NAVSUP
CHANGE OF
COMMAND

RADM MICHELLE SKUBIC TAKES THE HELM TO BECOME COMMANDER, NAVSUP AND 48TH CHIEF OF SUPPLY CORPS
A Message from the Chief of Supply Corps

It is a humbling honor to serve as Commander, NAVSUP and 48th Chief of Supply Corps. I am eager to work with our team of dedicated professionals in the NAVSUP Enterprise, the Navy Supply Corps, and our supply community. Together, we will continue the hard work of those who have gone before to ensure our logistics community effectively serves the fleet and improves warfighter readiness and sustainment.

As we work to build the Navy the Nation needs, NAVSUP has a key role in supporting improved readiness, and enduring sustainment of our military might. Our focus remains on the fleet, from the Sailors at sea and all others in harm’s way, to ensuring we enable success in operations and effective combat engagements. We owe this to our warfighters. The changing character of the competition means we must be ready to fight tonight—that is our mandate—that is our imperative.

Priorities we will continue to emphasize are taking care of our people, improving fleet readiness, continuing NAVSUP’s reform efforts, and making progress on audit. We are increasing the speed of support and are rallying with other key players in Navy sustainment, collaborating end-to-end to achieve the right outcome for our fleet. NAVSUP and the Supply Corps will bolster our integration role with the Navy’s key readiness and modernization drivers – the shipyards and fleet readiness centers – from material planning to order fulfillment, and everything in between, to better support force generation that is lethal, reliable and timely. We will do this responsibly, with an eye to both precise execution and accountability.

This issue of “The Navy Supply Corps Newsletter” features the first of four excerpts from the publication, “Maritime Logistics in a Changing Strategic Environment” written by our own, Rear Adm. Peter Stamatopoulos. It also contains articles highlighting the continued NAVSUP reform efforts, as well as happenings around the NAVSUP Enterprise.

Thank you for your kind welcome. I look forward to working with all of you as we improve the capability of our naval and Joint forces and devise solutions in the industrial mission set, accelerating the return of ships and aircraft to the fleet. Together we will always be ready to serve, ready to sustain the fight, and ready for sea.

MICHELLE C. SKUBIC
RADM, SC, USN
Team Supply,

Congratulations to all of our newly pinned chief petty officers! Being able to provide subject matter expert answers to all Sailors who “Ask the Chief” is the essence of who we are as chief petty officers. Let us continue to emulate the “Chief Petty Officer’s Creed” in all that we do as professionals.

This newsletter issue features Rear Adm. Peter Stamatopoulos’ “Maritime Logistics in a Changing Strategic Environment.” Having witnessed him present this brief to senior leaders, I can tell you that the takeaways from his article are something that you will refer back to frequently. I encourage all of us, regardless of our individual background (enlisted, civilian, officer, non-supply personnel), to take a moment to review the “Five Essential Functions of Sea Power” graphic in particular, and consider how each of our efforts fit into the Navy and Joint logistics environment for maintaining maritime superiority.

This quarter’s newsletter also features NAVSUP’s ongoing Enterprisewide reform efforts. Each day, as we move forward with the reforms, we are uncovering new ways to improve how we do business and support our customers. Our Reform Management Office is spearheading the initiative, with a focus on five value pillars and four enabling efforts with significant progress discussed in the following articles.

Lastly, we wish our 47th Chief of Supply Corps, Rear Adm. Jonathan Yuen, fair winds and following seas, and welcome aboard our 48th Chief of Supply Corps and Commander, Naval Supply Systems Command, Rear Adm. Michelle Skubic.

Lead with character and competence!

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

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NAVSUP FLEET LOGISTICS CENTER SAN DIEGO SUPPORTS RIMPAC 2018

RETIEMENTS

OBITUARIES

*Cover photo by Madeline Klebe
The Navy Supply Corps Newsletter

The 2017 Admiral Stan Arthur Award Logistics Team of the Year is the NAVSUP Fleet Logistics Center (FLC) Jacksonville’s Enterprise Logistics Response Team (ELRT).

The NAVSUP ELRT’s 2017 deployment to Guantanamo Bay, Cuba and Key West, Florida to support disaster response operations following Hurricanes Irma and Maria, realized the combined efforts of the NAVSUP Enterprise to develop, resource, staff and test the ELRT concept.

The ELRT was composed of Sailors and civilians from FLCs Jacksonville, Puget Sound, and San Diego; NAVSUP Headquarters; and NEXCOM, who possess critical skill sets to respond to a disaster or contingency. Members provided warehousing, postal, supply support, contracting and other logistical services to base commanders, tenant commands and other mission essential personnel who remained in place following the hurricanes.

Recognition as the 2017 Admiral Stan Arthur Logistics Team of the Year is a testament to the dedication and expertise the NAVSUP Enterprise provides to identify a need, develop a plan and execute to meet emergent requirements. This is a team win, made possible by the countless contributions of the military, civilian and contractor staff who work to support the global NAVSUP mission.

NAVSUP FLC Jacksonville also won the 2017 NAVSUP Logistics Team of the Year.

Members of the NAVSUP ELRT return to Naval Station Mayport, following deployment to Guantanamo Bay and Key West, where they provided warehousing, contracting, and other supply support services in the wake of Hurricanes Irma and Maria. –photo by Barbara Burch

NAVSUP Military Logistician of the Year

During a NAVSUP Headquarters June Town Hall meeting, Rear Adm. Jonathan Yuen presented Cmdr. John Bredenkamp with the 2017 NAVSUP Military Logistician of the Year award.

As Director, Industrial Support, NAVSUP Weapon Systems Support (WSS), Cmdr. Bredenkamp led the development of the component “Find and Fix Team” concept, component analysis tool, and NAVSUP WSS expedite cell—three innovative approaches that focus on increasing the readiness of our operating forces. –photo by Dorie Heyer
Rear Adm. Jones Takes the Helm at DLA Distribution

By Emily Tsambiras, Public Affairs, Defense Logistics Agency Distribution

Navy Rear Adm. Kevin Jones formally took over as Defense Logistics Agency (DLA) Distribution commanding officer during a Change of Command ceremony in June, when he accepted the organization’s colors from DLA director Army Lt. Gen. Darrell K. Williams.

Relinquishing command was Army Brig. Gen. John S. Laskodi, who has served as DLA Distribution commanding general since June 2016.

Following the traditional passing of the colors, marking the transition of leadership, Williams spoke of Laskodi’s numerous accomplishments over the last 24 months, including the DLA Distribution Expeditionary team’s humanitarian efforts in the wake of Hurricanes Harvey and Irma, the standup of three overseas distribution centers, and the organization’s superior performance metrics.

Laskodi responded to the comments saying “…those were not my accomplishments, but rather, the work of this incredible workforce. As both a 35-year customer and as your leader for the last two years, I am incredibly thankful.”

Introducing the workforce to Jones, Williams announced that DLA Distribution was in good hands, describing Jones as a “focused leader” and a “warfighter's logistician” who will get the job done.

Jones, who joined DLA Distribution following his last assignment as commander of the Office of Special Projects, announcing that he was “very proud” to be taking over as commander.

“We are a command on the leading edge of change. I believe our future is a good one and I look forward to realizing it with you. Now let’s get back to work and see if we can make life a little better for our friends and a lot more difficult for our enemies.”
Having the opportunity to go to the filming of “The Price is Right” was amazing, but being selected as a contestant was an absolute dream come true.

I have always loved watching “The Price is Right” and getting to be a part of one of my favorite shows was exhilarating. I have been watching since I was little, but my love for the show actually began in Navy Supply Corps School. It would come on every day during our lunch break, and I would watch it before returning to class.

I believe being a part of the Supply Corps allowed me to be more analytical and decisive during my time on the show. I think watching the show almost every day when I got home from work played a part in my success as well.

The most amazing thing about the whole experience was the sum of everything that happened that day. My husband recently got back from deployment with the 15th Marine Expeditionary Unit, and we were flying to Fiji to celebrate his return during his post-deployment leave. Since we were flying out of Los Angeles International Airport, I wanted to try to get on the show. We waited in line for hours and barely made it on. (There were only four people behind us that got selected.)

Then, to top it all off, when I was on stage having just won the showcase, I was able to tell my husband the best news of all... we are expecting our first child!

Lt. Veronica Grimes celebrates after winning her pricing game, “Danger Price,” by grabbing her new Burberry purse. –photo by Joseph Damour
In order to grow as a leader, students of the Corporate Management Development Program (CMDP) are asked to find a Development Opportunity (DEVOP) that will push them out of their comfort zone and requires them to adapt to a new position and culture, while fostering personal and leadership growth.

For my DEVOP, I chose to go aboard an operational aircraft carrier—the USS Abraham Lincoln (CVN 72). This may seem like an odd choice, since typically students of CMDP rotate to other office branches. I've had the opportunity to experience a number of different offices, travel to a variety of locations, and do a range of work projects across the NAVSUP Enterprise. Therefore, in order to broaden my perspectives and enhance my leadership development, an operational DEVOP was the smart choice.

I wanted to be where the action was, and operations was an area where I was lacking experience. I want my career to head in the operations direction. By going out to sea with the active duty Navy, I could observe first-hand the end result of the work civilians do, and be a part of an entirely different work culture.

Development Assignment Position

The position of a B-Strike aboard an active carrier is dynamic, and, if filled by a self-motivated individual, can be an extremely beneficial and exciting experience. The B-Strike billet is normally filled by an O-3 or O-4, and has historically been occupied by pilots awaiting a department head position while fulfilling their aviation appreciation tour (exposure to sea duty in order to appreciate air duty) requirement. As a civilian GS-13, I was equivalently ranked to fill the position.

As a member of the strike team, I was exposed to all aspects of an operational carrier and had the opportunity to contribute to tactical-level operation planning. I assisted approximately 100 naval aviators in qualifying for carrier landings, which was the work of planning over 1,500 fixed and rotary wing flight hours.

Additionally, I took on a special assignment from the strike officer. The digital file structure was not organized. Previously, there had been no set system for saving records in an organized manner. This is important, as officers typically turn over every three years, and an organized, self-explanatory system would greatly improve the turnover process. I spent time familiarizing myself with the duties of strike operations, their files, products, and workflow, and then assembled a new structure to present to the office. With their approval, I reorganized the entire shared drive, resulting in a simple system that is easier to navigate.
Experiences During DEVOP
The experiences I had on the ship can be categorized two ways:

- Leadership/communication principals
- Character building

The time spent working on my daily tasks, attending meetings, observing leadership along the chain of command, and day-to-day operations provided me with the leadership competencies expected during a DEVOP.

There is a lot of “leadership by walking around” on the ship, as Sailors are spread out and not everyone has access to email. Most communication is done daily at quarters, via face-to-face interactions, and 1 Main Circuit (IMC) announcements.

I attended a number of meetings while on the ship, including:

- All officer’s meetings
- Operations quarters
- Navigation briefs
- Replenishment at sea briefs
- GUNEX (details on the execution of the weapon tests)
- Planning boards for training

Attending these meetings was an effective way to observe leadership and planning in a different perspective than from my regular work environment. Subject matter experts gave their share of the brief, and everyone spoke up when they had lessons learned or suggestions.

I also had the opportunity to observe and/or participate in a number of events and drills, which I would categorize as character building:

- F-35 launch: I was able to physically launch (push the fire button) for an F-35 from “the bubble.”
- Landing signal officer platform: I stood on the platform at the edge of the ship where the officers signal and guide the incoming jets for a safe landing.
- Weapons on-load: Over four million pounds of ordnance was brought onto the ship by helicopters and side-by-side transfer; I was able to observe this from a helicopter.
- GUNEX: Weapons were fired on moving targets such as a drone towed behind an airplane; a remote-controlled jet ski; and a remote-controlled boat.
- General quarters/man overboard drills: Conducted at all hours.
- Mass casualty drill: I participated as a victim actor, and was able to see how the ship trains corpsman and medics for a mass casualty event.
- Flight Deck 5ks.

Leadership Competencies Acquired and Strengthened as a Result of the DEVOP:

- External Awareness: Getting out of the civilian office space and being aboard a carrier gave broad depth to the Navy and fleet.

      ![](image)

      Above: Observing an ammunition onload with the HSC-5 Nightdippers (MH-60S Helicopter) —photos by CVN 72, Public Affairs Office

- Flexibility, Strategic Thinking Decisiveness, and Problem Solving: In an operational environment, you plan for missions; however, the plans change as soon as the mission starts. Having the ability to solve problems in an unfamiliar situation is a quality that good leadership requires.
- Resilience: Being underway, you’re always on call, always a leader, and you need to have toughness and flexibility. The military has a saying—hurry up and wait—which I was able to get through first-hand experience a number of times. Stress and pressure can build up when over 3,000 people are together on a ship and unable to go home for weeks at a time. Being able to adjust to this setting is crucial.
- Leveraging Diversity: The ship is comprised of a variety of ages, backgrounds, experience, and education. There is also diversity between enlisted personnel and officers. Chiefs have more experience than junior officers (JOs), but JOs outrank chiefs. This makes for an environment requiring tact and teamwork. It’s important to know your people, their backgrounds, and maximize their knowledge and potential.

Personal Benefits Gained
Leaders in an operational environment meet short deadlines to keep up with the ship’s pace. In order to accommodate ever-changing operations, decisions are made based on the information in front of you. The ship operates 24/7. I found that I thrived in this environment, and was able to keep up with the operational tempo, and thoroughly enjoyed it.

I went underway with Abraham Lincoln a total of four times, totaling 34 days at sea. During this time, I learned new methods and exercises of communication and intend to use them. For example, the pilots have a “true confessions” session, where they admit to their mistakes in order to prevent other pilots from making the same mistakes. This can be used in the civilian side as a means of accountability and lessons learned. Morning quarters (stand-ups) are held throughout the ship as a quick method of passing information and priorities to the Sailors. This can also translate over for a means of quick get-togethers in the office as opposed to email blasts and long meetings. I also experienced leadership and mentorship while helping enlisted personnel through difficult situations, teaching them that sometimes taking no action is the best action, and other mediation and communication strategies.
Looking Back at the Legacy of NAVSUP’s Senior Enlisted Leadership

By CMDCM(SW/AW) Thaddeus T. Wright

On November 2, 2016, I reported to NAVSUP headquarters and was greeted by my sponsor CSCM(SS/SW) Cameron Kelsey. As he walked me around the building, we came to what I initially described as “The Hall of Leaders.” In this passageway, there are photos of the former Chief of the Supply Corps officers dating back to 1842, as well as all of the command master chiefs (CMCs) who served for the Chiefs of Supply Corps.

I stood in front of both photo boards in awe and had no idea that we had this rich history on display, highlighting both sides of officer and enlisted leadership. I took this opportunity to review each photo of the master chiefs to see if I recognized any of these past leaders. There were many master chiefs that I did not know, but there were a few I remembered coming up through the ranks.

I want to take this opportunity to list the prior force and CMCs for everyone's awareness. Below are the names of senior enlisted leaders who have served the Chiefs of Supply Corps starting in 1968. They played a tremendous role in shaping and molding the supply community and the NAVSUP Enterprise into what it is today.

FORCM Charles Hardy, February 1968 to February 1971–Source rating Storekeeper (SK)

FORCM John McIntosh, February 1971 to July 1973–Source rating Storekeeper (SK)

FORCM Raymond Schreppel, June 1973 to September 1976–Source rating Storekeeper (SK)

FORCM Michael Mavroudis, October 1976 to April 1978 – Source rating Storekeeper (SK)

FORCM David Koelsch, March 1978 to April 1981 – Source rating Storekeeper (SK)

FORCM(SS) Thomas Connor, February 1981 to March 1984 – Source rating Storekeeper (SK)

FORCM Larry Carey, February 1984 to September 1987 – Source rating Storekeeper (SK)

FORCM(SS) Rusty Malbon, January 1988 to June 1991 – Source rating Storekeeper (SK)

CMDCM(SW) Brent Cawley, June 1991 to April 1994 – Source rating Storekeeper (SK)

CMDCM(SW/AW) Thomas Rittle, April 1994 to September 1997–Source rating Postal Clerk (PC)

CMDCM(AW) Ted Kyle, September 1997 to September 2000–Source rating Aviation Storekeeper (AK)

CNOCM(SW) Jim Smith, September 2000 to July 2003 – Source rating Mess Management Specialist (MS)


Meeting CNOCM(SW/AW) Warner in person was my first interaction with the Chief of Supply Corps’ CMC. He visited the Norfolk waterfront when I was stationed on the USS Normandy (CG 60) in 2002, but I really had the opportunity to see him in action when I was stationed at Commander, Naval Surface Forces Atlantic in 2006.

In 2006, Warner pulsed the entire fleet regarding supply ratings, initiatives, and scheduled/potential mergers per the merger in 2002 of the aviation storekeeper (AK) rating and the storekeeper rating (SK). There was a lot of synergy in the supply enlisted community during his tenure because fleet feedback was being sought in response to the Chief of Naval Operations’ vision.

It was Warner who offered me mentorship and encouragement. This made me feel included, and reassured me that people like myself (a mess management specialist/culinary specialists) were valued and appreciated in the supply community.

CMDCM(SW) Jim Collins, May 2007 to October 2010–Source rating Postal Clerk/Logistics Specialist (PC/LS)

CMDCM(SW) Collins continued to drive forward efforts of reform and innovation, executing the fusion of two supply enlisted ratings - SK and postal clerk (PC) in 2009, to make up today’s logistics specialists (LS).

Collins continued to search for fleet feedback through our valued supply enlisted roadshows and our ongoing efforts from the Senior Enlisted Board of Advisors. Collins provided guidance during tough times of gapped leading chief petty officer manning, Type Command
Top 6 roll downs, and aggressive individual augmented taskings across the supply community.

The Navy started introducing new platforms like the amphibious transport dock (LPD 17) San Antonio class, as well as the USS Freedom (LCS 1) and USS Independence (LCS 2) littoral combat ships (LCS) class. With these new platforms in the fleet, we took a moment to look at new ideas in terms of how we provided goods and services. One of the things that Collins did as a leader was challenge the supply chief petty officer mess to become a CMC, a challenge that I would later take to heart.

CMDCM(SW/AW) Sidney Dawson Jr., October 2010 to April 2014—Source rating Logistics Specialist (LS)

CMDCM(SW/AW) Dawson took over the CMC seat and continued to pave the way forward, implementing the new LS rating throughout the fleet. He continued the supply enlisted roadshows and directly supported the newly formed Senior Leadership Advisory Council, which had a crucial role in gauging the supply community’s concerns on the state of the fleet and future initiatives.

Dawson was met with several fiscal challenges, budget constraints and conflicts due to furloughs, inability to travel to see the fleet, and tremendous strain felt throughout the enterprise due to the fiscal challenges.

One key thing I learned from Dawson was to be a living example of work/life balance in all that we do and strive for in life. Dawson was later assigned to the Senior Enlisted Academy as the deputy director.

CMDCM(SW/IW) Donald Myrick, April 2014 to November 2016 – Source rating Ship’s Servicemen (SH)

CMDCM(SW/IW) Myrick became CMC as the Navy was coming out of tough budget constraints. Furloughs were lifted and travel across fleet concentration areas was authorized. He immediately learned the NAVSUP Enterprise and started to conduct our valuable supply enlisted roadshows across the globe. During his tour, a number of rating initiatives took place from Manpower, Personnel, Training and Education (MPT&E) in which all supply enlisted ratings were under review.

Myrick was a member of the Chief of Supply Corps inaugural committee. He traveled to the Navy Supply Corps School quarterly to conduct fireside chat sessions regarding ethical expectation and leadership with students of the basic qualification course (BQC) prior to their initial operational tours.

In addition, Myrick was hand-picked by the Assistant Secretary of the Navy for Financial Management & Comptroller and Master Chief Petty Officer of the Navy (MCPON) to lead a working group in the review of pay, personnel and allowances for the entire Department of the Navy.

Myrick would later be selected as the executive assistant to MCPON 14 and is currently CMC for the Naval Inspector General.

As I moved into the office, I was fortunate to have come across some of the old memos and newsletters from FORCM(SS) Malbon and other leaders who have sat in the seat. Their words and reflection on leadership are still relevant today. Not only do I reference them from time to time, but I will start sharing their words of wisdom with the team here and in my other communications to further awareness and understanding of leadership characteristics.

It is truly an honor to serve in this capacity and I want to continue to advocate for those I serve, pay my respect for the great leaders that came before me, and leave footprints for those who follow.

The quote below is from FORCM(SS) Malbon regarding leadership:

“If leadership is done right, and your personnel are taken care of and trained to a sharp edge, then job completion becomes a moot point. It will take care of itself. If you do not provide strong leadership and supervision, take good care of your personnel, or properly train them, job completion will be impossible to obtain. Our young Sailors certainly deserve better than that.”

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Note 1: FORCM (Force Master Chief) – Though not recognized between 1968 to 1991 each Master Chief Petty Officer of the Supply Community communicated and conducted business as a Force Master Chief (with title) for all supply enlisted issues in addition to their duties with the NAVSUP Enterprise.

Note 2: CNOCM (CNO – Directed Command Master Chiefs) were assigned to CMCs, whose Commanders directly reported to the Chief of Naval Operations.
During the course of initiation, you have been caused to humbly accept challenge and face adversity. This you have accomplished with rare good grace. Pointless as some of these challenges may have seemed, there were valid, time-honored reasons behind each pointed barb.

Your faith in the fellowship of Chief Petty Officers was necessary to overcome these hurdles. The goal was to instill in you that trust is inherent with the donning of the uniform of a Chief. Our intent was to impress upon you that challenge is good; a great and necessary reality which cannot mar you – which, in fact, strengthens you.

In your future as a Chief Petty Officer, you will be forced to endure adversity far beyond what has thus far been imposed upon you. You must face each challenge and adversity with the same dignity and good grace you have already demonstrated.

By experience, by performance, and by testing, you have been advanced to Chief Petty Officer. In the United States Navy – and only in the United States Navy – the rank of E7 carries with it unique responsibilities and privileges you are expected to fulfill and bound to observe.

Your entire way of life is changed. More will be expected of you; more will be demanded of you. Not because you are an E7, but because you are now a Chief Petty Officer. You have not merely been promoted a paygrade, you have joined an exclusive fellowship and, as in all fellowships, you have a special responsibility to your comrades, even as they have a special responsibility to you. This is why we in the United States Navy may maintain with pride our feelings of accomplishment once we have attained the position of Chief Petty Officer.

Your responsibilities and privileges do not appear in print. They have no official standing; they cannot be referred to by name, number, nor file. They have existed for over 100 years, because Chiefs before you have freely accepted responsibility beyond the call of printed assignment. Their actions and their performance demanded the respect of their seniors as well as their juniors.

It is required that you be the fountain of wisdom, the ambassador of good will, the authority in personal relations as well as in technical applications. “Ask the Chief” is a household phrase in and out of the Navy.

You are the Chief. The exalted position you have achieved – and the word exalted is used advisedly – exists because of the service, character, and performance of the Chiefs before you. It shall exist only as long as you and your fellow Chiefs maintain these standards.

It was our intention that you never forget this day. It was our intention to test you, to try you, and to accept you. Your performance has assured us that you will wear “the hat” with the same pride as your comrades in arms before you.

We take a deep and sincere pleasure in clasping your hand, and accepting you as a Chief Petty Officer in the United States Navy.
NAVSUP Reform is Making Way

By Benjamin Benson
NAVSUP Office of Corporate Communications

NAVSUP’s reform program to improve business processes and help increase lethality of the force has started with initiatives to improve data analytics and contracting.

“As our armed forces adapt to a faster-paced, more complex, and increasingly competitive security environment, NAVSUP is reforming to meet the changing needs to ensure mission success,” said former NAVSUP Commander Rear Adm. Jonathan A. Yuen. “Driving our reform initiative is a desire to realign so we are closer to our customers, to help them get what they need quicker and with better effectiveness.”

To implement the reform, NAVSUP stood up a Project Management Office to coordinate enterprise actions, which are organized around a series of core and enabling efforts. Each element is led by one of NAVSUP’s senior leaders, with teams focused on implementing key aspects of the reform program. Two efforts, “Digital Accelerator” and “Responsive Contracting,” have started the reform process with significant initiatives.

Digital Accelerator

“The digitization effort aims to better exploit the mountains of data NAVSUP collects every day to garner insights into the way its customers behave,” said NAVSUP Assistant Commander for Supply Chain Technology Kurt Wendelken, who is leading this effort. “The concept is to make more real-time data readily available to the user to enable better decision-making at every level.”

This effort serves as an enabler for the core reform initiatives by improving data analytics and new digital technology throughout programs and processes. As all business processes are enabled by information technology (IT) in some way, this effort injects IT as a part of the innovation process rather than an afterthought. The Digital Accelerator’s primary function will be to quickly develop and prototype concepts that are conceived as the business processes are being re-worked and re-imagined.

The Digital Accelerator team is developing a first prototype named ContractsPro. Finding that several contracting processes were problematic, slow and needed more oversight, ContractsPro is designed to address process problem areas, enabling these processes to be completed more quickly in a standardized, accurate manner.

After the team’s concepts are applied to enable the reform core efforts, they may be integrated across the NAVSUP Enterprise, rolling IT prototyping into broader innovation efforts.

Responsive Contracting

Led by NAVSUP Weapon Systems Support (WSS) Director of Contracts Capt. Cody Hodges, “responsive contracting” is a core effort to increase the efficiency of the contracting process.

“Our goal is to speed up contracting by attacking inefficiencies throughout the entire acquisition process, from the generation of the requirement through the award of the contract. Ultimately, we will make the processes easier for the customers and the contracting officers, which should result in getting parts to the warfighter faster,” said Hodges. “Increasing our contract responsiveness will benefit the entire supply chain, and better position our command to accomplish our mission.”

Focusing on both NAVSUP WSS’s aviation and maritime contracting, the team found gaps in requirements package generation, as well as areas throughout the acquisition workflow.

The weaknesses they identified often required lengthy back-and-forth clarifications, re-work, and ultimately long time delays impacting NAVSUP’s customers.

The team started the reform effort with extensive stakeholder interviews, followed by collaborative workshops identifying 62 potential solutions. They narrowed these down to 11 pilot solutions that the cross-functional pilot teams will further develop in the coming months.

One pilot project is developing an automated requirements generation checklist to ensure customer packages are easier to submit from the start. This team is comprehensively aligning roles and responsibilities for process ownership in requirements package generation that will help the customer and the contracting officer better understand what each other needs to do to execute a purchase request. Another pilot project involves realigning contracting teams to improve customer support.

“These efforts will lead to immediate contracting efficiencies at NAVSUP WSS, while also laying the foundation for Enterprisewide improvements,” said Hodges. “The streamlined acquisition processes we are developing will improve communication and reduce redundancy, rework and frustration across the acquisition workforce. These reforms will help NAVSUP improve customer satisfaction, and ultimately increase fleet readiness.”

Future Reform Efforts

While some of NAVSUP’s core and enabling reform efforts have already started, others will kick off in the next few months. The goal is for all efforts to be executed over the next 18 months. In the end, this initiative will evolve the NAVSUP operating model to adapt to the changing environment and remain always ready, resourceful, responsive!
Audit Enables NAVSUP’s Reform Program

By Joe Yanik, NAVSUP Office of Corporate Communications

NAVSUP’s first Enterprisewide audit is one of several enablers of the command’s reform program to improve business processes and increase lethality of the force.

“NAVSUP’s continuing reform and modernization efforts are focused on improving our business processes to increase the speed of support,” said NAVSUP Commander Rear Adm. Michelle Skubic. “Every year, we will improve the capability of our naval and Joint forces, make progress on audit, and devise solutions in the industrial mission set to accelerate the return of ships and aircraft to the fleet.”

To meet U.S. defense leaders’ call for fiscal and asset accountability throughout the Department of Defense (DoD), NAVSUP has been planning and rolling out the agency’s audit, which encompasses every aspect of NAVSUP’s business operations, including acquisition, manpower, real and personal property, and financial reporting.

“Our goal with the audit is to enable NAVSUP’s leaders to make better decisions and overcome challenges in balancing logistics, customer service and performing integrated strategic systems management,” said NAVSUP Director of Audit Response, David Orr. “It’s critical to determine the precise cost of warfighting requirements by streamlining our funds distribution, execution, and reporting processes.”

NAVSUP’s auditing process has involved performing financial assessments, driven both internally and at the direction of the office of the Assistant Secretary of the Navy Financial Management Comptroller. Physical inventories are currently being completed to ensure items reported in financial statements can be located in warehouses, and items in the warehouses can be located on financial statements.

NAVSUP’s Audit Provides Transparency

Audits provide necessary insight of an organization’s inventory and financial management processes, like funds distribution and reporting procedures. This transparency ultimately helps to accurately determine the cost of doing business and optimizes how NAVSUP serves customers.

“In the case of NAVSUP, a successful audit means establishing a single, transparent point of accountability to ensure we have the correct material available to satisfy warfighter requirements while demonstrating good stewardship of taxpayer dollars,” said Orr. “Equally important is ensuring we follow sound, clear business practices, like those that involve documenting processes and monitoring internal controls that will pass an independent public accountant audit.”

NAVSUP’s Audit Builds Confidence

“All of these assessments are in preparation for Independent Public Accountant (IPA) audits of our full financial statements in order for the IPA to grant the Navy a favorable audit in relationship to generally accepted accounting principles guidance and DoD policies and procedures,” said Orr. “A favorable audit opinion increases public confidence in DoD’s use of taxpayer dollars, improves DoD system integrity to the extent that senior leadership will be able to rely on timely and accurate data, and afford increased confidence from Congress and the audit community.”

NAVSUP’s Audit Identifies Opportunities for Improvements

“We expect this auditing process to expose deficiencies that will give us the opportunity to focus on the root causes that currently inhibit our ability to base decisions on verifiable data,” said Orr. “We will use this knowledge to design repeatable and dependable processes that empower the fleet to make more informed risk calculations.”
It’s an exciting time for Navy Supply Chain Information Technology! Driven by the Chief of Naval Operation’s focus on digital, the Navy is making substantial investments in new logistics information technology (IT) systems like NOSS, making upgrades to existing systems like Navy Enterprise Resource Planning (ERP), and enabling technologies like data analytics, robotics and AI. These investments will generate direct improvements to readiness, efficiency and the Navy’s audit efforts.

NOSS, the replacement for Relational Supply (RSUPPLY), is currently being developed and scheduled to start rolling out to the fleet in 2022. Unlike RSUPPLY, NOSS will be designed from the ground up to support our current manning concepts and rely on technology to reduce the amount of ship’s force work needed to run a supply department. Navy ERP, the engine ashore that is driving our supply chain, will also be improved. ERP’s underlying software will migrate from SAP R/3 to SAP Suite on Hana, bringing dramatically increased speed and the ability to simplify and improve the user interface. The migration will also take Navy ERP to the cloud, bringing the many benefits that cloud computing offers.

In addition to the Navy ERP cloud migration, NAVSUP is moving other key facets of the Navy’s supply chain IT to the cloud. Cloud computing will provide a flexible IT hosting that will allow infrastructure to respond rapidly to changes in demand, while taking advantage of massive economies of scale. Web-based applications running in the cloud are also able to be modified or cyber hardened much more quickly than traditionally hosted ones. As NAVSUP tech refreshes its applications, they will be moved into the cloud, either in a new platform or re-hosted in their existing platform.

NAVSUP, through its reform program, is also making significant improvements in supply chain IT. Navy Business Intelligence Services (NBIS), Navy’s first logistics focused data lake, was established by NAVSUP to provide a big data analytics capability that is being used to improve maritime and aviation readiness. NAVSUP has also developed Logistics Cell (LOGCELL), which is an IT capability that fuses data with an advanced visual collaboration system that enables effective collaboration among stakeholders to solve complicated logistics problems. In the case of the P-8A Maritime Patrol Aircraft, LOGCELL enabled a 25 percent...
Responsive Contracting:
Agents of Change at NAVSUP WSS

By Lt. Cmdr. Anthony DiCola, Director, Fixed Wing Contracts

By improving contracting processes and efficiencies, NAVSUP Weapon Systems Support (WSS) can get the parts, supplies, and repairables delivered faster to improve warfighter readiness, generating greater lethality for our naval forces.

In April, NAVSUP WSS launched pilots in Philadelphia and Mechanicsburg, Pennsylvania, as part of the NAVSUP reform initiative to improve contracting processes and responsiveness. A series of workshops consisting of walk-throughs of the contracting process, from requirement generation to end-item delivery, indicated that there was an opportunity to improve communication and alignment.

These observations led to the pod concept. Acting as a cross-functional team of five to 15 contract specialists, planners, and equipment specialists, the pod focuses on specific weapon systems to improve supply chain responsiveness and desired readiness outcomes. Each cross-functional team holds a quick 15-minute biweekly stand-up meeting to align priority actions to best support the fleet. In the meeting, each member of the pod leverages the wide range of expertise from the group to anticipate and mitigate future issues and continue to increase the speed to award.

Before pods, a contract specialist might interact with 10 different planners, three different equipment specialists, and support five different weapon systems at any given time. Now the contracting team is focused and aligned to a specific weapon system.

In one instance, a contract for a more standard item was urgently needed. Because the item had a low priority status, the contract would have typically taken more than three months to award. With the pod stand-up, the planner and contract specialist were able to meet in person and work together to quickly align the priority of the item and get the contract awarded in one week.

“The pod structure has allowed our team to get to root causes faster, obtain shorter referral times, and align on actions to be taken across functions,” said Christine Pennington, contracting division chief. “Ever since we started holding pod meetings, we have been able to resolve a number of issues for the folders our contract specialists are working.”

By focusing on specific weapon systems, the pod can identify issues and challenges faster, take action on improving communication and reducing redundancies, and minimize contract reworks and frustrations across the acquisition workforce.

“It is striking that our contract specialists are now communicating a lot better with the planners and equipment specialists,” added Pennington. “The increase in communication has already made an impact by increasing how fast we can award a contract.”

Pennington also noted that there is more visibility of everyone’s issues and that leadership now has greater hands-on ability to drive reform. “Our group members feel heard and see the actions being taken to address our more frequent pain points,” she said.

The pod concept has now been rolled out across NAVSUP WSS in both Mechanicsburg and Philadelphia. Additional improvements are also underway.

To support the pods, multiple digital tools are in development and currently being tested. For example, the Work-in-Process (WIPX) tool has been provided as a folder tracking tool for pods to help manage and prioritize workload. Based on feedback from the pods, tools are continuously being improved and new features are being added.
Early feedback from the pods has been overwhelmingly positive. Based on a survey of teams in Mechanicsburg, 70 percent of respondents agreed that pods would help achieve the goal of enhancing fleet readiness, and 80 percent agreed that cross-functional pod teams were a step in the right direction for NAVSUP WSS. Initial results from the pilot groups demonstrated a 20 percent reduction in the time to generate a complete requirement, cutting four weeks from the 22-week average.

“The new pod structure has encouraged effective communication and teamwork with our customers, which has created early awareness on high priority requirements. Additionally, our weekly pod meetings have helped reduce low demand folders, and focus on casualty reports and unfilled customer orders,” said Lauren Rhodes, contract specialist, NAVSUP WSS.

“From my perspective as a pod leader, the number one benefit of the pod is the development of open and much more engaging communication among the teams that are part of the contracting process,” said Curtis Groshens, NAVSUP WSS Integrated Weapons Systems Support, program manager. “We share daily emails among the team members. But to have time face-to-face where we can discuss the different issues that each team member is facing allows us to get a better understanding of how each team member impacts or is impacted in the contracting process.”

“Communication has improved with members of the pod,” said Matthew Burge, supply planner, Weapons Support Department, NAVSUP WSS. “Acquisition Planning Teams (APTs) were happening once a month at best. Seeing the team twice a week has made a big difference.”

Through collaboration, open dialogue, and a focus on identifying and fixing potential challenges as a team, the pod concept has made great strides at NAVSUP WSS to improve contracting efficiencies and speed to support our warfighters.
‘SALTS, departing.’ Legacy Supply System Set to Retire in August

By James E. Foehl, Public Affairs, NAVSUP Business Systems Center

For 27 years, the Navy’s Standard Automated Logistics Tool Set (SALTS) has provided supply personnel with a means of moving logistical and administrative data from a single point of entry to a vast host of databases and data services globally since 1991. –Illustration by James E. Foehl, with photos by Sgt. Alisa J. Helin, MC3 Class Spencer Roberts and MC2 Kaila Peters.

Chartered by NAVSUP since its inception, SALTS was initially developed as a supply communications tool used to move Military Standard Requisitioning and Issue Procedures (MILSTRIP) data...
to and from the battlefield during Operation Desert Storm.

“It started with the Marines over in the desert and eventually expanded to include messaging, payroll data, queries for databases, and other supply-type functions,” said Jim Friedrichs, SALTS, operation manager, NAVSUP Business Systems Center (BSC).

Friedrichs has spent more than 25 years working with SALTS and over 20 years processing supply data for the Navy before retiring as a Master Chief Data Processor.

“In 1991 when everything was stepping up in Kuwait, the operational commanders told the supply guys, ‘we’re fighting a war. Figure out a way to get requisitions back to the U.S., get your status, parts, and all that good stuff,’” he said.

Aviation Supply Office (ASO) in Philadelphia, now known as NAVSUP Weapons Systems Support (WSS), was tasked to come up with a solution. Taking only three weeks to develop and deploy, SALTS was able to send and receive critical supply data from the battlefield.

“They threw a couple of personal computers, portable satellite units, and software together, and were able to send and receive files point-to-point from the desert back to ASO. The requisitions were then fed into the supply system, and statuses were sent back as they came in,” said Friedrichs.

SALTS solved the problem of getting data quickly from deployed ships and units into systems in the U.S.

“Having SALTS and a method that’s automated, you could cut down MILSTRIP submission times from days or weeks to minutes,” he said.

There was little to no human intervention required to run SALTS. Customers would dial into the application, the modem would connect them, and the script files in the SALTS program would do all the sending and receiving.

“It’s still done like that to this day,” said Friedrichs.

According to Friedrichs, the magic of SALTS is its ability to automate processing using a black box process.

“It’s a middleware program that reads files, and if something isn’t done correctly, such as sales documents or fund codes, it applies cross-reference tables that will correct it to what it should be.”

The SALTS black box processes ensure the accuracy of food and fuel transactions using programmed logic. Without it, errors would occur and require human intervention to investigate and correct.

That process could take a week or more to fix. In SALTS, it takes two to three seconds to fix.

“At the height of SALTS, we had 51 servers. We were doing everything from hosting websites for Navy commands to providing all kinds of services to get data back-and-forth from wherever it was needed,” said Friedrichs.

For 27 years, SALTS has been used for supply communications both ashore and afloat, providing the capability to upload MILSTRIP requisitions, inventory supply parts, food, and fuel, certify government purchase card statements, and provide financial audit data from the Standard Accounting and Reporting System (STARS).

“It’s an application for Logistics Specialists to do business. It’s fast, efficient, and pretty painless, which is what everybody likes about it,” said Carl Lawson, SALTS project manager, NAVSUP BSC.

While SALTS ease of use has been a critical factor in its longevity, the outdated software has become too costly to redesign with increasing cybersecurity risks.

“SALTS was a mainstay and key system for the fleet for many years, but it became increasingly difficult to support due to more stringent cybersecurity and audit compliance requirements,” said Eric Berry, SALTS information technology (IT) program manager for NAVSUP.

“SALTS does not meet current security architecture requirements for hosting at DoD facilities or in the cloud, so it’s more expedient and cost effective to transfer SALTS functions to other systems vice re-developing SALTS,” said Berry.

With newer systems coming online such as Navy Enterprise Resource Planning (ERP) and CitiDirect Enhanced, the same capabilities can be performed with more functionality.

STARS reporting is now available through the NAVSUP portal, and Navy supply personnel can use Navy One Touch Support (OTS) for MILSTRIP requisitioning.

OTS is a web-based application sustained by NAVSUP BSC. It consolidates more than two dozen sources of DoD information and improves fleet readiness by reducing the time to submit and track logistics requirements while increasing supply chain visibility.

Lawson noted that the biggest impact on fleet personnel would be the learning curve associated with using different systems.

“To mitigate the impact of transitioning from SALTS to new systems, we’ve created accessible training documents for the fleet that covers how to create an OTS account, create a Defense Logistics Agency account, create Material Obligation Validations, submit MILSTRIPs, and a host of other items,” said Lawson.


Chief of Naval Operations (CNO) Adm. John M. Richardson, USN, officiated the ceremony, which was attended by nearly 700 military and civilian personnel.

"There is no better person to take the helm than Rear Adm. Michelle Skubic," Richardson said. "You have the complete loyalty, trust, and confidence of the Navy. We could not be more proud."

"I am excited and eager to begin working," Skubic said. "NAVSUP has a key role in supporting improved readiness and enduring sustainment of our military might. Our focus will always be on the fleet, on the Sailors at sea who keep the Navy afloat, and all warfighters in harm’s way; on ensuring we do our part toward success in operations, from training to effective combat engagements. We owe that to our warfighters."

Prior to assuming her new position, Skubic served as commander, Defense Logistics Agency (DLA) Land and Maritime, Columbus, Ohio.

Below: Rear Adm. Michelle C. Skubic and Rear Adm. Jonathan A. Yuen render honors as Skubic’s flag is raised as part of a change of command ceremony for Commander, NAVSUP, onboard Naval Support Activity Mechanicsburg.

Below: Mrs. Yuen receives flowers to celebrate the sacrifices she has made during her husband’s 35 years of service in the Navy during the change of command ceremony.

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

Skubic earned a bachelor’s degree from California State University, Fullerton and holds a Master of Science in Acquisition and Contract Management from Naval Post Graduate School. She is also a graduate of the Joint Forces Staff College and the University of North Carolina Kenan-Flagler Executive Development Institute, and is the first female to lead NAVSUP and the Supply Corps.

In addressing Yuen, Skubic said, “Your leadership has served as a steady beacon, and you can rest assured that your legacy of ethics and reinforced focus on sustaining the modern fight to victory will endure well into the future.”

Yuen retired after 35 years of honorable service to the U.S. Navy. He assumed command of NAVSUP and the position as 47th Chief of Supply Corps in October 2013. He was the first Asian American to serve as Commander NAVSUP and Chief of Supply Corps.

Richardson noted, “For five years Rear Adm. Yuen has led his team to strengthen the readiness of the fleet, strengthen the bonds of trust and confidence, and has spent his every waking moment thinking about how to support our force so that we can defeat our adversaries.”

“I have no doubt that Rear Adm. Skubic will lead you with courage and distinction as our Navy and our military continue to evolve to meet our changing global challenges. She is the right person to take the reins of this exceptional team,” Yuen said. “It is a new dawning for me, and I am forever changed—and for the better—for having had this opportunity to serve.”

Richardson noted, “Thankfully, we can count on our NAVSUP team to deliver the right stuff, to the right place, at the right time, and at the right cost to fight and win at a place and time of our choosing. This is the formula for maintaining maritime superiority.” In conclusion, he added, “A prayer of thanksgiving for everything the Yuens have done; and a prayer that Michelle will be strengthened in this tremendous responsibility that she has agreed to take on. And, include in your thoughts and prayers all the Sailors, soldiers, Coast Guardsmen, Marines, and Airmen deployed around the globe, putting their lives on the line so that we can have this fragile thing we call freedom.”
Right: Rear Adm. Yuen and Mrs. Yuen walk through the side boys during the change of command ceremony.

Below: Rear Adm. Skubic and family greet guests in the receiving line following the change of command ceremony.
Left: CNO Adm. Richardson poses with Rear Adm. Skubic and Skubic’s family during the change of command ceremony.

Rear Adm. Skubic greets Rear Adm. Daniel Stone and Rear Adm. Mike Lyden following the change of command ceremony.

Rear Adm. Yuen and his son.

--photo by Madeline Klebe

--photo by Dorie Heyer

--photo by Madeline Klebe

--photo by Dorie Heyer

--photo by Dorie Heyer
Welcome Message to the NAVSUP Enterprise and Supply Corps

Team,

It is an honor and humbling occasion to return to Mechanicsburg and serve as Commander, NAVSUP and 48th Chief of Supply Corps. I am excited for the opportunity to work with the team of dedicated professionals in the NAVSUP Enterprise, the Navy Supply Corps, and our supply community. Together, we will continue the hard work of those who have gone before us to ensure our logistics community effectively serves the fleet and improves warfighter sustainment.

As we help build the Navy the Nation needs, NAVSUP has a key role in supporting improved readiness and increased lethality by ensuring sustainment of our military might. We will continue NAVSUP’s reform and modernization efforts, focused on improving our business processes to increase the speed of support and to rally with other key players in Navy sustainment. Our processes must achieve best value solutions, while balancing cost and performance from requirements determination to the last tactical mile. Every year, we will improve the capability of our naval and Joint forces, make progress on audit, and devise solutions in the industrial mission set to accelerate the return of ships and aircraft to the fleet.

As we continue to evolve logistics support, a central priority for me is taking care of our diverse and mighty Navy supply logistics team around the globe with the right culture, right training, and right focus. We will continue to promote a culture of character and competence and we will ensure our people are poised to support our critical mission as we will build to new levels of performance.

We must and will adapt to the evolving landscape of the competition with a relentless commitment to responsiveness, reliability, and innovation. Together, we will always be ready to serve, ready to sustain the fight, and “Ready for Sea.”

M. C. SKUBIC
RADM, SC, USN
Get to Know your New Commander

Commander, NAVSUP and 48th Chief of Supply Corps Interview

By Navy Supply Corps Newsletter Editorial Staff

How did your past experiences prepare you to serve as Commander, NAVSUP, and the 48th Chief of Supply Corps?

I have 30 years in the Navy this summer, and those 30 years have gone quickly. During that time, I’ve had a variety of tours across several different echelons in the Navy, to include those in the fleet and NAVSUP. I’ve served at the fleet at two different Type Commands (TYCOMs), Pacific Fleet, on three ships, and a Fleet Logistics Center (FLC).

During that time I had the opportunity to see the force development aspect at Naval Air Systems Command (NAVAIR). I was able to see the weapon systems from inception, and gained perspective on the decisions that affect the cradle-to-grave life cycle sustainment of those weapon systems.

That experience at NAVAIR was critical; it helped me see how naval weapon systems are conceptualized and developed, and how the sustainment of those weapon systems is envisioned from day one to how it ends up playing out in reality.

I feel I have a very strong perspective on what the fleet’s needs are and how we fit into supporting the fleet—whether it’s the policies that drive afloat logistics operations, or the last-mile logistics support at the fleet-facing regional FLCs. I understand how we support fleet operations, and how we are truly fleet aligned, one-on-one, side-by-side.

I’ve worked inside of the Joint logistics arena with two experiences at Defense Logistics Agency (DLA) Inventory Control Points; one at DLA Aviation, and then one in command of DLA Land and Maritime. I was also forward deployed at DLA Support Team Kuwait, embedded on the ground, forward, in-theater, side-by-side with Joint warfighters across the spectrum of all the services and their forward serving units.

I gained a great appreciation for the importance and the strength of the Joint logistics support network, and how important it is for us, as Supply Corps officers, to gain that skill set, and the experiences of Navy and Joint logistics. Because when we go out to fight, it’s going to be as a team, it’s not just going to be a Navy fight, it’s going to be a Joint service team that fights to victory.

I don’t know that any of us ever feel we are totally prepared, and I hope to always be open to learning in every assignment. It is through my own experiences and the experiences of others that I become better informed and better supported in my decision-making. I appreciate the opportunity to listen to others and consider their recommendations in those decisions.

...continued on page 22
What continues to make the Supply Corps relevant in 2018?

The Supply Corps continues to be a high-demand, low-density community of supply experts for the Navy. Clearly, our “Ready for Sea” battle cry is the foundational start of our relevance and the fact that we are, from the time we graduate from the Basic Qualification Course, side-by-side with every operational and warfighting community reinforces our “Ready for Sea” mantra. Nearly one-third of our supply officers are in operational assignments at any given time. Similarly, about two-thirds of our supply enlisted teammates are operational at any given time. We are in the operational environment not only on our ships and in expeditionary commands, but also in individual assignment assignments to supplement Joint forces in theater in places such as Afghanistan, Iraq, and Djibouti.

We continue to be in high demand because of our skill sets. Not only is this fundamentally important in the operational arena, but it’s also important in force development, force generation, and force employment. Supply Corps officers have a role to play in all pieces of that puzzle, and I believe that our agility in adding value in each of these arenas, as well as in the Joint logistics arena, is unique to the Supply Corps.

The Navy’s voice in the Joint logistics arena is largely carried by our supply community. The Navy’s interest in how we contribute and sustain Navy forces in the Joint fight are largely shaped by Supply Corps officers.

With regard to the industrial mission set, the shipyards, the aviation depots of the fleet readiness centers, we have an opportunity to supplement the team on the material support mission by expanding our presence in support of the commanding officer’s specific mission.

We have an opportunity now, on behalf of the Navy, to get ships and airplanes back in the fully operational inventory on time, ready to fight. We have an opportunity now to reinforce that mission set with our expertise, our relationships, and our connections back to the various stakeholders—most notably, back to NAVSUP Weapon Systems Support, as both a supporting and supported command.

What are your priorities as the 48th Chief of Supply Corps?

My top priorities are taking care of our people, improving fleet readiness, continuing NAVSUP’s reform efforts, and improving our auditability.

We must maintain a relevant and impactful community, and ensure that we have the skill sets to contribute to fleet readiness. To do that, we have to understand the developmental building blocks at each pay grade, and how we shape each officer’s experience. This will enable those officers to contribute to our priorities, and help fuel future decisions that are going to shape the effectiveness by which we support and sustain our warfighting teammates.

Professional development is key. Knowing and understanding from day one how we individually fit into, and contribute to the team’s overall effectiveness is vital. By that I mean, Supply Corps officers are trained at Navy Supply Corps School to be effective SUPPOs on a ship or expeditionary unit. They don’t necessarily get a bigger picture, take a step back to the 30,000-foot level, and realize where the ship or unit is going to fit into a bigger strike group or larger operational construct. I would like to see us reinforce the bigger operational picture at key points throughout the professional development of our community.

That may come through increased interaction with the Naval War College, with tabletop exercises—perhaps injecting capstone tabletop exercises to increase understanding and lead to more questions on the “how” and “why.” Students need to understand that their team is going to impact more than just their ship or unit, it’s going to impact the effectiveness of the battle group, squadron, battalion, etc.

We have a few gaps in the industrial mission set, and it is a priority for me to value those industrial opportunities, put officers in there who, as senior officers, are able to take prior experiences to help inform key logistics decisions. I see us having some of our skill sets out of balance. For example, in contracting we do not have sufficient senior leaders to cover all of the demand signals. Are we properly organized to respond, to transition from peace time to conflict or crisis?

What is your leadership style?

I believe in and promote a culture of hard work, respect, and integrity. That has been my personal mantra for the majority of my career. These are tenets that I have always reinforced, and they complement the Navy’s core values.

From a personal perspective, I think if you have respect you can work through any conflict. And if you have integrity, you have the trust that is essential for a strong team, and if everybody works hard together toward a common goal, you can be successful at almost any challenge.

I am inspired when people step up and blossom in challenging roles. A solid, effective team is one where everybody is inspiring the best from each other.
How can Supply Corps officers be effective leaders?

Effective leaders in the Supply Corps are those who embrace diverse experiences. These experiences are important. Sometimes it’s difficult to find a balance between specializing in a field, and still having enough depth of knowledge across the Supply Corps community, or the Navy, or Joint force at large. Embracing a variety of experiences will expand a Sailor’s scope of understanding.

Supply Corps officers must demonstrate character and competence to be effective leaders. It builds the trust and confidence the Supply Corps has with other communities. After all, we are the trusted agents for the taxpayers, and are looked upon to achieve mission effectiveness in the most economical manner.

How is the Supply Corps changing?

The supply community is part of the warfighting effort. When I was at Pacific Fleet, the commander would not have a planning meeting without the “4”, which was me. That demonstrated the acknowledged value of our contribution as a community. I think that is a very positive change that I have seen.

The opportunities are growing for our voice to be heard, and we need to be ready to speak up about how to shape the solutions for sustaining the force in a fight or crisis. I want our Supply Corps officers to be agile in that conversation.

Sometimes, that requires valuing those diverse experiences, and not leaning toward your comfort zone or what you’re really good at. Sometimes, we will place people in positions because they are exactly the right person for it; other times, we will put them there because it is something they lack, and it’s one area in which they can expand their value to the Navy.

How do you plan to continue driving reform?

Reform has given a name to what we have always had to do, and that is create new approaches to new challenges. You can’t take yesterday’s solution sets and apply them to today’s environment. As the CNO has told us, the character of the competition has changed, and we need to plan accordingly.

We have to modernize our processes, our organization, our perceptions, and our solutions to be effective in today’s environment. For example, it means we must effectively use IT systems to achieve a speed of response that wouldn’t be possible without them.

It also means having an organizational structure that is multipli-
cative through existing organizational and professional relationships with others that aren’t even on our key team, but rather outside of our organization. In essence, you’re no longer just a team of a thousand, but a team of ten thousand because you have those strong relationships with other Joint logistics teams, industry partners, and our allies. We go from being just us, to all of us.

We need to have a cutting edge advantage against our adversaries that old-thinking and old ways won’t give us. We have problems today that didn’t exist 10, 20, 30 years ago, so we have to be ready to solve the new challenges, the new problems and then sustain the fight.

Much like weapon systems have to be modernized and overhauled, so do our processes and policies. It is new think, new ways, new systems, and new ingenuity that will give us the advantage.

What does becoming the first female Chief of Supply Corps mean to you?

I’m honored to be a part of the long line of firsts for women and continued diversity in our Armed Forces. It’s not forefront in my mind, but people do remind me on occasion. And when they have, some have said “it’s about time.” And in one key way, they are right. By that, I mean it’s about the time that generations of leaders have taken to strengthen an environment of opportunity for each of us to achieve our highest potential. It’s about the time taken to identify barriers and update policies. It’s about all the time mentors take to encourage someone along, to open doors. At the end of the day, it’s about our investment of time in our people.

What are your thoughts on having a mentor and being a mentor?

I have always been honored to be a mentor, and I love the opportunity to sit and talk with anyone interested in my advice, which is no more or less valuable than the next person’s advice. There have been so many people who have been kind enough to take their time to mentor me, so I like to pay it forward.

When I mentor, I try to take the personal side of someone’s career into account, because none of us go through our careers without family, friends, our own mentors along the way, and key milestones that come at different times during a career. Whether those milestones are getting married and having children, getting another degree, pursuing another passion, or caring for elderly parents. It’s important to understand that life happens.

You should seek mentors who don’t have the same background as you, and try to understand how and why they did what they did. Having more than one mentor and having a few people that you can trust is important. I have been shaped by mentors and teammates, by peers and subordinates, as well as senior leaders. I’ve had several former Chiefs of the Supply Corps and flags as mentors, but also peers of mine that I have trusted. That’s what it comes down to, a mentor should be somebody you trust to be as candid with you as you would be with them.

“I believe in and promote a culture of hard work, respect, and integrity. That has been my personal mantra for the majority of my career. These are tenets that I have always reinforced, and they complement the Navy’s core values.”
In the next four issues, we will include excerpts from “Maritime Logistics in a Changing Strategic Environment: A Supply Officer’s Perspective.” Each excerpt will offer valuable insight from Rear Adm. Peter Stamatopoulos, detailing how the Supply Corps plays a critical role in supporting the Navy.

Part one serves as an introduction to the document and provides pertinent background information, featuring an informative break down of the four lines of effort from the CNO’s, “A Design for Maritime Superiority.”

You may read the document in its entirety on the eSUPPO app.
It’s long been my belief that we are unable to realize our professional potential without a solid understanding of our place within the greater logistics enterprise. If we fully comprehend the ways in which our efforts impact organizations, systems and processes outside our immediate field of view, we certainly expand our technical proficiency … but more importantly, we become better leaders and decision makers. Viewed in this light, a broad perspective is integral to maintaining our Navy’s competitive advantage in a dynamic strategic environment. For Supply Corps personnel, this means knowing and understanding our systems, processes and their interconnectivity … and leveraging that knowledge to build strong teams to ensure the expeditious delivery of services and material solutions to the warfighter.

My Navy career began in 1988, but it wasn’t until many years later that I developed anything like a full appreciation of the scope and complexity of our business. I would have preferred to experience this professional epiphany much earlier in my career. Now, having served as a Fleet Supply Officer and on the OPNAV Staff, I’m convinced that a similar level of understanding will benefit all members of our community at every level of the chain of command which is why I decided to write and share this “Big Picture” overview.

In the recently published “A Design for Maintaining Maritime Superiority,” the Chief of Naval Operations challenged us to expand and strengthen our network of partners. In the spirit of that mandate, I offer this document to all members of the Supply Corps, with the hope that it will provide an expanded perspective of our enterprise, accelerate learning and improve our individual and collective knowledge of where we fit into the “big picture.”

This paper covers much ground, but there are certain themes that recur throughout. They are:

- We live and work in a dynamic world and must flex as needed to meet existing and emerging mission requirements.
- Every process described herein should in some way positively influence the ultimate aims of combat readiness and fiduciary accountability.
- We must understand that even though we function daily within the Navy framework, we should always expect to fight in a joint environment.
- We will consistently perform more effectively if we develop a contextual understanding of our environment, roles and actions.

It’s my hope this will become a “living” document, to be reviewed and updated periodically to guarantee its currency and that the reader will study it carefully and refer to it often.

Peter G. Stamatopoulos
Rear Admiral, U.S. Navy
Introduction
Background

The United States Navy is entrusted by the citizens of this country with the first line of our national defense. The burden of this responsibility is enormous. Our end of this covenant of trust with the American people is simple ... we are charged to build and operate the best possible fighting force to protect their lives, property and freedoms. In return, the citizens of the United States entrust us with their tax dollars and, more importantly, the lives of family members who volunteer to serve in our Navy. We have a solemn obligation to respect both the human and material capital that makes it possible to meet the demands of our global missions. We must also understand the synergies which enable the Navy to meet its sacred commitment to the American people.

The organizations, networks and processes that coalesce to generate a ready force are expansive and complex. Many of them are interdependent, but the connectivity that underscores the Enterprise writ large is not universally understood. Comprehending and strengthening those networks and their cross-organizational interactions are sufficiently important to merit a discrete line of effort in the Navy’s 2016 concept paper “A Design for Maintaining Maritime Superiority.”

The “Design” represents an acknowledgment that our Service faces a new set of challenges within an evolving strategic landscape. It offers concepts and principles that are intended to guide our professional behaviors and operational thinking now and in the years to come. It is constructed along four Lines of Effort (LOEs) which are closely linked and foundational to the overall effort. Those LOEs, depicted and discussed in Figure A, are specifically tailored to meet the demands of a dynamic strategic paradigm.

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The Four Lines of Effort from “A Design for Maintaining Maritime Superiority”

The Green LOE defines our need for adaptability. The accelerated rate of technology development and the rapid evolution of emerging threats compel the acquisition of individual and organizational knowledge at a commensurately rapid pace. The Green LOE places emphasis on innovation, creativity and the value of lessons learned. The principles of high velocity learning, appropriately adapted, will enable us to nurture resourcefulness and efficiency throughout the chain of command, maximizing our combat effectiveness in so doing.

One of the most important benefits of high velocity learning will be realized in the form of a much more powerful Navy team, which is the focal point of the Gold LOE. This line of effort urges us to lean on our history and the diversity of our talent – Sailors, civilians, and families – to “create a climate of operational excellence.” This approach, combined with a commitment to stress leadership training across all phases of career development, will result in a more cohesive and results oriented Navy team.

As described in the Purple LOE, a more formidable team equates to a stronger network of partners. That line of effort emphasizes the critical necessity of deepening operational relationships within the Navy and beyond, to include other services, agencies, industry, allies and partners. The durability of these networks and the quality of the communications within them is vital to our national defense. Understanding their intrinsic symbiosis is perhaps the most critical enabler to our success as professional logisticians.

All the “Design” efforts described thus far are geared toward the ultimate aim of strengthening Naval Power at and from the Sea, which is the essence of the Blue LOE. As stated in the concept paper, the intent is to “Maintain a fleet that is trained and ready to operate and fight decisively–from the deep ocean to the littorals, from the sea floor to space, and in the information domain.”

With the precepts of the Navy’s “Design” in mind, this publication is intended to illuminate the processes, systems and relationships that serve as the underpinning to Navy readiness, and to explain their respective roles and functions within the framework of the whole. It is further intended to illustrate the reality that our efforts at all levels must be grounded in integrity and imbued with the spirit of our core values if we are to achieve operational dominance in an ever more challenging strategic environment. Through it all, the quality of our leadership will be the decisive key to our success.

Developing Future Supply Corps Leaders

The Navy’s January 2017 publication titled “Navy Leader Development Framework” serves as a guide for defining how our service will develop leaders who demonstrate strong character and operational excellence at every level of seniority. In that document, the CNO observes that leaders are faced with an ongoing tension between three elements: compliance, creativity, and values. He further discerns that a fully developed leader will recognize the value of all three.

Compliance – In this context, the term refers to the technical mastery of one’s trade and the adherence to the core body of knowledge from which it is derived. For most, this is learned in schoolhouses, on-the-job training, instructions, pubs, directives and, of course, experience. But pure
technical competence is not enough. In order to achieve the highest measure of professional mastery, leaders must quickly grasp the broad corporate perspective that too often eludes us until we become senior officers with a wide range of tours and experience on our resumes. The acquisition of that perspective is one of the central themes of this paper.

Character and values – A foundation in the Navy’s core values of honor, courage and commitment is fundamental to effective leadership. Navy leaders bear unique responsibility ... both human and fiduciary. We cannot hope to succeed professionally and militarily without a pervasive and acute sense of ethics. Most Navy professionals enter the sea service with an intrinsic understanding of ethics and values. However, the nature of our vocation requires that this understanding be unimpeachable. Experience, education, and sound mentorship are all vital to honing ethical management skills, but character and moral discipline will be the traits that define us as leaders.

Operational Creativity – Successful application of operational creativity is contingent on a sound grasp of the preceding two attributes. It is also dependent on a comprehensive knowledge of the operating environment. The employment of operational creativity without these critical components can introduce undue risk and ultimately inflict much more harm than good. A strong and correct set of values must be present to infuse a leader’s operational instincts with the integrity and judiciousness required for sound decision making. Viewed from this perspective, our core values may well be the decisive determinant in the success or failure of our leadership. Operational creativity requires knowledge, experience and analytical proficiency, but the decisions derived from those sources cannot be effectively implemented without trust and confidence at all levels of the chain of command. Confidence is inspired by example, and the relentless application of our core values by Supply Corps leadership will certainly engender the requisite faith in our decision making to ensure operational success.

Figure B. While no two service members will have identical moral perspectives; most will derive their personal value set from a combination of societal, service, and community influences.

Figure C. Combining the elements in the leadership framework to form a guidon for personal leader development.

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Intent

The primary intent of this paper is to inform Supply Corps officers of all paygrades. It provides the perspective that will enable them to understand their individual and organizational places within the greater logistics enterprise. In that sense, it conforms to the provisions of the concept papers discussed earlier, offering the Navy’s logisticians the context for operational creativity, with an appropriate level of emphasis on compliance and values. It should certainly serve as one of the integral building blocks for the professional development of the Supply Corps community’s leadership.

We must also remember that there are limits to the utility of technology. In the final analysis, it is the human element that separates us from our potential adversaries. Our competitive advantage ultimately resides within our Sailors and officers. We must constantly strive to improve our ability to make smarter decisions, and to make them quickly. This fundamental truth is as applicable to the logistician as it is to the F/A-18 pilot or the destroyer skipper. The “Navy Leader Development Framework” reinforces this concept through the three elements in tension. Simply translated, when the technology fails we will be sustained by our professional knowledge, our ethical strength and our ability to adapt and persevere.

Maritime Strategy

Mission

The United States Navy shall be prepared to conduct prompt and sustained combat incident to operations at sea. It will protect America from attack and preserve our strategic influence in key regions of the world. U.S. naval forces and operations will deter aggression and enable peaceful resolution of crises on terms that are acceptable to our country and its partners. If deterrence is unsuccessful, our Navy is prepared to conduct decisive combat operations to defeat any enemy.

Figure D. The enduring strategy as articulated by Mahan is depicted in the graphic above. The strategic goals derived therefrom are reflected in national level directives, including the National Military Strategy, Defense Planning Guidance, Unified Command Plan and the Joint Strategic Capabilities Plan. These documents drive our military’s planning, budgeting and tasking.
The Influence of Sea Power Upon History

In the late 19th century, Captain Alfred Thayer Mahan developed a vision for naval power that continues to underpin our maritime strategy to this day. He recognized that our country’s security and economic well-being depend on a Navy that can operate effectively in all the world’s oceans, protecting the sea lanes that enable access to international markets. Mahan’s prescience has served us well over the passing decades. As the world’s diplomatic and commercial ventures trend toward globalization at an accelerated pace, his writings and concepts have become increasingly relevant. The details may vary from one generation to the next, but Mahan’s doctrine has been the durable filament around which our greater maritime strategy has been woven.

The constantly changing geopolitical climate compels relentless vigilance and timely, judicious adjustments to our maritime strategy. Our nation’s sea services framed the approach this way in the 2015 publication titled “A Cooperative Strategy for 21st Century Seapower.”

“The United States Navy, Marine Corps and Coast Guard are our nation’s first line of defense, often far from our shores. As such, maintaining America’s leadership role in the world requires us to return to our maritime strategy on occasion and reassess our approach to shifting relationships and global responsibilities. This review has affirmed our focus on providing presence around the world in order to ensure stability, build on our relationships with allies and partners, prevent wars, and provide our nation’s leaders with options in time of crisis. It has confirmed our continued commitment to maintain the combat power necessary to deter potential adversaries and to fight and win when required.”

British naval strategist and historian Julian Corbett, a Mahan contemporary, further influenced our nation’s approach to maritime warfare. His views overlapped Mahan’s but were at variance in some key respects. Corbett was a subscriber to the principle of disaggregated operations, with emphasis on a naval presence as a powerful diplomatic and political tool. His perception of the “fleet in being” concept was the employment of a naval force in an aggressive defensive role, also serving as a deterrent by virtue of its very existence. Present day U.S. maritime strategy is generally reflective of Corbett’s vision ... with Forward Deployed Naval Forces, global allocation of assets and an expanding ballistic missile defense capability. As with Mahan, Corbett’s innovative thinking continues to illuminate strategic and operational concepts from the distance of a full century. Their principles, referenced in figures D and E, have been refined, adapted and translated into distinctive 21st century capability goals. They are:

1) **Deterrence.** This is strategically accomplished through the strengthening of our SSBN force—the survivable leg of our strategic triad—and associated programs. Conventional deterrence options include long range, precision strike capabilities as fielded in the next generation of our aircraft carriers and surface units.

2) **Sea Control and Power Projection.** Improved weapons technology and capabilities in every aspect to more efficiently deliver striking power in support of national interests.

3) **Maritime Security.** Improved interoperability with other services and nations to address security challenges, and enhanced capability to perform boarding, search and seizure operations.

4) **All Domain Access.** Leverage technology to realize improved ability to operate in both the physical and cyber realms.

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The past decade has been witness to ominous shifts in the global balance of power, the proliferation of unstable and unpredictable regimes, the resurrection of traditional rivals and the emergence of a potential economic and military challenger the likes of which have not been seen since the demise of the Soviet Union. The combination of these pressures has forced a strategic reassessment of our approach to the nation’s core maritime strategy.

The Near Past and the Current State

A decade ago our operational forces conducted their work ups in local Operating Areas (OPAREAs), steamed independently and deployed forward without meaningful restriction or harassment. The traditional geographic “choke points,” like the Suez Canal and the Straits of Hormuz, were (consistent with Mahan’s teachings) an omnipresent military concern, but the environments were generally permissive. During this time, our ships enjoyed unfettered access to re-supply and logistics support, communications were generally unconstrained and Sailors could write, call or email home at their convenience. The threats were low key or dormant, and potential adversaries were not well positioned diplomatically or militarily to offer our Strike and Ready Groups a substantive challenge. But the times … “they are a-changing.”

This characterization of peacetime operations, known as “Phase 0” operations (COMUSFLTFORCOM/COMPACFLTINST 3000.15B for an expanded explanation of phases) has been the routine for our deployers more often than not, but recent encounters in and around the Red Sea, Gulf of Oman, the Arabian Gulf and the Western Pacific have altered the paradigm. Incidents with gun boats, shore-based missile launches and in flight confrontations have become increasingly frequent. Prevailing trends seem to indicate a near and potentially long term continuation of these occurrences.

These episodes, combined with expanding global threats, represent a challenge to U.S. maritime preeminence. Unrestricted freedom to transit the oceans and straits of the world can no longer be assumed. Consequently, our deployed units operate in a near permanent operational “Phase II” (seize the initiative) footing as defined in Naval Warfare doctrine.

A Changing Strategic Environment

For the first time in decades, our country is facing a return to “great power” competition. Our rivals have advanced their military capabilities significantly, developing systems that are specifically designed to exploit our vulnerabilities. The scope and complexity of the challenges we
face demand a far more innovative approach than that offered by a traditional campaign plan. The Navy’s recently published “Design for Maintaining Maritime Superiority” forcefully emphasizes the need to prepare for decentralized operations. This shift in our maritime approach presents a unique set of challenges for logisticians, with a probable requirement for expanded use of advanced and mobile bases. It will test our ability to support distributed and disaggregated warfighting platforms with agility and precision.

“Design for Maintaining Maritime Superiority” cites three critical forces that currently shape today’s operating environment. These elements are “increasingly used, increasingly stressed, increasingly important, and increasingly contested.”

The first of the three is the sheer volume of traffic on the sea lanes of the world. The inexorable move toward globalization has made national economies interdependent to an unprecedented degree, and this connectivity has generated an escalating level of maritime commerce. The challenges inherent in this development are fairly obvious. Commercial maritime traffic has been susceptible to predation and disruption since before the Phoenicians plowed the waters of the Mediterranean. Technological advances have only improved the ability of rivals, challengers and outright criminals to monitor and interfere with shipping traffic. Simply stated, increased dependence on maritime commerce equates to increased risk to national security, economic stability and the integrity of international alliances.

The second concern is the expansion of the global information system. The tentacles of this network pervade virtually every aspect of our daily lives. It has revolutionized the flow of information across the spectrum of human activity, but along with its convenience comes an imposing suite of unique risks. The vulnerabilities associated with our reliance on the global information system place our financial networks, power grids and national security support systems – to name only a few – at the mercy of those with the requisite genius and persistence to penetrate them. Obviously, logistics operations are particularly susceptible to this threat. Precious little of our business is accomplished “off the grid.” The functions run the gamut: requisitioning, status, inventory management, allowancing and financials. The critical nature of these applications warrants our utmost efforts to ensure their security.

The third element discussed in the paper is the pace of technology generation and its accelerated adaptation into modern life. The innovations encompassed extend far beyond information networks. They include robotics, artificial intelligence, advanced manufacturing, 3D printing and similar initiatives. Many of these technological manifestations are in their infancy, but it’s easy enough to foresee a future with them integrated into both society and the defense industry to the point of dependency.

The Navy’s design offers a template for success in this brave new world. The Navy’s core values remain the centerpiece of our service’s efforts, defining the personal and moral characteristics that will serve as the foundation of our every action. But there are four discrete lines of effort that must ultimately source our success in this uncertain age. From the “design,” we are organizationally and individually chartered to:

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(1) **Strengthen Naval power at and from the sea.** Maintain a fleet that is trained and ready to operate and fight decisively – from the deep ocean to the littorals, from the sea floor to space, and in the information domain. Align our organization to best support the generation of operational excellence.

(2) **Achieve high velocity learning at every level.** Apply the best concepts, techniques and technologies to accelerate learning as individuals, teams and organizations.

(3) **Strengthen our Navy team for the future.** We must build on our history to create a climate of operational excellence that will enable us to prevail against all future challengers.

(4) **Expand and strengthen our network of partners.** Deepen operational relationships with other services, agencies, industry, allies and partners – who operate with the Navy to support our shared interests.

Along with the need to build a more powerful Navy, populated by officers and Sailors with the ability to adapt quickly to learn sophisticated systems in a fast-paced technological age, there is also an urgent requirement for a holistic re-evaluation of the capabilities, tools and training needed for a high end fight. Moving forward, these changing operational paradigms will drive a shift away from platform specific capabilities toward cross-domain solutions and greater integration. Navy fleets in the future must be able to fight not only in the domains of sea and air, but land, space and cyberspace as well. This reassessment must include a thorough examination of our acquisition, logistics, and supply strategies as well.

**Logistics Support in a New Age**

As defined in the revised Cooperative Strategy for 21st Century Seapower (hereafter referred to as RCS21), the operative descriptors for future success will be “flexible, agile and ready.” The document emphasizes the need for a balanced force of combat units, complemented by reconfigurable platforms like the Virginia class submarine, Mobile Landing Platform and the Afloat Forward Staging Base. These cutting edge platforms will stress traditional life-cycle support models. An innovative and knowledgeable cadre of logisticians will be required to ensure that they are accurately allowanced and optimally positioned for sustainment and operations.

Naval forces must be surge ready, poised to respond quickly to crises, contingencies and threats to the homeland. No such response will be possible without a comprehensive re-evaluation of our approach to logistics. Traditional networks of shore-based “hub and spoke” support systems must be updated and augmented to incorporate supply, ordnance and fuel delivery mechanisms that are responsive, nimble and less detectable than their predecessors.

On a broader scale, RCS21 further stresses the importance of a predictable, manageable and effective force employment model as currently expressed in the Optimized Fleet Response Plan (O-FRP). The O-FRP structures pre-deployment maintenance, training and certification schedules to enhance operational readiness and unit availability in support of Global Force Management (GFM) requirements. Existing logistics support systems are well equipped to deal with O-FRP, but it remains incumbent on our logisticians to adapt along with the cycles and schedules to ensure economy and optimum levels of operational availability. The O-FRP writ large will be discussed extensively in another section of this paper.

These and other challenges will test our skills, resourcefulness and creativity as logisticians in the coming years.
Congratulations to the Navy’s Newest Senior Warrant Officer of the Navy (SWON) Chief Warrant Officer Five Alicia Lawrence, SC, USN

By CWO2 Morio Hall, Food Service Officer, USS America (LHA 6)

On July 26, 2018, onboard USS Midway Museum in San Diego, California, Chief Warrant Officer Five (CWO5) Alicia Lawrence was introduced and welcomed as the senior warrant officer of the Navy (SWON). She assumed the prestigious title and all responsibilities from CWO5 Anthony Diaz. Lawrence is the seventh SWON since the position was created in 2004 and the first female to hold the position. She is also one of 83 CWO5s currently serving in the Navy, a major milestone achievement.

Her 32 years of leadership and professional competence have fostered solid foundations for long-term success in the food service community. She currently serves as the Navy food service training officer at NAVSUP Headquarters. She is sought out by many Sailors and senior leaders Navywide, and recognized for her versatility and expertise in naval service. She is a gifted leader, making a positive impact far reaching across all ranks.

Lawrence is a native of Port of Spain, Trinidad, West Indies. She and her family migrated to New Jersey in 1976, where she later joined the Navy in 1986. Focused and determined early in her career, in 1987 she graduated from Mess Management Specialists “A” School with honors as a third class petty officer. She successfully served in various sea and shore billets before promoting to chief petty officer. While serving as Chairman on Joint Chiefs of Staff in 2000, she received her commission to chief warrant officer and attended Navy Supply Corps School in Athens, Georgia.

She quickly became an advocate for Navy food service, providing insight and guidance throughout the community. Her first tour as a commissioned officer was aboard USS Frank Cable (AS 40) from 2000 to 2002, serving as food service officer and command sexual assault victim coordinator. She also earned her Surface Warfare Supply Corps Qualification. She later served at Naval Station Norfolk as billeting officer and site director from 2002 to 2004. She was then promoted to CWO3 and served onboard USS Kearsarge (LHD 3) from 2004 to 2008 as food service officer and postal officer, where she promoted to CWO4. She served as supply officer Joint Expeditionary Base Little Creek and Fort Story from 2009 to 2011. While serving at Naval Air Station (NAS) Patuxent River, Maryland from 2011 to 2013 as the N9 deputy director for fleet and family readiness programs, she was promoted to the rank of CWO5 in 2012, as the first female CWO5 and the first female food service officer aboard NAS Patuxent River. From 2011 to 2016, Lawrence served as Navy food service readiness and training officer at NAVSUP Headquarters. Lawrence was reassigned to NAVSUP Global Logistics Support (GLS) as the Navy food service training and readiness officer from 2016 to 2018. After the disestablishment of NAVSUP GLS, she was reassigned to NAVSUP Headquarters as the Navy food service department training officer.
Sailors assigned to NAVSUP Business Systems Center (BSC) participated in an Adopt-A-Highway cleanup project in Mechanicsburg, Pennsylvania in May.

The event served as an opportunity to enhance the environment in the local area and contribute to the preservation of the community.

For more than 10 years, NAVSUP BSC Sailors have cleaned up a two-mile section of Sporting Hill Road just outside of Naval Support Activity, Mechanicsburg.

“It is important for us to participate in this type of program because we care about our community, and it is our community, not just a duty station,” said Lt. Samuel Gebreselassie, project officer and Adopt-A-Highway coordinator for NAVSUP BSC.

The Adopt-A-Highway initiative is part of Pennsylvania Department of Transportation’s (PennDOT) roadside beautification program, where volunteers collect trash and debris that litters our roadides. Each group is assigned a two-mile stretch for a two-year period.

“We at PennDOT find it invaluable to partner with long-standing groups such as yours, as it brings citizen volunteers into a partnership with PennDOT to enhance the beauty of the roadside environment so we present a better impression of Pennsylvania to tourists and prospective business investors,” said George Reigel, roadside specialist for district 8-0, PennDOT.

Reigel noted that by using volunteers, the Adopt-A-Highway program saves Pennsylvania $491.75 per mile, the cost for a five-man PennDOT crew to clean one mile of roadside. This is funding that can be put to use in repairing and rebuilding the infrastructure instead of picking up litter.

“Any time we can do something positive and give back to the community, it shows that we are there to support them as they support us,” said Lt. Darius Rawls, project officer, NAVSUP BSC.
The Republic of Korea (ROK) Navy delegation was led by ROK Navy Rear Adm. Sung-bae Park, commander, ROK Naval Logistics Command. The visit promoted partnership and learning between the U.S. and ROK naval supply communities.

During the visit, Cmdr. Stuart Day, executive officer of NAVSUP Fleet Logistics Center (FLC) Jacksonville, explained the U.S. Navy supply chain structure and how NAVSUP FLC Jacksonville brings logistical support to operating units around the globe by providing a wide range of support services, including fuel and postal support, as well as repairable and consumable materials for deployed units.

“The ROK Navy is a critical partner for our global operations. Visits like this one give us an opportunity to share best practices and develop solutions to our shared logistical challenges,” said Day. “Our supply operations are made better by learning from our counterparts and sharing our knowledge, so that we simultaneously improve our support and integration for our warfighters.”

The ROK delegation received a presentation and tour from Chief Warrant Officer Clive Dixon, aviation support division officer-in-charge, highlighting the supply systems configuration, public-private partnership and foreign military sales programs for the P-8A Poseidon and shared knowledge of the phase-out of the P-3C Orion aircraft.

The visit concluded with a static tour of a P-8A airframe, conducted by Sailors from Patrol and Reconnaissance Wing ELEVEN (CPRW-11).
The Navy Food Management Team (NFMT) from NAVSUP Fleet Logistics Center (FLC) Pearl Harbor hosted the annual “Top Chef” Culinary Competition at Joint Base Pearl Harbor-Hickam (JBPHH), in June.

Five commands participated in the competition, designed to promote camaraderie within the Navy culinary community and showcase the teams’ talent and expertise. The event also highlighted the available prime vendor products which can be used by Navy ships, submarines and shore dining facilities.

Guided-missile destroyer USS Preble (DDG 88), guided missile cruiser USS Port Royal (CG 73), fast-attack submarine USS Santa Fe (SSN 763) and JBPHH base dining facilities Silver Dolphin Bistro and Hale Aina all sent culinary teams to the event.

The three-member teams had just 60 minutes to create five portions of one appetizer and one main entrée. The theme was “Asian/Pacific Islander Heritage” and the teams were required to use ingredients from the approved prime vendor catalog.

“This is the fifth consecutive annual ‘Top Chef’ Competition and Product Show,” said Chief Warrant Officer 4 Andrew Nguyen, NAVSUP FLC Pearl Harbor NFMT director. “Each team worked well together to create the best dish to win the title within an hour. I am extremely proud of each of them.”

They chopped, boiled and fried their ingredients. Then one by one, as the entrees were completed, the teams presented their creations to a panel of guest judges.

Guest judges for the event included Capt. Jeff Bernard, commander, JBPHH; Capt. Joe Naman, chief of staff, Naval Surface Group Middle Pacific (COMNAVSURFGRU MIDPAC); Capt. Mike Benedetto, force supply officer, Submarine Force, U.S. Pacific Fleet (COMSUBPAC) and Matt Small, executive chef, Y. Hata & Company.

In evaluating the meals, each judge carefully tasted every dish and judged them based on three criteria – creativity and teamwork, taste and wholesomeness, and food and plate presentation.

Although all teams presented strong entries, the team from USS Port Royal (CG 73) won the competition with a soy glazed pork gyoza appetizer and beef yakisoba main course. Hale Aina Dining Facility came in second place, and third place was USS Preble (DDG 88).
Top Right: 1st Place Winners: The culinary team from the USS Port Royal (CG 73) is awarded first place in the “Top Chef” Culinary Competition hosted by NAVSUP FLC Pearl Harbor. From left to right, Capt. Joe Naman, Capt. Jeff Bernard, CS3 Christopher Edwards, CS2 Nixy Carrasquilla, CS Seaman Cameron Collett, Capt. Mike Benedetto and Matt Small.

Center Right: 2nd Place winners: Hale Aina Dining Facility’s culinary team is awarded second place in the “Top Chef” Culinary Competition hosted by NAVSUP FLC Pearl Harbor. From left to right, Capt. Joe Naman, Capt. Jeff Bernard, A1C Darien green, SrA Mayfield, AMN Alexus Proctor, Capt. Mike Benedetto and Matt Small.

Bottom Right: 3rd Place Winners: The culinary team from the USS Preble (DDG 88) is awarded third place in the “Top Chef” Culinary Competition hosted by NAVSUP FLC Pearl Harbor. From left to right, Capt. Joe Naman, Capt. Jeff Bernard, CS2 Yul Marchan, CS3 Ptah Allah, CS Seaman Zachary Santillana, Capt. Mike Benedetto and Matt Small. –photos by Shannon Haney
NAVSUP Fleet Logistics Center (FLC) San Diego joined Sailors from the Navy’s newest destroyer class in April to conduct afloat postal training aboard USS Zumwalt (DDG 1000) in San Diego.

The command’s Navy Postal Management Inspection Team routinely conducts cyclical training for every command in the Navy’s southwest region; a total of about 220 shore commands and 55 ships. For Zumwalt, however, the training would cover new ground: Zumwalt was the first ship designed to have a single supply-rated Sailor running its postal and retail operations simultaneously.

“The Zumwalt is a very different beast than the rest of our ships,” said Logistics Specialist 1st Class (SW) Evelyn Chavez. “With only around 130 Sailors and just 20 of them in supply, sure, you’re going to have Sailors doing jobs they’ve never done before. But they’re also the only ship in the Navy right now where they have a space built to equip both an afloat post office and a ship’s store. These are two completely different types of operations taking place in one small, confined space.”

Of course, cross-training Sailors in new types of procedures – on a new class of ship – can have its challenges. As a result, Zumwalt’s training had to be specifically tailored to emphasize not only the cross-rated duties, but also to focus heavily on mail security.

“The ship’s layout itself is challenging,” said Chavez. “You’ve got Sailors entering the ship’s store and the postal space at the same time, and we treat all mail as confidential, at a minimum. We really wanted to zero-in and ensure their crew was ready for any obstacles that could potentially come their way. We don’t want to see any postal offenses.”

Aboard the guided-missile destroyer, Ship’s Serviceman 1st Class (SW/AW) Edward Carr, a 19-year Sailor from Los Angeles, was chosen to be the first Sailor to operate the ship’s store while also serving as custodian of postal effects.

“Due to the challenges in maintaining an operational tempo while undergoing these types of modernizations, it’s important that I get comfortable with all of the inspections and forms, that I receive thorough training, and that I know the right way of doing things,” said Carr. “Without NAVSUP FLC San Diego, I don’t know how we would have done it; they made streamlining these processes painless and showed us how to be as flexible as the Navy wants us to be.”

Supply operations – and postal operations specifically – have long been associated with crew morale levels.

“Whether I’m selling you a bag of chips or delivering your mail from back home in the middle of the ocean, my job is to improve morale,” said Carr. “You need morale to fight and win.”

NAVSUP FLC San Diego trains, qualifies, and inspects shipboard supply operations while providing finance and distance support, conducting pre-deployment briefs, prepping pack-up kits, conducting official assessments and more.

“Zumwalt is a minimally-manned vessel; it’s imperative for us to have well-trained and skilled Sailors underway, and that’s where this training really adds value,” said Lt. John Waggener, Zumwalt supply officer. “The NAVSUP team comes on board and really helps us strengthen our operations. They helped train up a ship’s serviceman with no background experience and got him ready to go quickly. Now it’s just a matter of taking all those new skills and making it happen while forward deployed.”

NAVSUP FLC San Diego’s solid working relationships with fleet customers enables the logistics powerhouse to better assist in helping to keep shipboard programs running smoothly as the Navy’s warships deploy in support of global security.

“As we continue to build a bigger fleet and endeavor to be the Navy the Nation needs, we will continue to see new, more innovative and flexible shipboard platforms come to life,” said Commanding Officer, Capt. Michelle Morse. “Our role in that is to keep ourselves aligned with our customers’ needs to enable their mission accomplishment. In this case, that means providing them with the training they need to be successful, no matter where their operations might take them. I think I speak for this very talented workforce when I say that we are proud to be able to provide these types of crucial support to our warfighters.”
Left: NAVSUP FLC San Diego joins members of the USS Zumwalt (DDG 1000) supply department following a training session on postal operations in San Diego. From left to right: USS Zumwalt Supply Officer Lt. John Waggener, LS1 Class Evelyn Chavez, SH1 Class Edward Carr, Postal Advisor Jim Weber. –photo by Candice Villarreal

Right: USS Zumwalt (DDG 1000) Supply Officer Lt. John Waggener and SH1 Edward Carr perform postal duties during a training session led by NAVSUP FLC San Diego last April in San Diego. –photo by Candice Villarreal
NAVSUP Fleet Logistics Center
San Diego Provides Logistics Support to Fitzgerald Crew

By Candice Villarreal, Director, Office of Corporate Communications, NAVSUP Fleet Logistics Center San Diego

NAVSUP Fleet Logistics Center (FLC) San Diego worked alongside USS Fitzgerald (DDG 62) Sailors in July during a brief visit from the ship’s crew in San Diego.

NAVSUP FLC San Diego is currently supporting the Fitzgerald as it undergoes an extended integrated logistics overhaul (ILO).

“After the collision, everything was put in tri-walls and sent to San Diego so the ship could be put on the heavy-lift for transport,” said Logistics Specialist 1st Class (SW/AW) Arthur Simpson. “We worked with Fitzgerald subject matter experts (SMEs) as they verified what was still usable and what required proper disposal. You don’t want to send something to the ship that they can’t use, because that creates extra work for the crew.”

During the extended ILO, NAVSUP FLC San Diego will provide technical guidance, oversight and liaison services for the crew as they navigate the overhaul, assisting with the sorting and organization of shipboard parts and equipment and mocking them up for return to the ship’s retrofitted storerooms.

“In under a week, we went through 177 tri-walls,” said Ens. Cora Cochrane, Fitzgerald supply officer. “It’s a big win for us. We didn’t expect to get this much done in a week, but everybody worked together tirelessly to see this project through.”

Sixteen Fitzgerald Sailors – all SMEs from the ship’s damage control, medical, engineering, weapons, supply, combat systems and operations departments – worked side-by-side with supervision from NAVSUP FLC San Diego personnel to get the job done.

“I know I speak for all of us in the NAVSUP Enterprise when I say we are grateful to be put in situations where we can help our warfighters out,” said Simpson. “To go through what they’ve been through and still keep the pace and work so hard and so well, that’s just amazing.”

Simpson is at the twilight end of his tour with NAVSUP FLC San Diego. He has received follow-on orders to Fitzgerald, where he will report for duty in December.

“That crew is resilient,” said Simpson. “Every one of them. They are representative of the fighting spirit of this Navy, and I am looking forward to being a part of that team. I had the unique opportunity to assist my
NAVSUP Fleet Logistics Center San Diego Supports RIMPAC 2018

By Candice Villarreal, Director, Office of Corporate Communications, NAVSUP Fleet Logistics Center San Diego

NAVSUP Fleet Logistics Center (FLC) San Diego supported the Rim of the Pacific Exercise (RIMPAC) in July as the Navy trained with 24 other nations to improve interoperability between Pacific Rim armed forces.

RIMPAC is the world’s largest international maritime exercise, designed to promote global security and stability in the region. The exercise also provided a unique opportunity for the United States and participating nations to strengthen strategic partnerships.

Since RIMPAC 2018 kicked off in June, NAVSUP FLC San Diego has received, stored, transported and loaded more than $22 million in material from several countries from the Pacific Rim and beyond. The command also coordinated short notice requests for crane, forklift and transportation support while ensuring motor gasoline, rigid hull inflatable boats, flares and material handling equipment reach their destinations to meet critical mission requirements.

“Our role in RIMPAC support is to allow our warfighters to go out and execute their operational plans while we execute the logistics involved with coordinating such an enormous exercise,” said Lt. David Oh, customer service officer. “We want to make the support as seamless as it can be so that they can go out, work together, and focus on what they set out to do. We are essentially enabling mission accomplishment through logistics from the shores of San Diego.”

NAVSUP FLC San Diego personnel have met with supply department Sailors aboard a number of multinational ships, serving as the primary liaison between all foreign vessels and the Defense Logistics Agency and arranging for the delivery of high priority requisitions. In addition, the logistics team acts as the last tactical mile, ensuring delivery of critical parts to ships getting underway.

“A ready force is a winning force,” said Commanding Officer Capt. Brian Anderson. “These troops are operating forward, focusing on deterrence, increasing lethality and honing their warfighting readiness. We are their flexible partner ashore, here to ensure they can accomplish their goals without having to worry about logistics-related issues.”

More than 200 aircraft, 47 surface ships and 25,000 personnel participated in the Hawaii-based exercise, held biennially since 1971. It is hosted by Commander, U.S. Pacific Fleet, headquartered at Pearl Harbor.
Red Hill: Fueling RIMPAC and Ensuring Global Strategic Alliances

Story and photos by Shannon Haney, Office of Corporate Communications, NAVSUP Fleet Logistics Center Pearl Harbor

The Red Hill Bulk Fuel Storage Facility issued over 19 million gallons of fuel to U.S. and foreign ships and aircraft participating in the Rim of the Pacific (RIMPAC) 2018 exercise.

Red Hill, operated by NAVSUP Fleet Logistics Center (FLC) Pearl Harbor’s Fuel Department, consists of 20 tanks, each able to store 12 million gallons of fuel.

RIMPAC’s 2018 theme was “Capable, Adaptive, Partners.” With “Capable” being an important part of the theme of this exercise, Red Hill and the fuel it delivers was one of the most important factors of RIMPAC 2018.

“Red Hill enables fleet readiness and is a key component of operations in the Pacific,” said Lt. CmDr. Blake Whittle, fuel department director. “We are capable of fueling three fleet replenishment oilers simultaneously via pier connection to conduct quick turnarounds to get the vessels back underway to conduct replenishments-at-sea (RASs).”

The RASs allow the surface ships participating in RIMPAC 2018 to maintain the proper amount of fuel and supplies so the ships can continue the exercise without pulling into port for logistical needs.

A gravity-fed distribution system delivers fuel from the Red Hill Bulk Fuel Storage Facility tanks to Pearl Harbor, three and a half miles away. The facility can operate manually, requiring no connection to the Internet or outside power source.

“Red Hill is reliable and delivers fuel quickly—three times faster than comparable facilities,” said Whittle. “It is also two times faster than refueling from a barge or truck. The faster the fueling evolution progresses, the less likely a mishap will occur.”
Red Hill fuel is used by each of the military services in Hawaii, including the U.S. Coast Guard, which frequently conducts rescue missions in Hawaiian waters. Along with the Hawaii Air National Guard, which is also fueled by Red Hill, the Coast Guard assisted in relief and reconnaissance efforts in Kauai and the Big Island of Hawaii in recent months.

“The Red Hill fuel facility is considered essential for providing the fuel necessary to defend our nation, safeguard our national interests and support humanitarian missions,” said Whittle.

RIMPAC 2018 was the world’s largest international maritime exercise. Twenty-five nations, more than 45 surface ships and submarines, 17 national land forces, and more than 200 aircraft and 25,000 personnel took part in this unique training opportunity designed to foster and sustain cooperative relationships that are critical to ensuring the safety of sea lanes and security on the world’s interconnected oceans.

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**NAVSUP WSS**

**Hosts PEO USC Summit**

By Kelly Luster, Director, Public Affairs/Corporate Communications, NAVSUP Weapon Systems Support

When a Navy unmanned aerial vehicle (UAV) is sitting on the deck of a littoral combat ship (LCS) rather than being deployed in the battlespace, there are only two questions the ship’s supply officer (SUPPO), wants to have answered: “Where is my part?” and “When will I get it?” Stopping operations in the battlespace is not an option for combatant commanders, especially for a maintenance issue or backordered parts. For them, supporting America’s warfighters in their area of operation is paramount.

Recently, a group of senior leaders from across the Navy came together at the NAVSUP-hosted Program Executive Office, Unmanned and Small Combatants (PEO USC) Summit to discuss and strengthen partnerships with the systems commands (SYSCOMs) through the development of collaborative strategies based on lessons learned. Specifically, this group was looking near term to ensure open communication and alignment among the next four LCS platforms preparing to deploy.

Briefing topics and discussions covered in the summit included fleet maintenance and readiness, NAVSUP Weapon System Support (WSS) initiatives and challenges, NAVSUP Fleet Logistics Center-Logistics Support Team fleet waterfront support, DLA support initiatives, unmanned maritime systems support issues, mission package support facility initiatives, mine warfare systems, and the frigate sustainment strategy.

Representing the major players at the summit were Rear Adm. John P. Neagley, PEO, USC; Nidak A. Sumrean, PEO USC executive director; Rear Adm. Jonathan A. Yuen, commander, NAVSUP; Michael Madden, vice commander, NAVSUP; Rear Adm. Duke Heinz, commander, NAVSUP WSS; and Lynn Kohl, vice commander, NAVSUP WSS. Additionally, the following stakeholders were also represented: NAVSUP Fleet Logistics Center (FLC); Commander Naval Surface Atlantic, United States Fleet Forces Command; Littoral Combat Ship Squadron One (LCSRON 1); Littoral Combat Ship Squadron Two (LCSRON 2); Defense Logistics Agency (DLA); Supply, Ordnance and Logistics Operations Division, OPNAV, N41; and Surface Warfare, OPNAV N96.

The LCS has its maintenance challenges, such as its highly technological advances, and its ability to perform multiple missions, which, in some cases, can lead to obsolete parts. In simple terms, technology sometimes advances more quickly than the expected lifespan of a given system. Melissa Olson, deputy director, LCS Integrated Weapon Systems Team (IWST), provided an example: “Imagine you have the very latest smart phone. By the time you get it home from the store and start exploring its capabilities, there are already software

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NAVSUP Weapon Systems Support Moves Critical Supplies to Repair USS John S. McCain

By Kelly Luster, Director, Public Affairs/Corporate Communications, NAVSUP Weapon Systems Support

The Arleigh Burke-class guided-missile destroyer USS John S. McCain (DDG 56) was involved in a collision with the merchant vessel, Alnic MC, while underway east of the Straits of Malacca and Singapore August 21, 2017. Among the critical decisions Navy leadership faced were determining the extent of the damage and what it would take to complete repairs to get her back into service.

As the ship moored at Singapore’s Changi Naval Base, it was determined the ship would be moved to Fleet Activities Yokosuka, Japan, for a complete assessment. In the weeks prior to departure from Singapore, crew members, technicians and divers prepared the ship for the trip by patching damaged sections of the hull and placing key systems in layup maintenance.

In late September 2017, a marine transport company began preparing to move the damaged John S. McCain from Singapore to Japan where an in-depth damage assessment will be completed. Repairs are expected to take up to a year and could cost more than $200 million.

As the magnitude of the damages were realized, one issue stood out - it would take nearly 400,000 pounds of steel plates, among other supplies, to make repairs to the ship. But even more perplexing was how to get that steel half way around the world to ensure the repairs were kept on schedule to get it back to U.S. 7th Fleet. That’s when NAVSUP Weapon Systems Support (WSS) Transportation and Distribution (T&D) stepped into the breach. NAVSUP WSS T&D, located in Norfolk, Virginia, was instrumental in transporting the critical supplies from the United States to Ship Repair Facility (SRF), Japan Regional Maintenance Center (JRMC) in Yokosuka.

Multiple sections under the NAVSUP WSS T&D team contributed to the effort of getting the urgently needed parts and supplies to the John S. McCain,” said Pam Young, operations director, NAVSUP WSS T&D Transportation Operations. Young worked with U.S. Navy Supervisor Ship Building of Bath, Maine, to verify the overall requirement for the material that had to be moved to Japan to meet the ship’s repair schedule. Once requirements were determined and trucks were loaded with large steel plates, they hit the road heading for Air Mobility Command.
Travis Air Force Base, California. In the meantime, the NAVSUP WSS T&D, U.S. Transportation Command (TRANSCOM) liaison, Vaughn Stocker, located at Scott Air Force Base, Illinois, was coordinating with the Tanker Airlift Control Center (TACC) as well as commercial vendors and U.S. Navy Supervisor Ship Building, to ensure all transportation requirements were met.

One of the significant hurdles Stocker faced planning the move was that it had to be done during a period of limited aircraft availability. He was able to successfully arrange additional C-17 and C-5 aircraft to move the precious cargo on time.

The final pieces of the puzzle fell into place under the watchful eye of Toby Au, NAVSUP WSS T&D Detachment lead at Travis Air Force Base who, much like a conductor pieces together instrumental music to create a symphony, brought it all together to get the much needed steel and hardware to the ship.

Au worked closely with SUPSHIP to coordinate inbound shipments to Travis Air Force Base from various vendors and Air Force load planners to get the oversized and heavy cargo onto the airlift. According to Au, a considerable amount of lift capability was sacrificed in order to expedite the material and meet schedules. “To paint a mental picture, it’s basically the footprint of three C-5’s or nine C-17s in an aerial delivery system configuration,” said Au.

When it was all said and done, by realigning and utilizing channel lift, NAVSUP WSS T&D saved the Navy nearly $2 million and got the supplies where they needed to be, when they needed to be there, once again demonstrating NAVSUP WSS is the critical link connecting the supply chain to the warfighter.

Below: Steel plates, totaling nearly 400,000 pounds, bound for the United States to Ship Repair Facility (SRF), Japan Regional Maintenance Center (JRMC) in Yokosuka, Japan, embark on the journey from U.S. Navy Supervisor Ship Building (SUPSHIP) across the United States to Scott Air Force Base where they will be loaded aboard aircraft to be transported to the USS John S. McCain (DDG 56) currently in dry-dock in Japan. –photo by Lawrence Stover, ACE Warehouse Coordinator, Bath Iron Works
NAVSUP Fleet Logistics Center San Diego Holds Change of Command Ceremony

Story and photos by Candice Villarreal, Director, Office of Corporate Communications, NAVSUP Fleet Logistic Center San Diego

NAVSUP Fleet Logistics Center (FLC) San Diego welcomed a new commanding officer July 12, when Capt. Brian J. Anderson relieved Capt. Michelle D. Morse aboard the USS Midway Museum in San Diego.

Morse became the 47th commanding officer in 2016. During her tenure, she led the Joint military and civilian workforce to a multitude of recognized successes, to include the receipt of five Commander, Naval Air Forces Ashore Supply Excellence awards—the Blue “E”—two years in a row.

Commander, Navy Region Southwest Rear Adm. Yancy Lindsey congratulated Morse on a successful tour at the ceremony, commending her exceptional and devoted leadership while highlighting a list of remarkable achievements the command enjoyed under her guidance.

“Leading all of you at NAVSUP FLC San Diego has, without exception, been the most rewarding assignment — the pinnacle — of my entire naval career,” said Morse. “Never before have I encountered such an astute group of committed, talented and accountable Sailors and civilians, each of whom comes to work every day to enable warfighter mission accomplishment across the globe. There is honor in your work, and there was greater honor in being your commanding officer. Thank you for a wonderful tour, and for all that you do on behalf of this great nation.”

Anderson, a native of Concord, New Hampshire, previously served as assistant chief of staff, Logistics, Ordnance and Sustainment (N4), Commander, U.S. Seventh Fleet. He now takes the reins as the 48th commanding officer since the command’s inception as the Naval Supply Depot in 1922.

“I am very enthusiastic about continuing the tradition of success NAVSUP FLC San Diego has enjoyed under Capt. Morse’s watch,” said Capt. Anderson. “It is easy to see that this command is incredibly tenacious, agile, innovative and responsive. I am honored to have the privilege to lead such a fine organization, and I look forward to working with you all as we march forward in support of our nation’s warfighters.”

Anderson holds dual Master of Business Administration degrees in supply chain management and human resource management from the Broad Graduate School of Management at Michigan State University, in addition to a Bachelor of Science degree in business administration from Saint Michael’s College. He enlisted in the Navy in 1992 and earned his officer commission at Officer Candidate School in 1995.

Morse will report for duty to the office of the Secretary of Defense for Legislative Affairs, where she will serve as congressional liaison team lead to the Under Secretary of Defense for Acquisition and Sustainment in Washington, D.C.
Above: Commanding Officer Capt. Brian Anderson signs his change of command documents.

Left: Capt. Brian Anderson and Capt. Michelle Morse prepare to be piped aboard the USS Midway Museum during the change of command ceremony in San Diego in July.

NAVSUP FLC San Diego Sailors stand in formation during the change of command ceremony.
NAVSUP Fleet Logistics Center Yokosuka Holds Change of Command Ceremony

By Tina C. Stillions, Office of Corporate Communications, NAVSUP Fleet Logistics Center Yokosuka

NAVSUP Fleet Logistics Center (FLC) Yokosuka held a change of command ceremony in Japan, late June.

Capt. Frank Nevarez relieved Capt. Jeffery Davis, who served as the 34th commanding officer for the U.S. Navy’s largest overseas logistics center.

“The burden of command is one that has been born since the dawn of time,” said Rear Adm. Keith Jones, deputy commander of NAVSUP, and guest speaker. “From the days of sail when ships were made of wood and Sailors were made of steel, to our current climate where our Navy has grown into a lethal and modern diverse force, commanding officers have shouldered the responsibilities laid upon them by their superiors. This is one of the most arduous and demanding areas of responsibility in the 7th Fleet. Covering a vast geographic area and having responsibility for many sites and locations, Capt. Davis and his team delivered premier logistics capabilities and expertise to our operational forces and installations.”

As commanding officer, Davis led a team of more than 1,200 in support of dozens of naval exercises and thousands of logistics missions supporting forward-deployed naval forces across one of the Navy’s busiest areas of responsibility. He championed development of the Logistics Playbook (LPB) during his time at FLC Yokosuka to address the fleet’s need for an integrated logistics resource tool. Created for logisticians and users of logistics data needing relevant and current information, it was implemented on the Commander, U.S. Pacific Fleet Logistics Common Operating Picture secure network to enable users to make better informed decisions.

“This is going to be tougher than I thought,” said Davis. “Today, in the land of the rising sun, the sun is now setting on my time in command of FLC Yokosuka. As I depart, I’ll leave you with a few thoughts: Live mindful of what stories you want to have told about you; choose today to prepare your mind and your heart to be ready to navigate these rough seas; and never let that which is most important become servant to those things which are least.”

Davis also acknowledged the dedication of the command’s master labor contract employees, which comprise 60 percent of the organization’s workforce, in attendance at the ceremony.

“I will always remember the kindness of the people of Japan and the wonderful adventure that Leah and I have been able to share with each of you,” he said. “We are changed because you have added to the richness of our life.”

The organization’s new commanding officer is Nevarez. Prior to reporting to NAVSUP FLC Yokosuka, he was the division chief, Retail Operations Support for the Defense Logistics Agency.

“Even though I’m just starting out on this journey as your commanding officer, I’m already impressed by the dedicated teamwork on display by everyone in support of maritime operations in this region,” said Nevarez. “I look forward to leading this talented team, getting to know you, and continuing the strong partnerships that have already been established. Working together, we will continue to be the key enabler and provider of integrated supply and logistics solutions for warfighter readiness.”
Vice Commander, NAVSUP, Michael Madden visited the Navy Supply Corps School (NSCS) in June to attend the second Battalion Basic Qualification Course (BQC) and 94th Company Naval Reserve graduation as the guest speaker.

Following the ceremony and a tour of the schoolhouse, Madden sat down with NSCS Public Affairs for a short interview reviewing his career, specifically his time as an instructor at NSCS Athens, Georgia.

“I reported to Athens in December 1982. Back then, the choices were made for you. They said they wanted to send me to teach, so I did,” said Madden with a humble smile.

He went on to explain the different responsibilities he assumed while serving his first shore duty.

“I was originally assigned as the base supply officer and disbursing officer. I attended the commanding officer’s department head meetings as a Lieutenant junior grade along with the academic director, the public works officer, and the chaplain. After about eight months, I transferred over to instructor duty and taught disbursing management for the remainder of my tour. Overall, it was a good opportunity to go back and have influence on the future of the Supply Corps. As a matter of fact, in one of the battalions I taught, there was a guy by the name of Jon Yuen."

As the highest ranking civilian in NAVSUP, Madden worked side-by-side with his former student, the 47th Chief of the Supply Corps, Rear Adm. Jonathan Yuen. It was not the first time they had crossed paths since 1982. Shortly after his retirement from active duty in 1999 as a Commander, Madden was recruited as NAVSUP deputy comptroller. “When I took over as Comptroller, Rear Adm. Yuen served as my deputy.”

Madden continued to comment on some of the other influential relationships he made throughout his time as a Supply Corps officer.

“The interaction with people has been the highlight of my career. When I was on the USS Forrestal (CV 59), for my first tour, there was supply officer by the name of Don Hickman. Don Hickman later became Chief of the Supply Corps. My roommate aboard, Bill McGuire, became a one-star in the Supply Corps. At supply school, I taught with Mike Lyden. Mike became a Chief, as well. I’ve worked with a lot of quality people throughout my career, and learned a lot from all of them as I came up.”

When asked for his fondest memory from instructor duty, Madden described a jovial account of the staff softball team.

“There was an instructor team that existed already, but you had to try out for it. Their whole point of view was to beat the students every time we played them, which meant a lot of people weren’t involved. So we stood up a team called the “Non-sliders.” Down in Georgia, in August, in the red clay, if you slide, you’d have a strawberry on your leg for about three weeks. Anyway, we tried to bring a little fun to that environment. We didn’t take the game nearly as seriously, and we got a lot of people to come out who wouldn’t normally participate.”

Wrapping up the interview, Madden discussed some of the core tenets that he focused on to prepare students for sea, and that he carried with him throughout his career.

“I think there are a few different aspects of it. There are the physical aspects; it’s a demanding environment. You have to be ready for the long hours and still remain sharp and make decisions. I’ll use the term spiritual, but you’ve also got to have your head in the right place; this is not an easy job. You have to give yourself over to being afloat when you’re afloat. Lastly, there’s being a... continued on page 52

Left: from right to left: Chaplain Lt. Leotra West, Capt. Frank Nevarez, Capt. Jeffery Davis, CMC Steve Horton, YN3 Logan Hawkins

Right: from left to right: VADM Koji Oshima, Maritime Materiel Command commander, outgoing NAVSUP FLC Yokosuka Commanding Officer Capt. Jeffery Davis and wife Leah Davis, Karen Navarez, incoming NAVSUP FLC Yokosuka Commanding Officer Capt. Frank Nevarez and NAVSUP Deputy Commander Rear Adm. Keith Jones. –photos by Nobuhiko Kazama
professional—knowing the business that you’re in and being able to find solutions in the ruleset that you have without breaking or bending it. There is always a way forward, but you have to do it the right way.”

The final question to Madden was addressed in regard to the students, the next generation of Supply Corps officers he had just helped certify “Ready for Sea.”

“What advice do you have for them?” His answer was fitting for that day’s environment.

“The one thing that the Supply Corps has always been good at is innovation. Every time we encounter a condition, we develop solutions to continue to give the Navy what it needs. The supply officers I grew up with were problem solvers and fleet-focused. That has always been our culture. This is your opportunity to understand the Navy, to learn your craft, and to test your leadership. It’s about exercising it and establishing your service reputation.”

In closing, Madden said, “This is a rare privilege for me to be able to come back and address an audience of the next generation of the Supply Corps. The Supply Corps has given so much to me. I enjoy the chance to give something back.”

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Mike Madden, NAVSUP Vice Commander, addresses students and guests at the June graduation of 2nd Battalion BQC Students and 94th Company Reservists. –photo by Lt. Adam Johnson, NSCS PAO

Did you know the Navy Supply Corps School (NSCS) hosted a Junior Officer Training Seminar (JOTS)?

By Lt. Stephen Astafan, Public Affairs, Navy Supply Corps School

In May, fleet stakeholders and principle representatives from type commanders (TYCOMs) visited the Navy Supply Corps School (NSCS) for the annual Board of Visitors (BOV) meeting. During their visit, a panel of six senior supply officers hosted a question and answer session with nearly 100 junior officers, and spoke on topics such as accountability, mentorship, and best practices within the community.

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A panel of senior Supply Corps officers including (from right to left) Capt. Ray Bichard, Capt. Joan Oldmixon, Capt. Mark Runstrom, Capt. Matt Hoffman, and Capt. Ed Bogdanowicz speak about their careers and experiences. –photo by Lt. Adam Johnson, NSCS PAO
Did you know that as an instructor at Navy Supply Corps (NSCS) you are able to earn the Master Training Specialist Certification (MTS)?

By Lt. Stephen Astafan, Public Affairs, Navy Supply Corps School

The MTS qualification provides recognition for outstanding individual effort and fosters command training professionalism. The program is designed to develop and qualify those individuals who possess advanced knowledge, skills, and abilities that will enhance the delivery of quality education and training in the Navy.

Additionally, the MTS certification counts as nine semester hours toward a teaching degree or continuing education.

Above right: This MTS Emblem is worn on the name tags of all MTS qualified personnel.
Capt. Terrel J. Fisher succeeded Capt. Kerry L. Pearson as Commanding Officer, NAVSUP Fleet Logistics Center (FLC) Bahrain, during a change of command ceremony in July. Rear Adm. Michelle C. Skubic, Commander, NAVSUP and 48th Chief of Supply Corps, officiated the ceremony attended by more than 200 guests, including NAVSUP FLC Bahrain staff, family members, regional partners and valued local customers.

“NAVSUP’s focus remains on the fleet, on the Sailors at sea who keep the Navy afloat, and all warfighters in harm’s way,” said Skubic. “And here at NAVSUP FLC Bahrain, as Capt. Pearson passes the torch to Capt. Fisher in command, you will continue to provide optimal support for the 5th Fleet and U.S. Naval Forces Central Command’s area of responsibility through our global network of Supply Corps officers and supply community members.”

“I’ve been thoroughly impressed by the NAVSUP FLC Bahrain team,” said Fisher, who will be the fourth commanding officer of NAVSUP FLC Bahrain. “We have an amazing group of logistics professionals providing NAVSUP’s products and services to our customers in the 5th Fleet. I’m confident the NAVSUP FLC Bahrain team is ready to serve and sustain the fight and am truly humbled by this opportunity to serve.”

Prior to assuming his new position, Fisher served as logistics branch head, Chief of Naval Operations, Supply Ordnance and Logistics Operations. Earlier operational tours include deputy commander forward, Defense Logistics Agency (DLA) Central Command and Special Operations Command at Al Udeid Air Base in Qatar; USS Bonhomme Richard (LHD 6); USS Anzio (CG 67); USS Wasp (LHD 1); and USS Briscoe (DD 977).

Fisher graduated with honors from Jacksonville University. He received a Master of Science in Acquisition and Contract Management from Florida Institute of Technology and a Master of Science in National Resource strategy from the Eisenhower School, where he also completed the senior acquisition course. He is a graduate of the Business Resource Management Program at University of Virginia; the Advanced Program in Logistics and Technology at University of North Carolina Chapel Hill; and the Tuck Executive Training Program at Dartmouth College.

Pearson, who transferred to Navy Personnel Command, started his address by thanking God, his family, friends, colleagues and staff before turning to Fisher. “I wish you incredible success. Gerry Raia got this command crawling, Sean Egge got the command walking. We are now trotting and the team is ready, or always ready, to run. You are the right person, at the right time, to lead this team.”

Rear Adm. Michelle C. Skubic (left) salutes during a change of command ceremony at NAVSUP FLC Bahrain in which Capt. Terrel J. Fisher took command. -photo by MC2 Gregory Pickett
NAVSUP Fleet Logistics Center Puget Sound Holds Change of Command

By Brian Davis, Office of Corporate Communications, NAVSUP Fleet Logistics Center Puget Sound

NAVSUP Fleet Logistics Center (FLC) Puget Sound held a change of command ceremony in Bremerton, Washington in August, as Capt. Bernard D. Knox relieved Capt. Philippe J. Grandjean as commanding officer.

The outdoor ceremony took place at Naval Base Kitsap-Bremerton’s Charlie Pier with over 150 guests in attendance.

Rear Adm. Deborah P. Haven, director, Joint Reserve Force, Defense Logistics Agency, presided over the event. During her remarks, Haven pointed out that one of the major hallmarks of Grandjean’s tenure was creating and developing partnerships to improve service to fleet customers.

“The partnership between NAVSUP FLC Puget Sound, the community, its partner government organizations at the local, state, and federal levels, and civic leaders, is a special one; and one that has existed for many years. I know that these relationships have grown during Capt. Grandjean’s time here,” said Haven.

Grandjean took the helm in September 2016 and led the command’s military and civilian workforce with an emphasis on fleet support and customer service.

“We have constantly looked for ways to do better for our customers and we have taken great strides in terms of improving fleet support,” said Grandjean. “It has been an honor to serve as commanding officer,” he said.

“Capt. Grandjean led the NAVSUP FLC Puget Sound staff in reenergizing the organization’s commitment to providing combat capability through quality logistics support,” said Haven.

Knox, a native of Pawleys Island, South Carolina, is a graduate of the University of Florida and the Naval Postgraduate School. He comes to NAVSUP FLC Puget Sound from Washington, D.C., where he served as chief logistician at Naval Sea Systems Command (NAVSEA) Headquarters. In his first address to NAVSUP FLC Puget Sound personnel as commanding officer, Knox said, “This command has earned a superlative ‘can do’ reputation throughout the fleet, and sets the standard for service and support to our customers. I look forward to serving with you and seeing you achieve even greater things.”

Above: Capt. Bernard Knox renders a salute as he walks through the side boys during a change of command ceremony for NAVSUP FLC Puget Sound. –photos by Mass Communication Specialist 2nd Class Wyatt L. Anthony

Capt. Philippe Grandjean gives his farewell remarks during the ceremony.

Capt. Bernard Knox, incoming commander, NAVSUP FLC Puget Sound, gives his remarks during the ceremony.

Capt. Phillipe Grandjean, outgoing commander, renders a salute as he walks through the side boys during the change of command ceremony.
Navy Supply Corps School Holds Change of Command

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

Capt. Nick Rapley relieved Capt. Doug Noble as Commanding Officer of Navy Supply Corps School (NSCS), Newport, Rhode Island. Rear Adm. Michelle Skubic, Commander, NAVSUP and Chief of Supply Corps, and Capt. Jonathan Haynes, Commanding Officer, Center for Service Support, officiated the change of command.

Rear Adm. Michelle Skubic praised Noble’s tenure as commanding officer.

‘Under Capt. Noble’s leadership, the schoolhouse completed an impressive 231 course convenes with a staff who performed more than 24,000 hours of instruction. Their efforts resulted in the graduation of over 5,000 fleet-ready students, 300 of whom are newly minted supply officers (SUPPOs) added to our Navy ranks. Thank you, Doug, for your innovative thinking and your exemplary leadership as you and your staff initiated our newest Supply Corps officers into the realm of operational planning.’

Noble assumed command of the NSCS on July 15, 2016. NSCS is responsible for the initial training of all newly commissioned Supply Corps officers, as well as advanced training for supply department heads, and other technical courses.

Noble deferred the credit for his successes to staff members, past and present.

“Thank you for your commitment to the future of our community,” said Noble on his last day in command at NSCS. “Your tireless efforts are crucial to our students’ success and are a critical component to ensuring that our officers are truly ‘Ready for Sea!’”

Noble was selected to the rank of Rear Admiral during his tenure, and his next assignment is as the special assistant for Audit Readiness, Office of the Assistant Secretary of the Navy, Financial Management and Comptroller in Washington, D.C.

Noble welcomed Capt. Rapley and praised his career in logistics and his leadership.

Rapley, a native of Southern California, previously served as the SUPPO aboard USS Nimitz (CVN 68) and most recently served as special assistant (congressional liaison) to the Under Secretary of Defense for Acquisition and Sustainment, USD (A&S), in the Office of the Assistant Secretary of Defense for Legislative Affairs, OASD (LA).

“I am honored to take command today from a phenomenal leader who I’ve known for the better part of my career and who has done a tremendous job as the commanding officer,” Rapley remarked. “Captain Noble, you set the groundwork for my success. I am honored to follow in your footsteps and wish your family the very best as you head to your next tough job in the depths of the Pentagon. To the men and women of the Navy Supply Corps School, I am truly humbled to serve as your commander and thank you for the warm welcome.”
Clockwise from far left:

(From Right to Left) Rear Adm. Michelle Skubic, Capt. Jonathan Haynes, Capt. Doug Noble, and Captain Nick Rapley salute the National Ensign during the change of command ceremony held at the Wheeler Center August 24th, 2018.

Capt. Doug Noble is awarded the Legion of Merit by Rear Adm. Michelle Skubic and Capt. Jonathan Haynes.

Capt. Doug Noble and Capt. Nick Rapley transfer command at the Wheeler Center in Newport, Rhode Island.

Capt. Doug Noble delivers his remarks to the crowd during the change of command ceremony.

Capt. Nick Rapley departs with the Official Party as the new Commander of Newport, Rhode Island.

-photos by Lt. Adam Johnson
Ret. Capt. Franklin D. Smith, SC, USN
Retired Capt. Franklin D. Smith, SC, USN, 85, passed away on April 11, 2018. Smith retired in February 1981 after 25 years, while serving on the staff of the Secretary of Defense, Washington, DC. He received his bachelor's degree from the U.S. Naval Academy in 1956 and his master's degree from Harvard in 1968. His duty assignments include: USS Hunt (DD 674); Faculty, U.S. Naval Academy; Atomic Energy Commission, Washington, DC, and Pittsburgh, Pennsylvania; Supply Officer, USS Maury (AGS 16); Fleet Material Support Office, Mechanicsburg, Pennsylvania; Bureau of Ships, Washington, DC; Staff, Commander in Chief, U.S. Pacific Fleet, Pearl Harbor, Hawaii; and Naval Material Command Headquarters, Washington, DC.

Ret. Capt. Jeffrey D. Biel, SC, USN
Retired Capt. Jeffrey D. Biel, SC, USN, 74, passed away on May 26, 2018. Biel retired in October 1993 after 27 years, while serving at Commander Submarine Force, U.S. Pacific Fleet, Pearl Harbor, Hawaii. He received his bachelor's degree from the University of Notre Dame and his master's degree from Cornell University. His duty assignments include: Atlantic Fleet Polaris Material Office, Naval Base, Charleston, South Carolina; USS Simon Lake (AS 33); Ships Parts Control Center, Mechanicsburg, Pennsylvania; Special Projects Liaison Office, Strategic Systems Project Office Detachment, London, United Kingdom; Staff, Office of the Comptroller, Washington, DC; Staff, Commander Submarine Force, U.S. Pacific Fleet, Pearl Harbor, Hawaii; and USS John C. Calhoun (SSBN 630).

Ret. Capt. Robert R. Bechtelheimer, SC, USN
Retired Capt. Robert R. Bechtelheimer, SC, USN, 86, passed away on June 2, 2018. Bechtelheimer retired in January 1983 while serving as Director, Naval Audit Service Western Region, San Diego, California. He received his bachelor's degree from Southern Arkansas University. His duty assignments include: USS Kearsarge (CVA 33); Texas Group, Atlantic Reserve Fleet; U.S. Naval Communication Station, Pearl Harbor, Hawaii; Officer-in-Charge, Navy Area Audit Office, San Diego, California; Supply Officer, USS Eldorado (AGC 11); Officer-in-Charge, Navy Audit Office, Pearl Harbor, Hawaii; Naval Audit Service Headquarters, Falls Church, Virginia; Defense Supply Agency, Alexandria, Virginia; and Director, Naval Audit Service, Southeast Region, Norfolk, Virginia.
Ret. Capt. Dan M. Carpenter, SC, USN
Retired Capt. Dan M. Carpenter, SC, USN, 91, passed away on June 2, 2018. Carpenter retired in November 1977 after 29 years of active service while serving as Supply Officer, Puget Sound, Naval Shipyard, Bremerton, Washington. He was commissioned in the U.S. Navy in June 1948. He received his bachelor's degree from Pomona College in 1948. Duty assignments include: USS General William Mitchell (AP 114); USS Lowry (DD 770); Staff, Commander Bremerton Group, Pacific Reserve Fleet; USS Quincy (CV 71); Fleet Aircraft Service Squadron 110, Naval Air Station, San Diego, California; Office of U.S. Naval Attaché and Naval Attaché, Taipei, Taiwan; Naval Ordnance Test Station, China Lake, California; USS Nereus (AS 17); Naval Ordnance Supply Office, Mechanicsburg, Pennsylvania; Navy Ships Parts Control Center, Mechanicsburg, Pennsylvania; Supply Officer, USS Samuel Gompers (AD 37); Staff, Commander Service Force, U.S. Atlantic Fleet, Norfolk, Virginia; and Executive Officer, Naval Supply Center, Bremerton, Washington.

Ret. Capt. Jerry D. Moum, SC, USN
Retired Capt. Jerry D. Moum, SC, USN, 79, passed away on June 22, 2018. Moum retired in October 1986 while serving at Fleet Material Support Office, Mechanicsburg, Pennsylvania. He received his bachelor's degree from the University of Missouri and his master's degree from Indiana University. His duty assignments include: Naval Supply Systems Command, Office of CNO and Naval Sea Systems Command, Washington, DC; Ships Parts Control Center, Mechanicsburg, Pennsylvania; Naval War College, Newport, Rhode Island; USS Chicago (CG 11); Naval Supply Center, Charleston, South Carolina; Naval Command Systems Support Activity, Pacific Command Detachment, Pearl Harbor, Hawaii; Naval Air Station Quonset Point, Rhode Island; and USS Myles C. Fox (DDR 829).

Ret. Capt. William D. Rhodes, Jr., SC, USN
Retired Capt. William D. Rhodes, Jr., SC, USN, 78, passed away on July 3, 2018. Rhodes retired in November 1984 while serving at Naval Air Station, Norfolk, Virginia. He received his bachelor's degree from Tufts University and his Master of Business Administration from Harvard University. Duty assignments include: Staff, COMNAVAIRLANT Norfolk, Virginia; Naval Air Facility, Sigonella, Italy; Naval Supply Systems Command, Washington, DC; ASO Philadelphia, Pennsylvania; USS Franklin D. Roosevelt (CVA 42); and Naval Supply Depot, Subic Bay, Philippines.

Ret. Capt. Glen H. Lathrop, Jr., SC, USN
Retired Capt. Glen H. Lathrop, Jr., SC, USN, 95, passed away on July 13, 2017. Lathrop, Jr. graduated from San Marino High School in Pasadena, California, and went on to receive a law degree from Princeton University, graduating with the class of 1943 and becoming a member of the California Bar. He proudly served his country as a Navy pilot in World War II, the Korean War, and Vietnam.

Ret. Capt. Paul J. Hulette, SC, USN
Retired Capt. Paul J. Hulette, SC, USN, 80, passed away on July 13, 2017. Hulette retired after serving 26 years. He was a graduate from Oklahoma Central University in Edmond Oklahoma.

Retired Capt. James Alexander Fleming Jr., SC, USN, 77, passed away on December 8, 2017. Fleming retired in 1982 after serving 24 years. He entered the United States Naval Academy in the summer of 1958. He spent two years with the 24th Company and graduated from the Sixth Company in 1962. Upon graduation from Annapolis, he entered the Supply Corps and attended the Navy Supply Corps School in Athens, Georgia. He received a master's degree from the Naval Postgraduate School. He completed several tours at sea, including one on the USS California. He served in Vietnam and received numerous commendations and service medals during his time there.

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