets are coded requiring an officer to hold a specific subspecialty. Obtaining subspecialty experience through education or job experience can provide additional opportunities during the detailing process. Bottom line: if you've earned these codes, it's your responsibility to apply for them and ensure that your record accurately reflects your experience.

Below are references that apply to both AQDs and Subspecialties:

NAVPERS 15839I Officer Manpower and Personnel Classification Manual

(Part B for Subspecialty Codes)

(Part D for Additional Qualification Designations)

MILPERSMAN 1214-010/1214-020

October 2003 Supply Corps Internship Results

The Supply Corps Internship Programs are an excellent opportunity for junior officers to explore major Supply Corps policy areas while gaining on-the-job training in a functional subspecialty.

There are seven intern programs available to junior Supply Corps officers: Joint/Operational Logistics; Navy Acquisition Contracting Officer (NACO); Navy Petroleum Officer (POL); Business/Financial Management (BFM); Integrated Logistics Support (ILS); Information Technology (IT); and Transportation (TRANS). Internships serve as some of the most challenging and rewarding assignments for our junior officers and selection to these programs is highly competitive.

The following Supply Corps officers have been selected for the Supply Corps Internship Programs:

LTJG Christopher Archer	USS <i>Dwight D. Eisenhower</i>
LTJG Jason Bammel	USS <i>Carr</i>
LTJG Michael Chung	USS <i>Camden</i>
LTJG Zachary Cuca	USS <i>Abraham Lincoln</i>

LTJG Scott Darnell	USS <i>Harpers Ferry</i>
LTJG Jeretta Dillon	USS <i>Preble</i>
LTJG Robin Hasson	USS <i>Maine</i>
LTJG Pamela Heater	USS <i>Harry S. Truman</i>
LTJG Andrew Henwood	USS <i>San Jacinto</i>
LTJG Ignatius Hickman	USS <i>Kitty Hawk</i>
LT Benjamin Johnson	U.S. Naval Academy
LTJG David Jones	USS <i>Nevada</i>
LTJG Carl Koch	USS <i>Providence</i>
LTJG Danielle Lloyd	Military Traffic Management Command

LTJG Eric Lockett	USS <i>Iwo Jima</i>
LT Timothy Lott	FISC Norfolk
LTJG Chad Moses	USS <i>Gunston Hall</i>
LTJG David Muhl	USS <i>John F. Kennedy</i>
LTJG Michelle Norton	Logistics Forces, U.S. Naval Forces Central Command

LT Steven Osborne	USS <i>Maine</i>
LTJG Michael Pereira	USS <i>De Wert</i>
LTJG Joseph Pestar	USS <i>Toledo</i>
LT Wade Rindy	USS <i>Carr</i>
LTJG David Rodebush	Naval Special Warfare Unit TWO
LT Michael Ryan	USS <i>Dwight D. Eisenhower</i>
LT Michael Salehi	Naval Security Group Activity
LTJG Reynoldo Santo	Patrol & Recon Force Pacific
LTJG Franklin Semilla	USS <i>Denver</i>
LT Stephen Strayer	USS <i>Alaska</i>
LTJG Christopher Thomas	USS <i>Henry M. Jackson</i>
LTJG Larry Wallace	USS <i>Ronald Reagan</i>
LTJG Rebecca Wasmer	USS <i>Kitty Hawk</i>

Assignment to specific intern programs will be made in conjunction with each officer's next rotation cycle.

Orders Announcements

December 2003

Captains

<i>Name</i>	<i>From</i>	<i>To</i>
Mike Ahern	ASN (RD&A)	NAVAIR 3.0
Ernie Anastos	OPNAV	DFAS HQ
Max Black	MSC	TRF Kings Bay
Bernie Dunn	DSCC	OPNAV
Basil Gray	SPAWAR-SD	ASN (RD&A)
Gerry Harms	CNSWC	COM7THFLT
Todd Kirst	DFAS HQ	DLA
Rich Kojm	OPNAV	DLA
Barbette Lowndes	CO, DCM Boston	SPAWAR San Diego
Charlie Lilli	OPNAV	NAVSUP COS
Paul McNeill	COMLANTFLT	CNRPNW
John Morris	COMPACFLT	CO, DCM Raytheon

Ed Naranjo	FISC Jacksonville	OP
Asa Page	CNR MIDLANT	FISC Norfolk
Will Port	USS <i>Bonhomme Richard</i>	NAVICP Mechanicsburg
Ray Rodriguez	USS <i>Tarawa</i>	USJFCOM
Jim Sicari	CNRSW	OPNAV N424
Kevin Wheelock	MSC	NAVSEA02
Walt Wright	DLA	OPNAV N4B

James Patton	CNSP	USS <i>Boxer</i>
Michael Petee	SOCOM	CNSWC
David Peters	SUPSHIP BATH	DSCC
Dave Pry	USS <i>Bataan</i>	CO, SPAWAR-Norfolk
John Polowczyk	OPNAV	USS <i>Bataan</i>
Terence Purcell	U.S. STRATCOM	NAVSUP
Chris Ray	NRCC Singapore	ICAF
Kevin Redman	ICAF	JCS
Tommy Richardson	USS <i>Frank Cable</i>	COMPACFLT
Brian Sheppard	USS <i>Kitty Hawk</i>	CO, NSCS Athens
Lee Singleton	NAS Jacksonville	USS <i>George Washington</i>

Captain Selects

<i>Name</i>	<i>From</i>	<i>To</i>
Dave Brumfield	NSCS Athens	MSC
Mike Robinson	COMNAVSUR-GRUMED	DSCC

Deb Stark	FISC Jacksonville	CNRSE
Susan Talwar	DLA	NAVSUP
Mike Taylor	LANTORDCOM	ICAF
Tom Tharp	Air War College	FISC Ingleside
Timothy Varvel	USPACOM	DSCC
Paul Verraastro	CNAP	USS <i>John C. Stennis</i>
Roland Wadge	USJFCOM	USNS <i>Concord</i>
Dave Warunek	PEO Ships	NRCC Singapore
Timothy Wilkins	NSSC OP	USS <i>Arctic</i>
Pam Willsborgstede	Army War College	SOCOM
Jeffery Wolfe	CNSSC Mechanicsburg	USS <i>Camden</i>

Commanders

<i>Name</i>	<i>From</i>	<i>To</i>
Leigh Ackart	CNSSC Mechanicsburg	USS <i>Kitty Hawk</i>
Jeffrey Baquer	CNSC BUPERSARL	USS <i>Belleau Wood</i>
Ronald Black	DSC Richmond	USS <i>Eisenhower</i>
Douglas Borrebach	DON SO DEPCOM	USS <i>Kearsarge</i>
Ruth Christopherson	JNTSTF JCS WASH	USNS <i>Sirius</i>
Edward Digges	NOLSC Mechanicsburg	USS <i>Frank Cable</i>
Barry Dowell	COMNAVSURFLANT	FISC Norfolk
Brian Drapp	ICAF	JCS
Kevin Henderson	COMNAVAIRLANT	DLA
James Hiles	NAVAIR	NSWC Dahlgren
Michael Johnson	CLFNC Bahrain	CNSL
Sidney Kim	USJFCOM	USNS <i>Spica</i>
David Kless	OPNAV	USS <i>Nimitz</i>
John Landry	SOCOM	USS <i>Peleliu</i>
Tae Lee	CNSL	USNS <i>San Jose</i>
David Meyers	NAS North Island	USS <i>Lincoln</i>
Randy Moore	NAVICP-Philadelphia	USS <i>Bonhomme Richard</i>
Michael Murphy	DCM Boeing	FISC San Diego
Donn Murray	CNSWC	CLFNC Bahrain



Supply Corps Officer Strength



As of November 30, 2003

Selected

	Regular	Reserve	LDO/CWO	TAR	Total
FLAG	11	8	0	0	19
CAPT	175	100	1	10	286
CDR	438	327	8	26	799
LCDR	498	363	25	36	922
LT	726	204	45	25	1000
LTJG	471	61	47	1	580
ENS	256	71	26	0	353
CWO	0	7	75	0	82
Total	2575	1141	227	98	4041

Name Change of the Mess Management Specialist (MS) Rating To Culinary Specialist (CS)

*By CDR Jeff Baquer, SC, USN,
Supply Enlisted Community Manager, Director,
Enlisted Plans Division NAVSUP Det. Arlington, Va.*

Since the concept of rates, ratings and occupational entities to describe naval careers was first used in 1775, the rating structure has undergone considerable change while maintaining long and healthy traditions.

The profession of a "cook" has a long naval history. The historical rating of cook was established in 1797, changed to ships cook in 1838, and again changed to commissaryman in 1948. In 1975, the mess management specialist rating was formed from the merger and subsequent disestablishment of the commissaryman (CS) and steward (SD) ratings. The progression from cook, to ships cook, to commissaryman, to mess management specialist is an excellent example of these long and healthy traditions.

This tradition will not be lost but instead enhanced with the mess management specialist name change to culinary specialist. The name change more appropriately describes the duties and mission of the rating, aligns the rating with today's commercial culinary profession and enhances the ratings professional image.

As the technical advisor for the mess management specialist rating, NAVSUP, in September 2002, recommended changing the mess management specialist rating name to culinary specialist. The chief of naval personnel approved the name change in January 2004 and this change applies to culinary specialists of the Navy and Naval Reserve.

The name mess management specialist does not readily translate to a civilian profession and therefore did not lend itself to recruiting efforts or civilian certification. The name change to culinary specialist allows for easier and efficient recruiting while enhancing the professional image of the rating. As the MS rating aligns itself to achieve civilian culinary certifications, a change to the rating name is justified to correlate to civilian applicability and to reflect the true nature of the profession, which includes proficiency in food production methods, cost control, nutrition, sanitation and food marketing.

The new rating, paygrade abbreviations for culinary specialists are CSCM/CSCS/CSC/CS1/CS2/CS3/CSSN/CSSA/CSSR.

Personnel in the mess management specialist rating have been automatically converted to culinary specialist. Requests for conversions from individuals or commands will not be required. The rating name change will not affect the billet structure, training, Navy Enlisted Classification (NEC)

Continued next column



The New Year has come and gone and everyone is settled into the second quarter of the fiscal year. The guidance sent out by our CNO has an exciting road ahead for us as Sailors and as a supply community. His guidance also provided some sound feedback on our accomplishments for our nation in 2003. If you have not had the chance to read the CNO guidance for 2004 you need to do so as soon as you can.

A major change has taken place for our first term Sailors since our last issue. The Perform to Serve (PTS) program has now been expanded to include all Career Enlistment Objective (CREO) group two and three Sailors, as outlined in NAVADMIN 316/03. This now affects all five of our supply surface enlisted ratings. It has not yet impacted the submarine or the TAR community except for SK(SS) and DK TARs.

The most common mistakes that preclude Sailors from gaining selection for re-enlistment under PTS is lack of update of their PTS request after initial submission. Some of those mistakes are:

- No update after selection for advancement
- No update after receiving PNA points
- Failure to update a Sailor's last two promotion recommendations after an evaluation period
- Failure to update the award of an NEC

We all need to take the time to educate ourselves, and our Sailors on the competitiveness of the PTS program. They must excel at all facets of being a Sailor to ensure their retention in the Navy. This not only helps them with retention, but also makes our Navy the most formidable fighting force that sails the seas.

If you have any questions about this or any other enlisted program feel free to e-mail me at daniel.k.warner@navy.mil.

CNOCM (SW/AW) Dan Warner, USN
Master Chief Petty Officer of the Supply Community

codes or advancement examinations. In keeping with the proud tradition of the MS rating, the rating badge of crossed keys and quill superimposed upon an open ledger is being retained for the CS rating.

Culinary specialists will remain responsible for the culinary operation and management of Navy messes, galleys, and living quarters established to subsist and accommodate Navy personnel. Navy culinary specialists will continue to provide food service catering for admirals and senior government executives and to operate the White House and Camp David messes for the president of the United States.

NAVSUP's Command Master Chief Visits Our Expeditionary Force Sailors

CNOCM (SW/AW) Dan Warner, USN, made a whirlwind trip two weeks before the Christmas holidays to visit our expeditionary force Sailors in Kuwait, Djibouti and Bahrain. Through the generosity of the Navy Exchange and a number of central Pennsylvania merchants he was able to take along some gifts to distribute.

Photos on this page were taken in Kuwait. Clockwise from left, center, they



include the yardarm at Camp Spearhead, unloading the gifts from a C-130 to a truck, unloading the truck at Camp Spearhead, and unwrapping gifts. The last photo includes, from left, CNOCM Warner, and chiefs from Special Boat Unit, 5th Fleet and Commander Task Force 53.



**Next stop ...
Djibouti to
visit Joint Task
Force Sailors ...**



... and on to Bahrain to see Commander Task Force 53 staff.



Obituaries

CAPT Rexford L. Betterton, SC, USN, died Dec. 7, 2003, in Springfield, Va. A World War II veteran, he retired from the Navy in 1961 with 20 years of service. His last assignment was with Military Sea Transportation Service, Washington, D.C. He was predeceased by his wife, Roxie B. Betterton. He is survived by a sister, Charlotte Lee Redding, Toledo, Ohio; a brother, Thomas Lee Betterton Jr., of Tega Cay, S.C.; and several nieces and nephews. Funeral services were held at Ft. Myer Chapel on Jan. 30 with internment at Arlington National Cemetery. Memorial contributions may be made to the World War II Memorial Fund, American Battle Monuments Commission, P.O. Box 96766, Washington, D.C., 20090-6766.

CAPT Thomas J. Piazza, SC, USN, passed away on Oct 29, 2003, in Virginia Beach, Va. He retired from the Navy with 42 years of service including World War II, Korea and Vietnam. He was a graduate of the Naval Academy, Class of 1949. He is survived by his wife, Stana E. Piazza; a son, Thomas C. Piazza of Arlington, Va.; daughters, Pamela Ann Dargan and husband Scott of Fairfax, Va., and Geriann Piazza of Annandale, Va.; a sister, Marie Francellini of Frederick, Md.; and a granddaughter. A service was held on Nov. 3, 2003, at St. Gregory the Great Catholic Church, Virginia Beach. Burial with full military honors was held at Arlington National Cemetery on Friday, Dec. 5. Memorial donations may be made to one's favorite charity.

LCDR Clint Palmer, SC, USN (Ret.) died Oct. 30, 2003, at his home in Charles Town, W.V. He retired from the Navy in 1991 with 18 years of service. His last duty station was Washington Navy Yard in Washington, D.C. He is survived by his wife Ada B. Palmer; four sons, George Palmer of Hampton, Va., Jason Palmer of New Zealand, Joshua Palmer of Williamsburg, Va., and Justin Palmer of Charles Town, W.V.; and one brother Terry Palmer of Albuquerque, N.M. A memorial service was held Nov. 4 in Harpers Ferry, W.V. Burial was in the West Virginia National Cemetery in Grafton, W.V. Memorial donations may be made to Briggs Animal Adoption Center, Route 2, Box 134G, Charles Town, W.V. 25414.



Supply Enlisted Manning			
As of November 2003			
Rate	Inventory	Billets Authorized	% Manned
Active Duty			
DK	1736	1676	104
MS (SW)	9040	8577	105
MS(SS)	1080	1086	99
PC	955	916	104
SH	2997	2832	106
SK(SW)	9537	9403	101
SK(SS)	578	542	107
TAR			
DK	176	143	123
MS	266	256	104
SK	992	985	101
SELRES			
DK	274	245	112
MS	1613	1459	111
PC	285	184	155
SH	351	286	123
SK	4686	4557	103



The following note was recently received from CAPT Basil Gray, SC, USN, President of the San Diego Supply Corps Association.

“LT Fred Dini has a daughter with Juvenile Myelomonocytic Leukemia. It is a very rare form that has a possibility of being treated through a bone marrow transplant. We [San Diego Supply Corps Association] put the word out through the SC foundation channels and had an overwhelming response with financial contributions and donor volunteers.

“LT Dini and his family are extremely grateful and would like to say thank you to everyone who contributed. He wrote, ‘Please extend my personal thanks to the members of your committee who made possible the help of the Supply Corps Foundation for my family.’

“The response of the Supply Corps Association to our community members in need of help is outstanding. We should all be proud and thankful to be a part of this ‘family.’”



RADM Steven R. Morgan

RADM Steven R. Morgan, SC, USNR, retired on Jan. 1, 2004, after 30 years of commissioned service. He had most recently served as the Reserve Deputy Commander for Procurement Management, Naval Supply Systems Command (NAVSUP).

While on active duty in 1998, he was the Executive Director for Logistics Management at the Defense Logistics Agency (DLA) leading DLA's privatization program. He was the first reactivated Reserve Supply Corps flag officer. In his Reserve role at DLA, he organized and qualified the DLA Deployable Contingency Support Team that has been deployed to Somalia, Haiti, and the Balkans.

RADM Morgan began his Naval Reserve career as a contract midshipman at the Ohio State University where he was NROTC Battalion Commander, the Outstanding Midshipman of 1970, and earned a regular commission as a Distinguished Naval Graduate.

RADM Morgan's active military career includes duty as a Supply Officer and Officer of the Deck Underway on board nuclear submarines, followed by Navy contracting assignments. He was reactivated during the Defense Management

Reviews of 1990 and again in 1998 at DLA.

As a drilling Reservist he spent eight years at DLA, and additional time in submarine related organizations, shipbuilding, and systems command organizations. He has commanded Naval Reserve units supporting NAVSUP and the Defense Contract Management Command as well as the Office of the Competition General of the Navy and an outfitting related unit. His commands have been selected three times as the Outstanding Naval Reserve unit in their class within their region.

He holds the Defense Superior Service Medal, two Defense Meritorious Medals, the Navy Meritorious Service Medal and three Navy Achievement Medals.

RADM Morgan also holds an M.B.A. in contract and project management from George Washington University and a bachelor's degree in journalism from Ohio State University specializing in business communication.

In his civilian career RADM Morgan is Corporate Director of Contracts and Procurement for British Nuclear Fuel Limited (BNFL), Inc., which designs, builds and operates multi-billion dollar, privately-owned nuclear waste processing complexes. He also owns a consulting firm based in Washington state.

RADM Morgan's earlier civilian career highlights include assignments as chief financial officer of a shipbuilding company that makes coastal minehunters and patrolboats, president of an environmental company, and executive vice president of a nuclear submarine reactor manufacturing company. He has also spent five years in the federal government in the Carter administration as a financing and contract executive.

CAPT Matthew D. Culbertson

CAPT Matthew D. Culbertson, SC, USN, completed 27 years of active service and retired on Feb. 1, 2004, after serving at Naval Ammunition Logistics Center, Mechanicsburg, Pa. He received his master's degree at Naval Postgraduate School and his bachelor's degree at the University of South Carolina. His previous duty stations include Fleet and Industrial Supply Center, Jacksonville, Fla.; Commander, Naval Supply Systems Command, Mechanicsburg, Pa.; USNS *Saturn* (T-AFS 10); Commander-in-Chief, U. S. Atlantic Fleet, Norfolk, Va.; Navy Supply Corps School, Athens, Ga.; Surface Ship Cruise Missile Weapons Systems Program, Washington, D.C.; Commander, Naval Surface Force, U. S. Atlantic Fleet, Norfolk, Va.; USS *San Diego* (AFS 6); Naval Audit Service Headquarters, Falls Church, Va.; and USS *John R. Craig* (DD 885).

CAPT Edward N. Hering

CAPT Edward N. Hering, SC, USN, completed 27 years of active service and retired on Feb. 1, 2004, after serving at Defense Finance and Accounting Service, Norfolk, Va. He received his master's degree at American University and his bachelor's degree at Purdue University. His previous duty stations include Commander-in-Chief, U. S. Atlantic Fleet, Norfolk, Va.; USS *Wasp* (LHD 1); Ships Parts Control Center, Mechanicsburg, Pa.; Commander, Naval Air Atlantic, Norfolk, Va.; USS *Mississippi* (CGN 40); USS *Iwo Jima* (LPH 2); Secretary of the Navy, Arlington, Va.; and USS *Pharris* (FF 1094).

CAPT Robert E. Lee

CAPT Robert Eugene Lee, SC, USN, completed 28 years of active service and retired on Jan. 1, 2004, after serving at Defense Logistics Agency, Fort Belvoir, Va. He received his bachelor's degree from New York State University

and his master's degree from the Naval Postgraduate School Monterey, Calif. His previous duty stations include Chief of Naval Operations, Arlington, Va.; USS *L. Y. Spear* (AS 36); Commander, Naval Supply Systems Command, Arlington Va.; USS *Simon Lake* (AS 33); Director, Strategic Systems Program, Arlington, Va.; Headquarters, Naval Material Command, Arlington, Va.; and USS *Ethan Allen* (SSBN 608) (Gold).

CAPT Dale K. Scheffs

CAPT Dale K. Scheffs, SC, USN, completed 26 years of active service and retired on Feb. 1, 2004, after serving at Chief of Naval Operations, Director, Assessment Division, Washington, D.C. He received his master's degree at the University of Kansas and his bachelor's degree at Marquette University. His previous duty stations include Defense Logistics Agency, Fort Belvoir, Va.; Defense Energy Support Center, Ft. Belvoir, Va.; Navy Petroleum Office, Ft. Belvoir, Va.; USS *Kansas City* (AOR 3); Commander, U. S. Pacific Fleet, Pearl Harbor, Hawaii; Naval Supply Depot, Subic Bay, Republic of Philippines; Naval Submarine Support Facility, New London, Conn.; and USS *San Jose* (AFS 7).

CDR Eunicea Soulet Augustus

CDR Eunicea Soulet Augustus, SC, USN, completed 20 years of active service and retired on Feb. 1, 2004, after serving at Defense Logistics agency, Fort Belvoir, Va. She received her master's degree at Ohio State University and her bachelor's degree at North Carolina Central University. Her previous duty stations include Chief of Naval Operations, Washington, D.C.; Commander, Naval Air Systems Command, Patuxent River, Md.; USS *Pyro* (AE 24); Naval Station Guam; Navy Resale Facility Detachment, Meridian, Miss.; and USS *L. Y. Spear* (AS 36).

CDR Harry P. Burris

CDR Harry P. Burris, SC, USNR, completed 38 years of active and Reserve service and retired Oct. 1, 2003,

after serving at NR Commander, Military Sealift Command Headquarters 106, Washington, D.C. He received his bachelor's degree from Temple University, and was selected for the newly established direct commissioning program (BQC-I). His previous supply duty assignments include Navy Regional Contracting Center Philadelphia 104, USS *Clifton Sprague* (FFG 16); Aviation Supply Office 104; Commander Submarine Squadron 6 504; Navy Regional Contracting Center Naples 104; Advance Base Functional Component SALTS 104; Military Sealift Command Northern Persian Gulf 102; Commander Military Sealift Command Europe 106; and Commander Naval Forces Europe Joint Task Force 0513.

CDR David W. Cash

CDR David W. Cash, SC, USN, completed 20 years of active service and retired on Nov. 1, 2003, after serving at Naval Sea Systems Command, Washington, D.C. He received his bachelor's degree at Virginia Polytechnic Institute and State University (Virginia Tech), and his master's degree at The College of William and Mary. His previous duty stations include Trident Refit Facility, Norfolk, Va.; Supreme Allied Command Atlantic Norfolk, Va.; Naval Supply Systems Command, Arlington, Va.; USS *Emory S. Land* (AS 39); USS *Phoenix* (SSN 702); and USS *Saipan* (LHA 2). (Correction from January/February 2004 issue)

CDR Thomas M. Eason Jr., SC, USN

CDR Thomas M. Eason Jr., SC, USN, completed 23 years of active service and retired on Feb. 1, 2004, after serving at Submarine Base, Kings Bay, Ga. He received his master's degree at the University of Florida and his bachelor's degree at University of Southern Florida. His previous duty stations include U. S. Commander-in-Chief, Special Operations Command, MacDill AFB, Tampa, Fla.; Chief, Naval Forces Division Riyadh, Saudi Arabia; Commander, Submarine Squadron 20, Kings Bay, Ga.; USS *Dixon* (AS 37); Ships

Parts Control Center, Mechanicsburg, Pa.; USS *Henry M. Jackson* (SSBN 730); and USS *Dallas* (SSN 700).

CDR Thomas James Leonard

CDR Thomas James Leonard, SC, USN, completed 20 years of active service and retired on Feb. 1, 2004, after serving at Naval Supply Information Systems Activity, Mechanicsburg, Pa. He received his master's degree at Naval Postgraduate School and his bachelor's degree at the University of North Carolina at Chapel Hill. His previous duty stations include stations Navy Air Systems Command, Patuxent River, Md.; Commander, Destroyer Squadron Four, Charleston, S.C.; USS *O'Bannon* (DD 987); Navy Supply Corps School, Athens, Ga.; and USS *R. K. Turner* (CG 20).

CDR Vito Vincent Mannino

CDR Vito Vincent Mannino, SC, USN, completed 20 years of active service and retired on Jan. 1, 2004, after serving at Commander, Marine Forces U. S. Atlantic Fleet, Norfolk, Va. He received his bachelor's degree at the University of Michigan and his master's degree from Naval Postgraduate School. His previous duty stations include USS *Nassau* (LHA 4); Commander, Fleet Air Mediterranean, Naples, Italy; USS *R. G. Bradley* (FFG 49); Naval Recruit Training Command, Orlando, Fla.; and Strike Fighter Squadron (VFA 137), Cecil Field, Fla.

CDR Steven Lee Smith

CDR Steven Lee Smith, SC, USN, completed 21 years of active service and retired on Feb. 1, 2004, after serving at Naval War College, Newport, R.I. He received his bachelor's degree at the University of California, Los Angeles and his master's degrees at Navy War College, Naval Postgraduate School, and University of California, Los Angeles. His previous duty stations include Chief of Naval Operations, Washington, D.C.; Program Executive Officer Submarines, Washington, D.C.; USS *Essex* (LHD 2); Commander, Naval

Retirements (Continued)

Surface Fleet Pacific, Coronado, Calif.; USS *Cushing* (DD 985); and USS *Luce* (DDG 38).

LCDR James A. Collins

LCDR James A. Collins, SC, USN, completed 20 years of active service and retired on Feb. 1, 2004, after serving at U. S. Transportation Command Headquarters, Scott AFB, Ill. He received his bachelor's degree at Mississippi State University and his master's degree at Webster University. His previous duty stations include Defense Finance and Accounting Service, Pensacola, Fla.; Navy Manpower and Material Analysis Center, Navy Support Activity Mid-South, Millington, Tenn.; USS *Mount Hood* (AE 29); USS *Kansas City* (AOR 3); and USS *Samuel Gompers* (AD 37).

LCDR Charles Hugh Gifford Jr.

LCDR Charles Hugh Gifford, Jr. SC, USN, completed 23 years of active

service and retired on Jan. 1, 2004, after serving at Naval Mobile Construction Battalion 74, Gulfport, Miss. He received his bachelor's degree from the University of the State of New York. His previous duty stations include Navy Supply Corps School, Athens, Ga.; USS *Enterprise* (CVN 65); Commander, Submarine Force U. S. Atlantic Fleet, Norfolk, Va.; and USS *Spadefish* (SSN 668).

LCDR James Doran Peters

LCDR James Doran Peters, SC, USN, completed 20 years of active service and retired on Feb. 1, 2004, after serving at Commander, Naval Region Northeast, Groton, Conn. He received his bachelor's degree at Western Michigan University and his master's degrees at Navy War College and Naval Postgraduate School. His previous duty stations include Defense Subsistence Office, Tidewater, Va.; Fleet and Industrial Supply Center Guam; USS *Garcia* (FF 1040); and USS *Maluna Kea* (AE 22).

LCDR Sheila Ann Russ Robbins

LCDR Sheila Ann Russ Robbins, SC, USN, completed 22 years of active service and retired on Jan. 1, 2004, after serving at Defense Supply Center Columbus, Ohio. She received her bachelor's degree from Saint Mary's College and her master's degree at Old Dominion University. Her previous duty stations include USS *Bonhomme Richard* (LHD 6); Navy Exchange Command, Sasebo, Japan; USS *Hunley* (AS 31); Personnel Support Activity, Agana, Guam; Mobile Construction Battalion Center, Gulfport, Miss.; and Fleet Material Support Office, Navy Acquisition Contracting Program, Washington, D.C.

Correction: The retirement notice for CAPT Michael J. Dillenburg, SC, USN appeared in the January/February 2004 issue of the Newsletter with a retirement date of Dec. 1, 2003. His retirement date changed to Feb. 1, 2004.

MEDALS AND AWARDS



Legion of Merit

CAPT **Joseph F. Manna**, SC, USN, Deputy to the Deputy Assistant Secretary of the Navy (Management and Budget), June 2002 to January 2003.

Defense Meritorious Service Medal

LCDR **Thomas S. Armstrong**, USN, Contingency Contracting Officer, CJ-4 Directorate, Combined Joint Task Force-Horn of Africa, Operation *Enduring Freedom*, May 2003 to November 2003.

Meritorious Service Medal

SKC (SW) **Naomi E. Allen**, USN, (Gold Star in lieu of Second Award), Command Master Chief, Fleet and Industrial Supply Center Jacksonville, Fla., September 2001 to January 2004.

CDR **Jeffrey K. Grimes**, USN, Director, Weapons Systems Contracting Depart-

ment and Director Critical Requirements Contracting Department, Naval Inventory Control Point, Mechanicsburg, Pa., July 2001 to September 2003.

CDR **Joseph L. Spruill**, SC, USN, (Gold Star in lieu of Second Award), Business and Financial Manager, for Director, Navy-Marine Corps Intranet. (NMCI), July 2002 to May 2003.

CDR **Robert F. Tucker**, SC, USN, (Gold Star in lieu of Third Award), Supply Officer and Head of the Contracting Office, Naval Surface Warfare Center Dahlgren Division, Dahlgren, Va., January 2002 to July 2003.

CDR **David B. Wiggs**, SC, USN, (Gold Star in lieu of Second Award), Director, Material Operations Department, Fleet and Industrial Supply Center, Norfolk,

Va., October 1999 to December 2003.

Navy and Marine Corps Commendation Medal

LT **Luis A. Bencomo**, SC, USNR, Supply Officer, USS *Avenger* (MCM 1), June 2001 to July 2003.

CAPT **Samuel L. Bogle**, SC, USNR, Operations Officer and Executive Officer, Naval Reserve Fleet and Industrial Supply Center, San Diego Detachment 119, October 2000 to September 2003.

CDR **Harry P. Burris**, USNR, (Gold Star in lieu of Third Award), Staff Duty Officer, Commander, Military Sealift Command, October 2002 to September 2003.

MMC (SW) **Wayne E. Dey**, USN, (Gold

Star in lieu of Third Award), Yokosuka Fuels Division Director and Koshiba Fuel Terminal Director, U.S. Fleet and Industrial Supply Center, Yokosuka, Japan, March 2000 to January 2004.

DKC(SW) **Howard Gibson**, USN, Deputy Disbursing Officer, USS *Kearsarge* (LHD 3), October 2001 to August 2003.

MSC(SW/AW) **Jason M. Haka**, USN, Cargo Leading Chief and Leading MS, USS *Kearsarge* (LHD 3), September 1999 to September 2003.

CDR **Thomas E. Hammang Jr.**, SC, USNR, (Gold Star in lieu of Second Award), Officer in Charge, Naval Reserve Chinhae Security, Austin, Texas, October 2001 to September 2002.

MMC (SW) **Daniel M. Holden**, USN, Fuels Operations Branch Manager, U.S. Fleet and Industrial Supply Center Yokosuka Detachment Sasebo Japan, September 2000 to November 2003.

Navy and Marine Corps Achievement Medal

DK2(SW/AW) **Morlan D. Adams**, USN, Military Pay Supervisor, USS *Kearsarge* (LHD 3), June 2001 to September 2003.

SK2 **Sunday Adeoye**, USNR, Administrative Department Leading Petty Officer, Naval Reserve Fleet and Industrial Supply Center, San Diego Detachment 219, Long Beach, Calif., October 2000 to June 2003.

SK1(AW) **Gerardo D. Bautista**, USN, (Gold Star in lieu of Third Award), Gun Liaison Officer, USS *Kearsarge* (LHD 3), January to June 2003.

SH3 **Derek M. Bowser**, USN, Vending Machine Operator and Bulk Storeroom Custodian, USS *Jarrett* (FFG 33), January 2003 to July 2003.

SH3 **Otis F. Brown**, USN, S-1 Damage Control Petty Officer, USS *Jarrett* (FFB

33), January 2003 to July 2003.

SH1 (SW) **Reynaldo F. Bulandi**, USN, Leading Petty Officer, Sales Division, USS *John Paul Jones* (DDG 53), August 2003.

SK2 **Daniel Burton**, USN, Hazardous Material Supervisor and Storeroom Supervisor, USS *Jarrett* (FFG 33), January 2003 to July 2003.

SKC (SW/AW) **Donna L. Butts**, USN, (Silver Star in lieu of Sixth Award), Financial Specialist and Assistant Leading Chief, USS *Kearsarge* (LHD 3), April 2000 to December 2003.

LTJG **Dana C. Castagneto**, USN, Disbursing/Sales Officer, USS *Jarrett* (FFG 33), July 2002 to July 2003.

SK3(SW) **Michelle A. Castaneda**, USN, Force Protection Detail and Mine Watch, USS *Kearsarge* (LHD 3), January to June 2003.

MS2 (SW) **Victor Chiquitoguerrero**, USN, (Gold Star in lieu of Third Award), FSM Recordskeeper, USS *Jarrett* (FFG 33), February 2003 to June 2003.

LTJG **Pamela R. Dukes**, USNR, (Gold Star in lieu of Third Award), Wardroom and Postal Officer, USS *Kearsarge* (LHD 3), September 2001 to December 2003.

DK2(SW/AW) **Boubacar A. Djibo**, USN, Disbursing Division Leading Petty Officer, USS *Kearsarge* (LHD 3), August 1999 to August 2003.

PC3(SW/AW) **Brian J. Etchieson**, USN, Postal Clerk, USS *Kearsarge* (LHD 3), March 2000 to November 2003.

SK2 (SW) **Sean K. Foster**, USN, Depot Level Repairable Manager, USS *John Paul Jones* (DDG 53), August 2003.

SK3 **Alan E. Ganoza**, USN, Force Protection Detail and Mine Watch, USS *Kearsarge* (LHD 3), January to June 2003.

SK2 **Horatio S. Green**, USN, (Gold Star in lieu of Third Award), Customer Service Issue and Stow Leading Petty Officer, Fleet and Industrial Supply Center Shore Intermediate Maintenance Activity Site, San Diego, Calif., May 2002 to January 2004.

SH2 (SW) **Jorge A. Gutierrez**, USN, Recordskeeper and Laundry Supervisor, USS *John Paul Jones* (DDG 53), August 2003.

SK3 **John C. Harrison**, USN, Force Protection Detail and Mine Watch, USS *Kearsarge* (LHD 3), January to June 2003.

SKC (AW) **James R. Hudson**, USN, (Gold Star in lieu of Eighth Award), Aviation Support Division Assistant Leading Chief, USS *Kearsarge* (LHD 3), March 2001 to December 2003.

SK2 (SW) **Chris A. Lapid**, USN, Stock Control Inspector, USS *John Paul Jones* (DDG 53), August 2003.

SH1 **Ambrose Lawler**, USN, (Gold Star in lieu of Fourth Award), Laundry Supervisor, USS *Kearsarge* (LHD 3), April 2002 to September 2003.

SK1 **Israel Lopez**, USNR, Leading Petty Officer, Naval Reserve Fleet and Industrial Supply Center, San Diego Detachment 219, Long Beach, Calif., October 2000 to June 2003.

DK2 **Abner G. Mangapit**, USN, (Gold Star in lieu of Fifth Award), Deputy Disbursing Officer, USS *Jarrett* (FFG 33), July 2001 to January 2003.

MS1 (SW) **Alexander H. Mangune**, USN, Leading Petty Officer, Food Service Division, USS *John Paul Jones* (DDG 53), August 2003.

LTJG **Allen H. McKibben**, USNR, Disbursing Officer, USS *Kearsarge* (LHD 3), January 2001 to December 2003.

SK1 **James L. Newsom**, USN, (Gold Star in lieu of Third Award), S-1 LPO and Financial Storekeeper, USS *Jarrett* (FFG 33), January 2003 to July 2003.

SK2(SW/AW) **Alexander Olarte**, USN, Supply Expeditor and Customer Service Leading Petty Officer, USS *Kearsarge* (LHD 3), November 2001 to September 2003.

MS2 (SW) **David C. Probes**, USN, Jack-of-the-Dust, Food Service Division, USS *John Paul Jones* (DDG 53), August 2003.

SH3(SW/AW) **Ketony T. Pryor**, USN, Laundry Operator and Supervisor, USS *Kearsarge* (LHD 3), October 1998 to October 2003.

MSSN **William D. Tant**, USN, Force Protection Detail and Mine Watch, USS *Kearsarge* (LHD 3), January to June 2003.

IC1 (SW) **Jose M. Velazquez-Hernandez**, USN, Mess Deck Master at Arms, Food Service Division, USS *John Paul Jones* (DDG 53), August 2003.

Warfare Qualifications



Surface Warfare Supply Corps Officer
CWO2 **Leopoldo P. Corpuz Jr.**, SC, USN
USNS *Concord* (TAFS 5)
LTJG **William A. King**, USN
USS *Monterey* (CG 61)
LTJG **Eric D. Lockett**, USNR
USS *Iwo Jima* (LHD 7)
LT **Santo McAdoo**, SC, USN
USS *Kearsarge* (LHD 3)
LTJG **Eddie T. Mesa**, SC, USNR
USS *John C. Stennis* (CVN 74)
LTJG **Rich Rayos**, USN
USS *Carl Vinson* (CVN 70)
CWO2 **Bernice V. Williamson**, SC,
USN
USS *Kearsarge* (LHD 3)

Naval Aviation Supply Officer
LCDR **Kristen Fabry**, SC, USN
USS *Abraham Lincoln* (CVN 72)
ENS **Ivan R. Gumbs**, USN
USS *Iwo Jima* (LHD 7)
CDR **Thomas E. Hammang Jr.**, SC,
USNR
Naval Air Station Joint Reserve Base
Fort Worth, Texas

From USS Carl Vinson (CVN 70)
LT **Chuck Bull**, SC, USN
LT **Archie Dellanno**, USN
LTJG **Noel Fontanilla**, USN
LCDR **Dean Scott**, USN
LTJG **Mike Stamerra**, USN

Enlisted Surface Warfare Specialist
SK2 (SW) **Lance Barnett**, USN
USS *Warrior* (MCM 10)
MS3 (SW) **Alex Garado**, USN
USS *Coronado* (AGF 11)

MS2 (SW) **Feldrick Holloway**, USN
USS *Coronado* (AGF 11)

From USS Carl Vinson (CVN 70)
SH2 **Fawaz Alzoubi**, USN
AN **Randy Babcock**, USN
MS2 **Mark Bassett**, USN
SK2 **Allendennis Batinga**, USN
SK3 **Lisa Bjork**, USN
DK3 **Kathryn Brooks**, USN
MS2 **Robert Brown**, USN
SK2 **Andrew Carney**, USN
SK3 **Ajene Chambers**, USN
DK2 **Laura Colon**, USN
SK3 **Hippolito Cruz**, USN
SH3 **Kirsten Davis**, USN
MS3 **Jason Fredenburg**, USN
PC3 **Johnnie Fox**, USN
MS1 **Wilfredo Gervacio**, USN
MS2 **John Gifford**, USN
SK2 **Brian Green**, USN
MS1 **Richard Gray**, USN
SH3 **Garren Griffen**, USN
SK3 **Ebony Goode**, USN
MS2 **John Haag**, USN
SK3 **Scott Hickam**, USN
MS3 **Stephanie Hilliard**, USN
SH3 **Dustin Hyland**, USN
SHSN **Lela James**, USN
DKSN **Kari Jennett**, USN
MS2 **Quincy Lawson**, USN
SK1 **Nelson Madamba**, USN
SKC **Robert Malewicki**, USN
SK2 **Rachel Martinez**, USN
MS2 **Damon McCoy**, USN
MS2 **Craig Merrill**, USN
MS3 **Mike Miller**, USN
DK1 **Amado Ortiz**, USN
MS2 **Kenneth Pavledakes**, USN

SH3 **Antoinette Proby**, USN
SK1 **Timothy Rittman**, USN
MS3 **Carla Rodas**, USN
AK2 (AW) **Gelvi Rodriguez**, USN
MS3 **Emiely Sampayan**, USN
SKC **Mel Santos**, USN
MS2 **Kenneth Saunders**, USN
SK3 **Leticia Shields**, USN
AK2 (AW) **Kevin Simpson**, USN
DK3 **Aaron Spann**, USN
AK1 (AW) **Eugene Stricklin**, USN
AN **Antwanisha Williamson**, USN
MS2 **Joseph Wilson**, USN

From USS Kearsarge (LHD 3)
SK3 **Mariana Ayala**, USN
SK3 **Michelle A. Castaneda**, USN
MS3 **Tunde L. Clarke**, USN
SH3 **Keon D. Edge**, USN
PC3 (AW) **Brian J. Etchieson**, USN
SK1 **Irene B. Gray**, USN
DK3 **Alfred D. Hull**, USN
DK3 **Daniel Jiminez**, USN
MS3 **Joseline Lopez**, USN
PC3 **Samantha Miller**, USN
SH2 **Kristeen M. Nelson**, USN
SKCS (AW) **Peter D. Nwosu**, USN
SH3 **Jeanifer O'Neal**, USN
SH3 **Ketony T. Prior**, USN
MS3 **Angel E. Reyes**, USN
DK3 **Michael D. Rice**, USN
SH3 **Ramon L. Sotoperez**, USN
MS3 **Telma A. Stephens**, USN
DK3 **David G. Stephenson**, USN
SHSN **Kevin D. Thomas**, USN

Enlisted Aviation Warfare Specialist
From USS Carl Vinson (CVN 70)
SK3 **Jonathan Brantley**, USN

AN **Araceli Castello**, USN
 SK3 **Ajene Chambers**, USN
 AA **Kimberly Cruz**, USN
 MS1 **Robert Dabbs**, USN
 MSCM **Sylvestre Diloy**, USN
 SKCS **Howard Estrella**, USN
 YN1 **Leah Frye**, USN
 AK3 **James Hazen**, USN
 AN **Bonita Hernandez**, USN

SK3 **Elma Joiner**, USN
 YN2 **Marshall Kessler**, USN
 MS2 **William Martin**, USN
 AMAN **Christopher Matias**, USN
 MS2 **Craig Merrill**, USN
 AN **Alme Rodriguezlopez**, USN
 MS2 **Jeffrey Sulich**, USN
 MS2 **Rodney Warren**, USN
 AKAA **Aaron Welch**, USN

From USS Kearsarge (LHD 3)
 MS2 (SW) **Leroy Atkins**, USN
 MS2 (SW) **Christopher W. Barber**, USN
 SH3 (SW) **Andrew M. Boyer**, USN
 SK2 **Robert L. Faler**, USN
 SHCS (SW) **Learie O. Holder**, USN
 MS2 (SW) **Christopher M. Johnson**, USN
 MS3 (SW) **Nellie Y. Kigembe**, USN
 SK2 **Jason W. Luedke**, USN
 SH3 (SW) **Ketony T. Pryor**, USN
 SHSN (SW) **Kevin D. Thomas**, USN

News You Can Use

CNO Tries Out FISC Pearl's New Helicopter Pad



An Army Black Hawk helicopter lifts off from FISC Pearl's helicopter pad, that was built by Seabees earlier this year.

ADM Vern Clark, Chief of Naval Operations, visited Pearl Harbor on November 18 and made good use of FISC Pearl's new helicopter pad. The CNO boarded an Army Black Hawk helicopter that lifted off from FISC and took ADM Clark on a two-hour windshield tour of naval facilities stretching from Pearl Harbor to Kaneohe Marine Corps Air Station.

ADM Clark has been touring areas of major fleet concentrations to observe regional business practices and to discuss the state of the Navy with commanding officers and command master chiefs. He was accompanied on his trip by Master Chief Petty Officer of the Navy (SS/AW) Terry Scott.

In a Pearl Harbor speech to personnel who have returned from Operation *Iraqi Freedom* and Operation *Enduring Freedom*, ADM Clark said:

"I get to rub elbows with groups from all around the country, and, without fail, people express their thanks and their admiration for what our young men and women are doing. [Sailors] need to know just how much they are appreciated for the job they are doing for America."

Located at Pier K-5, FISC's helicopter pad was completed earlier this year and will be used primarily by the Terminals Department to support its massive loadouts.

★ ★ ★

DON eBusiness Operations Office Announces First Round of FY '04 Pilot Projects

Mechanicsburg, Pa. – The DON eBusiness Operations Office has announced \$3.8 million in funding for its first portfolio of fiscal year 2004 eBusiness pilot projects. Maintaining a strong fleet focus, pilots range from streamlining the fleet software approval and deployment cycle to improved communication tools that enhance data accessibility and produce significant manpower efficiencies.

The line up includes the following six pilots:

Navy Net-centric Aircraft Maintenance Pilot Project: This Naval Air Systems Command pilot brings legacy maintenance databases, electronic maintenance manuals, and other resource information to technicians and supervisors at the point of maintenance

through a wireless network. The pilot aims to resolve interoperability issues between different classes of Interactive Electronic Technical Manuals, which will decrease erroneous material expenditures and reduce training time.

Speed to Capability Approval, Management and Planning Process (SCAMP): Sponsored by the Space and Naval Warfare Systems Command and the C4I and Space Program Executive Office, this pilot develops an automated, enterprisewide decision support process to reduce the current approval process by 50 percent resulting in quicker deployment of systems afloat. In addition, SCAMP assists users in product planning and management, which potentially could realize an estimated savings of \$20 million over five years.

Navy Public Affairs Knowledge Management System (Navy PAKM): Navy PA KM will deploy an integrated suite of knowledge management and collaboration tools on the web to provide Public Affairs Officers (PAOs) around the globe with the capability to publish timely news updates to Navy leadership, Navy personnel, and the public sector. The re-engineered business process will facilitate better collaboration among PAOs to provide products and resources to a larger customer base.

Collaborative Energy Conservation and Fuel Status Board: Naval Sea Systems Command and Commander

Third Fleet have jointly sponsored this pilot to automate the creation of ships' fuel consumption curves and a consolidated battle group fuel status display. This pilot leverages the capability of the Integrated Condition Assessment System to generate fuel status information and provide audible and visual warnings when the propulsion plant is operating outside predetermined fuel-efficient tolerance levels. Potentially, this pilot could realize an annual savings of \$20 million in fuel cost avoidance and man-hour savings by reducing the manual processes for capturing battle group fuel status.

Legacy System Modernization:

The project's objective is to demonstrate the capability of automated software modernization tools as a cost-effective method available to functional area managers and central design activities to make legacy applications compliant with the Navy-Marine Corps Intranet (NMCI). The pilot will provide an automated, low-risk, and cost-effective approach for modernizing legacy system software. This will be accomplished by utilizing commercial translation software to convert legacy application code into modern, object oriented, NMCI compliant code.

Software Configuration Management (SCM): This pilot targets the improvement of installed afloat software configuration management. Utilizing the Configuration Data Managers Database – Open Architecture, it will provide an authoritative, centralized repository for afloat tactical and non-tactical software configuration data to the fleet and ashore establishments resulting in improved battle group interoperability and communications.

The DON eBusiness Operations Office helps Navy and Marine Corps e-business concepts to become realities. Pilot submissions are evaluated continuously from Navy and Marine Corps commands. Ideas for pilot projects may be submitted to www.don-ebusiness.navy.mil. From its headquarters at the Naval Support Activity in Mechanicsburg, Pa., the

DON eBusiness Operations Office is also the Executive Agent for DoD eBusiness pilot projects, and provides consulting support to commands implementing e-business solutions. For questions concerning pilot projects contact Mark Foster at mark.foster@navy.mil or phone, (717) 605-9358, DSN 430-9358.

★ ★ ★

NAVSTA San Diego POV Processing Site Moved to New Location

San Diego – The Privately Owned Vehicle (POV) Processing Site previously operating from the area of Naval Station San Diego (32nd St.) Gate 8 has moved to Le Hardy Street, between Dolphin Alley and Corbina St., one building down from the Fleet and Industrial Supply Center San Diego Personal Property Shipping Office.

To get to the POV processing site, enter the dry side at 28th St., proceed to the stop sign then go left up the incline, which puts you on Le Hardy St. Make a left on to Dolphin Alley and proceed up the hill to the processing site on the left.

Navy, Marine Corps, and Air Force service members, with permanent change of station or contingency deployment orders, may use the NAVSTA San Diego POV Processing Site to make vehicle storage arrangements or to ship their vehicle to overseas points.

According to Wayne Franklin, director of the FISC San Diego PPSO, American Auto Logistics, under contract to the Military Traffic Management Command, opened the San Diego site so local service members would not have to drive to the Los Angeles Vehicle Processing Center to store their car, or to ship it to or from overseas.

Franklin says his staff will continue to provide customers letters of authorization to store their vehicles. "Service members authorized to store their vehicles may store them at the Los Angeles Vehicle Processing Center or they may self-procure storage in the local area. In either case, they require authorization from the PPSO.

"Those members who choose the option of government storage, may get their vehicle to Los Angeles either by using the San Diego POV Processing Site, or by driving their vehicle there themselves," he added.

To use the NAVSTA San Diego POV Processing Site, service members must first receive counseling from the PPSO. To schedule a counseling appointment call (619) 556-6683 (DSN 526). After counseling, service members are then able to make an appointment with American Auto Logistics to drop-off their vehicle.

Marine Corps members must obtain pre-approval from their headquarters prior to using the San Diego processing site. Army service members are not authorized to use the site at this time.

Express Shipment of Unaccompanied Baggage Still Available

Mechanicsburg, Pa. – The Navy Family Services Division of the Naval Supply Systems Command (NAVSUP) wants to remind Sailors about the Navy's policy to have unaccompanied baggage shipped by express services to new duty stations in three-to-seven days in the continental United States and in 10-to-14 days overseas.

To qualify, Sailors must be on permanent change of station (PCS) or temporary duty orders and must have a legitimate need, such as a short reporting date, to a deploying ship or a PCS without authorized leave in between.

This program covers items of necessity such as clothing, cooking and eating utensils, small appliances, etc. Furniture is not included in this program.

Sailors who want more information about express shipment of unaccompanied baggage should contact their local Personal Property Office, check NAVSUP's website at www.navy.mil/navsup, or contact the NAVSUP Household Goods Helpline at 1-800-444-7789.

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NEXCOM Launches Retek Wave 5

Virginia Beach, Va. – The Navy Exchange Service Command (NEXCOM) launched Retek Wave 5 on Oct. 12, 2003. The launch of Retek Wave 5 enables worldwide sales to be updated via STS to the Retek Merchandising System (RMS).

“We started working this initiative in April 2003,” said Diana Scelta, Headquarters Systems Manager for NEXCOM. “NEXCOM’s Information Systems and business partner associates along with consultants from Retek, Deloitte & Touche, Kean Enterprises and NSB Group all worked together as a team to get this system up and running.”

In order to implement Retek Wave 5, new processes with separate paths had to be built to accommodate both STS, our new sales audit system, and our legacy sales audit system utilizing ARMS. “Our overseas stores are scheduled to be up on STS starting in early 2004, which upon completion, will eliminate the ARMS side of the process,” said Scelta. New UPC validation processes were also created to ensure only clean data passes through the system. Retek Wave 5 needed to be installed to utilize the full capabilities of the Retek Replenishment Module.

The next Retek Wave to be implemented will be Wave 2, which includes purchase orders, distribution (allocate), replenishment, transfers and inventory adjustments. The first to be implemented were inventory adjustments, transfers and RTVs, and were launched in mid-November.

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FISC San Diego Comptroller Manages Financial Operations for Six Navy Supply Centers

San Diego – The Naval Supply Systems Command has given overall responsibility for Fleet and Industrial Supply Center financial management operations to FISC San Diego, a

transformation initiative to standardize business processes and systems for financial management across the NAVSUP claimancy.

This responsibility includes budget formulation and budget execution, managerial accounting, program analysis, performance measurement, and financial services for NAVSUP’s six FISCs located in San Diego, Calif.; Norfolk, Va.; Bremerton (Puget Sound) Wash.; Jacksonville, Fla.; Pearl Harbor, Hawaii; and Yokosuka, Japan.

The FISC San Diego Comptroller provides on-site financial services and support to the FISC commanding officers and their personnel at the other five supply centers via a streamlined network of financial liaison offices. These services include OPTAR assistance, purchase card management, travel and invoice processing, civilian pay customer service, and minor property/equipment management. All other financial management functions are centrally performed at FISC San Diego.

FISC San Diego’s Comptroller organization consists of two budget divisions – the Budget Development and Execution Division, and the Operation Funds Management Division. These divisions are comprised of specific program teams to support various mission-funded and reimbursable program operations such as Industrial Support, Navy Family Support, Operating Forces Support, Operational Commander Support, Regional Commander Support, and International Logistics Support. The teams also support other functional programs, such as inventory management and contracting, performed by the FISCs.

A third division, Financial Services, manages a diverse set of financial programs and services, such as fiscal compliance and card management, civilian pay and personnel management, financial systems support, travel order

processing and financial performance measurement, and liaison office supervision and integration.

NAVSUP financial relationships with external organizations are not expected to change as a result of this transformation initiative.

For more FISC San Diego news, go to www.sd.fisc.navy.mil.

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FISC San Diego SIMA Wins 2003 Community Service Flagship Award

San Diego – Fleet and Industrial Supply Center San Diego’s Shore Intermediate Maintenance Activity site was awarded the 2003 Community Service Flagship Award in the Project Good Neighbor category by Commander, Navy Region Southwest. This is the third year in a row that FISC San Diego’s SIMA site Sailors have won this prestigious award.

“Winning once is a remarkable achievement,” stated RDML William A. Kowba, Commander, Fleet and Industrial Supply Centers. “Doing so three times in a row is well beyond remarkable. Extraordinary and incredible come to mind!”

FISC San Diego SIMA site Sailors have set important community service goals – to build a community partnership, promote volunteerism and become great neighbors by being involved in community service activities.

These Sailors donate hundreds of volunteer hours each year in over 20 community service partnerships. Some of these partnerships include working with students at Edison Elementary and Roosevelt Middle Schools, assisting veterans and their families at the annual Stand Down for Homeless Vietnam Veterans, delivering hot meals to the elderly as part of the Meals on Wheels Program, and teaching about the dangers of underage drinking on behalf of Mother’s Against Drunk Drivers (MADD).

In response to the national goal of

greater volunteer community service, FISC San Diego established and has maintained a long-standing Partnership in Education Program with Edison Elementary and Roosevelt Middle Schools in San Diego to improve the education, health, physical fitness and citizenship of the students, and to promote school-community relations. Sailors volunteer at many activities throughout the year to foster these relations, such as fundraising to cover the costs of educational materials, holiday events, an Ice Cream Social, textbook distribution, and friendly competitions between Sailors and students on Sports Day.

During the 2003 Stand Down for Homeless Vietnam Veterans, four Sailors

contributed 32 combined volunteer hours to serve as auxiliary security and assistance volunteers, providing much needed help for more than 700 Vietnam veterans and their families living in San Diego County.

Almost half of the Sailors at FISC's SIMA site are involved in the Meals on Wheels Program. These Sailors spent a combined total of 200 volunteer hours during the year delivering hot nutritious meals to needy elderly and disabled adults unable to provide for themselves.

And, one Sailor contributed more than 250 volunteer hours throughout the year assisting MADD by speaking at schools, civic group organizations and clubs about the dangers of

underage drinking and solutions to prevent drunk driving.

RADM Jose Betancourt, Commander, Navy Region Southwest, commended all those who were nominated for the 2003 Navy Community Service Flagship Awards.

"Volunteerism is a traditional way of life for Navy members," said RADM Betancourt. "These winning units and all nominated commands can take great pride in their people who invest their time and resources to assist fellow citizens and keeping America strong. Congratulations and well done!"

For more FISC San Diego news, go to www.sd.fisc.navy.mil.

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NAVICP Philadelphia Cheers for Navy



The Wardroom of the Naval Inventory Control Point Philadelphia held a pre Army vs Navy game breakfast on Dec. 5, 2003. The photo was taken in the Officer's Club at NAVICP Philadelphia. Pictured, from left, are "Bill the Goat," LT Mike York, and the "Army Mule," LCDR Donnie Gamboa. In the second row, from left, are CAPT Ed Silva, Maj. Bill Berotte, LCDR Ron Givens, CDR Joyce Robinson,

CDR Scott Hawkins, CDR Pat Brown, CDR Tracy Larcher and LCDR Andy Matthews. Standing in the back are third LCDR Eric Schoch, LCDR Duke Heinz, LCDR Rob Dare, LCDR Sonya Ebright, LCDR Mike Kolster, CDR Jim Liberko, CDR Kevin Head, CDR Greg Hajzak, LCDR Paul Amodio, LCDR Dan Noll, CDR John Titus, COL Paul Tully and CDR Bill Skinner.

NCHB-9 Awarded "Battle E" Selection Marks Battalion as Best of Type

By Chief Mess Management Specialist Michael Lilly, USN, Public Affairs Officer, Navy Cargo Handling Battalion 9

COLUMBUS, Ohio — Navy Cargo Handling Battalion 9 was recently presented with the "Battle E" by the Commander, Naval Expeditionary Logistics Support Force (COMNAVELSF) as the best of type, winning the coveted Mayfield Award for 2003.

The Mayfield Award, named in honor of the late RADM Charles H. Mayfield, SC, USN, is awarded annually to a Navy Cargo Handling Battalion that excels in all areas of mission accomplishment and demonstrated excellence in supply logistics.

For 2003, the 192 men and women of NCHB 9 were committed to moving cargo safely in a variety of operations around the world. NCHB 9 personnel excelled at fleet support, providing 9,380 man/days of contributory support to other commands and expeditionary operations, with members averaging 29 days of active duty for training.

Additionally, NCHB 9 demonstrated extremely high training and readiness factors meeting 87 percent of all required qualification standards. In other graded areas, NCHB 9 had 92 percent manning levels and 91 percent retention.

Headquartered in Columbus, Ohio, NCHB 9 is composed of seven different companies/detachments in three states and was commanded by CDR Robert Tolin, SC, USN, during the reporting period. CDR Tolin, who was recently relieved by CDR Deborah Haven, SC, USN, says, "in every case where called upon, NCHB 9 personnel planned and executed tasks with enthusiasm and professionalism. Our NCHB 9 team is very proud of its accomplishments."

Assault Craft Unit 5 Awarded the Five Star Accreditation Plaque for Excellence in Food Service

The ACU-5 Food Service Team, led by CWO4 Jim Jackson, center, and MSC (SW) Levy Randolph at the "On Cushion Cove" galley received the 5 Star Accreditation plaque from Commander Pacific Fleet. Presenting the award to Jackson and his team of culinary professionals was CAPT Mark Heinrich COMNAVSURFPAC (N4), front row, left. CNOCMC Daniel Warner of the Naval Supply Systems Command, front, right, was also on hand to lend his support to the command receiving the award.



FISC Pearl Earns COMPACFLT Retention Excellence Award



The Pacific tradewinds are flapping a new flag outside FISC Pearl's headquarters building. The "anchor retention flag," which sports an anchor emblem emblazoned on a field of yellow, signifies that FISC Pearl has earned the Commander Pacific Fleet Retention Excellence Award. The award recognizes those commands whose rate of retention for enlisted personnel meets or exceeds a specific level.

At FISC Pearl, it didn't matter what that "specific level" was set at because FISC's retention rate was an unblemished 100 percent. During the past quarter, every sailor who was eligible to reenlist elected to do so. The noteworthy retention rate is a testament to the leadership at FISC Pearl, the quality of life at Pearl Harbor and FISC, and the many benefits available to Sailors who elect to "Stay Navy."

CAPT Steve Olson, FISC Pearl Commanding Officer, left, and PCC(SW) Tony Zarate prepare to fly FISC's anchor retention flag.



Navy Supply in Action

Photos above depict some of the many jobs taken on by Supply enlisted ratings. Send your supply action photos to Linda.J.Hall@navy.mil. Photos include, clockwise from left, SK3 Alan Ganoza inventories stock items on USS Kearsarge (LHD 3) (U.S. Navy photo by PH3 Jose E. Ponce); PC 3 Samantha Miller sorts through 16,000 pounds of mail piled in Kearsarge's hangar bay (Navy photo by PH2 Alicia Tasz); CS2 Kenneth Mayberry prepares butterfly fried shrimp aboard USS Anzio (CG 68) (Navy photo by JOC Alan J. Baribeau); CS3 Latonya Felton assigned to USS Harpers Ferry (LSD 49) damage control team, works with 2nd Sgt. Willy Lim of the Republic of Singapore Navy to erect "shoring" during a training evolution at the RSN's Damage Control Training Center (Navy photo by JO2 Todd Macdonald); ASI Katrena King sends a package home aboard USS Boxer (LHD 4), with the help of PC3 Kim M. Nass. (Navy photo by PH2 Amanda J. Stuart); DKN Alfred Hull bands pallets together during a supply onload aboard Kearsarge (Navy photo by PH3 Angel Roman-Otero); (center) CS2 Bobby Atkins mans a 25 mm gun mount aboard the amphibious assault ship USS Iwo Jima (LHD 7) (Navy photo by PHN Shannon Barnwell).