

# *The Navy Supply Corps* **Newsletter**

May/June 2004



## **NAVICP Supports the Warfighter with Performance Based Logistics**



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## *A Message from the Chief of Supply Corps*

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As I write this note, we are looking back at one year since we entered Iraq. Our thoughts and prayers are with the loved ones of those of our comrades in arms who made the ultimate sacrifice in support of our freedom and security as well as those of the Iraqi people. The dedication to service and ultimate sacrifice of those brave souls will not be forgotten.

In this issue you will find an article about CDR David Sutton who is currently serving in Baghdad with the Joint Contracting Office leadership team and a letter from LCDR Chuck Bailey who is with the Joint Task Force 7 Contracting group in Nasiriyah, Iraq. There are also additional names of those who are serving forward deployed. The articles and letters we receive from those serving in theater are sincerely appreciated and we will continue to feature many of them to keep us all informed of the contributions our officers are making on the front line. Keep them coming.

In addition, you will find our cover story is a detailed article on how our efforts in Performance Based Logistics at the Naval Inventory Control Point are paying dividends. PBLs are a substantial change in the way we do business and are proving to be a successful commercial support initiative. They are driving down the cost of supply support while increasing our overall readiness. There are many success stories such as this in the contributions of our Supply Corps officers. Keep sending them in so we can publicize more of them in the Newsletter.

There is much more in this issue ... a new forum for Expeditionary Warfare Logisticians, our NAVELSF Reserves training to deploy to replace Army units in Iraq, a new partnership between FISC Jacksonville and the NADEPs at Jacksonville and Cherry Point, and a perspective on Radio Frequency Identification. Enjoy!

J. D. MCCARTHY

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*“Delivering combat capability through logistics”*

## THE PROFESSIONAL JOURNAL OF THE NAVY SUPPLY CORPS

**RADM J. D. McCarthy, SC, USN**  
Chief of Supply Corps and  
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Naval Supply Systems Command

**CAPT J. J. Prendergast, SC, USN**  
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<i>USS Helena Receives 2nd Blue "E" for Supply Excellence</i> .....	Back Cover

**Cover by Jennifer Boyarski, CACI** – The NAVICP Team, center, is supporting the warfighter with Performance Based Logistics. PBL contracts supporting F/A-18s, Close in Weapons Support Systems, AEGIS Mission Fire Control Systems, H-60 *Seahawk* and more are providing improved support. (See story on Page 3.) (U.S. Navy photos)

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## Selected for One Star

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The Department of Defense recently announced that Naval Reserve Supply Corps CAPT Sharon Hansen Redpath was selected for promotion to rear admiral (lower half) in the Reserves.

RDML (Sel) Redpath is assigned as Commanding Officer of Navy Supply Support Battalion 2, headquartered in West Hartford, Conn. She served on active duty from 1976 to 1984 in a variety of billets including Navy Exchange Officer at Naval Air Station Agana, Guam; NAS Bermuda; and National Naval Medical Center, Bethesda, Md., and Morale, Welfare and Recreation Officer at NAS Willow Grove.

Redpath's Reserve assignments have included Commanding Officer of Military Transportation Management Command 202 and Naval Reserve Naval Supply Systems Command Headquarters Mechanicsburg. She returned to active duty from December 1998 through September 2000 as the Deputy Director, Joint Total Asset Visibility (JTAV) Office, Defense Logistics Agency.

She is a resident of Prince Frederick, Md.

The more than 3,800 active duty and Reserve officers of the Navy Supply Corps are responsible for supply and logistics support for the ships of the active fleet and hundreds of Naval shore installations worldwide, providing combat capability through logistics.

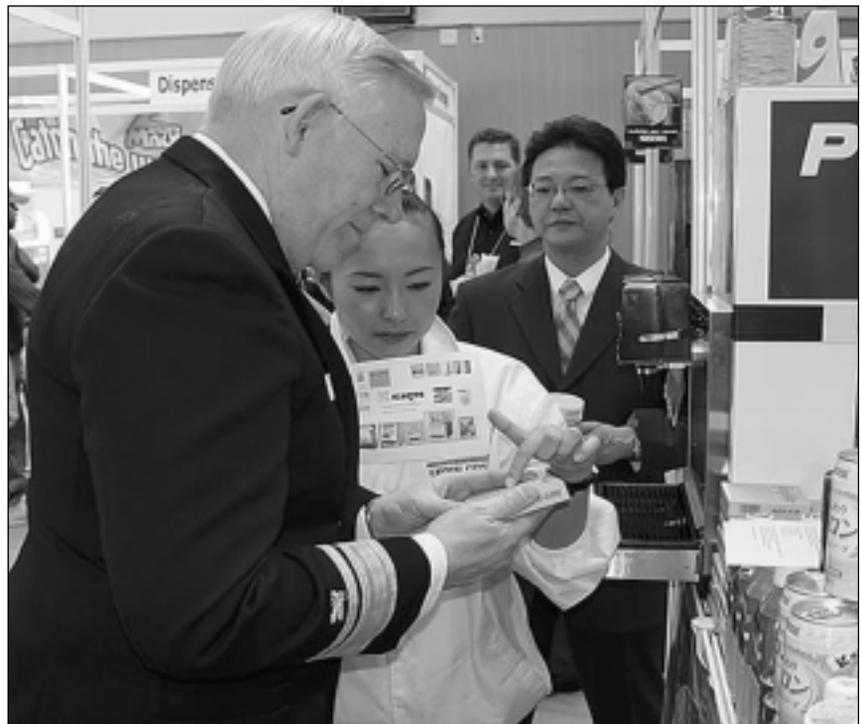
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## *2004 WESTPAC Logistics EXPO Held*

The WESTPAC Armed Forces Logistics EXPO was held recently at the Yokosuka Naval Base Fleet Recreation Center. It drew nearly 2,200 visitors including Commander, Naval Supply Systems Command and 42nd Chief of the Supply Corps RADM Justin D. McCarthy, pictured at right with a participating vendor. The Admiral visited with numerous vendors and actively participated in discussions on their products and services during his tour.

The EXPO is held to foster cooperative relationships between local and stateside companies interested in doing business with the U.S. government. It also helps to create new lines of communication with reliable business partners that can bring quality supplies and services to the fleet.

This program is an opportunity for supply officers to see new product offerings and equipment firsthand, network, and talk to the vendors who can best support their needs.



# Today's Supply Chain ... Buying Performance Not Parts

By Commander Frank Sarra, SC, USN, H60 Weapons System Manager, and  
Larry Garvey, Director, Supply Chain Solutions Division,  
Naval Inventory Control Point

## Where We Were

In the July/August 2001 edition of the Navy Supply Corps Newsletter, the Naval Inventory Control Point (NAVICP) made the bold announcement they were getting out of the parts business. Yes, you heard it right! The INVENTORY Control Point said they were moving away from buying INVENTORY and stocking warehouses to fill customer demands.

In lieu of lots of parts, NAVICP said they were going to buy performance and manage supplier relationships. NAVICP embraced Performance Based Logistics (PBL) and off they went to capitalize on strategic supplier partnerships and commercial best practices (see Figure 1).

If you're somewhat reluctant to change, this radical departure from tradition may seem a bit risky. After all, while you can see and touch material stocked on the shelves, it's a whole lot harder to get your arms around performance, not to mention supplier relationships.

## Where We Are

Now here it is, nearly three years later. Was NAVICP right or wrong? Did they lean too far forward and jeopardize supply support? Or, were they at the leading edge with an innovative

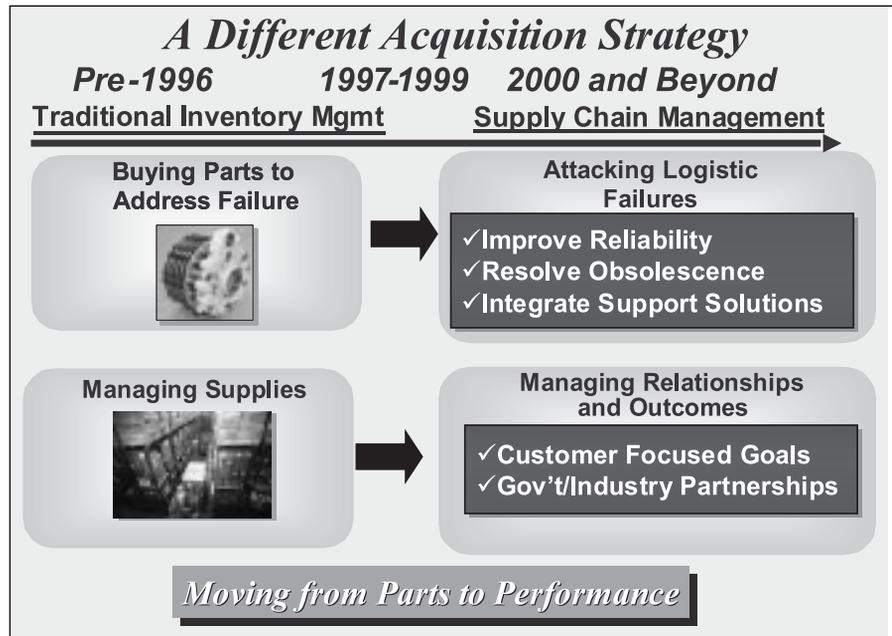


Figure 1. NAVICP has been moving from an organization that buys and manages parts in the supply chain to one that manages the supply chain through Performance Based Logistics.

solution to meet today's tough readiness issues?

It turns out NAVICP could not have been more right in stepping "out of the box" to question the status quo. With the average age of the Naval inventory of aircraft, ships and submarines growing, reduced availability, increased obsolescence, a shrinking and volatile vendor base, and rising costs of operations are all too often the norm. The PBL approach is the exact acquisition tool to effectively surmount these

hurdles and ensure tomorrow's force is ready to guarantee our national security.

Somewhere in the Arabian Gulf today, F/A-18E/F *Super Hornets* equipped with cutting edge weapons and avionics systems roar off the flight deck of a USS *Nimitz* Class carrier. Nearby, a DDG 51 *Arleigh Burke* Class destroyer scans the skies with its state-of-the-art AEGIS radar system and relays critical information to the battle group commander. A *Los Angeles* Class submarine quietly patrols the ocean

## NAVICP Commemorates the Korean War

In honor of the 50th Anniversary of the end of the Korean War, the NAVICP wardroom gathered on Sept. 12, 2003, in front of its newest display aircraft, an AD-3 *Skyraider* (see center cover photo). The *Skyraider*, a carrier-based attack plane and bomber, joins an F-14 *Tomcat* and an A-6 *Intruder* on display at the Naval Support Activity Philadelphia compound. This particular aircraft saw combat during the Korean War aboard the carrier USS

*Leyte* (CV 32). Introduced to Navy service in 1949, this particular aircraft was part of the "Black Panthers" (VA 35) squadron, which carried out various combat missions over North Korea from September 1950 until February 1951. The Navy retired this *Skyraider* from service in 1957. It then became part of the Experimental Aircraft Association Air Venture Museum collection in Osh Kosh, Wis., where it remained until 2003.

depths awaiting direction to launch its arsenal of smart weapons. Innovative NAVICP PBL contracts help to ensure full operational availability of each of these front-line weapons systems.

PBL support guarantees technicians and maintainers aboard these platforms access to the logistics elements, components and parts required to maintain the highest levels of readiness. NAVICP performance-based arrangements, fully integrated with the supply system, provide a seamless response to readiness and maintenance requirements. Sailors obtain guaranteed support through PBL ... they get *what* they need, *when* they need it, *every* time they need it.

### Looking at the Details

So, what is this thing called PBL and why has it emerged as the solution of choice? The term PBL refers to an alternative logistics support arrangement in which the supplier is assigned traditional inventory management responsibilities to facilitate attainment of stipulated performance objectives (see Figure 2).

In essence, under PBL, the Navy is buying a performance “end-state” and not the “how to.” In lieu of individual parts or supplies, the Navy is buying a comprehensive, performance-based support package with guaranteed

***The PBL Solution***

“A PBL strategy is an agreement, usually long term, in which the provider (organic, commercial, and/or public/private partnership) is incentivized and empowered to meet overarching customer oriented performance requirements (reliability, availability, etc.) in order to improve product support effectiveness while reducing Total Ownership Cost (TOC).”

-- DoN PBL Guidance Document, 27 JAN 2003

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**PBL Supplier Roles**

• <i>Warehousing</i>	• <i>Transportation</i>	• <i>Configuration control</i>
• <i>Requirements determination</i>	• <i>Repair/overhaul/replace decision</i>	• <i>Obsolescence management</i>
• <i>Engineering/tech services</i>	• <i>Consumable piece parts</i>	• <i>Technology/reliability insertion</i>

***A Re-engineering Tool to Improve Readiness / Sustainment***

Figure 2. Under performance based logistics, the Navy buys a performance “end-state” and not the “how to.”

availability, improved reliability, and obsolescence management. The Navy specifies the outcome and industry figures out the best way to deliver it.

The long-term nature of PBL contracts promotes and facilitates supplier material management, encourages technology infusion, and enables other return on investment decisions not possible with traditional support vehicles. Under PBL, the customer can

expect material availability to increase and response time to decrease.

Concerning the push toward PBL, momentum is driven by the Chief of Naval Operations’ “Seapower 21” strategy and its Sea Enterprise element. The guidance challenges us to maintain current readiness, while achieving the cost savings to recapitalize our Naval arsenal to keep our future forces mission ready (see Figure 3).

NAVICP’s response to Sea Enterprise has been formalized as part of the Naval Supply Systems Command enterprisewide Transformation initiative. The goal of Transformation is to harvest savings to support reconstitution of our aging ships and aircraft. A key element of the NAVICP plan to ensure CNO savings targets are met is to dramatically expand the use of PBLs to cover both more systems and additional integrated logistics support elements. With an aggressive approach to PBLs, it is possible to meet customer expectations and reduce total ownership costs over a weapon system’s life cycle.

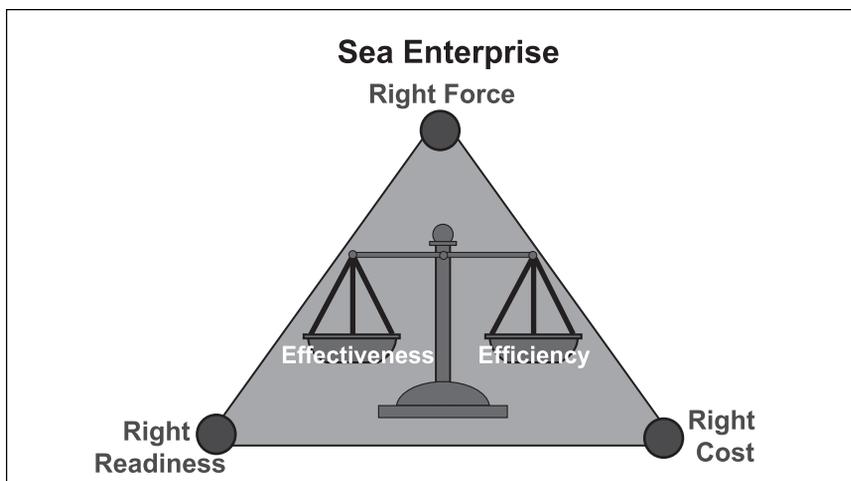


Figure 3. Sea Enterprise, one of the Chief of Naval Operations’ Sea Power 21 initiatives, seeks to improve organizational alignment, refine requirements, and reinvest savings to buy the platforms and systems needed to transform our Navy.

System	Pre-PBL Material Availability	PBL Material Availability
F/A-18 Stores Management System	65%	98%
Close in Weapons Support (CIWS) System	60%	89%
Aviation Tires	81%	98%
ARC-210 Radio	70%	85%
AEGIS Spy 1 Radar System	85%	95%
Auxiliary Power unit (APU)	70%	90%
AEGIS Mission Fire Control System	69%	86%
F-14 LANTIRN Targeting System	73%	90%
H-60 Avionics	71%	99%

Figure 4. Percentages depicted in this chart show the expected rate at which a customer requisition would be satisfied from NAVICP's wholesale inventory pre- and post-PBL.

**Show Me the Money**

Okay, so enough of the guidance and definitions; do PBLs really work?

The answer to that question is a resounding YES! By allowing industry to assume the role of a single integrator fully in control of its supply chain, coupled with commercial best practices, acquisition reform, and depot partnerships, the stage for success is set and the results have been truly extraordinary.

Let's start with a quick snapshot (Figure 4). The percentages depicted in the chart show the expected rate at which a customer requisition would be satisfied from NAVICP's wholesale inventory pre- and post-PBL. The numbers speak for themselves; some have seen availability increase by as much as 25 to 30 points.

Along with better availability comes faster response. Examples of dramatic improvement are not hard to

find. For the Auxiliary Power Unit (APU) used on the F/A-18, S-3, P-3 and C-2, supply response time is down from 35 days to six days. For the F/A-18 Stores Management System (SMS) components, response time has dropped from 42 days to seven days.

Now let's look at performance from the reliability perspective. Are PBLs one dimensional, i.e., do they only work to improve material support? Or have they achieved proven results in other logistics elements? The answer is PBLs effectively address reliability as well.

Examples of contracts with guaranteed reliability improvements include the APU, the H-60 Forward Looking Infrared (FLIR) system, and the ALR-67(v)3 Radar Warning Receiver. APU contract terms guarantee a minimum 25 percent increase in reliability, the FLIR contract ties payment to a 40 percent reliability increase on primary compo-

nents, and the ALR-67(v)3 deal delivers an increase in mean time between failures from 300 to 475 hours.

A final element of the PBL success story is found in depot partnerships. NAVICP PBLs encourage partnerships between government and industry to attain desired performance outcomes. Eight partnerships are currently awarded and 17 more are in process.

Partnerships are an effective use of Navy depot expertise that allows sharing of best practices, while satisfying statutory requirements that specify continuing organic depot repair capability and workload. Partnerships combine the best of both worlds ... unparalleled depot artisan "touch labor" expertise with the engineering and supply chain savvy of industry and third party logistics providers.

The depot work force concentrates on what it does best, while industry

System	Industry Partner	Government Partner
Auxiliary Power Unit (APU)	Honeywell	NADEP Cherry Point
F/A-18E/F FIRST	Boeing	NADEPs North Island, Jacksonville and Cherry Point
F404 Engine	General Electric	NADEP Jacksonville
F/A-18,F-14 Cockpit Displays	Rockwell-Collins	NADEPs North Island and Jacksonville
H-60 Forward Looking Infrared (FLIR)	Raytheon	NADEP Jacksonville
H-46,H-53 APUs	Hamilton Sunstrand	NADEP Cherry Point
P-3 Engine Drive Compressor	Honeywell	NADEP Cherry Point
H-60 Tip-to-Tail	MHSCo	NADEPS North Island, Jacksonville, Cherry Point and Corpus Christi Army Depot

Figure 5. The chart above lists PBL partnerships currently in force at NAVICP.

provides the expertise and process infrastructure necessary to improve output and efficiency. Piece part delays are a thing of the past under a partnership. For example, under the terms of the F404 engine partnership between NADEP Jacksonville and General Electric, repair turnaround times have been cut in half and production output has tripled. Since the PBL was awarded in July 2003, outstanding customer backorders have been reduced by 68 percent.

The APU partnership contract between Honeywell and NADEP Cherry Point, with Honeywell providing engineering expertise and Caterpillar providing third party logistics services, has improved turnaround time from 162 days to 38 days at NADEP Cherry Point, increased production by 70 percent, and lowered labor hours per repair by 47 percent. Figure 5 lists current awarded PBL partnerships at NAVICP.

### Where We Are Going

NAVICP is the Navy's Center of Excellence for PBLs and is actively pursuing a strategy to increase the scope of PBLs, with the ultimate goal to move toward Total Life Cycle Systems Management (TLCSM).

The TLCSM approach emphasizes an early focus on weapons system sustainment within the overall acquisition life cycle. PBL is the preferred TLCSM execution tool, as it translates life cycle requirements into an affordable performance package that optimizes system readiness and operating costs.

To achieve the end result, NAVICP is aggressively engaging hardware systems commands, program offices, and fleet commanders as partners in the way ahead. To enable progress to the end state, NAVICP has adopted a phased approach that adds support for additional ILS elements and increases PBL coverage to include full systems and platforms (see Figure 6).

Performance-based support from cradle-to-grave is the future of Naval logistics. Progress made by current NAVICP efforts must spread to cover

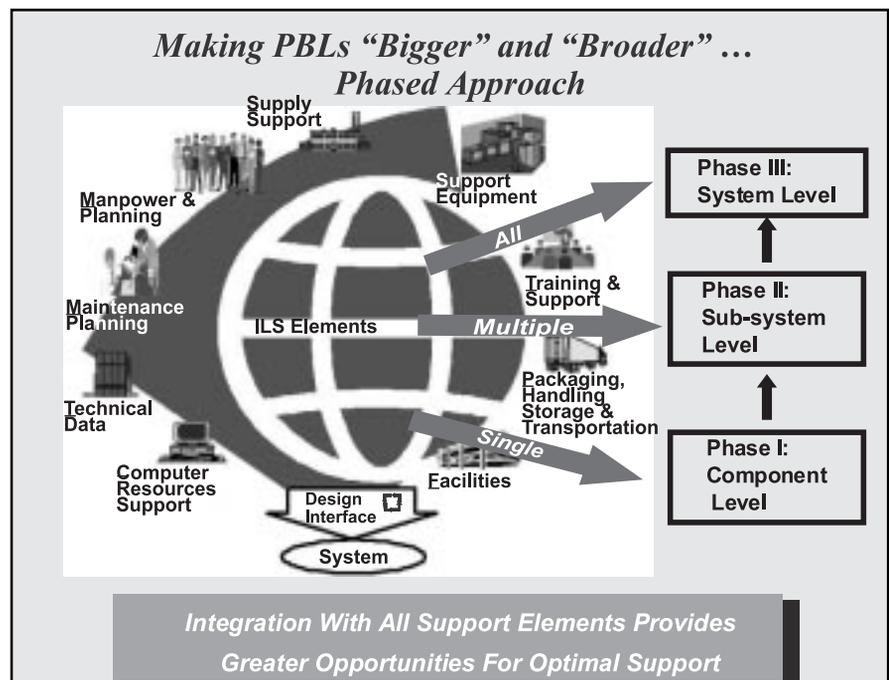


Figure 6. NAVICP has adopted a phased approach to PBLs that adds support for additional ILS elements and increases PBL coverage to include full systems and platforms.

more systems, more complete platforms, and more ILS elements.

Current efforts on the F/A-18E/F Integrated Readiness Support Teaming (FIRST) program, H-60 "Tip to Tail" (T2T), and the DDG 51 Class Flight IIA Ship's Stores Refrigeration System will be expanded and become the rule in PBL support.

The FIRST contract with Boeing covers over 100 aircraft systems and over 130 suppliers on one contract with guaranteed availability and reliability improvements. The H-60 T2T PBL contract signed Dec. 30, 2003, places 540 airframe, avionics and dynamic components in the hands of a single integrator, the Maritime Helicopter Support Co., with plans to expand to over 1,331 items in support of over 325 H-60 various aircraft.

The Refrigeration System contract with Bath Iron Works (which essentially "buys cold air") covers all 10 ILS elements and moves responsibility for total system support to the PBL integrator.

These efforts align with Total Life Cycle Systems Management guidance that mandates integrated performance-

based support from acquisition through sustainment to disposal. Cost-wise readiness requirements compel incorporation of PBL solutions during the acquisition process with sustainment performance and costs addressed up front. Ultimately, every fleet customer deserves performance-based support for every system and every aircraft on board. NAVICP is leading the way in the realization of this goal. ↓

*CDR Frank Sarra holds a bachelor's degree from Boston College and a master's degree from the U.S. Naval War College. He is a 2002 graduate of the Marine Corps Logistics Education Program (MCLEP) involving Supply Chain Management. Previous tours include USS South Carolina (CGN 37), Naval Air Systems Command Headquarters, USS Fletcher (DD 992) and Commander, Naval Surface Force, U.S. Atlantic Fleet.*

*Larry Garvey has a bachelor's degree in political science from Villanova University and an M.B.A. in management from LaSalle University. He has worked at NAVICP since 1982.*

# New Forum for Expeditionary Warfare Logisticians

By Lieutenant Commander Kenneth T. DesJardins, Expeditionary Logistics Support Team Member, and Thomas Pate, Team Leader, Shore Readiness Team Naval Supply Systems Command Headquarters

What unique logistics supports needs do SEALs, Seabees, Explosive Ordnance Disposal units and other Naval Expeditionary customers have? What can NAVSUP and the Navy Supply Corps do for Naval expeditionary warfighters? To a large extent, individual expeditionary supply communities have not had NAVSUP direct support for their warfighters. The well-documented success stories of these expeditionary warriors are indicative of the superb job being done every day by the diverse supply communities involved in expeditionary logistics support; but certainly more can be done.

NAVSUP Transformation expanded the focus of the supply system at large to include this often overlooked customer base. Supply support questions have been revisited with an eye toward identifying supply bottlenecks, seeking standardized logistics support practices, and enhancing the overall supply chain for expeditionary customers.

CAPT Bill Dawson, the NAVSUP Assistant Commander for Ground and Support Forces, stood up an ashore readiness team on July 1, 2003, to evaluate readiness challenges that expeditionary units encounter and to develop interoperable logistics solutions. The essence of providing outstanding customer support requires knowledge of a customer's operations. Previously NAVSUP headquarters personnel had limited awareness of the supply requirements and unique challenges of the Navy's expeditionary forces. NAVSUP Code 42 will focus on readiness of expeditionary forces, while



*United States Army Vessel (USAV) Theatre Support Vessel (TSV-1X) Spearhead departs from a port within the Central Command area of responsibility. The 98-meter Spearhead with an average speed of 40+ knots is currently forward deployed in support of Operation Enduring Freedom. U.S. Navy photo by Photographer's Mate 1st Class Brien Aho.*

Naval Operational Logistics Support Center (NOLSC) will concentrate on sustainment of deployed forces.

Knowledge of expeditionary support requirements exists in the supply community, but this knowledge is spread across a spectrum of seven or eight different stove-piped supply activities that directly support expeditionary forces. The initial goal for the new NAVSUP team was to form an Expeditionary Support Policy Council (ESPC) to bring together logisticians from these diverse communities to address common issues and challenges.

The initial ESPC meeting was scheduled at the Fleet Training Center in Dam Neck for Sept. 17-18, 2003. However, Hurricane Isabel preempted the meeting by tearing into the

Atlantic Coast, forcing a two-month postponement.

On Nov. 19, after welcoming remarks from CAPT Jack Prendergast, then NAVSUP's Deputy Commander for Fleet Logistics Operations, RADM R. Ryland Percy, the Commanding Officer of Navy's Expeditionary Logistics Support Force (NAVELSF), provided the keynote speech to launch the first ESPC.

RADM Percy stressed the need for interoperability, total asset visibility, and "last-mile" logistics support to enable us to optimize supply support for all supply classes. He also spoke of the urgent need to break down organizational barriers that make it difficult to deliver improved combat capabilities through common logistics business processes and shared resources.

The 84 attendees discussed and evaluated how the Supply Corps could improve the expeditionary warfighters' combat capability through logistics. Additionally, the attendees held several sidebar discussions, which helped to clarify and identify critical logistics issues for the ESPC to address.

The most significant action items coming out of the first forum were the drafting of an ESPC charter, revisiting war reserve requirements, establishing an ESPC IT Subgroup to review expeditionary Information Technology requirements, and establishing metrics for XLOG customers, which NAVSUP' Ground and Support Forces Division (SUP 42) is developing in collaboration with its XLOG partners.

Additional action items included requests for briefs from other expeditionary support contributors who were not present at the first ESPC.

One immediate beneficial action item was to have NOLSC include information relevant to expeditionary logistics at the new "Joint and Operational Logistics Library." You can access the new library via the SIPRNET at <http://www.ois.disa.smil.mil>. The library provides a one-stop site for logisticians inside the NAVSUP claimancy and customers. NOLSC looks forward to feedback from users on new and better links and ways to improve. At the time of this article, the unclassified version was under construction and scheduled to be operational late in the first quarter of CY '04.

For NOLSC Portal Access, go to <http://www.ois.disa.smil.mil>. Click on "Contact Us." Select "Access." Download and complete the account Access Request form. In the justification field (block #20), annotate "Knowledge Management and NOLSC Portal access is required." Acquire appropriate signatures and submit/fax the form to the Yorktown Customer Service Center.

The second ESPC, currently scheduled for this spring at the Coronado Officer's Club. Feel free to contact us at e-mail



*U.S. Navy hospital ship USNS Comfort (T-AH 20) passes the Statue of Liberty en route to Manhattan to provide assistance to victims of the Sept. 11 terrorist attack on the World Trade Center. Comfort is one of two Navy hospital ships. U.S. Navy Photo by Journalist 1st Class Preston Keres.*

kenneth.desjardins@navy.mil or by phone at (717) 605-6250 with ideas concerning future agenda items for ESPCs or requests for invitations. ↴

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*LCDR DesJardins reported to NAVSUP HQ in September 2003 after serving as a Logistics Planner on the staff of Commander, 7th Fleet embarked on USS Blue Ridge (LCC 19). He has earned his master's degree in business with a concentration in logistics management from Naval Postgraduate School, Monterey, and a bachelor's from the University of Michigan. His other sea tours include ASUPPO on USS Seattle (AOE 3), SUPPO on both USS Seahorse (SSN 669), and USS Simon Bolivar (SSBN 641). His other shore tours include NACO internship at NAVICP Mechanicsburg and prior enlisted service as a Radioman.*

*Tom Pate has 28 years of federal service, including his service as a Supply Corps Officer. During his 16 years at Naval Supply Systems Command Headquarters he has worked in Fleet Support, the NAVSUP Reengineering Office, and most recently served as the Program Officer for One Touch Support Program, before moving to the Shore Readiness Team.*



*Thai stevedores help with the offload of ammunition containers from the Military Sealift Command Ship William W. Seay at the Thungprong Port facility. Seay is a large, medium speed roll-on roll-off ship participating in Exercise Cobra Gold 2002. Cobra Gold 2002 is the 21st U.S. Pacific Command exercise conducted in Thailand demonstrating the ability of U.S. Forces to deploy rapidly and conduct Joint-Combined Operations with the Thai and Singapore Armed Forces. U.S. Navy photo by Photographer's Mate 2nd Class Jennifer A. Smith.*

# Over 500 Navy Cargo Handlers Deploy to CENTCOM AOR

By Commander Tom Gresback, USNR

Naval Expeditionary Logistics Support Force Public Affairs Office

**W**ILLIAMSBURG, Va. — Over 500 Naval Reservists from the Naval Expeditionary Logistics Support Force (NAVELSF) departed Norfolk, Va., in mid-February for Kuwait and Iraq in support of Operation *Iraqi Freedom II*. The Sailors are a part of what is being called the largest troop rotation since World War II.

NAVELSF assets are being deployed to meet joint military requirements as part of DoD's scheduled force rotation. Since mid-January, members of the NAVELSF have been training at several locations throughout Virginia, using the same type of equipment used on their deployment. The Army is currently fulfilling the joint logistics mission and providing the equipment used in theater. While in the AOR, the Sailors will work side-by-



Supply Corps planners from the Naval Expeditionary Logistics Support Force discuss in-country combat support requirements for the mobilization of over 500 Naval Reservists from the force in support of Operation *Iraqi Freedom II*. From left to right are CDR Greg Lombardo, Deputy-Plans; CAPT Scott Pottinger, Force Chief of Staff; CAPT Jack Capella, Director-Mission Effectiveness; RADM Robert Percy, Force Commander; CAPT Mark Sakowski, Deputy Commander; CMDMC Tom Cramer, Force Master Chief; and CAPT Lyman Foster, Director-Plans.



Navy Reservists train to operate Army's heavy equipment at Ft. Eustis, Va. The Sailors of Naval Expeditionary Logistics Support Force Forward Alpha deployed in mid-February, to relieve Army personnel, in support of Operation *Iraqi Freedom*.

side with Army forces in a joint environment.

RADM Robert Percy III, SC, USNR, Commander of the NAVELSF provided some background on the mission. "The shore-based cargo handling capability operation in Kuwait and Iraq has been primarily an Army function until now, when they are scheduled to rotate. The Joints Chiefs of Staff reached out to all the services and asked if they could provide a portion of the shore-based logistics operation. The Navy's expeditionary shore-based logistics capability resides primarily within the Naval Reserve Force – and specifically within the Naval Expeditionary Logistics Support Force. The Navy came to NAVELSF and asked what we could do to help the Army in theater. Our mission is port, stevedoring, fuel, and mail operations. Supply support in general is what we do in a shore-based in-theater environment. So the Navy



*Construction Mechanic 2nd Class Tamara Gilreath, of Port Hueneme, Calif., conducts maintenance checks on an Army Truck. She is a member of Naval Expeditionary Logistics Support Force Forward Alpha and deployed in mid-February in support of Operation Iraqi Freedom to relieve Army personnel who have been deployed for one year.*

offered up our services and that is why we are deploying.”

RADM Percy discussed the force structure of NAVELSF, and how they were able to mobilize and deploy his Sailors so quickly. “The reason we have been able to put a quality group together on relatively short notice is due to the fact that this force is made up of battalions who are trained and ready to deploy.”

The battalions and companies deployed are listed in Figure 1.

Prior to the Sailors departing, RADM Percy told them, “You are citizen Sailors who are critical in the support of the country’s defense. Now you are stepping forward to fulfill the mission you have been preparing for. I am very proud of each and everyone one of you and know that you are trained to get the job done.”

Deputy Commander CAPT Mark Sakowski, SC, USNR, and his staff were responsible for executing the mobilization order. Sakowski said, “upon receiving the operational order to mobilize Sailors, the NAVELSF staff worked to identify the battalions that

best fulfilled the requirements set forth by the combatant commander. The next step was to develop a training curriculum to best create the scenarios that the Sailors would face in the AOR.”

His team couldn’t have done it by themselves, “Mobilizing over 500 Sailors to meet this requirement is why we are here, but strong-positive communication, coordination, and cooperation skills were critical success factors in our ability to meet the mission. The support of the entire supply community has truly been impressive. It’s at a time such as this where every person in the supply community comes together to support the warfighter. This is what it’s all about,” said Sakowski.

NAVELSF is the Navy command organized to deliver expeditionary logistics support using the capabilities of mobilized Naval Reserve Force Sailors and equipment. The NAVELSF mission includes operational support of the national military strategy that includes routine peacetime support, crisis response, humanitarian operations and combat service support

missions throughout the world.

For more information contact CDR Tom Gresback, Naval Expeditionary Logistics Support Force Public Affairs Officer at (757) 256-1342, or e-mail [thomas.gresback@navy.mil](mailto:thomas.gresback@navy.mil). ↴

## Deploying NAVELSF Units

### **Navy Supply Support Battalion 1 Phoenix, Ariz.**

*Commanded by  
CAPT Ray English, SC, USNR  
With companies in:*

Phoenix, Ariz.  
Encino, Calif.  
Ft. Worth, Texas  
Lubbock Texas  
San Diego, Calif.  
Tucson, Ariz.  
Sacramento, Calif.

### **Navy Cargo Handling Battalion 14 Port Hueneme, Calif.**

*Commanded by  
CDR Millard Lewis Jr., SC, USNR  
With companies in:*

Port Hueneme, Calif.  
Las Vegas, Nev.  
Los Angeles, Calif.

### **Navy Cargo Handling Battalion 11 Jacksonville, Fla.**

*Commanded by  
CDR Fred Boyles, SC, USNR  
With companies in:*

Jacksonville, Fla.  
St. Petersburg, Fla.  
Tampa, Fla.

### **Navy Cargo Handling Battalion 9 Columbus, Ohio**

*Commanded by  
CDR Deborah Haven, SC, USNR  
With companies in:*

Columbus, Ohio  
Cincinnati, Ohio;  
Huntington, W.V.  
Youngstown, Ohio

Figure 1.

# FISC's Logistics Reach Covers Baghdad

By Lieutenant Commander Vic Lopez, USNR

U.S. Fleet and Industrial Supply Center Yokosuka, Japan Marketing

Operations *Iraqi Freedom* and *Enduring Freedom* continue to draw on personnel and material from U.S. commands stationed around the globe. U.S. Fleet and Industrial Supply Center Yokosuka, Japan, was recently called upon to contribute to that cause.

CDR David Sutton, one of FISC Yokosuka Department Heads already serving overseas, was called upon to deploy to Iraq. With a strong logistics and contingency contracting background, he has joined the command leadership team in the Baghdad Joint Contracting Office (BJCO).

Over the past year nearly 100 Supply Corps officers throughout the Navy have been called away from their parent commands on 179-day contingency assignments in support of Iraq reconstruction efforts.

Supply commands throughout the Navy now anticipate the reassignment of personnel in support of reconstruction to be an ongoing requirement for the indefinite future. However, these reassignments do not come without personal sacrifice for the member and the member's family. "When the call came to send CDR Sutton to Iraq, it was tough to make that call," said CAPT Sly Abramowicz, Commanding Officer, FISC Yokosuka. He added, "Although the extended FISC Yokosuka family has a strong support structure, it doesn't necessarily make the separation from his wife, Espy, and daughter, Angelina, any easier. I pray daily for his safety and the well being of his family."

According to CDR Sutton, chief to the largest of eight contracting offices in Iraq, the BJCO teams are managing some rather complex and large construction contracts, most recently contracting services to construct more permanent barracks at locations identified as "Enduring Camps."

The team also awarded contracts to



*CDR David Sutton, part of the Baghdad Joint Contracting Office leadership team, visits with an Iraqi friend. Developing mutual friendships helps nurture multinational reconstruction efforts and broaden communications while reducing language and cultural challenges which benefits more citizens everyday.*

the Iraqi Railroad for the movement of heavy equipment rentals and material transportation services. Truly a 24-hour-a-day, seven-day-a-week job, BJCO personnel can be found at their workspaces an average of 12-16 hours on any given day to ensure the consistent flow of material and services to where they're needed most.

The BJCO serves as the hub that supports more than 40,000 coalition forces currently conducting combat operations in and around Baghdad. The office is comprised of Navy, Army, Air Force, civilian personnel and Iraqi interpreters. The office supports Combined Joint Task Force 7 consisting of units, such as military police, signal corps, combat engineers, and the 1st Armored Division with its five brigade combat teams. BJOC members also directly support Australian, British and numerous other allied forces in Iraq, the Turkish Embassy and various Iraqi

ministries. These units are located in more than 30 forward operating bases (FOB) in Baghdad, Babylon, Kabala, Ad Diwaniyah, Al Kut, Ar Rustimiyah and Al Hillah.

To date, the BJCO has completed 650 FOB contract requests valued at more than \$68 million for perimeter walls, lighting, fencing, guard towers and concrete barriers. Other FOB requirements include building restoration, explosive detection working dog services, armor plating for Hum-Vees, and computer equipment. The majority of the procurements support force protection measures and have a direct impact on the safety of field personnel.

Extreme temperatures and sand storms are but a few of the challenges forward-deployed personnel must learn to contend with. Communication in Iraq is also limited and creates special challenges when coordinating logistics needs with army units scattered through-

out the Baghdad area. The 1st Armored Division assigns some of its soldiers from local units to the contracting office. Their logistics support is invaluable in overcoming communication shortfalls.

The BJOC team also has three Iraqi interpreters assigned to its office. "They have played a critical role in helping us overcome language and cultural barriers with Iraqi vendors, resulting in a relationship of mutual respect between the Iraqi contractors and our team," said Sutton.

He noted, "The job does not come without risks, a rocket struck the Contracting Office building in mid-December. We experienced substantial property damaged, but fortunately there were no casualties. Two personnel received minor injuries and were consequently awarded the Purple Heart." He added, "Bottom line, while the job is extremely busy and often stressful, it is the most rewarding assignment that I have had in my 24-year career in the Navy. It is wonderful that I can contribute directly to our troops and personally interface with Soldiers that risk their lives daily."

On the home front, Sutton's family strives to transition to a daily routine in Yokosuka. "My husband is proud to be part of the many teams that provide direct support to the troops and I am



*A rocket struck the Contracting Office building in Baghdad in mid-December, but fortunately no one was hurt.*

extremely proud of him," stated wife and FISC Contracting Specialist Espy Sutton. She added, "I worry a great deal, but take it one day at a time, focus on raising our daughter, Angelina, and David's subsequent safe return. His e-mails and phone calls are always a welcome assurance that he is well and I thank God everyday that he keeps my husband safe." ↴

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*LCDR Vic Lopez is a Naval Reserve Public Affairs Officer currently support-*

*ing marketing, public affairs, and strategic planning projects for FISC Yokosuka. Prior to joining FISC Yokosuka, he served as Deputy Public Affairs Officer in Singapore. He has 18 years of diverse experience in the energy, insurance, package delivery and pharmaceutical industries. His expertise encompasses crisis communications, media and community relations, mobile media training, internal communications, photography and human resources. A Chicago, Ill., native, he holds a master's degree in journalism.*

## Forward Deployed

**T**he *Newsletter* has been recognizing active duty and Reserve personnel who served forward deployed for Operations *Enduring Freedom* and *Iraqi Freedom*. Here are some more names.

CDR (Sel) **Chuck Bailey** from the Naval Inventory Control Point, Mechanicsburg to CJTF-7/Iraq for Contingency Contracting

LCDR **Robin "Rob" Barnes** from Naval Air Systems Command to the Coalition Provisional Authority (CPA) Baghdad, Iraq, for Contingency Contracting

LCDR **Forrest "Woody" Browne** from the Naval Sea Systems Command to the CPA Baghdad, Iraq, for Contingency Contracting

LCDR **Chad Burke** from the Navy Supply Corps School to CJTF-7/Iraq for Contingency Contracting  
 CAPT **Nick Cheston**, Senior Crisis Action Team (CAT) Chief for U.S. Transportation Command

LCDR **John Van Gorp** from Naval Air Systems Command to the CPA Baghdad, Iraq, for Contingency Contracting

LCDR (Sel) **Alex Maitre** from Defense

Contract Management Agency San Diego, Calif., to DCMA Southern Europe Balkans North, as Commander and Administrative Contracting Officer, Eagle Base, Bosnia.

CDR **Robert Dowell** from Defense Contract Audit Agency Orlando, Fla., to DCMA Southern Europe Balkans North, as Commander for the DCMA Office, at Eagle Base, Bosnia.

Please contact the *Newsletter* editor via e-mail at [Linda.J.Hall@navy.mil](mailto:Linda.J.Hall@navy.mil) with any additional names. ↴

# Letters from Iraq

## Update From LCDR Chuck Bailey/CJTF 7 Contracting Forward

Supply Corps officers who are forward deployed are staying in touch via e-mail. On this page and the next are messages that were passed on to the Newsletter by RDML Mark Harnitchek, Commander, Naval Inventory Control Point, and Editorial Board Chair.

Captain Steffen,

The last month has certainly been a whirlwind ... The deployment through Ft. Bliss teaches one a lot of patience or least brings back vivid memories of boot camp for those who walked that road. Hit the ground running once arrived. Took over 30 back logged contracts, dozens of on-going leases, and over 35 active contracts ... have since reduced the back log to half ... plan to be caught up in less than two weeks. We support 10K soldiers and coalition forces. I am the only Navy person on the base here outside Nasiriyah.

ARCENT swiftly approved my warrant within a week on being on the ground. I was able to recruit an Army captain who has some background in contracting and we are tackling all issues.

I start my day at 0600 and meet with the Army units requiring contracts, my translator, a dozen local nationals who would like to get their foot in the contracting door, and take care of hot issues soldiers cannot resolve. From 1800 to midnight or so it is easy to take care of the daily business. Also travel within the AOR, primarily Kuwait and a few trips into Baghdad to meet with CJTF-7 on hard issues. Only had one minor set back – my convoy broke down on the MSR about an hour from here. ....

Despite the spartan living conditions, the job is INCREDIBLE!!!. It is challenging and fun ... the long hours make the time fly by quickly ... every second is an adventure. Hard to believe March is around the corner. I live in the office, no longer live in the tent. ....

Very different base. When most of the joint forces arrived here everyone staked out their claim like the wild west ... Just last week an Air Force team arrived that I am working with to better define SOWs for contract projects and establish a base master plan. CFLCC PARC (Army) Kuwait let a contract for KBR and had cognizance over our AOR ... this has since been taken over by CJTF-7 Baghdad ... and now with CPA [Coalition Provisional Authority] overseeing a large gamut of projects, it is difficult to tell who is in charge. The biggest challenge has been the justification/validation of the requirements....

We have had a large turnover of groups, battalions, personnel ... most are trying to get their hands around what their new mission requires. Huge Reserve components ... very few active duty ... all walks of life ... . Have interfaced with CJTF-7 for the following changes: Justification/requirement/mission impact statements required (much like POM issue papers) to validate “wants” vs. “needs.” Contracts are being let for 3 and 6 months ... to streamline the process and reduce churn, pushed for 1 year contracts and now approved to do them. Can also leverage better prices with the longer contract.

Construction contracts have proved the most difficult, but the ones I am most comfortable with from my working with the Seabees in Bahrain.

So far so good ... am extremely glad to be out here .... being out here doing all this good for the USA makes it all worthwhile ... feel very fortunate. .... Thank you for all the support and prayers ... will keep pressing.

Very respectfully,

Chuck

Photos at right include LCDR Chuck Bailey, top and center, and his office building in Nasiriyah, Iraq.



## **A Message from LCDR Michael L. Renegar with the Coalition Provisional Authority**

*All is going well here in central Baghdad ... the food is tasty, combat tourism sites interesting and bunk-mate in the tent can really snore loud (earplugs only muffle the noise). This past week followed a continuous barrage of mortars/rockets, IED, and small arms fire around the "Green Zone" area. Daily incident report provides details/locations to previous day's incidents. The workload is gradually increasing and the urgency to complete acquisition packages in an expeditious manner continues to gain momentum, especially with the transition period getting closer each day.*

### **Significant events for the week:**

- *All Hands meeting with Ambassador Paul Bremer*
- *Sec of State Powell briefing to Coalition Forces praising the efforts in rebuilding Iraq and improving infrastructure for Iraqi nation ... History is being made and all is possible by the efforts of everyone present.*
- *Ethics Training conducted for PMO personnel. (Make sure Legal updates my training jacket).*

### **Projects working:**

- *Port of Umm Qasr rehabilitation. Various construction and non-construction projects ... objective to improve overall port operations by increasing throughput and capability ... oil tanker operations, food/grain from UN/Aid programs ... HOT requirement due to potential impact.*
- *Railroad rehabilitation and restoration. Various construction and non-construction projects...directly linked to Port of Umm Qasr project with critical paths running parallel. Scheduled to visit Baghdad Central Rail-station with Ministry of Transportation during upcoming week.*
- *Civil Aviation. For the most part, only military aviation is flying within Iraq. Three major airport projects are being worked to reopen air transportation within Iraq for moving people and goods...acquisition packages include construction and non-construction projects.*
- *Justice & Public Safety. Developing acquisition packages for requirements associated with Crimes Against Humanity Investigation (CAHI), Security Services, and Forensic Operations.*
- *Iraqi National ID Card System. Major tasking to develop SOW with well-defined requirements for creation of a national ID card that will include many functions similar to the military common access card (CAC). High-level attention as first part of ID card system is to identify/register all personnel authorized to carry weapons.*

*This is definitely a face-paced environment with new requirements presented each day and all need to be completed now. This is definitely a joint-operation and have quickly become a TEAM-player to answer questions from program management (WBS structure, planning, critical path analysis), funding (flow process), contracting (define requirement, SOW/SOO, acq plan, source selection plan, etc.), and logistics/transportation (understanding of AOR logistics from previous tour at CTF-53 extremely beneficial).*

*Always remain safe and keep the head on a swivel when off the compound area.*

*V/r,*

*Michael*

*Here's a note from LCDR Renegar regarding the car bomb explosion on March 17. He sent this before the news was being broadcast in the states.*

*"Remember when we were talking on the phone and I stated, "wow, that one was close" ... it was a car bomb at the Palestinian Hotel (roughly 1 mile) from where I am working. This would suggest a very large car-bomb. Safety and security are key elements which are adhered to at all times. There is no true safe zone in Iraq, especially Baghdad operating area. Fear not, the mission will be completed and the benefits of this cause will be everlasting."*

*Background photo: Iraqi construction crews work on a new building inside the U.S. Agency for International Development headquarters compound. (U.S. Air Force photo by Tech. Sgt. John Houghton)*

# “The Largest Load Out We’ve Ever Seen!”

By Jim Murray

Public Affairs Officer, Fleet and Industrial Supply Center Pearl Harbor

Working around the clock in 12-hour shifts, Naval Reserve cargo handlers, U.S. Army personnel, and longshoremen from the Fleet and Industrial Supply Center, Pearl Harbor, teamed up in mid-December to conduct what some are calling the largest single-ship load out in FISC Pearl’s history.

The massive operation was in support of the 25th Infantry Division (Light), which is based at Schofield Barracks on the Hawaiian Island of Oahu. In January, approximately 4,800 soldiers from the 25th Infantry were sent to Kirkuk, Iraq, in support of Operation *Iraqi Freedom*, and it was FISC’s mission to load their war materiel on board the USNS *Pililaau* (T-AKR 304).

In the days leading to the load out, the materiel was flown, driven and hauled to staging areas on Ford Island, a 450-acre island situated in the middle of Pearl Harbor. FISC cargo checkers logged the arrival of every item ranging from helicopters, containers, and construction equipment to tents, camouflage netting, and night vision goggles.

On Dec. 14, FISC Pearl longshoremen and Naval Reserve cargo handlers marched up the *Pililaau* ramp to begin what turned out to be nearly a 100-hour loading operation. Other longshoremen remained on the pier, hoisting container after container aboard the immense ship. Altogether, 357 containers of all sizes were rigged, lifted, and lashed down aboard the ship.

As the containers were being loaded at one end of the ship, a steady stream of trucks, jeeps, and Hum-Vees were inching up the ramp at the ship’s other end. They were followed by an assortment of vehicles that FISC’s stevedores don’t normally



*Bound for Iraq, a row of shrink-wrapped Kiowa Warrior helicopters await loading on the USNS Pililaau. In December, 23 Kiowas were flown from Wheeler Army Air Field to Ford Island and wrapped like Christmas presents in one of the warehouses. The shrink-wrapping protects them from salty air and other deteriorating elements they are likely to encounter during their long ocean voyage across the Indian and Pacific Oceans to Kuwait, where they will be offloaded. (Photo by Jim Murray, FISC Pearl Harbor Public Affairs Officer)*

see on the piers ... bulldozers, road scrapers, and other pieces of heavy construction equipment that will be used to rebuild roads and infrastructure in Iraq.

In laymen’s terms, the 950-foot *Pililaau* has about eight football fields of storage space, and when the final item was loaded at 4:30 a.m. on Dec. 18, every inch of that space had been covered, leading the *Pililaau*’s first mate to announce that “he had never seen a tighter fit.” Altogether, more than 2,300 helicopters, containers, vehicles, and other pieces of war-fighting equipment were loaded aboard the ship in four days of continuous work. When the last gang of stevedores filed down the ramp, it brought to an admirable end an endeavor in which all participants could take a lot of pride.

Due to a lack of records from World War II, no one will ever know if this really was the largest single-ship load out in FISC Pearl’s history, but FISC’s current longshoremen agree

unanimously that it was the largest load out they have ever seen. Incidentally, one cannot overlook the contribution of the six Naval Reserve units that had a large role in the load out. The units were:

- FISC Det. 122, Portland, Ore.;
- FISC Det. 220, Pearl Harbor, Hawaii;
- Cargo Handling Battalion 10, Williamsburg, Va.;
- Cargo Handling Battalion 14, Port Hueneme, Calif.;
- Supply Logistics Information Company 1, Tucson, Ariz.;
- Supply Logistics Information Company 2, Willow Grove, Pa.

The load out received significant coverage in Hawaii’s media. All of Hawaii’s major television stations and newspapers sent reporters to observe the actual loading operation, and VIPs arrived on a daily basis.

The USNS *Pililaau*, a Military Sealift Command vessel, is named in honor of Private First Class Herbert K. Pililaau, a former resident of Waianae, Hawaii, who was posthumously

# FISC Jacksonville Partners with NADEP Jacksonville and NADEP Cherry Point: Expanding the FISC Industrial Support Role

By Commander Chip Cotton, SC, USN, Executive Officer, and Lieutenant Commander Kes Townsend, SC, USN, Director, Aviation Industrial Support, Fleet and Industrial Supply Center Jacksonville

On Sept. 30, 2003, and Oct. 1, 2003, Fleet and Industrial Supply Center Jacksonville began a new era of industrial support to Naval Air Depot Cherry Point, N.C., and NADEP Jacksonville, Fla. CAPT Ed Naranjo, Commanding Officer at FISC Jacksonville, signed separate memorandums of agreement (MOA) with Col. Fred Gumbel, Commanding Officer, NADEP Cherry Point, and CAPT David Beck, Commanding Officer, NADEP Jacksonville.

This momentous occasion was a culmination of many months of work at various Naval Supply Systems Command and Naval Air Systems Command activities and is the beginning of a new aspect of material management in the industrial arena.

NAVSUP activities have a history of industrial partnerships such as FISC Puget Sound's partnering with Trident Refit Facility at Bangor. NAVSUP's Transformation is providing more opportunities to improve

industrial support across the Navy, especially with the establishment of the Assistant Chief of Staff for Industrial Support (ACOS IS), currently RDML Mark Harnitchek. The key to industrial support success will be the combined efforts of the entire NAVSUP enterprise.

Over the past decade, NAVAIR and NAVSUP have discussed, engaged, and partnered in various degrees to improve supply chain management. These discussions

## The Largest Loadout

*Continued*

awarded the Medal of Honor for gallantry during the Korean War. Before the loading got underway, 31 members of the *Pililaau* clan toured the ship and were even permitted to drive their personal vehicles up the ship's ramp and onto its weather deck.

The *Pililaau* load out was the largest of four conducted recently by FISC Pearl. In mid-February, the *Pililaau* returned to Pearl Harbor, and FISC personnel and Naval Reservists once again loaded more than 1,900 pieces of war materiel belonging to the 25th Infantry Division; however, this time it was bound for Afghanistan in support of Operation *Enduring Freedom*. Two smaller OIF load outs conducted in January and February involved war materiel for the 3rd Marine Radio Battalion and the 25th Infantry Division. ⚓



*The loadout for Operation Iraqi Freedom brought together poignant reminders of two wars in which America was involved – World War II and the Korean War. Just 100 yards across the water from the USNS Pililaau rests the rusted remains of the battleship USS Utah, which was sunk during the attack on Pearl Harbor. Sixty members of the Utah's crew are entombed within the ship. The Pililaau is named for PFC Herbert Pililaau, a former Waianae, Hawaii, resident who was posthumously awarded a Medal of Honor for gallantry in the Korean War. (Photo by Jim Murray, FISC Pearl Harbor Public Affairs Officer)*

involved partnerships between the NADEP's and FISC's. A full partnership was created between NADEP North Island and FISC San Diego in 1994, a partial partnership between NADEP Jacksonville and FISC Jacksonville, and basically no relationship between NADEP Cherry Point and FISC Jacksonville.

In 2002, NAVAIR and NAVSUP began serious discussions on the total partnership of NADEP's and FISC's such that NADEP supply chain requirements and assets would transfer to NAVSUP in order to standardize the supply chain process, to improve material availability, and to reduce material excesses that have been a difficult problem for the NADEP's. In a series of meetings and discussions involving NAVAIR, NADEP Cherry Point, NADEP Jacksonville, NADEP North Island, NAVSUP, NAVICP Philadelphia, FISC Jacksonville, and FISC San Diego, four major teams were established to review and advance a "supply chain" partnership. The teams consisted of a Business Rules Team, an Inventory Team, a Financial Team, and a Personnel Team.

The Business Rules Team developed partnership and business rules to guide the remaining three teams to concentrate on the details required for transformation of processes, Information Technology support, organizational alignment, and resources to execute the partnership (i.e. personnel, funds, equipment and facilities).

The Inventory Team developed inventory capitalization plans, depot inventory strategies, "G" Condition policies, depot repairable pool, and forecasting requirements. It also fully engaged the Defense Logistics Agency (DLA) in discussions.

The Financial Team discussed funding strategies for NADEP material support and the People Team formulated personnel transfer strategies.

On March 31, 2003, a NAVSUP/



*Fleet and Industrial Supply Center Jacksonville Commanding Officer CAPT Ed Naranjo, second from left, and NAVAIR Depot Cherry Point Commanding Officer Col. Fred Gumbel, second from right, signed a memorandum of agreement transferring material management responsibilities for NADEP to the FISC. Looking on are CAPT Dan Smoak, Deputy Commander—Aviation, Naval Inventory Control Point, left, and Sandra Leggieri, Vice Commander, NAVICP.*

NAVAIR Letter of Intent was issued. This letter of intent announced the intention to transition NADEP material management to NAVSUP. An Executive Steering Committee (ESC), cochaired by NAVICP OA, CAPT Dan Smoak and NAVAIR 6.1A, CAPT Gordy Howard, was established to oversee the partnership implementation.

RADM Walter Massenburg, NAVAIR 6.0, and RDML Mark Harnitchek, Commander, NAVICP, signed an MOA for NADEP material support that took effect July 7, 2003. It outlined the future vision of NADEP material support and formalized the transfer of material management responsibility to the FISCs. The FISC San Diego—NADEP North Island partnership that was established in 1994 remained in effect. FISC Jacksonville was directed to develop local MOAs with NADEP's Cherry Point

and Jacksonville and to assume responsibility for material management in support of both NADEP's effective Oct. 1, 2003.

Throughout the summer of 2003, a transition team comprised of military and civilian employees from FISC Jacksonville, NADEP Cherry Point, and NADEP Jacksonville met at all three locations to draft local MOAs and to develop the plans to implement the new partnerships. CDR Mike Ropiak was ordered to newly established NADEP Cherry Point FISC Jacksonville Annex as the supply officer and CDR Rob Jennings reported to NADEP Jacksonville to relieve CDR Steve Powell. These supply officers will be the direct FISC liaison to the NADEPs.

The four previously identified teams continued to work during the summer to develop Manufacturing Resource Planning II (MRP II)/

Uniform Automated Data Processing System – 2 (U2) interfaces, to devise and execute an interim plan to detail or transfer current NADEP material personnel to FISC, to formalize metrics, and to capitalize NADEP's Naval Industrial Funded inventories into BP 28.

The FISC-NADEP partnerships are currently moving into new phases after the signing of the local MOAs. On Oct. 1, 2003, former NADEP Cherry Point material management employees transferred to FISC Jacksonville. The NADEP Jacksonville material management employees were detailed to FISC Jacksonville until the completion of FISC Jacksonville's Retail A-76 process, expected in early 2004.

FISC Jacksonville began managing government purchase cards used in support of the NADEP's. Process guides for material functions are being amended or developed to include FISC Jacksonville's role. Wall-to-wall inventories of NADEP storerooms were completed in preparation of future capitalization of the inventories to FISC ownership.

In the coming months other initiatives or processes will be completed. FISC plans to award contracts to third party logistics (3PL) providers to manage hazardous materials, pre-expended bins, and maintenance kitting. We will complete metrics baselines so that we can fully measure the successes and failures of the partnership in order to continually improve our support to the NADEPs. FISC will have to earn ISO 9000:2001 certification of our NADEP material management processes to fulfill a part of the corporate MOA.

One goal of these partnerships is to utilize full functionality of MRP II, the designated inventory system, to improve material forecasts by better managing the bills of material (BOMs), replacement factors (RFs), and lead times loaded in MRP II. FISC Jacksonville will work closely with

both NADEPs to properly maintain BOMs and to implement the Replacement Factor Module, a new computer tool developed by NAVAIR to more accurately reflect the replacement factor of piece parts in the repair of components.

The final aspect of the partnerships will be the implementation of IT interfaces between MRP II and UADPS. This will allow for the decapitalization of the NADEP Navy Working Capital Fund – Depot Maintenance inventory and the capitalization into Navy Working Capital Fund – Supply Maintenance. We expect this phase to be completed by Oct. 1, 2004.

What are the reasons for these new partnerships? As one NAVAIR employee stated, "NAVAIR expects world class supply support provided by Supply Corps professionals." We aim to eliminate duplicate layers of inventory, provide on-time deliveries

of material with 95 percent material availability at time of induction, reduce average customer wait time (AWCT), and achieve 98 percent PEB availability. We expect to see a decrease in the amount of components sent to G condition as well as a decrease in the average age of G condition components.

FISC Jacksonville has entered a new era of aviation industrial support. ↴

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*CDR Chip Cotton was the Material Management Officer and the NADEP-FISC Transition Team Lead. He is currently the Executive Officer at FISC Jacksonville, Fla.*

*LCDR Kes Townsend was the Director, Aviation Industrial Support and is currently a member of the NMCI implementation team at FISC Jacksonville, Fla.*



*Commanding Officer, Fleet and Industrial Supply Center Jacksonville CAPT Ed Naranjo, fourth from right, and Commanding Officer Naval Air Depot Jacksonville CAPT David Beck, third from right, are joined by members of the FISC/NADEP Partnership Team during the signing of the NADEP Jacksonville/FISC Jacksonville memorandum of agreement for transferring material management responsibilities to FISC JAX. Team members include, from left, NADEP Comptroller Don Micke, NADEP Production Manager John Zulich, NADEP Material Manager Bobby Stroud, NADEP Deputy Supply Officer Alvin Hall, Naranjo, Beck, then FISC Industrial Support Director CDR Chip Cotton, and NADEP Supply Officer CDR Robert Jennings.*

# “Wired for Transformation!”

By Commander Steve MacDonald,

Office of Chief of Naval Operations, Supply Operations and Policy Branch (OPNAV N413)

New technology continues to provide compelling impetus in transformation efforts across the Department of Defense (DoD). The use of Radio Frequency Identification (RFID) as an enabler to help optimize our supply chain is one technology particularly noteworthy in current efforts in the Navy and across the department. However, along with potential benefits comes a bevy of challenges...

## A Navy Vision

The Chief of Naval Operations's vision, *Sea Power 21*, *ForceNet* calls for the use of enablers, which includes RFID, to integrate sensors, networks, C2, platforms, etc. In context with recent DoD RFID policy, Navy is currently testing RFID technologies and developing business rules and architecture to enable logistics processes including: automatic receipting, Total Asset Visibility (TAV)/Intransit Visibility (ITV), and inventory management. The desired end state includes: end-to-end intransit visibility for all material, from vendor or depot, through any node, to any customer, anywhere in the world; hands-free automatic receipting, inventory, real time financial take up and accountability of material, and a wealth of data at your fingertips. The benefits of such a system would be tremendous, and the potential contribution it would provide to current and future readiness compels our engagement to further explore RFID tagging as an enabler to help us get there.

Commercial industry is exploring RFID to “maximize retail availability”, and while DoD is eager to leverage commercial best practices, it is clear our objectives are different. For DoD, it's all about readiness. Whereas improve-



*OIF Staging Area. Will RFID fix this?*

ments in productivity and return on investment (ROI) are sought, we still must focus logistics support on the warfighter. We have to introduce best practices and technologies that add value to our logistics processes. Improvements in ITV, receipt processing, and inventory management, enabled by RFID, can reduce risk-adverse supply behavior and can lead to reductions in inventory requirements, tighter cycle times, and ultimately, reduced cost.

## So, What's The Problem?

There are many challenges yet to overcome before RFID is ready to be of broad utility to either the commercial sector or to DoD. Tag technology, particularly with respect to passive tags, is immature and current capabilities are modest. Questions regarding technology standards and data formats remain; data synchronization by itself is a huge challenge that must accompany AIT implementation to achieve

any level of success.

DoD is focusing on Electronic Product Code (EPC) standards, but those standards are incomplete and currently inconsistent with International Standards Organization (ISO) standards (work in progress). EPC has strong representation on the DoD RFID Technical Working Group and is currently working this issue. There are also regulatory challenges such as compliance with Hazards of Electromagnetic Radiation to Ordnance (HERO) certifications, Federal Information Processing Standards (FIPS 140-2), wireless restrictions, and a number of other IT (Information Technology) and network security issues to overcome prior to achieving any success in implementation; these are all potential show-stoppers.

Additionally, RFID-enabling existing systems represents a significant investment, and a business case has not yet been documented demonstrating positive ROI as applied to our

logistics processes. Much attention has been drawn to the cost of RFID tags, however the most significant portion of RFID costs relate to systems integration, which is often overlooked in discussing RFID costs.

Standardization and interoperability of interrogators, readers and tags remain significant issues surrounding implementation, and many RFID vendors have only proprietary software and hardware to offer. The challenges are well documented, yet there are many who maintain unrealistic expectations regarding what RFID can do for our logistics processes in the near-to-mid term.

An emerging question regarding Automatic Identification Technology (AIT) speculates: “are we focusing on the wrong issue?” RFID is just one enabler within a suite of AIT that collects, stores, and transfers data between systems, yet a much more significant challenge within DoD today regards interoperability of our numerous, disparate IT systems.

System ownership and IT Management (ITM) is generally characterized by local suboptimization, with little overarching control over the hundreds of systems that support our logistics functions. This makes any standardization of effort regarding IT onerous at best. ITV can be effectively enabled with existing technology such as 2D bar codes, yet it’s the lack of interoperability and integration to pass data among the many systems that represents the most significant roadblock to ITV today – not the capability of the particular enabler.

If all the freight in the picture on Page 19 had RFID tags affixed, there still would be no visibility without communications, including the requisite bandwidth, integrated hardware, and IT systems to carry and communicate the data where, and to whom it can be used effectively. The tenet here being our focus must be an overarching one: on systems integration, interoperability, and on existing

logistics processes first, understanding that RFID tagging is just an enabler.

Part of the solution lies in addressing our logistics processes, and the need for a more centralized, overarching ITM. Current gaps in ITV will still exist with robust tagging efforts if systems, processes, and data synchronization issues are not addressed. Ask: What’s the difference in utility between the bar codes we are using today and RFID tags? Bar codes are actually more capable in terms of data content than (passive) RFID tags (also cheaper and more reliable), and the same IT systems, processes, and data issues that suboptimize ITV now

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*One thing is clear:  
RFID is one tool of  
growing utility which  
will assume a greater  
role in our processes ...*

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with our current bar coding utility, will degrade the potential for RFID.

Ultimately, we must make prudent investments in readiness based on ROI. The costs of enabling our systems with RFID will be significant, yet the return has not been quantified to any extent. Furthermore, who will budget for these requirements? Individual units? Systems owners? In the big picture for Navy, the question remains whether investment in RFID will produce savings to resource the fleet as defined in CNO’s vision, *Sea Enterprise*.

#### **Opportunities**

Despite the challenges outlined above, RFID offers great potential. ITV can be improved with hands free handling and the future holds even greater potential as the technology evolves and becomes more capable. The vision of “smart storerooms” and

“smart shelves” that automatically receive, inventory, and issue material in real time as part of a supply chain containing absolute visibility of all assets can begin to be realized as the technology matures. Just as automated systems brought increased productivity to supply afloat, RFID can provide like efficiencies in the future as tagging is integrated into our logistics processes.

Improving customer confidence in the supply system is one significant benefit that can be facilitated by RFID technology. A recent GAO report found that lack of material visibility and confidence in the system contributed to multiple ordering during OIF (primarily by ground forces); this is just one case in point. Better visibility will reduce suboptimal supply behavior by requisitioners and auto receipting will improve the rate of receipt data capture (in a timely manner). These phenomena will close the loop on cycle time and result in a better average customer wait time (ACWT). Unlike commercial industry, our readiness focus results in particularly high “stock out costs” for the military customer. The penalty for not having what you need when you need it is much more significant than any consequences of supply behavior that includes overbuying and maintaining higher levels of safety stock inventory. Additionally, our current supply chain is characterized by unpredictable demand, and a relative variance in service levels and performance that also lead to a number of degraders, including tenuous customer confidence, that reinforce poor supply behavior.

With the advantages outlined above, inventory managers will be able to take follow-on action (procurement) earlier, that in turn supports lower inventory level requirements and improved customer confidence.

Finally, improved productivity leads us to ROI, and productivity gains that add real value to our logistics processes is one of the key goals of “knowledge enabled logistics.”

Knowledge enabled logistics is a term coined by Michael Wynne, Acting Undersecretary of Defense (AT&L) that describes a future for logistics fully integrated with technology. That vision includes exploiting the benefits of RFID technology- starting now.

In considering future opportunities for Navy, Sea Basing is an area where RFID capabilities may be of value. The deployed Navy has a relative advantage in communications, bandwidth, and maneuver, and many of the deficiencies cited as lessons learned from OIF, including ITV challenges, were not experienced to such a degree by the fleet.

In a Sea Basing context utilizing these advantages, a deployed ship could well serve as a theater “joint logistics center,” processing supply requests, tracking material, and directing distribution flow for any number of theater and nonself deployers such as Marine Corps units. RFID can provide the additional data and tracking capabilities to facilitate this kind of a logistics “common operating picture” (COP) afloat.

There are a number of other opportunities that exist for RFID: From enabling future ship designs with sensors to the reduction of supply chain touch points via virtual handling. RFID, used in conjunction with a suite of applicable AIT and integrated systems, offers the potential for providing a wealth of data – seamlessly.

#### **The Navy Plan**

OSD has promulgated policy regarding RFID for all DoD that requires our engagement. By January 2005, commercial vendors will begin (passive) RFID tagging of DoD material. Will Navy systems and processes be RFID-enabled and ready to take advantage of this opportunity?

Before significant service-specific decisions regarding investment and implementation can be made, the challenges outlined above have to be understood and mitigated. Bottom line

is we have to know where RFID technology will be of value to our logistics processes, and be ready to capture the benefit/ROI.

Navy is currently executing six RFID pilots including one at FISC Norfolk’s Ocean Terminal in partnership with Defense Logistics Agency and other agencies. The objective of this pilot is to test passive technologies and identify challenges, constraints, and opportunities.

A Navy RFID Implementation Plan is currently in development under NAVSUP lead. This plan, along with a RFID cost/benefit analysis being conducted by the Center for Naval Analyses and RFID pilot findings will define the way ahead for Navy.

Concurrently, DoD has partnered with Wal-Mart in related RFID efforts to forge a standard, best practice process for both Defense and the commercial sector. Other commercial enterprises such as Target and Albertson’s are also joining in by requiring key suppliers to RFID-tag their stocks.

Significant progress is expected on these efforts by January 2005. Navy logistics stakeholders should now become familiar with DoD’s current guidance and start considering your RFID requirements as Navy develops its implementation plan.

#### **In Summary**

Investment in RFID must benefit current and future readiness, and that tenet remains our focus. Navy supports DoD’s vision and current policies for RFID and although we’ve formally highlighted issues regarding funding, technology, regulations, and return on investment as outlined in this article, we are pursuing a plan that leads to



*FISC Norfolk Ocean Terminal Warehouse. RFID pilot testing the technology and providing benefits now for material management handling in the warehouse.*

integration of RFID into our logistics processes.

Any implementation must focus on processes first, integrate the systems, and manage the data before we worry about the particular enabler (RFID) if we are to achieve results that add value. One thing is clear: RFID is one tool of growing utility which will assume a greater role in our processes as the technology matures and gains prevalence in world-class operations throughout commercial industry and in DoD. ↴

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# NMCB 5 on Deployment Seabees, Japanese Bond in Food Services

By JO1 (SW) Scott Sutherland, NMCB 5 Public Affairs Office

Every six months, Alice Komori gets to meet and work with new people at her job. Almost as often, Culinary Specialist 3rd Class Charles Masten gets to meet and work with new people at his job. The two worlds of Japanese and Navy Seabees are again meeting on common ground, which is the food service facility here.

It's hard to miss the Navy presence in the galley. Decked out in their deployment garb – Hawaiian luau shirts – seven Navy culinary specialists hustle and scramble in the galley with one purpose in mind – to put food in the bellies of Seabees assigned to Naval Mobile Construction Battalion (NMCB) 5 deployed to Okinawa.

While that's being done, 21 energetic and hard working Japanese are

making sure the other work in the galley gets done. As Masten says, "They make our job easier by taking care of the little stuff so we can worry about the big picture, which is getting meals to our troops."

The Japanese do vegetable preparation for the salad bar, general cleanliness of the "mess deck," and dishwashing. The shared jobs are on the serving line, where both Seabees and Japanese serve and stock the entrees.

"Our working relationship is excellent," said Masten. "We couldn't do our work without them."

Komori, a Japanese shift supervisor, has been working in the Camp Shields galley for a decade. Each time a new Seabee battalion arrives for a deployment cycle, she says she learns more about the English language and American customs. "We also learn about other cultures, like the Filipinos and America's Hispanic community," she said. "I like to catch up on new things about people. Having Seabees come here every six months helps me stay current about American trends."

She said the Seabees she works with in the galley "are very kind to us."

"Alice has a great attitude and seems to care a lot for the other Japanese," said NMCB 5 Food Service Officer Ensign Sean Nuila. "She smiles all the time, which I think really encourages the Japanese. She's their motivator."

Nuila likes the working relationship that has transpired between the Seabees and host country representatives.

"I'd say they work well together," he said. "You can feel the camaraderie when you're walking around in the galley for a long period of time. They all seem to help each other. The Japanese have no problems asking for help when



CSSN Lindsay Pulley, seated, reviews the upcoming meal menu while Alice Komori, standing, reviews job assignments for Japanese employees in the camp galley here. Navy cooks and local Japanese workers have struck a compatible on-the-job relationship. Navy photo by JO1(SW) Scott Sutherland / NMCB 5 Public Affairs



CS3 Class Heather Head, front, gets the job done in the camp galley scullery with Japanese galley workers Toyoko Kadekaru, right, and Kaori Arakaki. Navy cooks and Japanese workers have struck a compatible on-the-job relationship. Navy photo by JO1(SW) Scott Sutherland / NMCB 5 Public Affairs

they aren't sure about something."

During the battalion's 2002-03 European Deployment, their culinary specialists worked side-by-side with Spanish employees at Camp Mitchell, Rota, Spain. According to Masten, the Seabees had a good working relationship with them, too. "The biggest difference between the two groups is age," said Masten. "The Spanish nationals were closer to our own age, so we hung out with them on our off time. They went to our command functions and socialized with us."

In five months, NMCB 133 is tentatively scheduled to take over Camp Shields. Once again, Alice Komori will learn more about the American way of life via that battalion's Seabees. At the same time, CS3 Charles Masten will return to NMCB 5's homeport in Port Hueneme, Calif. Now that their paths have crossed, chances are good that both people will be much more knowledgeable about the other's culture. ↴

# Father of USS *Stethem*'s Namesake Returns to Visit Ship

By ENS Dave Shaulis, Public Affairs Officer, USS *Stethem*

Few ships enjoy as close a connection to their namesake as USS *Stethem* does with Petty Officer Robert Stethem, a former Navy steelworker, and his family. Rob's father, Dick Stethem, spent a week on board the San Diego based destroyer last December and took the opportunity to see again what life is like on the ship named after his son. Terrorists killed Petty Officer Stethem in 1985 during the hijacking of TWA Flight 847. For his heroism Petty Officer Stethem was awarded the Bronze Star.

Dick Stethem has been a part of his son's ship from the first laying of the keel. His commitment has given the men and women of USS *Stethem* a constant reminder of his son Rob's spirit and courage. "The workers in the shipyard knew that Rob was a steelworker, like the majority of them were, so they were proud to build the ship."



Dick Stethem serves IT3 Jason Doyle a slice of the December Birthday Meal cake.

Stethem is himself a former Senior Chief Petty Officer and enjoyed the chance to interact with young Sailors.

"I must tell you that Rob was no different from any of those Sailors aboard ship. I see my son in all those Sailors, young and proud."

Culinary Specialist 3rd Class Artist Jones had the opportunity to show Stethem around *Stethem*'s Supply spaces. "I really enjoyed being able to show Mr. Stethem around the ship. I feel proud being able to show off what we do for the crew."

CS1 Philip SanNicolas was very satisfied at Stethem's reaction to the services provided by *Stethem*'s Supply Department. "It was great to get a 'job well done' from Stethem. He said he was amazed at *Stethem*'s operation and was impressed with the service provided to the crew and that every time he has visited he has seen a trend of high standards."

On the last night of his five-day underway, Stethem asked to serve dinner to the ship's crew alongside culinary specialists and food service



Dick Stethem, center, talks with USS *Stethem* Commanding Officer CDR Charlie Williams, left, and Command Master Chief Dave Silver.

# RIFLe – The Year In Review

By Commander David C. Meyers, SC, USN, formerly Supply Officer, NAS North Island

**“Until you have smoked out the bees, you can’t eat the honey.”**

— **Russian Proverb**

It has been almost a year since my original article about Relevant Information For Leadership – RIFLe; the Organic and Intermediate Aviation application of AGI-Goldratt Institute’s Theory Of Constraints (TOC), and the changes that we were seeing at Naval Air Station, North Island. (See *Newsletter*, July/August 2003, Page 26 or on line at <http://www.navsup.navy.mil/npi/lintest/ja03/rifle.htm>) Progress though, must be constant in the dynamic environment of aviation readiness, and it must be able to transcend people, overcome unanticipated problems and

the loss of enthusiasm by becoming passé. The first excitement of rapid improvement at this air station has steadied off, and as we reevaluate where we have come and where we are heading, I thought that a follow-up article would be appropriate.

In our time in the Navy, most of us have seen innovation come, and innovation go. There has never been a shortage of “best business practices” as the plethora of books in that section of any bookstore attests. For each successful CEO, CIO, or CFO, there seems to be a publisher willing to spin their

success, and an equally eager audience willing to read about it and wonder “what if?” I don’t believe that the Navy has been any more immune to this fascination than the commercial sector, and as we have seen many of the business luminaries of the 1980s and 90s fade away with the economic bubble that carried them to such dizzying heights, I think that the lessons on which our Corps is founded continue to transcend the latest craze.

We are a sea-going community with a focus on sustaining global combat operations by our naval forces. We do

## Father of USS *Stethem*’s Namesake Returns to Visit Ship *Continued*

attendants. “I enjoyed serving the crew and enjoyed talking with them all. I feel they too are proud of what they do, whatever it might be from handling a line to working on the bridge or standing watch in CIC. When you serve them chow you can talk to them and see their faces.”

Stethem enjoyed the opportunity to look into the faces of young steelworkers, a name given to all USS *Stethem* Sailors, and see how they were keeping the memory of his son alive. ⚓

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*ENS Dave Shaulis is USS Stethem’s Public Affairs Officer and 1st Lieutenant. He graduated from Miami University (Ohio) in 2003 earning a bachelor’s degree in history. He hails from Oak Park, Ill., and earned his commission as a Surface Warfare Line Officer in 2003 via NROTC.*

## Letter from Dick Stethem

*Hi Dave,*

*Thank-you for allowing us in the control tower during the touch and go with the helos, that was about as close as you would want to get to them.*

*... We first saw parts of the ship and I mean the different parts of the hull back in 1993 in the shipyard in different locations. ... Seeing the ship built from all those steel parts laying in different parts of the shipyard amazed us.*

*... We have been forever grateful to SECNAV Garrett III for naming the ship for Robert. We thought it was time the Navy name ships for current heros, it made sense to us, the Navy has just kept on naming ships for modern heros and that is so good.*

*I must tell you that Rob was no different from any of those Sailors aboard ship. I see my son in all those Sailors, young and proud. Rob was someone that was focused, he knew what he wanted and he went after it. Today they call it a goal. Example, in high school Rob was close to the smallest guy on the football team, but he made it a point to be the hardest hitter on that team. The coaches used Rob to motivate the team in hitting. He was focused on hitting.*

*Rob was young when he was murdered. Most of the crew on Stethem are young, probably around the age of Rob. Rob liked people and engaged easily in conversation. I never knew one person that didn’t like Rob. ....*

*My entire family enjoys visiting the ship, not just me. ....*

*This Navy is quite different than the one I was in. Today [it] is a much better Navy. Today I see all the COs taking much more interest in the crew. ....*

*I enjoyed the visit beyond words and look forward to seeing you again soon.*

*Best regards,  
Dick Stethem*

this with direct support to the warfighter by managing a tremendously large and complex supply chain. Within such a large organization, there are always opportunities for improvement, for realigning business processes and practices to the proper stakeholder, and for creative solutions to challenges at every level. Provided with transformational guidance from above, the resultant action at the logistics tail closer to the “pointy end,” should be one of great magnitude. Envision swinging a long stick. The hand may move only a few inches; the end of the stick may travel many feet in its arc. At the retail end of the supply chain, the changes necessary to support wholesale system transformation must of necessity, be even larger. The closer to the bottom of a pyramid, the more blocks you’ll find.

We have then two items to consider as the Integrated Maintenance Activity evaluates the changes that RIFLe has brought about. The first is simple:

- Is RIFLe – Theory of Constraints – simply a “flash in the pan” get-well program that lacks the depth needed to be a long-term part of our business practices?

And the second:

- Does RIFLe allow us to radically transform the retail level supply chain and the Intermediate Maintenance Activity to better align and support top-level goals set forth by Chief of Naval Operations, by Naval Air Systems Command and Naval Supply Systems Command, and by the type commanders, while providing the expected level of warfighter support?

Tall orders! And yet, having implemented RIFLe more than a year ago, we now have over 15 months of data to review. In that time – almost the span of the old Inter-Deployment Training Cycle (IDTC) – NAS North Island has seen the deployment of our supported carriers and every deployable aviation squadron from our four type wings. We have had to maintain the fleet replenishment squadrons in order to meet ready for

training goals. We have witnessed the return of the Operations *Enduring Freedom* and *Iraqi Freedom* deployed units, and have worked on the reconstitution of our air wings and deployed helicopter detachments, and we have had to increase our repair and return workload to support the USS *Kitty Hawk* (CV 63) shipyard availability period. We have done all this while working with NAVAIR and Commander, Naval Air Forces Pacific (CNAF) to help put into practice cost-wise readiness measures.

Our first item to evaluate was: *Is RIFLe – Theory of Constraints – simply a “flash in the pan” get-well program that lacks the depth needed to be a long-term part of our business practices?* Given the tremendous change in our operating schedule and that of the units we support, while managing two disparate A-76 studies and trying to implement additional Naval Aviation Readiness Integrated Improvement Program (NAVRIIP)-focused business changes, RIFLe has passed with flying colors.

Figure 1 presents a metrics chart that indicates where we are after 15 months of RIFLe, the same metrics we reported in the earlier article. I think by that taken alone, TOC is a viable part of our logistics toolbox. We have seen not only all of our pre-OEF business return – and in spades! – but we have been able to accept additional work, and suggest the same up the NAVRIIP chain of command.

Repair and return business has grown steadily, and we now have an increasing number of our aviation squadrons finishing up their initial post-deployment maintenance cycle, and are on a 48-hour deployable tether, meaning FAD [Force/Activity Designator] II support from a FAD III air station. And we continue to innovate.

Beyond the metrics that we use to measure our local success, the success of RIFLe at this air station helped argue the case for using TOC for the entire aviation enterprise at all levels of maintenance and support. This is now a

reality under NAVRIIP’s AirSpeed concept. RIFLe has also rolled out to other air stations and Marine Aviation Logistics Squadron. NAS Point Mugu, NAS Whidbey Island, and NAS Oceana have implemented, with the other air stations to follow suit as part of a grander AirSpeed roll-out of TOC with LEAN Manufacturing\* and Six Sigma\*\* variance analysis. RIFLe works.

Finally, in addressing this one item, RIFLe has moved into other areas of our operations, and new barriers have been identified and attacked, and we’ve streamlined other practices within the organization. The management of air station inventories is one key area that was most appropriate for applying TOC. At NAS North Island, we have used RIFLe to enable us to reduce our logistics footprint by shrinking our local retail inventory levels. We have identified potential material reductions to our SHORCAL [Shore-based Aviation Consolidated Allowance List] in excess of 50 percent of current inventory levels – both AVDLR [Aviation Depot Level Repairable] and consumable – without impacting on-station readiness. That is not a typo; leaning down our inventory by more than 50 percent is not only doable, but is in the process of being done. Working with CNAF and the Naval Inventory Control Point (NAVICP), we expect that the near-term number of line items managed by NAS North Island will reflect this change. Having done so, will allow similar consolidations and efficiencies to be realized at those levels of support we rely upon from NAVICP and Defense Logistics Agency (DLA).

By focusing on current barriers, RIFLe as a process and business improvement philosophy has not stagnated, and by allowing creative

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\*Lean – a methodology used to accelerate the speed and reduce the cost of any process.

\*\*Six Sigma – a measure of quality that strives for near perfection; it is a data-driven approach and methodology for eliminating defects in any process.

	Avg. Daily Multi EXREP Avg. Daily EXREP	Avg. Daily EXREP	% 1 <sup>st</sup> Day Issue Effectiveness Overaged AWP	Local ACWT	
<b>5-month Trend Oct 02-Feb 03</b>	↓83%	↓93%	↓65%	↑25%	↓95%
<b>15-month Trend Oct 02-Dec 03</b>	↓70%	↓80%	↓65%	↑11%	↓77%
<b>RIFLe Readiness Trends at NAS North Island</b>					

Figure 1. Rifle readiness trends at NAS North Island

solutions to percolate up from the deck-plate level, we are capturing the energy and enthusiasm of the entire work force.

Then there is the second item of interest: *Does RIFLe allow us to radically transform the retail level supply chain and the Intermediate Maintenance Activity to better align and support top-level goals set forth by CNO, by NAVAIRSYSCOM and NAVSUPSYSCOM, and by the TYCOM, while providing the expected level of warfighter support?* I have to answer again, that it does.

For those of us involved in the business of naval aviation, this past year has seen some unique changes and a new focus on the business end of things. VADM Michael D. Malone, Commander Naval Air Forces (CNAF), released the precedent setting “Personal For” message — The Business of Naval Aviation — that included the introduction of the NAVRIIP initiated AirSpeed project. With this, Theory of Constraints is one application in a suite of tools designed to drive improvements in readiness and mission success, but in a cost efficient manner.

TOC from the top dovetails into TOC (RIFLe) at our level, and improvements presented from senior Navy leadership should parlay into similar improvements at the operational level.

The success of RIFLe at this IMA, as well as similar success stories seen at other NAS and Marine Corps sites, helped bolster this radical change in how we do business.

Coupled with the proven success of LEAN production solutions at certain IMAs, as well as initial Six Sigma methodology to reduce quality variances, this NAVRIIP umbrella package is already helping various sites achieve significant business improvements.

In addition, once the low-hanging fruit were picked, such as local average customer wait time (ACWT), EXREPs [Expedite Repairs], Range & Depth improvements, and so on, this IMA found itself with time on its hands. When you have a work force that is armed with the knowledge that their input, through RIFLe and TOC, had removed many of their seemingly insurmountable barriers, you begin to manage an organization that believes there is nothing to prevent them from venturing into new territory. The bees have been smoked out . . . and when you are no longer reacting to the stings, you can be proactive in obtaining the honey.

The success of RIFLe at the IMA was contagious. Our Stock Control, excited by the results they were seeing, began using the RIFLe methodology to identify their barriers to helping the IMA

achieve their goal. One answer was improving and marketing a local CNAP Allowance Change Request (ACR) program originally developed in 1993. This ACR process automates submission using current AV3M [Aviation Maintenance Material Management] data, our Individual Components Repair List, and NAVICP’s Planned Program Requirement, and identifies our capability to repair, our demand patterns, and even piece-parts issues, in a single, simple data pull for submission to the TYCOM and NAVICP.

Our success rate in approved ACRs as a result is one of the highest in the Navy, and the tool is helping Aviation Intermediate Maintenance Depot and Acquisition Support Division focus on those critical stock items necessary to reduce awaiting parts and ACWT. In addition, our stock item managers are using the information to then expedite C1/C2 stock requirements that appear to be reaching a critical state.

On the flip side, the same tool is used to review existing allowances for decrementing or deleting (the inventory reduction initiative mentioned above), and we have already garnered approval for over 300 line items that are in the process of leaving our inventory, and we have now identified more than 780 other potential AVDLR candidates. These are AVDLRs that can now be moved into the wholesale system to satisfy outstanding requirements or be better positioned to fill retail needs as the ICP sees fit. These low- or no-demand (at NAS North Island) AVDLRs represent almost 40 percent of my AVDLR inventory and their transfer back to the wholesale system for redistribution will help fill critical aviation requirements elsewhere for not much more than the cost of packaging and shipping.

Since March 2003, Stock Control has identified more than 16,000 consumable line items that are excess to our demand, and we have made that material available to DLA Emergency Operations Support Centers or item managers to support other DoD requirements, while also using the capability of R-Supply to

make excess inventory available to Navy customers via Centralized Point of Entry Network/Virtual Master Stock Inventory Record.

These actions provide Navy Working Capital Fund sales, register demand at the IM level, and move “out of position stock” to where it is needed. To date, we have shipped to other DoD and Navy customers, over 4,000 excess consumable line items valued at more than \$2.5 million.

But process improvements are more than supply focused. We have implemented the only Joint Aviation Screening Unit (JASU), a combination of two different divisions – one that worked for AIMD, one that worked for ASD – into a single, smaller unit that is leading the way in IMA integration. There is a separate write-up on the JASU in this edition of the *Newsletter* by one of our Wing Supply Officers, LT Allen Rivera. (See Page 29)

We are working with AIMD to improve and expand two major “lean” production lines – Power Plants and General Support Equipment. This means ensuring that supply has the material they need, where they need it. We have teamed together with our four supported type wing maintenance officers to identify O to OEM and O to D-Level candidates for I-Level test and check capability to help identify needless OEM/D A-799 action on our BCM which costs the Flying Hour Program.

Can we improve O-Level training, are there problems with the current maintenance technical publications, do we need D-Level artisan’s to assist at the O- or I-Level? We don’t know what we don’t know, but we do know that the O to OEM and O to D cost at this air station represents more than 50 percent of our annual Aircraft Operations Maintenance budget – so it needs to be looked into.

These, and other initiatives started at NAS North Island, are just the beginning of what we hope are positive, long-term, NAVRIIP-focused efforts which will provide immediate, as well as future savings to the Navy’s flying hour

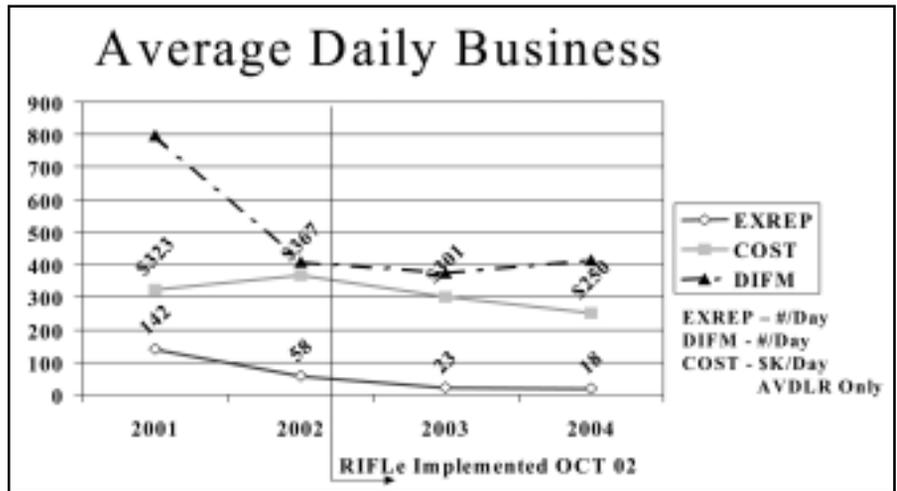


Figure 2. Average Daily Business and Average Daily Cost at NAS North Island

program. Cost-wise readiness, coupled with a zeal for aviation logistics, drives this air station.

By encouraging hands-on ownership of local processes and fostering an environment of open dialogue, NAVRIIP has been a TRIAD [Supply Officer, AIMD Officer, and Wing Maintenance Officer] enabler for innovative solutions, and the vehicle by which all stakeholders are aligned to provide readiness solutions for the fleet.

Figure 2 indicates that we have been able to reduce EXREPs and Average Daily Cost of Operations, even with a steady-state DIFM [Due-In From Maintenance] average. We’re fixing what the customer needs, not simply fixing what is available to fix, and we are doing so at less cost than in the previous three years. The surge deployment of 2002 is most likely an anomaly, but taking 2001 as the “baseline,” viewing post-RIFLe 2003 and 2004 to date data, daily AVDLR costs have dropped \$22,000 and \$73,000 a day respectively, breaking a pre-2001 trend that was increasing.

Clearly, as I’ve mentioned only briefly above, there are opportunities that abound in our business. These opportunities are there at every level in our career path and at every command. The direction that our senior leadership has embarked upon provides the catalyst to energize our resources to help achieve

the aggressive goals presented to us. No one tool is the panacea, but by combining experience with common sense, best commercial and governmental business practices, and a disregard for the “what if it doesn’t work” scenarios that hinder creative thinking and innovation, you can leverage improvement from any situation.

Sitting back and thinking that “good enough is good enough” is not only a disservice to the Navy, but a disservice to the talented people who work with you to provide the support our warfighters need. Our passion for excellence, and the demands of our occupation, require that we – the Navy’s logistics experts – challenge assumptions, put forward alternatives, risk criticism, and implement successes like RIFLe, whenever we can.

*“Every day you may make progress. Every step may be fruitful. Yet there will stretch out before you an ever-lengthening, ever-ascending, ever-improving path. You know you will never get to the end of the journey. But this, so far from discouraging, only adds to the joy and glory of the climb.”*

— Sir Winston Churchill



CDR David Meyers has assumed the duties of Supply Officer, USS Abraham Lincoln (CVN 72) in Everett, Wash.

# New CS Training Partnership Gives CSG2 Chefs Commercial Experience

By Journalist 1st Class (SW/AW) Mark A. Savage,  
Commander, Navy Region Northeast Public Affairs

Navy leadership is looking for ways to enhance training opportunities within various ratings. Sailors in the newly-redesignated culinary specialist (CS) rating are among those ratings receiving specialized training, either in commercial culinary institutes or through partnerships with local commercial establishments.

At Submarine Group (CSG) 2 on board Naval Submarine Base New London, Conn., Senior Chief Culinary Specialist (SS) Karl Klein, pursued the latter, establishing a training program partnership with the Mystic Marriott Hotel and Spa in Groton and the Radisson Hotel in Hampton, Va.

"This is a two-week training program, which allows our culinary specialists to go out in town and work with the local executive chefs," Klein said. "This will help our junior culinary specialists work toward their accreditation for sous chef, chef, executive chef, and pastry chef, if that's the way they want to go.

"It's always good to bring in new ideas, and through this program, they're going to learn a lot of different styles of cooking and different things that they can bring back to the ship, which helps to improve the morale," Klein added.

Each submarine within CSG2 will select their best culinary specialist of the quarter and submit their packages to the Naval Submarine Support Center, formerly Submarine Squadron Support Unit, for the selection of three finalists in Groton and three finalists in Virginia. Then the CSG2 supply officer and CSG2 culinary specialist will select the two representatives to attend the programs in their areas and the runners-up.

"Because of the (Navy Knowledge Online) 5-Vector Model and the way we want our culinary specialists to progress, we have to go out to the chefs in the local

community to sign off their qualifications and get their accreditations," Klein said. "Mystic Marriott was more than excited to start a partnership with the Navy community here. It helps out for both of us. We get the exposure out there, and they also get to learn what we do on board a ship."

John Trudeau, the executive chef at the Mystic Marriott, felt that with 10 years of culinary experience, he had a lot to pass on to the Sailors, as well as much to gain from them.

"It's very exciting for us, because one of the challenges of business today is trying to get folks who have a very determined outlook on the future and are committed to what they're doing," Trudeau said. "The Navy cooks bring professionalism, maturity, and a sense of organization."

Trudeau also felt this program could lead to a long-standing relationship between the hotel and the Navy.

"It's obvious that the people sent here have what it takes to help out in all areas of the kitchen," Trudeau said. "And it's going to give our leadership in the hotel, the sous chefs and myself an opportunity to develop our training skills, as well."

Klein offered Culinary Specialist 2nd Class (SS) Christopher Howart, the CSG2 flag culinary specialist, the opportunity to be the first to participate in the program for two weeks beginning Jan. 20.

"He's excited about the program and willing to learn, and I can get good feedback from him and the hotel about how this initial setup is going to work out," Klein said.

After three days of working with the Marriott's kitchen staff, Howart saw how the program could benefit many



CSs are working towards accreditation for sous chef, chef, executive chef, and pastry chef, through training programs like the one established by Submarine Group 2. The CS pictured above is on USS Ronald Reagan (CVN 76).

young Sailors after him.

"I've learned so many quick and easy but very tasteful salads, bigger dishes, appetizers, hors d'oeuvres and desserts," Hohwart said. "It's an honor and privilege to receive this kind of training and to learn what I can."

"He's going to be able to add a lot to this kitchen, and we'll also be able to give him a sense of what the workers have to do to succeed in this type of environment," Trudeau said. "We have a four-diamond atmosphere (rated by American Automobile Association), and the number one aspect and goal is to have the best food. Everyone shares that vision, and I know that's one of the things Hohwart's going to take out of here. Above all else, the food matters most, and he'll see that in every aspect where he works."

During his first week, Hohwart assisted with the preparation of 650 meals for the National Education Association's northeast regional meeting in the hotel. In the second week, Hohwart worked on the restaurant side of the kitchen, which includes two restaurants and room service. He assisted in the preparation of approximately 400 to 500 meals per day.

# Joint Aviation Screening Unit: Leaning the IMA Model

By Lieutenant Allen Rivera, SC, USNR

Assistant Wing Supply Officer and Comptroller, Commander, Sea Control Wing

The adoption of the “lean manufacturing” paradigm developed by Toyota Motor Manufacturing Company has been advocated as one of the tools provided under Naval Air Systems Command’s AirSpeed initiative to strive for an optimized intermediate maintenance activity model. The basic goal of the lean concept is cost reduction via elimination of unnecessary operations and waiting times.

Inspired by the AirSpeed initiative under the Naval Aviation Readiness Integrated Improvement Program (NARIIP) umbrella, this proven business methodology has continued to improve nondeployed Naval Aviation Readiness here at Naval Air Station North Island. The Aviation Support Division and the Aviation Intermediate Maintenance Department at North Island have together focused attention on the need to eliminate inefficiency or “waste” throughout the current IMA model.

Although the elimination of waste is not a new idea, the marriage of maintenance and supply organization into an integrated activity to develop a shared vision is a relatively new movement.

Joint Aviation Screening Unit (JASU) is the combination of AIMD’s Aeronautical Material Screening Unit (AMSU) and ASD’s Supply Screening Unit (SSU). JASU implementation is North Island’s solution to redundant screening steps and unnecessary waiting times at the induction phase of

the IMA pipeline. The primary goals of JASU are:

1. “Lean” the average customer wait time (ACWT) for both ready-for-issue assets to customers and nonready-for-issue assets into the repair cycle by removing nonvalue-added activities.
2. Produce a single retrograde drop-off point and customer service center for the squadrons at the organizational level.
3. Reduce ancillary item damage caused by improper handling of retrograde between the operator and AIMD and the resultant avoidable BCM action.

Conventionally AMSU and SSU have distinct functions and responsibilities with a joint ownership of components undergoing repair. AMSU determines whether components received are within the check, test or repair capability for the Material Control Division. SSU is responsible for screening RFI/beyond capable maintenance (BCM) and processing all assets returned from AIMD. However, further study revealed similar measures being performed in both units. Therefore compared to the traditional way of doing business, JASU merged the two units physically and procedurally producing the following results:

- Elimination of redundant screening procedures
- Reduction of erroneous paperwork
- Increased accountability
- Reduction in manpower
- Promotion of a cross-training

environment between AIMD/ASD

- Increased flexibility for 24/7 customer service.

All administrative functions in JASU continue to fall under AIMD Production Control and all operational functions are controlled by ASD. By merging the functionality of JASU with Material Delivery Unit (MDU), the entire induction cycle time is reduced, ensuring critical material reaches the customer expeditiously.

With an ever-growing emphasis on cost reduction, “leaning” the IMA provides business efficiencies by removing all activities that do not add value, a venue for continuous improvement, flexibility, and long-term relationships. The challenge of a “lean” IMA is revamping the way in which responsibility for supply and maintenance management is shared, in order to enhance logistical support to the wings and squadrons.

JASU is only one example where Naval Air Station North Island has been successful in this mission. Although the result is a small gain toward the NAVRIIP vision, the overall spirit of lean thinking is invaluable. ↴

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*LT Allen Rivera was Sea Control Squadron 41 Supply Officer, assigned to the NAS North Island Aviation Support Division as the Component Control Section Officer prior to his joining the Sea Control Wing.*

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## New CS Training Partnership *Continued*

“This is a learn-by-experience atmosphere, and along the way, the chefs have been very nice and taken the extra time to explain any question I may have,” Hohwart said. “The banquet sous chef has been spending a lot of time with me and going through step-by-step what he

did. They moved me around to do a little bit of everything so I could experience a variety of the things they do.”

In addition to this partnership with the Marriott, Klein is also pursuing a partnership with Foxwoods Resort to conduct a 12-week internship for culinary specialists assigned to CSG2 submarines in the shipyards whose galleys are shut down due to maintenance.

“A lot of talks are going back and

forth right now. They’re (Foxwoods) excited about this and so are we, and I’m hoping sometime this year it will be up and running,” Klein said.

“I just hope all culinary specialists take advantage of the opportunities set in front of them,” Klein added. These are great opportunities not only for the individuals, but for the civilian community around us. This is going to benefit both sides of the house.” ↴

# Adopt-a-Ship Program: USS *Hopper* (DDG 70)

By LT Tim Griffin, Supply Officer, USS *Hopper*

The USS *Hopper* (DDG 70), home ported in Pearl Harbor, Hawaii, recently set sail for Tarawa, Kiribati, to take part in the commemoration ceremony of the 60th Anniversary of the Battle of Tarawa. *Hopper* didn't leave alone, I recruited the help of Naval Supply Systems Command (NAVSUP) Corporate Chef, Chef Michael Harants, and his Adopt-a-Ship Program. Chef Harants arranged for Chef Steve Mannion to embark *Hopper* for the 14-day trip as part of the Adopt-a-Ship Program.

Chef Mannion has more than 29 years of culinary expertise and he is the Director of the Culinary Academy of Austin, in Austin, Texas. He is a Certified Executive Chef (CEC), Certified Executive Pastry Chef (CEPC) and he has competed in numerous cooking competitions around the world.

Chef Mannion became an integral part of the Food Service Division (S-2) throughout his visit. He provided culinary training to the Culinary Specialists (CSs) and Food Service Attendants (FSAs) in a variety of areas. He has been a tremendous asset to *Hopper* throughout his stay. The training he provided was invaluable to our operation and he undoubtedly left a lasting impression on our CSs, FSAs and the ship. Just having him around boosted crew morale. There was a buzz throughout the ship when our crew saw we had an actual Chef on board providing training to our CSs. I think that sent a strong message to our crew that the Navy is taking food service seriously.

Adopt-a-Ship provides measurable results to all participants. The MSs directly benefit from the culinary knowledge and work experiences of the visiting chef. This informal education results in American Culinary Federation (ACF) Continuing Education Hours (CEHs) for both the CS and participat-



*Chef Steve Mannion, Adopt-a-Ship Guest Chef and Director of The Culinary Academy of Austin, in Austin, Texas, second from right, was presented a plaque and other memorabilia from CDR Mike Selby, Commanding Officer, second from left. Also pictured are LCDR Jim Aiken, Executive Officer, left, and LT Tim Griffin, Supply Officer.*

ing Chef. CEHs are a beneficial award used toward industry professional certification. ACF culinary and management certification is a powerful statement demonstrating valuable experience and the value a certified chef and cook places on continuing education. To say Steve was well received by the CSs and the crew would be an understatement. Not only did he provide training, he also dazzled the crew with his entrees, baked goods, pastries, desserts, and hors d'oeuvres. While in Tarawa, Steve and the Food Service Division had the opportunity to put their talents on display as *Hopper* hosted a flight deck reception for 250 Distinguished Visitors, including the President and First Lady of Kiribati, on behalf of the U.S. Ambassador to Tarawa in honor of the 60th Anniversary of the Battle of Tarawa.

At the conclusion of Steve's visit, *Hopper's* Commanding Officer, CDR Mike Selby, deemed him an "Honorary Crew Member" and presented him a command plaque. The Food Service Division also presented Steve a *Hopper* Chef's Jacket, a *Hopper* golf jacket, ball cap, coin, and coffee mug. When asked what he thought of the experience, Steve replied, "When I volunteered to come on this trip I really had no way of knowing what to expect or how I would be received. I now know that it was an honor for me to have been able to come aboard and to have served each and everyone of you." Steve also said, "What amazed me most, and still does, is how young each and every one is. Not having served in the military myself, I was truly amazed that such important responsibilities have been bestowed on such young Americans. I

# Mess Management Specialists Transform into Culinary Specialist

By Journalist 3rd Class Shane Tuck, USS Ronald Reagan Public Affairs

**N**EWPORT NEWS, Va. (NNS)—The Navy has changed the mess management specialist (MS) rating to culinary specialist (CS) in an effort to better describe the rating's profession. Sailors in the MS rating were automatically converted to the CS rating and kept their current rating badge, according to Naval Administration Message 012/04.

The rating's name has changed several times over its long history. Originally named cook, the rate changed to commissaryman in 1948. The title switched again in 1975 to mess management specialist. This year's change to culinary specialist keeps the occupation's definition current with today's civilian counterpart.

"The term culinary specialist is easier for people to relate to," said Senior Chief Culinary Specialist David Robertson, Assistant Food Service Officer aboard USS *Ronald Reagan* (CVN 76). "It's more up to date."

"The change was long overdue

and offers multiple advantages," said Robertson. "The new term holds more value and can be used as an excellent recruiting tool."

"It will take time for some of the crew members to adjust to the new name, but being known as a culinary specialist is a good thing," said Culinary Specialist 3rd Class Roosevelt Roberts, Food Service Division. "It's better because mess specialist sounds like we're making a mess, but we actually work very hard and are good at what we do."

Working hard on the mess decks is important; however, CSs agree attending culinary school is the key to keeping their skills up to date.

"The Navy offers Sailors in the CS rating an opportunity to attend culinary schools," said Robertson. "Skills acquired while attending these schools are being implemented and revamped consistently to improve quality of life."

When Sailors are unable to attend culinary school, the Navy brings the

training to them. The Chef-at-Sea program brings a professional chef aboard during underway periods. Executive Chef Darryl Espinosa is the *Ronald Reagan* Chef-at-Sea representative.

Espinosa trains the crew in new trends affecting the culinary community and offers several workshops aboard the ship to discuss what support nets are available to Sailors during their Navy career.

"The conversion from MS to CS should instill extra pride in these Sailors," said Espinosa. "Culinary is a more accepted term within the field and will add distinction."

According to Culinary Specialist 3rd Class Joseph Beezhold, Food Service Division, *Ronald Reagan* Sailors are dedicated to their work and their fellow shipmates, regardless of change.

"Sure the name has changed, but we still do the same job," said Beezhold. No matter what we're called, we're going to keep doing what we do ... keeping the crew happy." ↴

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## Adopt-a-Ship Program: USS *Hopper* (DDG 70)

*Continued*

have always felt and known that our country is in good hands when it comes to our defense, but now I can say I know it first hand." This experience was undoubtedly a success for all parties involved. Not only did *Hopper* receive outstanding culinary instruction, they also made a lasting friendship.

The Adopt-a-Ship program began as a partnership between NAVSUP and the ACF to provide training to CSs who may otherwise not have had the opportunity to experience industry practices. Adopt-a-Ship is actively

recruiting chefs and cooks from the ACF and will expand the search into other professional food service organizations including the Research Chefs Association (RCA), the Retailer's Bakers Association (RBA), the National Restaurant Association (NRA) and the International Food Service Executives Association (IFSEA), reaching out to all culinary professionals to support Navy Culinary Training. This voluntary program provides chefs and cooks the opportunity to spend time shipboard with CSs by sharing their culinary knowledge and industry experience.

The Adopt-a-Ship program is not intended to take the place of a formal

education, but rather is intended to support the training CSs receive. Adopt-a-Ship training will build on the foundation skills that are necessary for a successful career in any food service arena.

For more information on the Adopt-a-Ship Program contact Chef Michael Harants at (717) 605-6323, or michael.harants@navy.mil. ↴

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*LT Tim Griffin has been the Supply Officer on board USS Hopper (DDG 70) since June 2002. Previous tours include Naval Supply Systems Command and USS John F. Kennedy (CV 67).*

# Web-based Surface Force Logistics Afloat Training Group

By Lieutenant Michael N. Jefferson, SC, USN and

Lieutenant Robert Scott, SC, USN,

Senior Assessment Officers, Afloat Training Group, Pacific Fleet Logistics Team

The Logistics Departments of both the Pacific and Atlantic Fleet Afloat Training Groups (ATGs), under Commander Naval Surface Forces (CNSF), are leading the way in automating critical fleet assessment data associated with the Supply Management Assessments (SMAs)/Supply Management Inspections (SMIs) and 3M Assessments. By capturing, analyzing and utilizing this data in a web-based environment, ATG can pinpoint fleet problems, provide solutions, and share assessment data with external organizations.

## Web-Basing the Assessment/ Data Collection Environment

The backbone of ATG's efforts is an innovative development project called Training and Operational Readiness Services (TORIS). TORIS is a demonstration project sponsored by the DON e-Business office and addresses a long-standing problem across the Navy: How to efficiently capture, store, retrieve, and share data from various types of readiness assessments that are conducted in operational environments. Capturing, warehousing, and displaying readiness assessment data is the overall focus of the TORIS project. In addition, TORIS will provide the ability to make data available to outside organizations such as Navy Personnel Development Command (NPDC).

In its current stage of development, TORIS provides on-ship data capture capability during Combat Systems C4I shipboard assessments. ATG C4I assessors use tablet PCs to record assessment results as they occur. The recording is made fast and easy through the use of a stylus and drop-down menus/radio buttons. When the

assessment is completed, the assessor uploads the data captured in the tablet PC to the TORIS data warehouse.

Before TORIS' mobile data capture capability, C4I assessors would record results on paper and, depending on their location – San Diego, Japan, Hawaii, etc. – type reports after the assessment using a variety of software such as Word, Excel, and Access. Like the nonstandard software, data storage was also nonstandard, with data sometimes stored on an assessor's PC and sometimes stored on a share drive. It is easy to see that TORIS makes data capture easy, standardizes the assessment process, stores the data centrally, and makes the data easy to access. In upcoming phases of the TORIS development, the data capture will be expanded to all ATG departments, data displays (standardized reports and graphs) will be developed, and data mining/feedback capability added.

As an offshoot of the TORIS effort, the ATGs have developed standard departmental applications that take advantage of the same web technology used for TORIS. To date, departmental web applications have been developed for the air, operations, personnel, and logistics departments. The logistics department application is a web-based version of the Commander, Naval Surface Forces Instruction 5040.1 or SMI instruction, called Logistics Automated Report System (LARS) or Web-LARS. The 3M Baseline Assessment (BLA) module, also part of the ATG Logistics Department, is under development and due out within the next several months.

**Achieving Standardization  
Through Web-Based Assessments**  
All Pacific and Atlantic Fleet ATGs

now use Web-LARS to input assessment data and produce final SMA/SMI reports. Thus, the Surface Force SMA/SMI inspection and reporting process has achieved a major goal: to standardize logistics assessment and reporting procedures throughout the Pacific and Atlantic Surface Fleets. Every surface ship in the fleet is now inspected the same way and data is collected in the same manner, so it doesn't matter what coast or geographic location you go to, SMA/SMIs are the same and the 3M BLA process will follow in the coming months.

The Web-LARS application is already being used to establish metrics to track progress/trends and evaluate fleet readiness. Additional information on personnel assignments and NECs for personnel on board is also collected during the SMA/SMI. The data in the Web-LARS enterprise database will allow SMA/SMI calls that directly relate to the duties and responsibilities of key NEC positions to be graded. This analysis will allow quick and accurate feedback to the Sailor, Leading Chief, Supply Officer, ATG, and other external organizations such as NPDC. Sample web pages to display this type of data are provided in Figure 1.

Through the Web-LARS project, data is run through a series of filters containing comparative reference points that instantly produce the source of a problem and its applicable solutions. As focus shifted to supporting the CNO's Fleet Readiness Plan (FRP), providing a continuously up-to-date interactive performance and readiness evaluator became paramount and this will be possible with Web-LARS.

Web-LARS also supports and ties into the ATG Logistics philosophy of

## SMA Scores

SK NEC 2828  
Relational Supply Force Technical Specialist

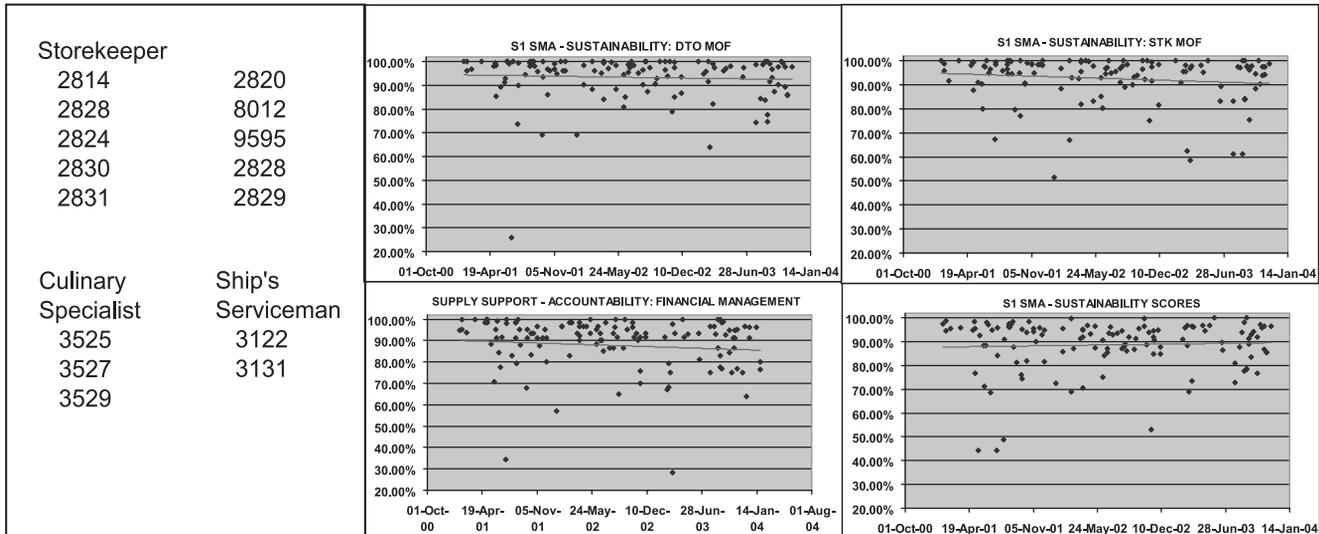


Figure 1 - Sample ATGPAC Logistics web page correlates SMA and 3M data calls with various factors such as geographic location, NEC assignment, etc. This allows ATGs and other organizations to tap into the data, perform analysis, and identify fleet weak spots. This information will focus the ATG assessors on preventive training and provide training emphasis areas for NPDC formal training classes.

“Preventive Maintenance.” Equipping shipboard Supply Departments to “work smarter and not harder” is the goal. In other words, we want to minimize repetitive mistakes in the fleet and enable shipboard Supply Departments to prevent future occurrences of common errors.

While the ATGPAC and ATGLANT Logistics Department teams are aggressively exploiting the TORIS project to help standardize logistics assessments, improve data capture, and provide widespread data mining/display, the TORIS project scope expands to all war fighting areas.

For example, through TORIS, ATG intends to provide an essential set of e-business tools needed by the all of the Navy’s many types of “Readiness Managers.” These “Readiness Managers” include all levels of decision makers that manage operational qualifications, certifications, and training from the individual level through OPNAV.

### Leveraging Technology

TORIS and Web-LARS are fully compliant with DoD’s Net-Centric data strategy, which will ensure compatibility

for data interchange with other web-based systems and pave the way for future web-based technology innovations. For instance, CNSF’s groundbreaking Continuous Monitoring Program (CMP), which extracts pulse point data from shipboard systems (R-Supply, SNAP II, Micro-SNAP, ROM II, and FSM) and displays the data on the TYCOM CMP web sites, is used to evaluate Supply readiness performance and could be combined with Web-LARS to display a digital dashboard of afloat readiness.

Future web-based innovation is also possible. The TYCOM CMP web sites currently display a monthly snapshot of readiness parameters (while the on-ship CMP extractor can be run multiple times every day to provide the supply officer with more continuous data); however, when bandwidth on ships increases and Enterprise Resource Planning (ERP)/Maritime Logistics Data Network (MLDN) systems are introduced to the fleet, the CMP web sites could provide more continuous readiness data.

Additionally, with the onset of database replication, it will be much

easier to move financials, requisition status posting, stock reorder, etc. off the ship and combine it with other web-based data sets that would support reduced manning on ships.

The set of e-business tools being developed at ATG today will allow the Navy’s Readiness Managers to seamlessly access operational assessment data, analyze risks, improve formal training, and make decisions based on near real time data.

The Surface Force ATGs are proud to be on the cutting edge of technological breakthroughs that are empowering our Fleet to sustain optimal levels of readiness and “fight the fight without compromise.” ↴

*LCDR (Sel) Michael Jefferson reported to ATGPAC in October of 2001 after serving as Supply Officer, USS Mount Vernon (LSD 39) and reported for the Financial Management MBA program at the Naval Postgraduate School in January of 2004.*

*LT Robert Scott reported to ATGPAC in June of 2003 after serving as Supply Officer, USS Thach (FFG 43).*

# Naval Postgraduate School Research Summaries

Compiled by CDR Phil Candreva, SC, USN

Lecturer, Graduate School of Business & Public Policy, Naval Postgraduate School

One of the most important aspects of the Naval Postgraduate School experience is the requirement for a student to complete a thesis or an M.B.A. application project. Below are abstracts of these written by Supply Corps officers who have recently graduated. Most operations research and business school academic disciplines are represented and the focus of analysis ranges from direct war fighting support to analyses of manufacturing concerns and local schools, the lessons from which are more indirect.

Anyone desiring more information or a copy of a thesis, should visit the NPS Dudley Knox Library website at <http://library.nps.navy.mil/home/theses.htm>. Please note that due to proprietary or classified content, the distribution of some theses is restricted.

## **Contractor Logistics**

### **Support of the Medium Tactical Vehicle Replacement (MTVR) during Operation Iraqi Freedom**

By Maj. Brian R. O'Leary, USMC and LCDR Herman S. Romero, SC, USN

Abstract: The MTVR is being fielded by the Marine Corps as a replacement of its aging fleet of five-ton cargo trucks. The MTVR program includes the Marine Corps' first use of CLS for a large tactical ground transportation vehicle. MTVRs were employed during the buildup, major combat, and initial occupation phases of Operation *Iraqi Freedom* (OIF). This M.B.A. project examines the role of CLS in the supply and maintenance support of the MTVR during the aforementioned phases of OIF.

Through a literature study of CLS-related materials, examination of CLS contracts between the Marine Corps and Oshkosh Truck Company, interviews with Marine Corps MTVR program management personnel, and interviews with those who maintained and operated MTVRs during OIF; an in-depth study is presented. Analysis is applied to the data gathered to develop recommendations to optimize the use of CLS in support of the MTVR in a combat environment.

### **Information Technology Portfolio Management and the Real Options Method: Managing the Risks of IT Investments in the Department of the Navy**

By LCDR Jeffery P. Davis, SC, USN

Abstract: The FY 2003 Federal Budget contains provisions for more than \$52 billion in IT investments. The Navy portion of those funds is more than \$5 billion. Rapid change and increasing uncertainty in the technology field has resulted in a high degree of financial risk associated with IT capital investment decisions. The Federal Chief Information Officer (CIO) Council has endorsed IT Portfolio Management (ITPM) as an approach for making IT investment decisions. This research draws upon ITPM implementation strategies currently employed by the Department of the Navy (DON) and provides recommendations for managing the inherent risk in IT investments, specifically the application of the Real Options Method (ROM). ITPM provides a thoughtful framework for managing the capital investment process but still depends primarily on traditional methods such as EVA, IRR

and NPV for evaluating IT investment alternatives.

This study uses the Naval Supply Systems Command (NAVSUP) Automatic Identification Technology (AIT) program to illustrate how ROM can be used to supplement these traditional valuation methods and aid in managing investment risks. IT capital investments are inherently linked to organization strategy and the uncertainties that define the future. This study demonstrates how ROM can allow managers to capitalize on the uncertainties of IT investment decisions to implement organization strategy.

### **Cost Benefit Analysis of the Department of the Navy's F-5 Tiger II Contract**

By LCDR Jeffery C. Brown, SC, USN; LCDR Robert K. DeGuzman Jr., SC, USN and LCDR Thomas S. Fulford III, SC, USN; and LT Jesse E. Porter Sr., SC, USN

Abstract: This project consists of a Cost Benefit Analysis (CBA) of the costs, issues, and effects associated with replacing the F-5E/F Tiger II aircraft with F/A-18A/B. The three alternatives analyzed are (1) continued operation of the F-5E/F, (2) replacement of the F-5 with F/A-18A/B by 2008, and (3) installation of 4th generation pulse-doppler radar in the F-5E/F by 2008. The objective was to compare the three alternatives, choosing the alternative that provides the greatest net benefit and most efficient use of resources. The analysis involved data collection of operational costs per flight hour, total cost over the life of the program, and contractor supported maintenance.

Datum for this research project were gathered from the actual maintenance contracts for both the F-5E/F Tiger and F/A-18A/B aircraft at Fallon, Nev., Naval Aviation Systems Command, and OFC-20. Our results suggest that NAVAIR should continue to use the F-5E/F Tiger II aircraft for the VFC-13 adversary training mission through 2014.

### **Supply Chain Analysis of Gabilan Manufacturing, Inc.**

*By LCDR Miguel Fouts, SC, USN; LCDR Dan Hodgson, SC, USN; LCDR Andrew Darnell, SC, USN; LCDR Jim Neuman, SC, USN and LT Danny Kachenchai, USN.*

**Abstract:** The purpose of this M.B.A. project was to investigate and provide alternative supply chain management strategies to assist Gabilan Manufacturing Inc. in reducing supply chain costs. This project was conducted with the sponsorship and assistance of Gabilan Manufacturing Inc. There were two primary goals for this project. The first was to identify and document the impact of forecasting errors in an environment where customer forecasts are available to the vendor. The second was to investigate the costs associated with relocating cutting operations as well as the procurement impact of a new cutting machine. Both of these goals relate directly to the overall effort to reduce supply chain costs without a loss of service level to Gabilan's customer.

### **Analysis of Stryker Brigade Combat Team Strategic Sealift Deployment Options**

*By LCDR Preston L. Gill Jr., SC, USN*

**Abstract:** Projecting a credible land combat power to a potential conflict area in a timely manner requires rapid strategic sealift mobility with high capacity. A highly

deployable, light, yet sufficiently lethal force capable of deterrence or sustaining combat is necessary to accomplish this objective. The Army's initial steps toward transformation seek to establish this ability. This transformation requires having lighter forces with quicker deployment times, thereby turning the Army from the Legacy Force, made up of both well-equipped heavy war fighting forces that are difficult to deploy strategically, and rapidly responding light forces that lack staying power against heavy mechanized forces, into an Interim Force of Stryker Brigade Combat Teams (SBCT). The SBCT combine the capacity for rapid deployment with survivability and tactical mobility. The Army's objective is to deploy the SBCT, a brigade-sized force equipped with medium weight armored vehicles, anywhere in the world within 96 hours (Vick, 2002). This thesis determines the mix of sealift assets best suited for different scenarios that differ by distance and port accessibility as well as analyzes the implications of these findings on Army deployment doctrine. This is accomplished in two ways. First, two specific scenarios are used to develop the initial requirements and best mix of assets for SBCT deployment based on a fictional Kosovo campaign. Additionally, a preliminary analysis is conducted of the three feasible configuration options. The options are (1) Theater Support Vessels (TSVs) only, (2) Large Medium Speed Roll-On/Roll-Off (LMSRs) only, or (3) a combination of the two. These three options are compared using fixed cargo requirements and their performance versus cost is analyzed based on the Kosovo campaign distances.

### **Realignment and the Process of Change at the Naval Post Graduate School**

*By LCDR Timothy R. Jett, SC, USN; LT Shea S. Thompson, USN; and LT Alan R. Wing, USN*

**Abstract:** Few studies have focused on the effects of change within a military graduate institution where military and academic subcultures coexist. This research focused on the 2001 organizational change at the Naval Postgraduate School (NPS). The purpose was to identify how change was approached and implemented. Our analysis revealed that this change process implemented across the organization affected the intensity of subcultural conflict within the organization. In the case of NPS, we found that an authoritarian military style of change negatively impacted the existing academic subculture. The pressure of a change effort that was not representative of both subcultures served to increase the intensity of conflict between the military and academic subcultures, thus jeopardizing the ability for the two to work together. This study contributes to and amplifies existing theory through the examination of organizational change in a unique military/academic environment. It is important for change agents to understand how these factors are interrelated so that the intensity of cultural conflict can be better managed.

### **DoD Supply Chain Implications of Radio Frequency Identification (RFID) Use within Air Mobility Command**

*By LT Marcelo A. Hozven, Chilean Navy and LT George W. Clark III, SC, USNR*

**Abstract:** The purpose of this project is to identify the existing and potential value of Radio Frequency Identification (RFID) use in the operations of Headquarters Air Mobility Command (HQAMC) and its worldwide network of aerial ports. The project seeks to determine how the applications of RFID within Air Mobility Command (AMC) can add value to AMC's operations and the operations of other DoD supply chain

members. In doing so, the project describes the technical attributes of DoD's RFID tags and infrastructure, AMC's legacy Automated Information System (AIS) known as Global Air Transportation Execution System (GATES), and AMC's role within its supply chain. The project includes a discussion of potential AMC and DoD supply chain RFID applications and resulting potential value. Ultimately, the project offers a process for creating a robust RFID infrastructure.

### **Analysis of Churn and Excess Material at the Pearl Harbor Naval Shipyard**

*By LCDR Lawrence Bangert, SC, USN; LT Kevin Cheshure, SC, USNR and LCDR Anthony Hunt, SC, USN*

Abstract: This professional report is for a Naval Shipyard, the amount of material ordered after beginning an availability (churn) and the amount of material ordered but not used (excess) are key performance indicators. Pearl Harbor Naval Shipyard's metrics indicate that an average of 50 percent of material ordered during an availability is ordered after the start of the availability and that 15 percent of material is excess. The NAVSEA goal for both metrics is 5 percent. We investigate the causes of high rates of material churn and excess at Pearl Harbor Naval Shipyard and provide recommendations for reducing them.

### **Examination of the Open Market Corridor**

*By LCDR James T. Chavis, SC, USN; LCDR (Sel) James Cheatham, SC, USN; 2nd LT Vaughn Gonzalez, USAF; LT Rolando Ibanez, USN; LCDR Richard Nalwasky, SC, USN; LCDR Martin Rios, SC, USN; and LCDR (Sel) Marco A. Turner, SC, USN*

Abstract: Present procurement practices for the purchase of commer-

cial, commercial off-the-shelf, and non-developmental products and services can take anywhere from 30 days to sometimes years to procure and deliver to the end user. Federal contracting offices spend costly amounts of time advertising the actions and preparing formal solicitation documents for each purchase order generated by the end-user. This translates to high administrative costs, high prices, and, at times, marginal performance. In an effort to ease the administrative burden on the contracting system throughout the DoD by capitalizing on current technologies, a new system was recently developed by Professor Ron Tudor and students at the Naval Postgraduate School. This new program is currently under testing by a prime contractor under the auspices of the Department of the Interior. The new on line contracting/procurement program, known as the Open Market Corridor, will allow federal, state and local government users to purchase supplies and services on line through the use of electronic catalogs and embedded contract templates accessible via the Internet. This thesis project will review various aspects of the new program evaluating current efficiencies and recommend modifications in an effort to improve the current procurement and logistics process.

### **Building a Collaborative Partnership Between Camp S.E.A. Lab and the Naval Postgraduate School**

*By LCDR Edward Martinez, SC, USN; Capt. Eileen Regan, USMC; and LT Chad Ridder, SC, USN*

Abstract: The purpose of this project was to work with Camp S.E.A. Lab Monterey Bay to develop an approval strategy to lease government property from Naval Postgraduate School on a services-in-kind payment

plan. The goal was to help form a collaborative partnership between Camp S.E.A. Lab and NPS. In support of the potential partnership between Camp S.E.A. Lab and NPS, the students reviewed Camp S.E.A. Lab's current long-range business plan and identified recommendations for the creation of a revised plan. The terms and conditions that are required for the type of lease Camp S.E.A. Lab will be requesting were identified and delivered to Camp S.E.A. Lab. The students also developed a strategic communication plan, which identified the requirements that are necessary to form a mutually beneficial partnership with NPS.

### **Cost Avoidance Analysis, Safe Schools Environment Program, City of Salinas, Calif.**

*By LCDR Michael J. Zerbo, SC, USN; LT Scott A. Gustin, USN; Capt. Eri W. Brinkerhoff, USMC; and Capt. Ernest Govea, USMC*

Abstract: There are six support programs provided to the Salinas, Calif., K-12 School System under the Safe Schools/Healthy Students Initiative. The goal of this project is to develop quantitative estimates of the cost and the corresponding cost avoidance associated with element one – Safe Schools Environment. The Safe Schools Environment element consisted of two programs: Probation Officer and School Resource Officer. A cost avoidance analysis was conducted in order to assist the Safe Schools/Healthy Student Director in evaluation of the programs' effectiveness and provide a foundation to pursue further federal funding. This project revealed that these two programs were cost effective and provided a positive impact to the Salinas community. Moreover, this project provided data that these two programs provided a significant return on investment for the taxpayer and warrant continued federal funding. ♪

# NAS Fallon Fuels Had a Banner Year in 2003

By Steve Isaacson, Fuels Division Director, NAS Fallon Fuels Division

The NAS Fallon Fuels Division had a banner year in 2003. Projects were completed that will effect the safety, operational capabilities and environmental friendliness of the Fuel Farm for at least the next 30 years. These accomplishments are credited to a lot of planning, hard work, and outstanding cooperation received from other base and outside agencies throughout the year.

The Defense Logistic Agency and Defense Energy Support Center provided approximately \$7 million for projects that were completed in the fuel farm during 2003. The local Public Works and Resident/Regional Officer in Charge of Construction (ROICC) departments played key roles throughout the year getting projects started and ensuring that they were completed on time and within contract specification. Other agencies such as the Fire Department, Base Security, and the Safety Officer also played key parts in making it all come together.

The following is a list of the important fuel farm accomplishments during the year:

- Completed a two-year long \$5.4 million MILCON project (P-304). The project included construction of a 1.2 million gallon above ground JP8 storage tank with a floating pan, a commercial tank truck off-loading facility, and a fuel receipt/transfer filtration pump house. The project also included significant upgrades of the fire protection and storm water drainage systems and abandoning in-place three underground JP8 tanks totaling 1.2 million gallons storage capacity that were built in the mid 1950s.
- An excess pressure problem in the load racks was identified in January. The hoses exceeded more than 125 psi



*New state-of-the-art commercial tank truck off-loading facility.*

because the design lacked a pressure relief system. A driver's hand could easily be injured attempting to open the pressure charged single point nozzle handle. A simple solution was devised and approximately 20 feet of half-inch stainless tubing was installed from the load rack supply pipe in the new pump-house to the transfer pump inlet pipe. This configuration relieved the piping pressure to the issue tank and reduced the pressure on the load rack to approximately 20 psi. This modification allows the nozzle to be easily opened when not in use.

- The severe Nevada weather rapidly dry-rotted 15 new tank truck off-loading hoses valued at more than \$4,500. The deterioration was due to the extreme dry heat. The hoses were under warranty and replaced at no cost. However, aluminum storage tubes were installed on the tank truck off-loading racks during January to protect the off-

loading hoses from exposure when not in use.

- Installed 42 additional *Tracer*® inoculation-sampling wells to include all underground piping in the fuel farm compound in March. Previously, wells were only installed in the hot-pits. All underground JP8 is now tested twice annually for leaks at no cost to NAS Fallon. An in-house pressure test is performed in the summer and DESC contracted *Tracer*® testing is completed in the winter. This testing exceeds CFR requirements and demonstrates to the community and state EPA officials NAS Fallon's commitment to the environment.
- Installation of concrete containment berms around the hot-pit pumping and pipeline receiving manifolds (\$30,000 Minor Repair and Environmental (MRE) Project FAL 04-4) was completed in April. Coordinated with Public Works for the work to be completed by



*Recently completed JP8 receipt and transfer filtration pump house.*

Reserve Detachment NMCB 18, saving approximately \$10,000 over contracting out the project.

- Installed new electrical flex conduit to all five hot-pit pumps and all loading rack station control valves in April. The old flex conduit was approximately 20 years old, did not meet code, and posed danger of electrical shorting and fire.
- Funded EFA-NW to perform a Fire Protection Engineering Survey of the fuel farm in April. The final report cited the need to upgrade the AFFF fire-fighting system for JP8 storage tanks 4 and 5. As a result of the report, an MRE project proposal will be submitted for fiscal year 2005 completion.
- Initiated a no cost modification to the Alongside Aircraft Refueling contract in May, requiring the contractor to maintain specific bench stock items at all times and minimize equipment downtime. Naval Operational Logistics Support Center - Fuel (formerly NAVAL Petroleum Office) enthusiastically embraced the idea and indicated that the requirement must be included in all future performance work statements for Alongside Aircraft Refueling contracts Navywide.
- Began working with Public Works,

Environmental and a DESC contractor in April to write an Environmental Integrated Contingency Plan for NAS Fallon.

- Replaced the existing 800-foot long reinforced fiberglass hot-pit supply pipeline with stainless steel (MRE

Project FAL 97-9). The \$1.3 million project was completed in August. This ten-month, three-phase project was completed without impact to operational fueling support. Half the fueling stations were open during Phase I and II to ensure all deployed Carrier Air Group (CAG) hot fueling requirements were met. Phase III required all hot-pits to be out of service for three weeks. This phase was scheduled and executed without a CAG on-board and the hot-pits were not needed to ensure no loss of operational fueling support during this phase.

- Replaced all hot-pit electrical wiring and conduit (MRE Project FAL 03-5). This \$552.8K project was completed in August and was incorporated into the three-phase schedule of the above project, saving over \$500K if these projects had been executed separately.
- The Fuels Accounting System (FAS) server crashed in September and could not be repaired. The problem was resolved by mapping all FAS workstations together via the legacy LAN system eliminating the need for a new server and saving approximately \$8 million of FAS funding.



*This new 1.2 million gallon JP8 storage tank replaced 3 underground tanks that were built in the 1950s.*

# Naval Reservists from FISC Norfolk, Det 106, Assist in Water Taxi Rescue

**B**ALTIMORE (Navy News Service) — Reservists from Naval Reserve Center (NRC) Baltimore assisted in the rescue of more than a dozen passengers from a water taxi that had capsized in Baltimore's Inner Harbor late in the afternoon of March 6.

Two of the passengers died and three were still listed as missing, while the remaining 22 were rescued by Baltimore City Fire Department personnel, with the assistance of the NRC Baltimore Reservists.

Command Master Chief Melvin Johnson and Information Systems Technician 3rd Class Edward Mendez witnessed the water taxi capsize as it attempted to maneuver in heavy winds and seas. They immediately called 911, and CDR Petersen Decker, Commanding Officer of Fleet and Industrial Supply Center Norfolk, Det. 106, coordinated the launch of one of the NRC's small craft to assist in the rescue effort.

Approximately 15 Naval Reserve and active-duty personnel assisted the Baltimore City Fire Department in



*CDR Petersen Decker, commanding officer of Fleet and Industrial Supply Center Norfolk, Det. 106, and approximately 15 other Naval Reserve and active-duty personnel assisted in the rescue of more than a dozen passengers from a capsized water taxi on Baltimore Harbor on March 6. U.S. Navy photo by Machinery Repairman 2nd Class Jerry Neblett.*

rescuing 20 passengers.

“My guys didn’t hesitate,” said NRC Baltimore Commanding Officer Cmdr. Jim McGovern. “They saw what

happened and jumped into action.”

“I’m extremely proud of my people,” said McGovern. ↴

## **NAS Fallon Fuels**

*Continued*

- Numerous power outages occurred in July nearly causing the loss of all refueling capability before power was restored and no emergency generator was available to power the pumps to refill the refueling fleet. The problem was resolved with the assistance of COMNAVAIRPAC, the Naval Facilities Engineering Service Center and Naval Base Ventura County Fuels Division in

locating and securing an excess 200KW emergency generator for permanent installation in the fuel farm at no cost.

The emergency generator was installed in September ensuring uninterrupted fueling capability in the event of prolonged power outages.

- A Supply Management Assessment of the Fuels Division was conducted by Mr. Van Rooy from COMNAVAIRPAC in November. His report stated: “The overall fuel operation as NAS Fallon has never looked better. If this review had been part of a formal supply

management inspection, a grade of OUTSTANDING would have been assigned.”

- And finally, we saved the Navy \$543,397.16 in fuel expenses during 2003 by issuing JP8 to all aircraft in lieu of JP5 which is \$.02/gallon more expensive than JP8.

Yes, 2003 was a banner year for the NAS Fallon Fuels Division. ↴

*Stephen Isaacson was selected as the 2002 Navy Fuels Civilian of the Year in May of 2003.*

### 55<sup>th</sup> BQC-Reserve Company Graduates

RDML (Sel) Henry B. Tomlin III, SC, USNR, Assistant Director for Supply, Ordinance, and Logistics Operations (OPNAV N41), was the guest speaker for the graduation ceremony of the 55th Company of the Basic Qualification Course-Naval Reserve (BQC-NR) on February 13, 2004.

RDML Tomlin congratulated the five officers of the 55th Company on their achievements and helped officially designate them as fully qualified Supply Corps officers. He reaffirmed the importance of the Reservists' role in the modern Navy.

In addition to the graduation, events included a dinner and a breakfast reception with RDML Tomlin. CAPT Bob Monette, Commanding Officer of the Navy Supply Corps School, welcomed the 55th Company students into the Supply Corps and applauded their families and the NSCS Reserve Training Division staff for 15 months of hard work.

The students of the 55th Company successfully met all challenges and achieved a highly impressive company average of 91.25 percent. This is a remarkable accomplishment considering their extremely demanding civilian occupations.

LTJG Ryan Baum was recognized as the American Logistics Association Honor Graduate, achieving an overall average of 94.28 percent



*The 55th BQC-NR Company recently graduated at the Navy Supply Corps School in Athens, Ga. Class members included, from left, CWO2 Dave Nichols, LTJG Martin C. Armstrong, LTJG Leslie Ortega-Kravitz, LTJG Charlotte M. Carrollo, LTJG Ryan Baum.*



*RDML (Sel) Henry B. Tomlin III, SC, USNR, right, presented the 55th BQC-Reserve Company Honor Graduate certificate to LTJG Ryan Baum.*

### Don't Miss the NSCS Golden Anniversary Celebration

On July 8-11, 2004, "The Schoolhouse" will be hosting its Golden Anniversary. 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 Barbecue" reunion that will feature some outstanding food as well as musical entertainment by the 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 schoolhouse 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!

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. A registration form appears on the next page.

The primary POC for the 50th anniversary celebration is LCDR C. J. Mayer, who you can e-mail with questions at [conrad.mayer@cnet.navy.mil](mailto:conrad.mayer@cnet.navy.mil).

# NSCS Golden Anniversary Registration Form

<input type="text"/>	Rank or Title	<input type="text"/>	Branch of Service	<input type="checkbox"/>	Active Duty
<input type="text"/>		<input type="text"/>		<input type="checkbox"/>	Reserves
<input type="text"/>		<input type="text"/>		<input type="checkbox"/>	Retired
<input type="text"/>		<input type="text"/>		<input type="checkbox"/>	Civilian
<input type="text"/>		<input type="text"/>		<input type="checkbox"/>	Separated before Retirement
<input type="text"/>		<input type="text"/>	City	<input type="text"/>	State
<input type="text"/>	Zip Code	<input type="text"/>		<input type="text"/>	Phone Number
<input type="text"/>					E-mail Address

Registration Fee - If you are no longer in the military, please register based upon the rank that you achieved prior to separation. In addition, for couples or groups, please register based upon the rank of your sponsor. (Early registration discount! Fee will increase by 10% for registration postmarked after 1 April 2004 to \$50 for O-5 and above plus civilians and \$40 for O-4 and below)

		# of people	NAMES
O-5 and above (\$45 per person) and Civilians (increases to \$50 1 April)	<input type="checkbox"/>		<input type="text"/>
			<input type="text"/>
O-4 and below (\$36 per person) (increases to \$40 1 April)	<input type="checkbox"/>		<input type="text"/>
			<input type="text"/>

### Event Sign-up

<p># people</p> <p>_____ Ice Breaker/Cocktail Party (included)</p> <p>_____ E-Commerce Symposium (included)</p> <p>_____ Golf (\$70 per person)</p> <p>_____ Banquet (\$45 per person)</p> <p>_____ Historical Athens Tour (\$35 per person - includes lunch at Botanical Gardens)</p>	<p># people</p> <p>_____ Barbeque (included)</p> <p>_____ Twilight Tattoo (included)</p> <p>_____ 5K Run (\$15 per person)</p>
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- Please check this box if you or someone in your party will require Disability Services.
- Please check this box if you permit us to post ONLY your name on the website so that other people will know you are attending.

1. Please total the registration fee(s) and the event fee(s) for the total number of people in your party.
2. Make checks payable to NSCS 50<sup>th</sup> Anniversary.
3. Mail payments to: NSCS 50<sup>th</sup> Anniversary, 1425 Prince Avenue, Athens, GA, 30606.



## FY '05 Supply Corps LDO/CWO Selection Board

*Congratulations to our new LDO/CWO selects!*

### LDO's

Wendell Stephens	DK1	USS <i>Theodore Roosevelt</i> (CVN 71)
Anita Wilson-Monroe	SK1	USS <i>Carl Vinson</i> (CVN 70)

### Food Service Chief Warrant Officer

Michael Landry	CSC	USS <i>Cole</i> (DDG 67)
Andrew Johnson	CSC	USS <i>George Washington</i> (CVN 73)
Sharon Bryan	CSC	USS <i>George Washington</i> (CVN 73)
Wanda Alvarado	CSC	Navy Recruiting Command
Cesario Valencia	CSC	COMNAVSURFAC

### Supply Chief Warrant Officer

Maurice Anderson	SHC	Naval Station San Diego
Manolito Manipula	SKCM	USS <i>Essex</i> (LHD 2)
Darrell Nelson	SKC	CTF-53
William Stewart	SKC	NSCS Athens

Rich Gonzalez	NRCC Singapore	COMUSNAVCENT
Dave Higgins	CO, NSA Mechanicsburg	NAVSUPHQ
Jerry McEnerney	NAVICP	DLA
Jim Naber	NAVSISA	DDSP Susquehanna
Steve Olson	FISC Pearl Harbor	DFAS Ford Island
Steve Romano	COM7THFLT	JCS
Tim Ross	DLA	FISC Norfolk
Will Short	DFAS Ford Island	CNRSW
Doug Sweeney	NICPIPD	DCM Delaware

### Captain (Select)

<i>Name</i>	<i>From</i>	<i>To</i>
Frank Tisak	USNS <i>Sirius</i>	CNR MIDLANT

### Commanders

<i>Name</i>	<i>From</i>	<i>To</i>
Al Booker	USS <i>Belleau Wood</i>	DCM Boeing
Mo Caplan	USS <i>Eisenhower</i>	NAVSUPHQ
John Carty	OSP	NAVSEA
Philip Farhinger	Army War College	NOLSC
Len Gaines	ICAF	DLA
Greg Hajzak	NAVICP-P	CNAL
Stephen Hemmrich	ICAF	SACLANT
Beth Howell	FISC San Diego	NAVSUP OP
Andrew Morgan	USS <i>Camden</i>	Joint Strike Fighter
Andy Mueck	NAVSUP OP	CNAP
Bill Nash	Naval War College	DDD Guam
Dave Nystrom	USS <i>Carl Vinson</i>	OPNAV
Ted Olson	DDSP Susquehanna	Army War College
Jim Piburn	USNS <i>San Jose</i>	DLA
Dean Quadrini	USMTM Riyadh	NETC
Joyce Robinson	NAVICP-P	NAS North Island
Richard Ruiz	NAVAIR	NAVSTA Guantanamo Bay
Mel Shafer	COMDESRON 15	FISC Yokosuka
Steve Shapro	USS <i>Sacramento</i>	NAVSUPHQ
Jim Shields	USNS <i>Spica</i>	OPNAV
Robert Turner	DDD Pearl Harbor	CDRUSALOG Ft. Lee, Va.
Scott Thon	Army War College	STRATCOM
Dana Weiner	USS <i>Kearsarge</i>	NAVSUPHQ

## FY '05 Acquisition

### Professional Community (APC) Selects

*Congratulations to Supply Corps Officers that were selected to APC membership by the February 2004 board.*

LCDR Carla M. Albritton, FISC San Diego (NWCF)

LCDR Douglas M. Bridges, NAVSISA

LCDR Kurt M. Chivers, PEO (A) PAX River

LCDR John E. Gilliland, DON SO LEGIS AFF Arlington

LCDR Kathy E. Gordon, PEO (W) PAX River

LCDR Emery J. Kutney, NAVICP Mechanicsburg PA

LCDR David J Laramie, FISC San Diego (NWCF)

LCDR Darrell L. Mathis, COMSEVENTH FLT

LCDR Scott T. McCain, PEO Submarines

LCDR Kent A. Michaelis, NAVICP Mechanicsburg PA

LCDR Thomas J. Moreau, NAVSISA

LCDR Karl J. Oetl, NS Rota Spain

LCDR Eric Oxendine, PEO (W) PAX River

LCDR Jeffrey W. Raghianti, SUBSQSPTUNT

LCDR Gerald P. Raia, COMNAVSURFGR MED

LCDR David A. Shealy, LHD 7 *Iwo Jima*

LCDR Deric J. Sims, CG 61 *Monterey*

LCDR Rogelio L. Trevino, S PG Monterey

LCDR Daniel S. Wilcox, DCM Raytheon-T

## Orders Announcements

**January/February 2004**

### Captains

<i>Name</i>	<i>From</i>	<i>To</i>
Charlie Bell	SPAWAR Norfolk	NSWC Pt.Hueneme
Bill Dawson	NAVSUPHQ	USNA
Chuck Donney	CDR, DCM Delaware	CO, NSA Mechanicsburg
Bernie Dunn	DSCC	OPNAV
Dave Fitzgerald	NAVSUPHQ	NRCC Singapore
Jeff Ford	NRCC Naples	DCM Boston

## Updating your ODC/OSR/PSR

The Center for Career Development and PERS 3 have established web-enable versions of the Officer Data Card, Officer Summary Record and Performance Summary Record. This site is now available to all service members on the Internet. Members can view and print OSR, PSR, and ODC on line. The way the website works is:

- Log into [www.bupers.navy.mil](http://www.bupers.navy.mil), on left side menu, click "BUPERS Online," **OR**
- Log into [www.staynavy.navy.mil](http://www.staynavy.navy.mil), highlight "Officer" on tool bar, click on "Records Online," then click "BUPERS online log in."

Both sites will direct you to log into BUPERS Online. You can navigate among the various forms (ODC, OSR, PSR). *Navigation hint:* If you left click on the block name, a separate window will open that explains about that block. This works for all three forms.

For the ODC only, if you left click on the data in the block itself, you start the change procedure discussed below:

To make changes to the ODC/OSR, go to the ODC and follow the instructions below (you cannot update the OSR, you must update the ODC instead. The one *exception* is **Personal Awards**. These must be sent to the Navy Department, Board of Decorations and Medals (N09B13), Chief of Naval Operations, 2000 Navy Pentagon, Washington, DC 20350-2000. Telephone: DSN 325-1770 or COMM: (202) 685-1770. Enclose copies of the PSR Part I and the citation.

**ODC:** For changes to the ODC, select the block of information on the ODC that needs to be changed (for example PEBD [block 16]).

**Education:** To view all college degrees, courses, levels and military course codes that need to be entered on the ODC, go to the following links:

*College Name Abbreviations:*

[https://buperscd.technology.navy.mil/bup\\_updt/508/OfficerClassification/ii/III4\\_D\\_11\\_1A.htm](https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/ii/III4_D_11_1A.htm)

*Levels of educational codes:*

[https://buperscd.technology.navy.mil/bup\\_updt/508/OfficerClassification/ii/III4\\_D\\_2.htm](https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/ii/III4_D_2.htm)

*Major fields of study codes:*

[https://buperscd.technology.navy.mil/bup\\_updt/508/OfficerClassification/ii/III6\\_D\\_4.htm](https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/ii/III6_D_4.htm)

*Other educational general information:*

[https://buperscd.technology.navy.mil/bup\\_updt/508/OfficerClassification/ii/officerClassTwoMenu.htm](https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/ii/officerClassTwoMenu.htm)

- Enter the correct information and hit “submit”
- The system will generate an e-mail back to the member only giving him/her a form they can mail to the PERS code responsible for that block. This e-mail contains the contact information for the cognizant office as well as the change requested by you.
- Mail that form and supporting documentation to the cognizant office for update.

Documents that used to be sent to PERS-312, now need to be faxed to the NSIPS Helpdesk at (504) 697-0342 (DSN 647) or call 1 (877) 589-5991 to speak to a technician.

*Billet and Officer Designators Codes, Subspecialty (SSP) Codes, Navy Officer Billet Classification (NOBC) codes and Additional Qualification Designation (AQD) Codes*, go to: [https://buperscd.technology.navy.mil/bup\\_updt/508/OfficerClassification/i/officerClassOneMenu.htm](https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/i/officerClassOneMenu.htm)

To make changes to the PSR and OSR, left click the block name and correction instructions will appear within the explanation for that block and the point of contact to correct that specific information. NSIPS Helpdesk does not make corrections to PSR and OSR.

### **Navy Knowledge Online (NKO)-Supply Officer Homepage**

Logon to the Navy Knowledge Online website (<https://www.nko.navy.mil/>) and check the new Supply Corps Officers Homepage. This page is being developed to give Supply

Corps officers “one stop shopping” for all your Supply Corps needs. The site includes discussion forums, an instruction library, an online directory and many other useful features/links. Please visit and give us your feedback.

### **From the Career Counselor’s Corner**

**Correspond with the Career Counselor.** LCDR George Bresnihan (OP31) and Ruth Bennett (OP31A) can be contacted for additional information regarding the topics listed below. We are located in Building 791, Room C109 in Millington, Tenn. The OP website <http://www.persnet.navy.mil/pers4412/index.htm> is also great source of information for many of the topics listed below and others. Submit correspondence for selection boards to the following address. Please ensure you include the building and room number when sending express mail shipments.

LCDR George Bresnihan Supply Corps Career Counselor NAVSUP OP31/PERS-4412Q 5720 Integrity Drive Millington, TN 38055-4412 Phone: (901) 874-4624 DSN: 882 Fax: (901) 874-2684 p4412q@persnet.navy.mil	Mrs. Ruth Bennett Asst. Supply Corps Career Counselor NAVSUP OP31A/PERS-4412QA 5720 Integrity Drive Millington, TN 38055-4412 Phone: (901) 874-4629 DSN: 882 Fax: (901) 874-2684 p4412qa@persnet.navy.mil
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**Replace missing fitness reports and evaluations.** Submit a clean, clear, hard copy signed by you and your reporting senior to PERS-311, (901) 874-3330, FAX -2761:

Navy Personnel Command (PERS-311)  
5720 Integrity Drive  
Millington TN 38055-3110

**Update your photograph!** You are required to have a photograph in your current pay grade on file. All submissions should be made on a NAVPERS 1070/10 form to:

Navy Personnel Command (PERS-313)  
5720 Integrity Drive  
Millington TN 38055-3130

**Correct your education information.** Submit college degree diplomas, transcripts, certificates of training to PERS-312G, (901) 874-3392; FAX: -2660. Ensure your transcripts state the type of degree received.

**Order your Record on CD (Microfiche):** You may request copies of your permanent Military Personnel Record, to be mailed to your official command address, online at <https://www.bol.navy.mil/>. All other requests must be faxed or mailed. Ensure you include your name, rank, SSN, address where you would like your request to be mailed, and SIGNATURE. Due to Privacy Act concerns, NPC does not honor requests without a signature. Fax: COMM (901) 874-2664. DSN prefix 882. Send all mail to: Commander, Navy Personnel Command  
PERS 313C 5720 Integrity Drive  
Millington, TN 38055-3130.



When I am out on the road I am asked about what the future holds for the enlisted community as it relates to the Department of Defense, Department of the Navy, and NAVSUP Transformation. The service and supply chain management functions we have been doing in the past will always be there for us to do.

What we are trying to do as leaders is determine the best skill set required to perform those tasks. The process for determining this is dynamic and will take us down many roads. There will be change and sometimes that change will be small and other times it may be dramatic.

The enlisted Sailor of the future will be challenged to excel in not only the technical arena, but the tactical arena as well. You will be asked to take on even greater responsibility for fighting the ship.

The next time you sit down for your mentoring or counseling session with your chain of command ask them what you can do as a team to prepare yourself and your department for the future. Make sure you have a solid plan for that next watch-station qualification or education goal.

It takes a well-developed team to fight the ship ... make sure you're an integral part of that team.

CNOCM (SW/AW) Dan Warner, USN  
 Master Chief Petty Officer of the Supply  
 Community (daniel.k.warner@navy.mil)



### Senior Enlisted Academy Changes Director in Charge

Command Master Chief Ralph Rao relieved Command Master Chief Stephen J. Gielczyk as director in charge of the Senior Enlisted Academy (SEA) on Tuesday, Feb. 24, at Naval Station Newport.

VADM Alfred G. Harms Jr., Commander of Naval Education and Training Command in Pensacola Fla., was the guest speaker at the formal Change of Office ceremony. Master Chief Gielczyk retired on March 30 with 30 years of honorable naval service.

Master Chief Rao reported to SEA in August 2002 and takes the helm after serving as a faculty adviser and senior instructor officer.

A graduate of Senior Enlisted Academy Class 46, Master Chief Rao was also the recipient of the Peter Tomich Honor Graduate Award. The East Haven, Conn., native also holds a bachelor's degree from Louisiana State University.

His sea service includes tours aboard destroyer escort USS *Barbey*; frigates USS *Bowen*, USS *Jessie L. Brown* and USS *Garcia*; and submarine tender USS *Holland*. He served

### Supply Enlisted Manning

As of January 2004

Rate	Inventory	Billets Authorized	% Manned
<b>Active Duty</b>			
<b>DK</b>	1721	1671	103.0
<b>CS (SW)</b>	8945	8574	104.3
<b>CS(SS)</b>	1095	1057	103.6
<b>PC</b>	937	913	102.6
<b>SH</b>	2939	2804	104.8
<b>SK(SW)</b>	9486	9397	100.9
<b>SK(SS)</b>	573	542	105.7
<b>TAR</b>			
<b>DK</b>	174	143	121.7
<b>CS</b>	263	256	102.7
<b>SK</b>	981	992	98.9
<b>SELRES</b>			
<b>DK</b>	263	205	128.3
<b>CS</b>	1425	1460	97.6
<b>PC</b>	274	184	148.9
<b>SH</b>	332	285	116.5
<b>SK</b>	4501	4574	98.4

as command master chief aboard hospital ship USNS *Comfort*, deployed in support of Operation *Uphold Democracy*; submarine tender USS *Simon Lake*; and Naval Hospital, Marine Corps Base Camp Lejeune, N.C.

Among his personal decorations, Master Chief Rao has been awarded the Meritorious Service Medal (three gold stars); Navy Commendation Medal (silver and three gold stars); Joint Service Achievement Medal; Navy Achievement Medals (four gold stars); and a variety of other unit and campaign awards.



*Tomich Hall, home of the Senior Enlisted Academy in Newport, R.I., pays tribute to Chief Watertender Peter Tomich who earned the Congressional Medal of Honor for his actions on the USS Utah (AG-16), 7 December 1941, Pearl Harbor, Hawaii.*

## Retirements

### **CAPT Edward J. Horres**

CAPT Edward J. Horres, SC, USN, completed 26 years of active service and retired on April 1, 2004, after serving at Military Traffic Management Command Deployment Support Command, Fort Eustis, Va. He received his master's degrees at Navy War College and Brenau College, and his bachelor's degree at The Citadel. His previous duty includes Fleet Hospital Support Office, Williamsburg, Va.; Commander, Naval Expeditionary Logistics Support Force, Williamsburg, Va.; Chief of Naval Operations, Washington, D.C.; Naval Supply Center, Jacksonville, Fla.; Naval Ship Yard, Charleston, S.C.; Commander, Naval Supply Systems Command, Washington, D.C.; Naval Supply Corps School, Athens, Ga.; Defense Contract Administration Service, Cleveland, Ohio; and USS *Wainwright* (CG 28).

### **CAPT Robert H. Jackson III**

CAPT Robert H. Jackson, III, SC, USN, completed 33 years of active service and retired on April 1, 2004, after serving at the Office of Navy Inspector General, Washington, D.C. He received his master's degree at National Defense University and his bachelor's degree at Grambling College. His previous duty includes Navy Inventory Control Point, Mechanicsburg, Pa.; Commandant, Naval District, Washington, D.C.; Commander, Fleet Activities, Yokosuka, Japan; Mobile Construction Battalion 40, Port Hueneme, Calif.; Navy Post Graduate School, Monterey, Calif.; USS *El Paso* (LKA 117); *Detroit* (AOE 4); USS *San Diego* (AFS 6); and USS *Caloosahatchee* (AO 98).

### **CAPT Patrick A. Elliott**

CAPT Patrick A. Elliott, SC, USN, completed 30 years of active service and retired on April 1, 2004, after serving at Commander, Naval Supply

Systems Command, Mechanicsburg, Pa. He received his master's degrees at Naval Postgraduate School and University of Southern California and his bachelor's degree at San Jose State University. His previous duty includes Headquarters Military Traffic Management Command; USS *Saratoga* (CV 60); Naval Air Station, Jacksonville, Fla.; Navy Supply Center, Jacksonville, Fla.; USS *Ranger* (CV 61); Aviation Supply Office, Philadelphia, Pa.; USS *Mahan* (DDG 42); Naval Magazine, Subic Bay, Philippines; and Mobile Construction Battalion 1, Gulfport, Miss.

### **CDR Jerry L. Edwards**

CDR Jerry L. Edwards, SC, USNR, completed 23 years of naval service and retired on Nov. 1, 2003, after serving at Deputy Commander, U.S. Navy Central Command, Tampa, Fla. He received his bachelor's degree at Ashland University. His previous duty stations include Commander, U.S. Navy Reserve Readiness Command Region Southeast, Jacksonville, Fla.; Defense Contract Management Command, Region International, Washington, D.C.; Navy Overseas Air Cargo Terminal Unit K308, Savannah, Ga.; Fleet and Industrial Supply Center, Pensacola, Fla.; Navy Cargo Handling Battalion 11, Jacksonville, Fla.; USS *Paul* (FF 1080); Navy Recruiting Area 4, Columbus, Ohio; and USS *Jesse L. Brown* (FF 1089).

### **CDR David B. Wiggs**

CDR David B. Wiggs, SC, USN, completed 23 years of active service and retired on March 1, 2004, after serving at Fleet and Industrial Supply Center, Norfolk, Va. He received his bachelor's degree at Wayne State College. His previous duty includes Fleet Hospital Support Office, Alameda, Calif.; Fleet and Industrial Supply Center Puget Sound, Wash.; USS *Fox* (CG 33); Navy Guided Missile School, Dam Neck, Va.; Navy

Support Facility Diego, Garcia; Navy Recruiting Area 3, Macon, Ga.; USS *Sumter* (LST 1181); and USS *San Jose* (AFS 7).

### **CAPT Douglas M. Deets**

CAPT Douglas M. Deets, SC, USN, completed 27 years of active service and retired on March 1, 2004, after serving at U. S. Joint Forces Command, Norfolk, Va. He received his master's degree at Naval Postgraduate School and his bachelor's degree at Wright State University. His previous duty includes Fleet and Industrial Supply Center, Norfolk, Va.; USNS *Niagara Falls* (T-AFS 3); Supervisor of Shipbuilding, Conversion and Repair, Pascagoula, Miss; USS *John F. Kennedy* (CV 67); Naval Air Systems Command, Washington, Va.; USS *McDonough* (DDG 39); Ships Parts Control Center, Mechanicsburg, Pa.; and USS *Lexington* (AVT 16).

### **CDR Dwight L. Purvis**

CDR Dwight L. Purvis, SC, USN, completed 28 years of active service and retired on March 1, 2004, after serving at Defense Security Cooperative Agency, Washington, D.C. He received his master's degree at Naval War College and his bachelor's degree at Wayland Baptist University, Plainview, Texas. His previous duty includes Naval Station Roosevelt Roads, Puerto Rico; Navy Exchange Command, Norfolk, Va.; USS *Harry S. Truman* (CVN 75); Commander, Alaskan Command, Elmendorf AFB, Alaska; Commander, Naval Air Atlantic, Norfolk, Va.; USS *Forrestal* (CV 59); Service School Command, Great Lakes, Ill.; USS *Will Rogers* (SSBN 659); and USS *Scamp* (SSN 588).

### **CDR Chris W. Small**

CDR Chris W. Small, SC, USN, completed 23 years of active service and retired on March 1, 2004, after



serving at U. S. Naval Academy, Annapolis, Md. He received his bachelor's degree at The Pennsylvania State University. His previous duty includes Naval Submarine Support Facility, New London, Conn; USS *Constellation* (CV 64); U.S. Transportation Command, Scott AFB, Ill.; USS *Ponce* (LPD 15); Naval Audit Service Southeast Region, Virginia Beach, Va.; and U.S. Naval Mobile Construction Battalion 133, Gulfport, Miss.

#### **CDR Bobby G. Stuart**

CDR Bobby G. Stuart, SC, USN, completed 20 years of active service and retired on April 1, 2004, after serving at Naval Reserve Readiness Command, Fort Worth, Texas. He received his master's degrees at American Graduate School of International Management and his bachelor's degree at Texas Tech University, Lubbock, Texas. His previous duty includes Navy Cargo Handling and Port Group, Williamsburg, Va.; Naval Support Activity, New Orleans, La.; Naval Air Station, New Orleans, La.; USS *Mauna Kea* (AE22); USS *Mobile* (LKA 115); Naval Supply Center, Charleston, S.C.; Naval Air Station, Sigonella, Italy; and USS *Niagara Falls* (AFS 3).

#### **LCDR Eric D. Berry**

LCDR Eric D. Berry, SC, USN, completed 20 years of active service and retired on April 1, 2004, after serving at Navy Support Information Systems Activity, Mechanicsburg, Pa. He received his master's degree at Naval Postgraduate School and his bachelor's degree at Louisiana State University and A & M College. His previous duty includes Fleet Material Support Office, Mechanicsburg, Pa.; Commander, Naval Surface Force, U. S. Atlantic Fleet, Norfolk, Va.; USS *Frank Cable* (AS 40); Polaris Material Office, U. S. Atlantic Fleet, Charleston, S.C.; USS *Philadelphia* (SSN 690); and USS *Snook* (SSN 592).

#### **LCDR Kelly J. Grosskopf**

LCDR Kelly J. Grosskopf, SC, USN,

completed 20 years of active service and retired on March 1, 2004, after serving at Defense Threat Reduction Agency, Fort Belvoir, Va. He received his master's degrees at Naval Postgraduate School and National University and his bachelor's degree at Carroll College. His previous duty includes USS *Anzio* (CG 68); U.S. Fleet and Industrial Supply Center, Agana, Guam; USS *Supply* (AOE 6); Navy Supply Corps School, Athens, Ga.; and USS *Sunbird* (ASR 15).

#### **LT Victor Milano**

LT Victor Milano, SC, USN, completed 20 years of active service and retired on April 1, 2004, after serving at Personnel Support Detachment Roosevelt Roads, Puerto Rico. He received his bachelor's degree at the University of Maryland. His previous duty stations include Supply Program Manager, Norfolk, Va.; Atlantic Fleet Headquarters Support Activity, Norfolk, Va.; USS *George Washington* (CVN 73); and Personnel Support Detachment, Sigonella, Italy.

#### **LCDR Randal M. Meis**

LCDR Randal M. Meis, SC, USN, completed 20 years of active service and retired on Feb. 1, 2004, after serving at Navy Personnel Command, Millington, Tenn. He received his master's degree at Pennsylvania State University, University Park, PA and his bachelor's degree at California State University, Fullerton, Calif. His previous duty stations include Strategic Source Support Office, Millington, Tenn.; USS *Theodore Roosevelt* (CVN 71); Naval Inventory Control Point, Mechanicsburg, Pa.; USS *Tennessee* (SSBN 734); Fleet Combat Training Center Atlantic, Dam Neck, Va.; and Mobile Construction Battalion Four, Point Hueneme, Calif.



CDR **Stephen J. Migliore**, SC, USN, (Ret.) passed away March 14. He retired from the Navy July 1, 2001. His last assignment was with the Naval Inventory Control Point Philadelphia. He is survived by his wife, Michelle M. DiPaolo, and children Joseph J., Andrew V., and Nicole M.; siblings, Sue Cowan, Joyce Noe, Joann Ater, Alan Miller, Darlene Lancaster, and Kay Migliore; and his mother, Irene Migliore. A Funeral Mass was said March 18 at St. James Church, Elkins Park, Pa. In lieu of flowers, donations can be made to the "Family of CDR Stephen J. Migliore Memorial Fund" located at the Metro Serve Federal Credit Union, 700 Robbins Avenue, Philadelphia, PA 19111.

CAPT **Richard Holmes Knight**, SC, USN (Ret.), 81, a longtime resident of Virginia Beach, Va., died Jan. 30, 2004. A Vietnam veteran, CAPT Knight retired from the Navy in 1975 after 30 years of active commissioned service. His last assignment with the Navy was at Philadelphia Naval Shipyard. He is survived by Frances "Connie" Davis Knight, his wife of 58 years of Atlantic Shores Retirement Center; their three children, Susan K. Cabot of Boston, Mass., Richard H. Knight Jr. of Nashville, Tenn., and Jennifer K. Fries of Old Lyme, Conn. He is also survived by five grandchildren and two sisters, Mary K. Sanborn and Florence Edith K. Parker of San Antonio, Texas. A memorial service was held at the First Presbyterian Church of Virginia Beach. Inurnment was in Arlington National Cemetery on April 12, 2004. In lieu of flowers, memorial contributions may be made to the Virginia Beach Center Lions Club, 1405 Ski Lodge Road, Virginia Beach, VA 23456, or to the First Presbyterian Church of Virginia Beach, 300 - 36th Street, Virginia Beach, VA 23451.

**First Bull Ensign for PCU Chung-Hoon**



*With the assistance of the Commanding Officer CDR K. L. William, ENS Allen Komarinski, SC, USNR, signs the letter designating him as Precommissioning Unit Chung-Hoon (DDG 93) first Bull Ensign. PCU Chung-Hoon is to be commissioned later this year in Pearl Harbor, Hawaii.*

★ ★ ★

**2003 Afloat Training Group  
Pacific Sailor of the Year**

*By CSCS (SW/AW) Paul Michael, USN*

*Senior Supply Assessor, Afloat Training Group Pacific*

Culinary Specialist 1st Class (SW) Bradford J. Lemieur, USN, of Afloat Training Group Pacific has been selected as the Command's Senior Sailor of the Year for 2003.

Petty Officer Lemieur reported to Afloat Training Group Pacific in December 2002. He is currently attached to Code N41, serving as a Supply Management Assessor for Culinary

Operations on board ships of the U.S. Pacific Fleet. Petty Officer Lemieur is a native of Petoskey, Mich., where he enlisted in the United States Navy in August 1990.

Lemieur has made an invaluable and lasting contribution to the operational readiness of the Pacific Fleet ships, mobile units, and shore activities. He executed 17 Supply Management Assessments (SMA) with a 95 percent certification rate. He conducted 15 Limited Logistics Team Trainers for 750 Food Service personnel, including 32 junior Supply Corps officers in culinary management.

Lemieur flawlessly organized 25 area commands during the 2003 Surface Line Week Softball Tournament and coordinated quarterly food shows that highlighted innovations in Navy Food Service from more than 30 vendors. Lemieur volunteered his off duty time conducting advancement training for 30 junior personnel and tutoring elementary students at Fred Baker Montessori Elementary School. He currently serves as the Assistant Command Fitness Leader and Urinalysis Coordinator.

★ ★ ★

**Attention all Navy Vets**

We are a working group of former minesweeper (MSO) Sailors who have joined together on the Internet. Nearly all of the original 102 MSOs have been scrapped, so our mission is to gather the crew members and save the precious memories for future generations. If you served on board any minesweeper (MSO) contact Bob Gladwin at bobgvn69@comcast.net, write to him at 72 Regency Woods North, Carlisle, PA 17013 or call (717) 766-3566. Check out the new organization on the MSO Association web site at www.NMSOA.org.

**SDSCA Supports Supply Corps  
Foundation's Scholarship Drive**

*The 2003 Supply Corps Scholarship Foundation Auction sponsored by the San Diego Supply Corps Association (SDSCA) was a resounding success. The auction hosted over 200 people, auctioned over 100 items and raised a donation of \$17,300.00 for the Supply Corps Foundation's Scholarship drive. On hand to congratulate the group was RADM Justin McCarthy, Chief of the Supply Corps, right. Representing SDSCA, from left, are RDML William Kowba Commander, Fleet and Industrial Supply Centers; CAPT Basil F. Gray III, SDSCA President; and CAPT Mark Heinrich, Auction Chairman.*



### Submarine Supply Corps Officer

LTJG **Jason Hoftiezer**, SC, USN  
USS Alabama (SSBN 731, Blue)

LTJG **Llahn McGhie**, SC, USN  
USS Houston (SSN 713)

LT **Glenn Wright**, SC, USN  
USS Nevada (SSBN 733, Gold)

### Naval Aviation Supply Officer

LT **Maurice E. Mackey**, SC, USN  
Naval Air Station, Joint Reserve Base,  
New Orleans, La

From USS *Peleliu* (LHA 5)  
LCDR **Michael L. Anderson**, SC, USN  
CDR **Craig Herrick**, USN  
LT **Mark M. Estes**, SC, USN  
ENS **Walter L. Laptew**, SC, USN  
ENS **Lawrence S. Watkins**, SC, USN

### Surface Warfare Supply Corps Officer

LTJG **Greg Linsky**, USNR  
USS *Mustin* (DDG 89)

From USS *Frank Cable* (AS 40)  
CW02 **Kevin Clarida**, SC, USN  
LTJG **Kevin McLenithan**, SC, USNR  
LT **Erik Naley**, SC, USN  
LTJG **Steven Peters**, SC, USNR

### Enlisted Surface Warfare Specialist

From USS *Mustin* (DDG 89)  
CS1 **Julian Estacio**, USN  
SK1 **Derwin Hill**, USN  
DK1 **Darian Matthews**, USN

From USS *Chief* (MCM 14)  
MS3 (SW) **Ezekiel B. Coleman**, USN  
MS2 (SW) **Richard S. Thornton**, USN  
MS1 (SW) **Michael S. Trader**, USN

★ ★ ★

### Meritorious Service Medal

SKCM (SW) **Antonio P. Chico**, USN,  
Senior Enlisted Advisor and Assistant  
Customer Service Officer, Fleet and  
Industrial Supply Center Pearl Harbor,  
February 2001 to March 2004.

CWO (SWSCO) **John E. Collins**, USN,  
Logistics Support Officer, Fleet and  
Industrial Supply Center Norfolk, Va.,  
November 2000 to February 2003.

SKCM (SW/AW) **Benjamin E. Hebron**,  
USN, Command Master Chief, Fleet and  
Industrial Supply Center San Diego,  
Calif., February 2001 to February 2004.

CDR **Jeffrey W. Pritchard**, SC, USN,  
(Gold Star in lieu of Third Award)  
Comptroller and Executive Officer, Fleet  
and Industrial Supply Center Jackson-  
ville, Fla., June 2001 through April 2004.

CDR **Kathryn J. Smith**, USNR, (Gold  
Star in lieu of Second Award), Com-  
manding Officer, Navy Cargo Handling  
Battalion 10, Williamsburg, Va., October  
2001 to October 2003.

CDR **Brett A. Sturken**, SC, USN,  
Director, Fleet Support Division and  
Director, Customer Operations Depart-  
ment, Fleet and Industrial Supply  
Center Norfolk, Va., October 2000 to  
August 2003.

### Joint Service Commendation Medal

LCDR (Sel) **Alex Maitre**, SC, USN,  
Commander and Administrative  
Contracting Officer administering the  
Balkans Support Contract under  
Operation Joint Forge, covering Bosnia,  
Croatia and Hungary, Eagle Base  
Bosnia, July 2003 to December 2003.

### Navy and Marine Corps Commendation Medal

MS1 (SW) **Junn C. Baun**, USN,  
Leading Petty Officer, Food Service  
Division, USS *Hopper* (DDG 70),  
December 2000 to December 2003.

LT **Maurice E. Mackey**, USN, (Gold Star  
in lieu of Third Award) Food Service  
Officer and Aviation Support Division  
Officer, Naval Air Station, Joint Reserve  
Base, New Orleans, La., January 2002 to  
March 2004.

LT **Brian W. Maxwell**, USN, (Gold Star  
in lieu of Third Award) Contracts  
Specialist/Navy Acquisition Contract-  
ing Officer Intern, Space and Naval  
Warfare Systems Command, San Diego,  
Calif., August 2001 to February 2003.

LCDR **Keith E. Taylor**, USNR, Opera-  
tions Officer, Naval Reserve Com-  
mander, Naval Air Force Pacific, Supply  
0294, San Diego, Calif., October 2000 to  
September 2003.

### Navy and Marine Corps Achievement Medal

BU1 **Terry M. Bartlett**, USN, (Gold Star  
in lieu of Second Award) Consolidated  
Hazardous Material Reutilization and  
Inventory Management Program  
Technician and Leading Petty Officer,  
Fleet and Industrial Supply Center San  
Diego, Calif., November 2002 to  
November 2003.

EO2 **Aaron C. Brady**, USN, Consoli-  
dated Hazardous Material Reutilization  
and Inventory Management Program  
Technician, Fleet and Industrial Supply  
Center San Diego, Calif., November  
2002 to November 2003.

SK1 (SW) **Patricio M. Cabrera**, USN,  
(Gold Star in lieu of Third Award) Navy  
Enterprise Maintenance Automated

Information System Implementation Supervisor/Trainer for Material Management, Fleet and Industrial Supply Center Shore Intermediate Maintenance Activity Site, San Diego, Calif., October 2002 to February 2004.

LTJG **Danielle R. Chirco**, SC, USNR, (Gold Star in lieu of Third Award) Assistant Fuels Officer, Fleet and Industrial Supply Center San Diego, Calif., November 2002 to July 2003.

SK2 **Joanne S. Curry**, USN, (Gold Star in lieu of Third Award) Consolidated Hazardous Material Reutilization and Inventory Management Program Technician, Fleet and Industrial Supply Center San Diego, Calif., November 2002 to November 2003.

LT **Philip A. Diana**, SC, USN, (Silver Star in lieu of Sixth Award) Logistics Support Customer Service Officer, Fleet and Industrial Supply Center Naval Station Site, San Diego, Calif., November 2001 to January 2004.

SW1 **John E. Dewey**, USN, Consolidated Hazardous Material Reutilization and Inventory Management Program Technician, Fleet and Industrial Supply Center,

San Diego, Calif., November 2002 to November 2003.

SKC (SW/AW) **Karin L. Mooth**, USN, (Gold Star in lieu of Fourth Award) Pre-expended Bin Program Coordinator, Fleet and Industrial Supply Center Shore Intermediate Maintenance Activity Site, San Diego, Calif., September 2002 to June 2003.

MS1 (SW) **Jeffery Nash**, USN, (Gold Star in lieu of Fourth Award) Galley Supervisor, Food Service Division, USS *Hopper* (DDG 70), March 2001 to April 2004.

SKC (SW/AW) **Thadeou G. Nograles**, USN, (Gold Star in lieu of Fifth Award) Navy Enterprise Maintenance Automated Information System, Material Management Team Leader, Fleet and Industrial Supply Center Shore Intermediate Maintenance Activity Site, San Diego, Calif., October 2002 to September 2003.

SK1 (SW) **Alexander Norin**, USN, (Gold Star in lieu of Second Award) Casualty Report Expediter, Fleet and Industrial Supply Center Shore Intermediate Maintenance Activity

Site, San Diego, Calif., May 2001 to February 2004.

SKC (SW) **Ronald B. Salazar**, USN, (Gold Star in lieu of Fifth Award) Customer Service Leading Chief Petty Officer, Fleet and Industrial Supply Center Shore Intermediate Maintenance Activity Site, San Diego, Calif., October 2003 to December 2003.

SK2 (SW) **Teodora Tapia**, USN, (Gold Star in lieu of Fourth Award) Customer Service Storekeeper, Fleet and Industrial Supply Center Shore Intermediate Maintenance Activity Site, San Diego, Calif., February 2001 to February 2004.

EO2 **Todd K. Westlund**, USN, Consolidated Hazardous Material Reutilization and Inventory Management Program Technician, Fleet and Industrial Supply Center San Diego, Calif., November 2002 to November 2003.

ABFC (AW) **Marsailles T. Willis**, USN, (Gold Star in lieu of Third Award) Leading Chief Petty Officer, Fleet and Industrial Supply Center San Diego Detachment, Point Mugu, Calif., January 2001 to February 2004.

SK2 (SW) **Julie-Ann S. Yamamoto**, USN, (Gold Star in lieu of Fourth Award) Material Obligation Validation Storekeeper and Storeroom Supervisor, General Stores Division, USS *Hopper* (DDG 70), August 2001 to March 2004.

**Supply Corps Officer Strength**



As of February 15, 2004

**Selected**

	Regular	Reserve	LDO/CWO	TAR	Total
<b>FLAG</b> .....	11	8	0	0	<b>19</b>
<b>CAPT</b> .....	171	96	1	10	<b>278</b>
<b>CDR</b> .....	436	297	8	29	<b>770</b>
<b>LCDR</b> .....	489	352	25	33	<b>899</b>
<b>LT</b> .....	726	242	49	25	<b>1042</b>
<b>LTJG</b> .....	475	40	44	1	<b>560</b>
<b>ENS</b> .....	256	90	24	0	<b>370</b>
<b>CWO</b> .....	0	8	75	0	<b>83</b>
<b>Total</b> .....	<b>2564</b>	<b>1133</b>	<b>226</b>	<b>98</b>	<b>4021</b>

**Military Outstanding**

**Volunteer Service Medal**

LCDR (Sel) **Alex Maitre**, SC, USN, for his work with the Leukemia and Lymphoma Society's "Team in Training" Cycle Team, raised over \$7,200 for research to defeat leukemia and other blood-related cancers, by fund-raising, competing in ultra-distance cycling events to raise awareness, and training novice cyclists in completing 100-mile plus cycling events.

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**2003 NAVSUP**

**Sailor of the Year Named**

MECHANICSBURG, Pa.—Postal Clerk 1st Class (SW) Jamie W. Hughes, of Fleet Industrial Supply Center Norfolk was selected as the Naval Supply Systems Command's Sailor of the Year for 2003. He is the first postal clerk to achieve this recognition.

Petty Officer Hughes is the leading petty officer at FISC Norfolk's Navy Regional Mail Center, where he is responsible for the direct supervision of 20 military postal clerks, 12 civil service employees, and 10 contract employees in seven branch Post Offices throughout the region. He supervised the delivery of more than 2.5 million pieces of mail while maintaining a 95 percent customer satisfaction rating. His personal effort in combining official mail shipments facilitated a cost avoidance of more than \$250,000.

"PC1 Hughes's exemplary professionalism and dedication to fleet readiness are tributes to the superb quality of the enlisted segment of our supply team," said RADM Justin D. McCarthy, Commander, Naval Supply Systems Command. "He is yet another

example of the dedicated and talented men and women, taking care of the warfighter, serving our Navy, with distinction."

Hughes successfully monitored daily flight plans to avoid mail delays to six overseas Fleet Mail Centers and to better serve overseas units supporting Operations *Enduring Freedom*, *Iraqi Freedom*, and Joint Task Force Security at U.S. Naval Station Guantanamo Bay, Cuba.

Hughes volunteered for rapid deployment to Kuwait Naval Base, Camp Patriot from March to July 2003 in support of Operations *Enduring Freedom* and *Iraqi Freedom*.

He assisted fleet mail routers and theater postal managers with solving delivery issues for Camp Patriot, Joint Mail Terminal Kuwait, and various units afloat and ashore in the 5th Fleet area of responsibility. He also managed more than \$20,000 in fixed stamp credit and a \$700,000 money order account with zero discrepancies. He conducted armed escort of official and first class mail on the ground in Kuwait and into Iraq and helped build the first "unofficial" postal operation in Iraq.

Hughes is a native of Rockingham, N.C. He enlisted in the Navy in August 1982.



**FISCs Name Sailors of the Year**

PEARL HARBOR -- "I had no special reasons for joining the Navy ... but I have many for staying in," said SK1 (SW) Geraldo Taal, who was recognized recently as FISC Pearl Harbor's 2003 Sailor of the Year.

As the Leading Petty Officer in FISC's Shipyard Supply Department, SK1 Taal has a vital role in ensuring the material and combat readiness of Pearl Harbor's 29 homeported ships and submarines. He has served with the Supply Center for more than two years but will be reassigned this summer to the frigate USS *Reuben James* (FFG 57), homeported at Pearl Harbor Naval Station.

SK1 Taal was born and raised in Manila and immigrated to Knoxville,

Tennessee, when he was 20. He has done sea tours aboard USS *Spruance* (DD 963) and USS *Supply* (AOE 6).

SAN DIEGO (By Ellen Fuller, FISC San Diego) – Storekeeper 1st Class (SW) Joss Zolina has been selected by RDML William Kowba, Commander, Fleet and Industrial Supply Centers, as FISC San Diego's 2003 Sailor of the Year.

SK1 Zolina is the fleet liaison leading petty officer for the Logistics Support Center. As the head of the fleet liaison team, he and his eight personnel conducted briefs with Navy Region Southwest (NRSW) for visiting ships in San Diego, which included U.S. Navy Ships from other homeports as well as visiting foreign vessels from Peru, Mexico, Canada, France, and Japan. He ensured their logistics requirements were met with zero accountability discrepancies.

Zolina provided unparalleled liaison support between the regional support office, COMNAVSURFPAC, Military Sealift Command, submarine logistics and the Defense Logistics Agency. He also planned and organized a very successful 5th Annual FISC Supply Expo, subsequently acclaimed as the most successful supply exposition to date.

LCDR Carl Taylor, Logistics Support Officer, describes Petty Officer Zolina as "a Sailor who consistently exceeds performance levels beyond the highest expectations of his superiors. He is the epitome of the self-starter and highly effective leader who will carry the U.S. Navy into the future."

BREMERTON, Wash. — Petty Officer 1st Class Chris Fox was named Fleet and Industrial Supply Center Puget Sound's Sailor of the Year.

SK1 (SW) Fox, Leading Petty Officer at FISC Puget Sound Det. Everett, has been consistently recognized by his superiors and fellow Sailors as an outstanding leader and team player. In the Navy less than six years, Fox has already distinguished himself by his extensive rating knowledge and numerous accomplishments.

Fox arrived at FISC two years ago, still an SK2, he soon made Petty Officer



PC1 (SW) Jamie W. Hughes, USN, NAVSUP Sailor of the Year

1st Class and became the Leading Petty Officer.

One of Fox's achievements while at FISC has been his program for training junior personnel in their rate. "I looked at what made each person tick and examined his or her strengths and weaknesses," said Fox, "then tailored the training program for each person so that it [would] better prepare them for the [advancement] test." His work has paid off, as three of four of his department's Sailors advanced on the recent test cycle, and all of them scored around the 90th percentile.

Fox previously served on USS *Elliot* (DD 967) in San Diego.

Fox commends his FISC coworkers for helping him. "Without them I wouldn't have been able to accomplish what I've done."

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### SES Details Announced

MECHANICSBURG, Pa. – RADM Justin D. McCarthy, Commander, Naval Supply Systems Command, announced that Kevin Fitzpatrick is now the acting Executive Director of the Office of Special Projects and Karen E. Meloy is now the acting NAVSUP Enterprise Resources Planning (ERP) Program Manager, with a collateral duty as the acting NAVSUP Assistant Deputy Commander, Fleet Logistics Operations.

Both Fitzpatrick and Meloy are members of the Senior Executive Service (SES) and they remain in their positions of record. Permanent assignments of individuals into these positions will be announced after the process of nominating and obtaining approval for SES moves is complete.

Fitzpatrick currently serves as Assistant Deputy Commander for Fleet Logistics Operations. He will be acting in the position formerly occupied by Tom Essig, who has been selected as the Director of Program Analysis and Business Transformation in the office of Deputy Assistant Secretary of the Navy Acquisitions. NAVSUP commends Essig for his dedicated service and for his contributions while serving on the

### NAVICP Commemorates ANZUS



*AIRCDRE Roger Harrison, RAAF, Royal Australian Air Force Air Attache, center, and AIRCDRE Dick Newlands, RNZAF, left, Royal New Zealand Air Force Defense Air Attache, join RDML Mark Harnitchek, Commander, Naval Inventory Control Point, during a recent Dining Out held in honor of ANZUS. Australia, New Zealand, and the United States signed a defense agreement in 1951, Security Treaty between Australia, New Zealand and the United States of America (ANZUS), making it clear that an attack on any of the three nations would be considered an attack upon all.*

NAVSUP team.

Fitzpatrick became a member of the Senior Executive Service in July 1999. He came to NAVSUP in 1996 as the Deputy Assistant Commander for Ashore Support. Previously he served as a senior staff analyst in the Office of the Secretary of Defense (Logistics) Material and Distribution Management, and prior to that he spent 10 years in various logistics positions at NAVSUP Headquarters. He began his federal career at the Aviation Supply Office, Philadelphia, Pa., in 1978. He is a graduate of Hunter College of the City University of New York.

Meloy joined the SES ranks in 2001. She began her federal career as a supply systems analyst in the Trident Submarine Department at the former Ships Parts Control Center in December 1979 and came to NAVSUP headquarters in 1986, assigned to the Integrated Logistics Support (ILS) Department as Naval Sea Systems Command/Space and Naval Warfare Systems Command ILS weapons

systems auditor and support liaison. Prior to her assignment as Deputy Commander of the Department of the Navy eBusiness Operations Office, she was the Deputy Assistant Commander for Fleet Logistics and Supply Chain Management at NAVSUP. She graduated from Wilkes College, Wilkes-Barre, Pa.

The Office of Special Projects (OSP) is a second echelon command reporting to the Commander NAVSUP. OSP is assigned the mission of providing logistics, transportation, finance, and other business and supply-related support to components of the fleet and shore establishment within the Department of the Navy.

The NAVSUP ERP Program Manager position is the lead for NAVSUP's Supply Maintenance Aviation Reengineering Team (SMART) ERP project, and serves as the NAVSUP lead in the Navy ERP Program, a project that is now integrating and converging multiple Navy ERP projects. Meloy will serve as NAVSUP's chief logistician,

responsible for collaborating with NAVSUP's Virtual SYSCOM partners, Program Executive Officers, other services, DLA, and NAVSUP's customers to improve the efficiency and effectiveness of Navy logistics support, using the converged ERP solution as the catalyst for improving our business process and adopting best commercial practices.

CAPT Chris Vitt is acting as the Deputy Commander of the DON eBusiness Operations Office. Ms. Meloy continues to provide strategic leadership and oversight.

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### **NAVSUP Makes Selections for 2004 CMDP II**

MECHANICSBURG, PA — After a careful review of many well-qualified nominees from the Naval Supply Systems Command six employees were selected for the Corporate Management Development Program Phase II (CMDP II) class of 2004. Jeffery Orner, NAVSUP Executive Director, recently approved the selections, which were made by NAVSUP's Civilian Executive Advisory Board (CEAB).

Selected for CMDP II for 2004 are Lisa Barry, Naval Inventory Control Point; Mitchell Palmquist, Fleet and Industrial Supply Center Jacksonville; Leslie Siegman, Navy Supply Information Systems Activity; Wanda Romero and Kathryn Smith, Naval Operational Logistics Support Center; and David Stokes from FISC Puget Sound.

CMDP II is an 18-month program open to employees within the NAVSUP claimancy in grades GS-13 and 14. The program is designed to develop a flexible, mobile, and prepared work force to fill leadership roles within NAVSUP's claimancy.

The primary purpose of the CMDP is to develop leaders who will enable NAVSUP to operate as a high performing organization that delivers combat capability through logistics.

The CEAB, composed of NAVSUP Senior Executive Service

members, provides oversight for this program.

CMDP II members must complete the United States Department of Agriculture's Executive Potential Program, which includes a 360-degree feedback assessment, a leadership development plan, experiential learning teams/projects, senior executive mentoring, four one-week residential training sessions, two developmental work assignments, senior executive interviews, shadowing assignments, and benchmarking.

In addition, participants must complete the Navy Supply Corps School's Advanced Management Program and the National Security Decision Making Seminar.

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### **DON eBusiness Operations Office-sponsored Pilot Is a Grand Prize Winner**

MECHANICSBURG, Pa. — The Department of the Navy eBusiness Operations Office received the Microsoft Government Innovation Award at the annual Microsoft Navy-Marine Corps Symposium on Dec. 9, 2003, at Microsoft's corporate headquarters in Redmond, Wash.

The DON eBusiness Operations Office received this award in recognition of "its investment in innovative solutions that have an immediate and positive impact on fleet decisions agility," according to a Microsoft spokesperson. The DON eBusiness Operations Office earned this recognition for sponsoring the Integrated Interactive Data Briefing Tool (IIDBT) project. The IIDBT project also earned its technology integrator, Herres and Lee Corporation of Springfield, Va., recognition as one of seven grand prize winners in Microsoft's 2003 Office System Partner Solution Builder contest.

The IIDBT, piloted with 2nd Fleet in Norfolk, Va., provides information to the commander and other 2nd Fleet decision makers in a dynamic, interac-

tive environment using commercial technology and web services.

Every ship in the 2nd Fleet is constantly recording status on several functional areas such as readiness and weather. When the 2nd Fleet conducts exercises or enters a potential conflict situation, there are many sources of information available to the staff supporting the commander and key decision makers.

IIDBT reengineered the daily operational brief utilizing commercial off-the-shelf (COTS) products to access and share information using XML Web services within the Navy's intranet. IIDBT can be implemented incrementally, which prevents long development cycles and provides for a quicker realization of results. Since IIDBT uses COTS products, reliance on custom software development is greatly reduced.

"By reengineering the daily operational brief with commercial off-the-shelf products, this tool decreases time previously required to assemble key information on command, control, and readiness systems," said Karen Meloy, then Deputy Commander of the eBusiness Operations Office. "By sponsoring this project, we are delivering on our mission to bring innovation to the Navy and support the war fighter," Meloy added.

The DON eBusiness Operations Office helps Navy and Marine Corps e-business concepts to become realities. Pilot submissions from Navy and Marine Corps commands are evaluated in the first quarter of the fiscal year. Ideas for pilot projects may be submitted to: [www.donebusiness.navsop.navy.mil](http://www.donebusiness.navsop.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 e-business pilot projects, and provides consulting support to commands implementing e-business solutions. For questions concerning pilot projects contact Mark Foster at [mark.s.foster@navy.mil](mailto:mark.s.foster@navy.mil), or phone 717-605-9358, DSN 430-9358.

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## **CNI/Virtual SYSCOM Leadership Assess Contracting and Navy Supply Chain Management Functions**

MECHANICSBURG, Pa. — The basic concept of Virtual SYSCOM is one of shared goals and integrated operational concepts. In 2003, leadership from Naval Sea Systems Command, Naval Air Systems Command, Space and Naval Warfare Systems Command, and Naval Supply Systems Command worked together to identify redundant processes and achieve numerous efficiencies in overall business management.

With the stand up of Commander, Navy Installations in October, an opportunity to achieve greater efficiency within the contracting and Navy Supply Chain Management functions surfaced. Senior leadership from NAVSUP, NAVSEA, NAVAIR, Naval Facilities Engineering Command, SPAWAR and CNI generated a memorandum of agreement, identifying ways to achieve these greater efficiencies within these functions.

Under the MOA, an IPT (Integrated Program Team) was formed, facilitated by NAVSUP, that includes representatives from the affected commands. Under the leadership of Commander, Fleet and Industrial Supply Centers (COMFISCS) Executive Director, Mr. Elliott Fields, the mission of this IPT is to define and execute a plan to transfer Shore Installations' Management Contracting (SIM) and Navy Supply Chain Management functions currently outlined in the "Navy Supply Chain Alignment MOA" to NAVSUP's COMFISCS. The transfer would include associated staff, IT tools, space, and processes to provide the most effective and efficient operation.

A specific data call was issued in December that will enable members of the IPT to better assess where the material chain billets and resources are today and recommend how to best achieve efficiencies.

Currently, team members are analyzing the information and preparing

recommendations. The results of this effort may lead to process changes as well as workload and work force changes. The ultimate goal of this effort is to bring about better alignment and more consistent processes that will result in cost savings for fleet recapitalization.

Although many details remain to be worked on this important endeavor, Virtual SYSCOM and CNI leadership will continue to communicate information to all employees as it becomes available. Questions can be sent to [navsuppao@navy.mil](mailto:navsuppao@navy.mil).

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## **Information Professional Redesignation Opportunity**

MECHANICSBURG, Pa. — The Information Professional (IP) community is looking for qualified officers. The IP restricted line community relies on lateral accessions to grow the Navy's experts in communications, computers, networks, surveillance, and space systems. The Supply Corps is currently over manned in Year Groups (YGs) 1999 through 2001 and will allow up to 35 officers from these YGs to redesignate to IP during the June 2004 Lateral Transfer/Redesignation Board. Officers in these YGs with IP related education or experience should consider this opportunity.

The IP community was established in October 2001 and is one of the newest officer communities in the Navy. IP officers plan, acquire, operate, maintain, and secure the Naval network and the systems that support Navy's operational and business processes to ensure they are reliable, available, survivable, and secure. They evaluate and integrate cutting edge technologies, innovative concepts, and essential information elements to ensure a war fighting advantage.

IP officers serve in challenging billets of ever increasing scope and responsibility both afloat and ashore. They are assigned to sea billets on carrier strike

group staffs and ships for the pay grades of lieutenant and above. Shore tours include C4I/Space/Surveillance billets on major Navy and joint staffs as well as command of key communication and surveillance facilities around the globe.

Most IP officers enter the community through lateral redesignation as lieutenants junior grade, lieutenants, and junior lieutenant commanders. The majority of officers selected for the IP community will be warfare qualified and have strong operational backgrounds.

New IPs can expect early assignment to a technical postgraduate degree program in an IP core competency area (Command, Control, Communications, Computers and Intelligence; Space; Information Systems Technology; Computer Science; Modulation and Simulation; Combat Systems; and Information Warfare).

More information on the IP community can be found at <http://www.nko.navy.mil/> (IP Officers Communities Section), <http://www.bupers.navy.mil/pers4420/ipjobsearch.html> or by contacting the Junior Information Professional Detailer & Placement Officer, LCDR Peter R. Falk at (901)874-3512.

If you are interested in the IP community and lateral transfer/redesignation contact LT Todd Wanack at OP (901)874-2914, e-mail [todd.wanack@navy.mil](mailto:todd.wanack@navy.mil), or go to Navy Knowledge Online and visit the Supply Corps Community Portal for more information.

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## **DDC Improves Processes for Customer's Items**

*By Jessica Walter-Groft, Defense  
Distribution Center Command Affairs Staff*

Defense Distribution Center Commander Army Brig. Gen. Kathleen M. Gainey signed a memorandum of understanding with RDML Mark D. Harnitcheck, Commander of the Naval Inventory Control Point, confirming DDC's commitment to providing top-

quality customer service by identifying areas of improvement.

Gainey and Harnitcheck signed the memorandum Jan. 30.

“DDC is working very closely with all of our customers to find ways we can better support them, and this memorandum of understanding details the responsibilities of each activity as we look to the future in support of America’s warfighters,” Gainey said.

In November 2002, the Navy asked DDC for help in reconciling open stock-in-transit inventory records – files that did not indicate a fully successful delivery to the NAVICP’s final destination. At that time, open records numbered almost 6,400, representing about \$232 million worth of Navy inventory.

DDC researched the open records by combing through hundreds of documents and by January 2004, was able to reduce the number of open records to 1,591, totaling \$80 million, a 65 percent reduction.

While researching the open records, DDC also identified areas along the supply chain that contributed to the Navy’s long list of open records.

“As materiel is routed from the ICP to DDC for distribution, and then through the transportation network that carries the materiel to the customer, we found a few areas of difficulty including miscommunication among each activity’s inventory system,” said DDC Supply Management Specialist Dave Olenick. “If DDC receives a Navy item, but the Navy’s system does not recognize the message from our system, it looks [to Navy] as if we never

received that item.”

To improve system tracking, a new Navy stock-in-transit supply discrepancy report web-based system was developed. System change requests for DDC’s Distribution Standards System were written and implemented. These changes were interfaced with the Navy to link and improve communication among the systems.

“DC is glad to be part of this effort that will continue to work to identify both system and operational improvements,” Gainey said.

DDC is headquartered in Fairview Township, York County, Pa., and is responsible for receiving, storing and issuing more than 4 million military items annually in support of Army, Navy, Air Force, Marine Corps, and other federal agencies operations worldwide. More than 8,500 military and civilian DDC personnel operate 22 centers located throughout the United States, Germany, Hawaii, and Japan.

DDC is a field activity of the Defense Logistics Agency, which provides supply support and technical and logistics services to the military services and to several civilian agencies. Headquartered at Fort Belvoir, Va., DLA is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations.

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## PCS Moves Simplified

*By Journalist 1st Class Katherine Sanchez, Naval Support Activity Naples Public Affairs NAPLES, Italy (NNS)*

NAVYNEWS SERVICE—The SMARTWebMove (SWM) program is a Web-based program that allows transferring families and single service members to arrange their household goods move via the Internet. The household goods application and customized entitlement counseling included in SWM is now available to Sailors and their families stationed in Naples.

According to Naval Support Activity Naples Supply Department Material Officer, LCDR Craig Powell, the program brings convenience and flexibility to its

users because families can access it 24 hours a day, seven days a week, from any computer with Internet connectivity.

“They can do it at home or at work. All they need is a computer,” Powell said. “They can complete the entire process all in one session or in more than one session, if they choose.

SWM is the first interactive DoD program that provides tailored entitlements counseling and household goods move applications all online. Naples is the first overseas location in the European theater to have the program.

According to Richard McIntire, SWM program manager, the menus are simple to understand, and most customers can complete the process in about one to two hours.

A move under the original process requires the customer to schedule an appointment, make a visit to the personal property office to receive household goods counseling and complete the move application. This process takes an average of four hours for the customers to complete.

“Moving can be a very stressful and time-consuming experience,” said McIntire. “SMARTWebMove can help improve the quality of life of our Sailors and their families, and is the least stressful way to arrange a move.” With SMARTWebMove, moves are now much easier to set up than having to find the personal property office and go in person.

Furthermore, peak moving season and school rotations will no longer affect a Sailor’s ability to schedule an appointment for counseling,” McIntire added.

Eligibility is based on the service member’s orders and the type of property to be moved. SWM is designed for use by those who are making routine moves and are eligible for simple entitlements based on their PCS [permanent change of station] orders.

Currently, SWM serves Sailors and their families who have PCS orders to a new duty station, homeport, home of selection or home of record. These moves can be made within the continental United States and to/from Italy, Spain and Portugal. Current plans are to have all



Navy CDR Kevin Carrier and Bill Sawyer, a Defense Distribution Depot employee, share information about Navy supplies at the depot in Norfolk, Va. (Photo by Bill Pointer)

overseas Navy personal property offices on-line by the end of September 2004. Those who are retiring or separating can also use SWM.

More than 18,000 service members have used the program since it was launched in June 2001.

To find out more about the program, visit the Web site at [www.smartwebmove.navsup.navy.mil](http://www.smartwebmove.navsup.navy.mil). SWM meets stringent federal and DoD security standards. As information is transmitted over the Internet, passwords are protected and personal information is encrypted. Customer information is protected and stored on secure servers.

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### **DRMS Working to Improve HM Processing**

BATTLE CREEK, Mich. - Just as they have been refining methods for turning in reusable and other types of property, members of the Defense Reutilization and Marketing Service (DRMS) have been working diligently to improve the processing of hazardous materials (HM) through the local Defense Reutilization and Marketing Office (DRMO). Assisting them with these improvements is a team of professionals from other federal agencies.

While DRMS is generally thought of as representing the last link in the supply chain (disposal), the team is looking at all phases of the property flow to find better ways to deal with such material.

A continuous reduction in the volume of hazardous material submitted in good, usable condition has motivated these efforts. The percentage of property that successfully gets reused by other Defense Department customers, transferred to other federal agencies, donated to eligible recipients, or sold to the public has been about 75 percent in years past.

Currently, those numbers are a little over 50 percent. In many ways this trend represents a good thing. Less good property being turned in means less risk for hazardous property to get into the environment, into the wrong hands or into the waste stream. Much of the decrease is

directly related to the new "HM Pharmacy" concept, which reduces submissions to the DRMO. It also means that suppliers (inventory control points or ICPs) have become much more proficient in their ordering practices.

The HM team is studying commodity-based solutions to improve the process. It is analyzing the types of property being submitted, the locations, the marketing environment, the reuse or sales potential and history, and the quantities and conditions of these commodities. Based on the results of that analysis, it will decide the best approach for handling future submissions.

In addition to the commodity analysis, the team is putting great emphasis on solving problems that are affecting this process such as the fees charged to donation customers by the states, and the misidentification of hazardous waste as hazardous material when property is submitted.

The team is also looking at increasing programs such as Return to Manufacturer (RTM). In this program, the material is returned for reuse or recycling by the product's manufacturers. As part of this effort, DRMS is involving the ICPs to get that concept written right into the original procurement contracts. This will have the added benefit of leveling the pricing playing field for "green" products out there.

How? Many of the "green" products appear to be more expensive. If the manufacturers of other products know they will get the excess hazardous material back at the end of its life cycle, the disposal costs will be added to the price of their products up front. This will effectively make purchasing "green" products a more viable solution, as they will now be more competitively priced with the others.

Another possible area of expansion involves consignment programs such as the one for lead-acid batteries. This is an excellent environmental program that has great potential for other commodities. In September 2003, DRMS clarified the procedures for acceptance of hazardous material (HM)/hazardous waste (HW).

Proper identification of all hazardous property is step one in cleaning up this process.

Generators are already paying for the disposal of property with no reuse or sales potential. The only change here is to "call it like it is"—as hazardous waste instead of materials—when it is submitted. This avoids keeping hazardous property on hand virtually stagnant for unnecessarily long periods of time. Increased storage time greatly increases the potential for spills, accidents, and Notices of Violation (NOV) for speculative accumulation for disposal.

*What You Can Do To Help!*

\* Before having your inventory control point fill orders for property, make it standard procedure to check the DRMS web site at [www.drms.dla.mil](http://www.drms.dla.mil) and see if the property you need is available through the RTD program. This service is free and it helps DRMS keep the hazardous property out of the waste stream, saving your peers at other DoD installations and activities that turn in property to the DRMO from having to pay disposal costs. It's a win-win proposition.

\* Verify the condition code of property you turn in to DRMO. HM in "A" (unused/good) condition is 10-50 percent more likely to get picked up through RTDS than HM in "H" (condemned) condition.

\* Extend shelf-life and mark containers on property where this is feasible.

\* Provide full stock numbers on turn-in documents. A correct national stock number (NSN) on hazardous material is 20-40 percent more likely to get picked up through RTDS than the same item in the same condition with a local stock number (LSN) such as "801000PAINT."

\* Properly identify hazardous and solid waste for turn-in to the DRMO. Turning in HW/SW as HM wastes time, money, and effort and increases potential for NOV's.

If you have issues, concerns or ideas on how DRMS can improve HM processing across the board, contact the POC on the HM Initiative, Tracy Sprague, at DSN (932) 5469 or commercial (269) 961-5469.

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# Supply Corps Birthday Celebrations

## Supply Corps Birthday Celebrated on the *Stennis*

Naval Supply Systems Command Executive Director Jeffery Orner joined the Supply Department on USS *John C. Stennis* (CVN 74) in commemorating the Supply Corps' 209th birthday. Pictured in the front row, from left, are LTJG Jesse Hubbart; LT Brian Cool; LCDR Paul Wilson; CAPT Vincent Griffith, Supply Officer; Orner; ENS Michelle Quinlan; CAPT Mark Sickert, Executive Officer; LCDR Timothy Jett; LT Kenneth Ryker. In the back row, from left, are CWO2 Marvin Watson, ENS Tony Cross, LTJG Scott Offutt, ENS Wilson Vorndick, CWO2 Eugene Chestnutt, and LTJG Evelyn Lee.



## USNS *Supply*, Underway in the Gulf of Oman

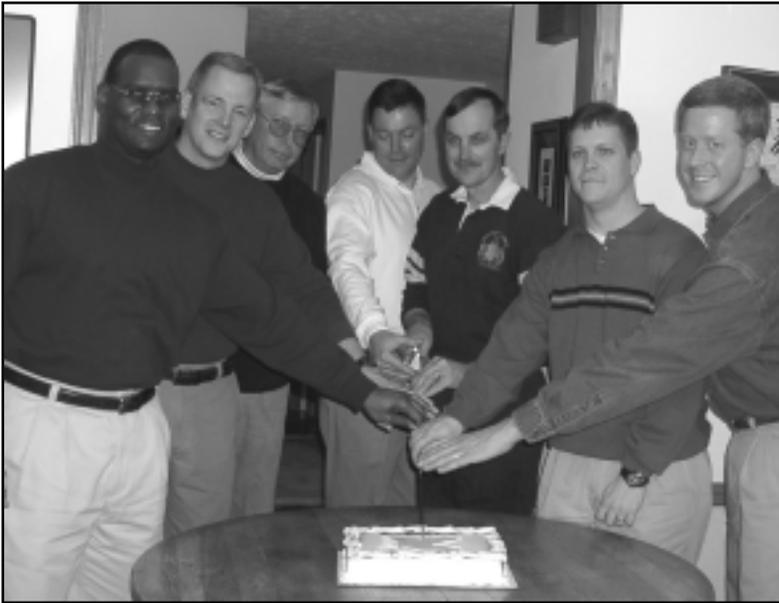


Recently the Supply and Military (MILDEPT) Departments aboard USNS *Supply* celebrated the birthday of the U.S. Navy Supply Corps with a traditional cake cutting, recognizing the oldest and youngest of Supply's logisticians. The photograph was taken in the Crew's Mess includes, from left, SK1 (SW) Derrick Mitchell; SK1 (AW) Mario Heerah, CAPT Bill Thomas, Ship's Master; LTJG Danny Evangelista; SK2 (SW/AW) Sylwia Mrowka, youngest member; Joe Schaefer, Purser; James Claus, Chief Steward; Rafael Velazquez, oldest member; Michael Hepler, Supply Officer, Felix Rosado Jr., Supply Officer; LT Bill Troutman, MILDEPT AOIC; and CDR Joe Spruill, MILDEPT OIC.

## Assault Craft Unit 5 Celebrates

Assault Craft Unit 5 Supply Department celebrated the Supply Corps' 209th birthday with the Commanding Officer and the oldest and youngest Supply Corps professionals. From left, are LCDR George Kelly, Supply Officer; SKCM (SW) Glenn Nelson, Supply Department LCPO and the oldest member in attendance; CAPT Paul Susalla, Commanding Officer ACU 5; CSSR Justin VanHorn, S-2 cook on watch and the youngest member present; and CWO5 (Sel) James Jackson, Food Service Officer.





## U.S. Strategic Command Celebrates

The Supply Corps officers of U.S. Strategic Command in Omaha, Neb., recently gathered to celebrate the Supply Corps' 209th birthday. In attendance, pictured from left, were: LCDR David Smith, CDR Terry Purcell, Mr. Tim Doolin, LT Gary Smith, CAPT Tony Swerczek, LCDR Kyle Bryan, and CDR Scott Thon.

## Port Royal Celebrates at Sea

The supply professionals of USS *Port Royal* (CG-73) celebrated the Supply Corps birthday at sea Feb. 23 in transit to Sydney, Australia. The crew celebrated during their homeward bound leg at the end of the inaugural deployment of Expeditionary Strike Group 1. *Port Royal* deployed Sept. 3 from Pearl Harbor, Hawaii, and operated in the 5th Fleet area of responsibility off the coast of Somalia, in the Red Sea and the Northern Arabian Gulf. Pictured, from left, are LCDR Rick Buell, SC, USN; LTJG Michael Albright, SC, USNR; LTJG Bran Sherman, SC, USNR; and Port Royal Commanding Officer CAPT Patrick E. Allen, USN.



## 7th Fleet N4 Celebrate in Shanghai

The Navy Supply Corps 209th birthday was celebrated by Commander 7th Fleet N4 personnel, on board USS *Blue Ridge* (LCC 19), during a port visit to Shanghai, China, Feb. 24-27. Participants included, from left, STGC (SW/AW) Keith Rickett, LCDR Darrell Mathis, LT Brian Johnson, CSC (SW) Catina Harris, CAPT Steve Romano, LT Domingo Alinio, SKCS (SW) Kenneth Williams, LCDR Robert Killius, and CSCM (SW/AW) Romulo Bugayong.



## USS *Helena* Receives 2nd Blue “E” for Supply Excellence



USS *Helena* (SSN 725) received her second consecutive Commander Submarine Squadron 11 Supply Blue “E” for CY '03 from CAPT Doug McAneny. The Captain is pictured, holding the plaque, with the USS *Helena* Supply Department personnel, from left, CS2 (SS) Andrew Conley, SKSN (SS) Joshua Liles, SKSN Deon Brown, SKC (SS) James Keays, CS3 (SS) Derek Abbott, LTJG Scott Gescheider, CS2 (SS) Doug Morton, CS2 (SS) Michael Lorenzo, CSC (SS) Juan Hernandez, STSN Tad Weiglan, CS3 (SS) Freddie Lester, and CS3 (SS) Charles McCoy.

**DEPARTMENT OF THE NAVY  
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**Official Business**