Strategic Plan
2017-2021
& Commander’s Guidance
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Foreword

Naval Supply Systems Command (NAVSUP) has a tradition of meeting the tests of dynamic operating and fiscal environments and remains dedicated to ensuring the Navy is ready to meet its mission. It is the resiliency and adaptability of our supply community (civilian, active duty, and Reserve Component) that allows us to overcome challenges, provide solutions, and deliver to our customer. NAVSUP sustains the fleet today, plans for tomorrow, and is always ready for sea.

The NAVSUP Strategic Plan, supported by my Commander’s Guidance, is rooted in the Navy’s Design for Maintaining Maritime Superiority. Our strategic priorities directly support all Lines of Effort: strengthening naval power at and from sea, achieving high velocity learning at every level, strengthening our Navy team for the future, and expanding and strengthening our network of partners. This document defines the core mission of the NAVSUP Enterprise and sets a course to ensure our future relevance through improved and sustained support to the fleet.

Logistics is a warfighting capability. The NAVSUP Enterprise has a global and dynamic reach that enables warfighters to accomplish their mission across the full range of military operations. Enterprisewide collaboration requires effective communication, and the power of the team is enhanced through full and open sharing of real-time information across NAVSUP lines of effort. Our influence within and across the logistics network allows us to closely align with the warfighter and optimize available resources. Our relationships with Joint, federal agency, coalition, and commercial partners are also critical to how we deliver our products and services to our customers.

Our culture is the foundation to how we fight. Every member of our supply community has the ability to enhance, maintain, or diminish our organizational integrity through the actions they take. In all we do, we will reach our objectives by always doing what is right for the Navy and adhering to our guiding principles.

NAVSUP is proud to be the Navy’s trusted provider of supplies, services, and quality-of-life support. Our success ensures the global supply chain is responsive to our customers’ requirements in an ever-changing environment. Our supply community is committed to demonstrating how we fight every day by ensuring our Navy is ready and responsive.
NAVSUP STRATEGIC PLAN
2017-2021

MISSION
To provide supplies, services, and quality-of-life support to the Navy and Joint warfighter.

VISION
To be the Navy’s trusted provider of supplies, services, and quality-of-life support.

STRATEGIC PRIORITIES
Our People: We will continue to emphasize a culture of inclusion built upon the foundations of mutual trust, respect, and the value of diverse ideas. This environment welcomes innovation and courage by placing great value on new ways of thinking and the abilities and backgrounds of our people.

Our Customers: We earn our customers’ trust and confidence, demonstrating our relevance by collaborating with them to maintain alignment to their operational and quality-of-life needs. Our customers depend on our ability to innovate, solve problems, and deliver efficiencies.

Our Processes: We must continue to challenge the way we do business, while assuring all we do is auditable and cyber secure. Our decisions will be data-driven and aligned with fleet requirements.
GUIDING PRINCIPLES

We always do what is right for the Navy.

- We relentlessly pursue customer satisfaction
- We are tenacious, agile, flexible, and responsive in supporting the warfighter
- We foster an environment of innovation, initiative, and mutual trust and respect
- We value individual integrity, courage, and accountability
COMMANDER’S INTENT

We focus and align our efforts to:

1. **Fight across the full range of military operations:**
   Provide agile operational supply and contracting support to naval forces across geographic regions and operational domains in any environment. Integrate strategic, operational, and tactical logistics for the global logistics network.

2. **Optimize the supply chain:**
   Ensure the Navy’s supply processes and inventories are capable of supporting Phase II and Phase III of the Joint Operational Phasing Model.

3. **Improve supply chain Information Technology (IT) systems:**
   Increase fleet readiness by providing IT and management solutions that support our naval forces in concert with our IT partners.

4. **Increase access to quality-of-life services:**
   Improve quality-of-life services for Sailors and families, while augmenting contingency and deployment support.

5. **Lead with character and competence:**
   Promote an ethical, effective, and committed workforce (civilian, active duty, and Reserve Component).

6. **Operate with sound internal controls:**
   Complete a cultural shift from audit compliance to a fully implemented and institutionalized way of doing business within a risk management framework.

7. **Strengthen cybersecurity:**
   Foster a diligent cybersecurity environment focused on analysis, assessment, and mitigation of supply chain risks.
OUTCOMES

Focusing our efforts in these ways will ensure that:

• NAVSUP is positioned to deliver warfighting sustainment in an access- and communications-denied environment and provide supply support to all ashore, afloat, and expeditionary units.

• NAVSUP has strong relationships with Program Executive Offices (PEO), Department of Defense (DoD), organic, and commercial partners to execute the acquisition process and improve our ability to accurately forecast fleet demands and mitigate supply chain risks.

• NAVSUP provides a coordinated single enterprise response to operations and contingencies, while expanding services to remote and underserviced areas.

• NAVSUP delivers auditable and effective supply chain performance through modernized, automated, and integrated IT solutions through our partnerships with Space and Naval Warfare Systems Command program offices, Department of Navy (DoN) Chief Information Officer (CIO), and PEO Enterprise Information Systems.

• NAVSUP fosters inclusion, welcomes diverse ideas, and promotes a culture of moral excellence in which the entire supply community does things right, even when no one is watching.
The Commander’s Guidance transforms the NAVSUP Strategic Plan into action and ensures we continue to be the Navy’s trusted provider of supplies, services, and quality-of-life support. This guidance is not a comprehensive guide to everything we do. Rather, it is the direction for the strategic shifts in those business areas necessary to fight across the full range of military operations.
Key Focus Areas

1. **Fight across the full range of military operations.**

We will:

1.1 Validate a proof of concept for push logistics using food service replenishment as a prototype for other classes of supply. (N3/4)

1.2 Develop and codify detailed processes that document submission of requirements, timelines, and responsibilities to support expeditionary forces. (N3/4)

1.3 Refine our supply strategies and metrics to better support minimally-manned ships. (NAVSUP GLS)

1.4 Demonstrate and evaluate the logistics support during decentralized operations and adverse operational conditions via the NAVSUP Contingency Response Base Plan, NAVSUP GLS Area of Responsibility annexes, and the Enterprise Logistics Response Team program. (NAVSUP GLS)

1.5 Expand the availability of healthy meal choices and improve the capability to support Sailors during all phases of military operations. (N3/4)

1.6 Improve active duty and Reserve Component integration in execution of the NAVSUP Contingency Response Base Plan to meet mission requirements. (NAVSUP GLS)

1.7 Refine exercise plan to incorporate a Mission Essential Task List (METL) and assess all NAVSUP warfighting capabilities, products, and services. (NAVSUP GLS)

1.8 Develop an Operational Contract Support (OCS) strategy that is aligned to support the Navy’s OCS strategy. (N7)

The outcome of our efforts will be improved supply support options for fleet commanders, navy regions, and warfare enterprises. We will enhance supply ashore and distance support, increase responsiveness in a denied environment, and improve integration and interoperability with the warfighter.
Key Focus Areas

Optimize the supply chain.

We will:

2.1 Drive down Unfilled Customer Orders and increase First Pass Effectiveness by conducting root cause analyses, improving data integrity, and training the workforce. (NAVSUP WSS)

2.2 Refine inventory positioning and analyze transportation lines to optimize distribution time to forward-deployed locations. (NAVSUP WSS)

2.3 Develop supply policy and processes that support the expansion of Additive Manufacturing (AM). (N3/4)

2.4 Modernize NAVSUP allowancing policy to strengthen oversight, process improvement, and positioning. (N3/4)

The outcome of our efforts will be improved forecasting, positioning, and availability of inventories capable of supporting Phase II and Phase III operations. We will strengthen our relationships with our partners to improve and streamline acquisition practices.
Key Focus Areas

3 Improve supply chain IT systems.

We will:

3.1 Explore expansion of P-8 Logistics Cell (LOGCELL) IT capabilities to all aviation Type/Model/Series and achieve consensus on a maritime platform LOGCELL strategy. (NAVSUP WSS)

3.2 Deliver Electronic Retrograde Management System (eRMS) modernization. (NAVSUP BSC)

3.3 Expand Navy Business Intelligence Services (NBIS) to meet Navy Business Intelligence Community of Excellence objectives. (NAVSUP BSC)

3.4 Partner with PMW-150 on conducting an analysis of alternatives that will identify the replacement Naval Operational Supply System (NOSS) for Navy Tactical Command Support System (NTCSS). (NAVSUP BSC)

The outcome of our efforts will be a developed and sustained data-centric enterprise that emphasizes supply chain business IT systems improvement by leveraging our partnerships and the rapid advancement of technology. We will provide supply chain information technology and management solutions for supply and financial requirements that increase fleet readiness by improving automation and information sharing.
Key Focus Areas

4 Increase access to quality-of-life services.

We will:

4.1 Improve reach and availability of NEXCOM products and services during contingency responses, in support of ships stores, and through OCONUS e-Commerce penetration. (NEXCOM)

4.2 Initiate the rollout of the Navy’s Type III Uniforms. (NEXCOM)

4.3 Assess and prioritize micro market business opportunities to provide increased service to underserviced and remote areas. (NEXCOM)

4.4 Partner with U.S. Transportation Command to develop and implement Defense Personal Property Program initiatives to improve customer support during Permanent Change of Station (PCS) moves. (N3/4)

4.5 Develop automated solutions of food service processes to improve galley operations and increase Sailor awareness of nutrition and performance. (N3/4)

4.6 Expand commercial unofficial Wi-Fi within Navy shore facilities. (NEXCOM)

The outcome of our efforts will be expanded services and product selection to provide Sailors and families with more choices. We will collaborate with partners to improve customer quality-of-life experiences, deliver seamless uniform support, ensure afloat and ashore connectivity, and expand services to deployed forces.
5.1 Publish and execute a NAVSUP Human Capital Strategy that is aligned with the Navy Civilian Workforce Framework and cultivates a culture of inclusion, diverse ideas, and ethical decision making. (N1/N5)

5.2 Build a Reserve Component development plan that provides opportunities for Reservists to gain education, training, skillsets, and career milestones that prepare personnel for key leadership positions. (N9)

5.3 Increase ethics awareness by providing ethics tools, such as computer-based training and engagements through various media and forums, to further refine our ethics processes and compliance. (N1/N5)

The outcome of our efforts will be increased ethics awareness and an inclusive workforce (civilian, active duty, and Reserve Component) with the capability and capacity to execute the current and future missions of NAVSUP. We will continue to build an ethical, effective, and committed workforce dedicated to our mission with the knowledge that all are valued members of a world-class team. We value a culture of moral excellence and doing the right thing, even when no one is watching.
Enabling Focus Areas

6 Operate with sound internal controls.

We will:

6.1 Develop a risk management framework and maintain a risk inventory, including mitigating factors and management assessments. (N8)

6.2 Respond to new Office of Financial Operations (FMO) focus areas for Internal Controls over Financial Reporting and Internal Controls over Financial Systems. (N8)

The outcome of our efforts will be the execution of an enterprise approach to auditability requirements and standards. Our core business processes throughout the NAVSUP Enterprise will not only be efficient, but also pass the scrutiny of an external audit. Whether we are updating supply processes and policies or designing new IT business solutions, all of our actions will be consistent with sound internal controls.
7 Strengthen cybersecurity.

We will:

7.1 Implement a capability to collect and analyze large volumes of real-time data to improve continuous monitoring of all supply and logistics applications. (NAVSUP BSC)

7.2 Develop an information and intelligence capability to increase access to cyber reporting and better identify cyber threats. (N6)

7.3 Partner with Defense Information Systems Agency (DISA) to build sufficient system and communications redundancy to establish a resilient supply chain system that can function during significant adversary cyber actions. (NAVSUP BSC)

7.4 Transition all assessment activities from the DoD Information Assurance Certification and Accreditation Process (DIACAP) to Risk Management Framework for DoD IT and maintain a continuous monitoring and execution program to ensure DoN compliance. (NAVSUP BSC)

The outcome of our efforts will be strengthened intelligence capabilities and partnerships to better protect our warfighting support. We will reduce cybersecurity risks and minimize vulnerabilities to protect against disruptions to supply chains and business systems.
Who We Are

Naval Supply Systems Command

We manage supply chains that provide material for Navy aircraft, surface ships, submarines and their associated weapons systems.

We provide centralized inventory management for Navy’s non-nuclear ordnance stockpile.

We provide a wide range of base operating and waterfront logistics support services, coordinating material deliveries, contracting for supplies and services, and providing material management and warehousing services.

We are responsible for many of the quality-of-life programs that touch the lives of Sailors and their families every day, including Navy Exchanges, Navy Lodges, the Navy Personal Property Program, and the Navy Postal System.

We administer the Navy Food Service Program, with responsibility for the policies and procedures that govern the day-to-day operations of general messes afloat and ashore.

NAVSUP Weapon Systems Support
NAVSUP Global Logistics Support
Navy Exchange Service Command
NAVSUP Business Systems Center