

THE NAVY SUPPLY CORPS
 Newsletter

NOVEMBER / DECEMBER 2015



Innovation



A Message from the Chief of Supply Corps



Letter from Chief

This edition of the *Navy Supply Corps Newsletter* features innovations our Navy is developing to improve or invent future operational capabilities. Creativity in our approach to tasks and sharing these thoughts connect our Navy network from all points of the globe. Great ideas truly come from everywhere.

The Navy Supply Corps is aligned with Secretary of the Navy Ray Mabus who is leading the way, encouraging all to participate in forums, submit ideas and put them into motion. Having an environment where we can capture these ideas and make them a reality is inspiring.

Innovation was critical during World War II, but it wasn't always coming up with something brand new...many innovations leveraged something that already existed to make it more effective. In the 1930s and 1940s, Germany and the United Kingdom (U.K.) were on each other's heels, pushing each other, both striving to "out-innovate" the other. Radars and tanks are the best example. Germany made the best radars, but it was the U.K. that perfected the network of radars for effective air defense against the Luftwaffe in the Battle of Britain. The U.K. invented tanks in World War I, but it was Germany that combined their tanks with air power to create Blitzkrieg and overrun Europe. We learn from this history to capitalize on those things we do best and then make them even better. Chief of Naval Operations Adm. John Richardson challenges us to capture new ideas and take that same initiative to strive to be the best we can be. Individually and institutionally, we must be the best in the world.

We are moving forward. Creating materials that are instrumental in safety, producing proactive countermeasures against possible cyber attacks, and constructing solutions in business that increase our productivity have been significant advancements in our methodology and we are still improving on them with new developing ideas. We do not do this on our own. Collaboration between each of us, Joint Services, and small businesses and large, generates a synchronized partnership committed to delivering operational readiness to the warfighter. Our teamwork will increase our "toughness" by tapping into our sources - the Sailors, officers, and civilians - strengthening our Navy and nation.

With the holidays here, I want to thank you and your families for the sacrifices and investments you have made throughout the year in support of the Navy. You are appreciated by many. Safe and happy holidays to all!

A handwritten signature in black ink, appearing to read "J. A. Yuen".

J. A. YUEN
RADM, SC, USN



NEWS FROM THE Command Master Chief

Team Supply,

Happy Holidays from Mechanicsburg! As we approach this special time of year, I am ever mindful that many are "Operating Forward" and are away from family. I want each of you to know that you are not forgotten and are always in our thoughts and prayers.

This edition of the Navy Supply Corps Newsletter focuses on innovation. Being that I have served in our Navy since 1986, I pondered the impact of innovation on my career and, without question, the advent of email and internet access in 1996 during my tour aboard USS Boxer (LHD 4) was the most profound. Prior to this, communication with family and friends was by letter mail; unless you were stationed aboard an aircraft carrier, letter mail was sporadic at best, which brings me to the current state of our Navy and the impact of technological innovation. Our Navy and Nation continually strive to maintain a technological edge. In my humble opinion, many of the ideas that have evolved into technological advances can be attributed to the belief that "great ideas come from everywhere!" Now there is no policy to support my thoughts, but if you look at the diversity of race, religion, culture, etc. that exists among our military, government civilians and contractors who comprise our workforce, this in itself breeds difference in thought and this very difference is how new ideas become reality!

Throughout this edition, you will see a myriad of means by which innovation is impacting our Navy. From our small business initiatives to the Chief of Naval Operations Rapid Innovation Cell, you will see how members of our Supply Community are impacting this effort. You too can make a difference. If you have an idea, you may submit it via electronic means at <https://doninnovation.ideascale.com/a/ideas/top/campaigns/15210>.

In closing, during calendar year 2015, there have been some horrific acts of violence against freedom and democracy. As each of you go about conducting our nation's order of business, be ever vigilant to maintain situational awareness. Your safety and welfare are a priority!

All the Best!

CMDCM (SW/IDW) Donald Myrick, USN
Master Chief Petty Officer of the Supply Community
Naval Supply Systems Command

NEWSLETTER

Volume 78, No. 6

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SPECIAL INTEREST

Senior Executive Service Member Named at NAVSUP

Ms. Robin Porterfield became Naval Supply Systems Command's (NAVSUP's) newest Senior Executive Service (SES) member at the end of October. She is serving as Assistant Commander for Financial Management/Comptroller (N8).

Ms. Porterfield brings extensive knowledge and experience to this position with more than twenty years of specialized career development in NAVSUP and the federal government.

Ms. Porterfield's proven track record of strategic insight, financial expertise, and executive management make her a tremendous asset to NAVSUP N8 and the NAVSUP Enterprise. ●



The 2014 Full Time Support Junior Officer of the Year

NAVAL SUPPLY SYSTEMS COMMAND

On Friday, 16 Oct. 2015, the Association of the United States Navy awarded the Full Time Support Junior Officer of the Year for 2014 to Lt. Cmdr. Julie K. Moss.

Lt. Cmdr. Moss trained and led 26 personnel, who deployed to Rota, Spain in January 2014, to provide mission support to 29 locations in 22 countries for all 560 members of the battalion. She was responsible for a \$1.6 million budget, logistics, postal, food service, travel, distribution of material, berthing, Consolidated Seabee Allowance Listing warehouse, and non-construction engineer support equipment (Non-Civil Engineer Support Equipment) Table of Allowance (TOA) valued at \$10 million.

Her dedication and mission success improved inventory validity by 47 percent and resulted in four fully mission capable TOA modules which increased battalion mobilization and warfighter readiness by 75 percent. As soon as the battalion returned home, Lt. Cmdr. Moss flawlessly closed out all programs and gear turn in as the battalion decommissioned within 30 days of returning home. ●

FEATURE STORY



Small Business – The First Option for Innovation

BY EMILY D. HARMAN, DIRECTOR,
OFFICE OF SMALL BUSINESS PROGRAMS
DEPARTMENT OF THE NAVY

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In November 2014, the Secretary of Defense cited America's eroding dominance in key warfighting areas when calling for "a broad, department-wide initiative to pursue innovative ways to sustain and advance our military superiority for the 21st century and improve business operations throughout the department."⁽¹⁾ The desire to do business with innovative non-traditional partners was clearly articulated by the creation of Defense Innovation Unit Experimental (DIUx) in the Silicon Valley and the strong emphasis Better Buying Power 3.0 places on the need to innovate and achieve technical excellence. Scan the Internet and

Left: Ms. Emily Harman is the director of the Office of Small Business Programs (OSBP) for the Department of the Navy, serving as chief advisor to the Secretary of the Navy on all small business matters. She is responsible for small business acquisition policy and strategic initiatives.

one can find numerous articles questioning whether or not the Department of Defense (DoD) can do business with Silicon Valley and attract non-traditional defense companies to help solve our problems and retain our technological edge.

We can and we must. The Department of the Navy's (DoN's) Small Business Innovation Research (SBIR) program has shown the way, with more than 70 contributing small firms in Silicon Valley. In January 2015, the Secretary of the Navy Ray Mabus launched the DoN Innovation effort. In his vision, Mabus states "It is clear that innovation is not just about buying a new platform or weapon system; rather it is about changing the way we think, challenging outdated assumptions, and removing bureaucratic processes that prevent ideas from becoming reality."⁽²⁾ We need to engage more effectively with commercial technology companies, in locations all across the country, and incentivize these companies to do business with DoD.

To get there, as the new Director of the DoN Office of Small Business Programs (OSBP), I challenge our DoN acquisition workforce to think of small business as the first option. "Small Business - The First Option" has been the OSBP's motto since January 2010. Now, more than ever, all DoN acquisition professionals need to think and act upon this motto. Not to meet a goal, but to access the advantage, the innovation, agility, and responsiveness that small businesses bring to the fight, allowing America to retain its technological superiority. Small businesses have long been a breeding ground for innovation and an essential part of our nation's industrial base. Per the Small Business Administration's Office of Advocacy, of high patenting firms (15 or more patents in a four-year period), small business produced 16 times more patents per employee than large patenting firms⁽³⁾. Small Businesses also comprise 99.7 percent of U.S. employer firms.⁽⁴⁾ Since 2000, the DoN SBIR program has led all military departments in delivering innovation to our warfighters, as measured by acquisition program investments in transitioning SBIR technologies.

Recognizing that "Small Business - The First Option" cannot be the motto of small business professionals alone, Assistant Secretary of the Navy (ASN) for Research Development and Acquisition (RD&A) Sean Stackley signed his "Tapping into Small Business in a Big Way" memo in January 2015. In this memo, Stackley explains that a "healthy small business industrial base is vital to the long-term success and affordability of the DoN, as well as to our national security."⁽⁵⁾ This memo formally assigns each deputy program manager as the small business advocate responsible for identifying opportunities within the program for small business participation, serving as technical point of contact for small businesses interested in pursuing these opportunities, and for management of SBIR and [Small Business Technology Transfer] STTR within their cognizance." The memo also requires each head of contracting activity (HCA) and each program executive office (PEO) to formulate a small business strategy "clearly identifying



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how they will incorporate and promote small business participation as prime contractors and through sub-contract provisions across the breadth of contracts under their purview.”

By signing this memo, ASN (RD&A) is challenging each member of our acquisition workforce to think differently, to think “Small Business - The First Option”, and to ensure small businesses are an integral part of our acquisition strategies. Our acquisition workforce already has quite a bit on their plates so why would Secretary Stackley sign out a memo assigning even more responsibilities? The answer is not so the DoN can meet a small business goal. It is because he recognizes, in light of declining defense budgets, the need to increase competition and get innovative solutions in the hands of our Sailors and Marines, quickly and affordably.

DoN’s HCAs and PEOs cannot implement these small business strategies without the active engagement of each member of their acquisition team. All members of the acquisition workforce must think differently about small business and work together to create a small business friendly environment. DoN currently does business with small businesses. As highlighted in the DoN OSBP’s Executive Summary for FY14, ⁽⁶⁾ the DoN met all of its prime small business contracting goals for the first time in fiscal year 2014. DoN realized similar success in fiscal year 2015. But it is not just about meeting a goal. Small business professionals and senior acquisition leaders frequently hear from small businesses about the challenges they face in doing business with the DoN. These challenges include large businesses not utilizing small businesses as subcontractors to the

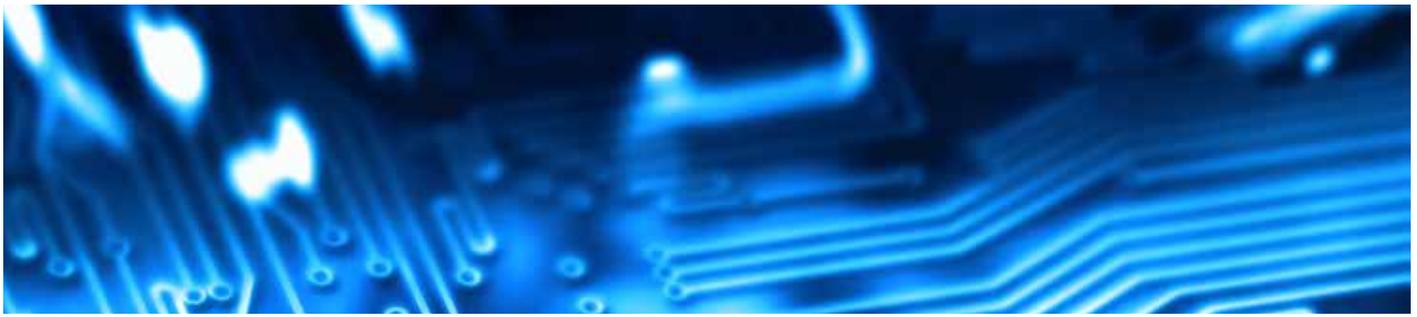
extent proposed, gaining access to government employees in an effort to better understand the government’s requirements, and excessively long contracting cycle times.

The DoN OSBP leadership, along with the OSBP Associate Directors from each DoN buying command, is developing the DoN OSBP’s Strategic Plan which we will share on the DoN OSBP’s Web page ⁽⁷⁾. Part of our strategy involves developing tools and processes to help the deputy program managers successfully execute their small business advocacy role and successfully integrate small business in their acquisition strategies.

I want to hear your thoughts and ideas on how we can make “Small Business -The First Option” a reality. Go to <https://doninnovation.ideascale.com/a/ideas/top/campaigns/15210> to discuss current challenges or future opportunities to improve our processes. You may also connect with the DoN OSBP via twitter @DON_OSBP and Facebook <https://www.facebook.com/NAVYOSBP>. 🌟

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Additive Manufacturing in the Navy: State of the Technology

BY LT JASON T. RAY, SC, USN, STAFF OFFICER, OFFICE OF THE CHIEF OF NAVAL OPERATIONS N41

Additive manufacturing (AM) or 3-D Printing is a process where an object is fabricated layer-by-layer in a wide variety of methods and materials to produce items ranging from small plastic trinkets to complex titanium fuel injection nozzles. The technology rode the hype cycle wave over the last 24 months and now the reality of its capabilities and limitations have materialized.

While AM may not have lived up to the initial hype, the Navy has never been clearer on the steps to achieve the milestones necessary to implement the technology. Some of these goals include the development of a digital thread to serve as a backbone for enabling the necessary data flows in support of the use of AM, the qualification of AM produced metal flight-critical parts, and a repeatable process to identify and qualify good candidates for AM. We must stay the course and continue to investigate how AM can be employed to support mission readiness in a constrained fiscal environment.

Additive Manufacturing is Challenging

The process requires high-tech hands-on machines that require calibration by manufacturing experts for each print to ensure consistency. A number of variable factors play into the success of a “print” including: the integrity and accuracy of the digital file, the composition and quality of the raw material, the “printer’s” consistency, the required “post-print” processing and machining, and the ability to perform non-destructive tests for quality assurance of the final product. If one or more of these factors is not synchronized or functioning properly, it jeopardizes reliability of the final product, deeming it unsuitable for use due to the risk associated with potential failure. Despite these challenges, the Navy must continue to strategically invest in AM technology, while deliberately collaborating across inter-Navy silos and the Department of Defense to leverage and build upon ongoing efforts.

OPNAV N4 as the Navy’s AM Lead

In 2013, the Chief of Naval Operations designated OPNAV N4 as the lead to develop, de-conflict, and manage the Navy’s additive manufacturing efforts. To support this mission, OPNAV created a milSuite site for all silos to interface and share AM research and information. The site was introduced to address the collaborative challenges the Navy faced as an organization with much geographic and mission related dispersion. (<https://www.milsuite.mil/book/groups/navy-additive-manufacturing/overview>)

In addition to the milSuite site, the annual Naval Additive Manufacturing Technology Interchange conference was created to bring leaders and subject matter experts from around the organization together to discuss progress and milestones. With the understanding that AM is advancing quickly, it is imperative that we maintain communication and evolve our strategy not to shackle us to a single innovation, rather continue to capitalize on the most recent technological advancements.

Several Organizations Furthering AM

It is important to acknowledge that we are not the only organization trying to use AM to rid obsolescence and increase flexibility in our supply chains to support the Warfighter. The Army, Air Force, Marine Corps, National Research Laboratories and Defense Advanced Research Projects Agency are some of the organizations also working to further AM technology.

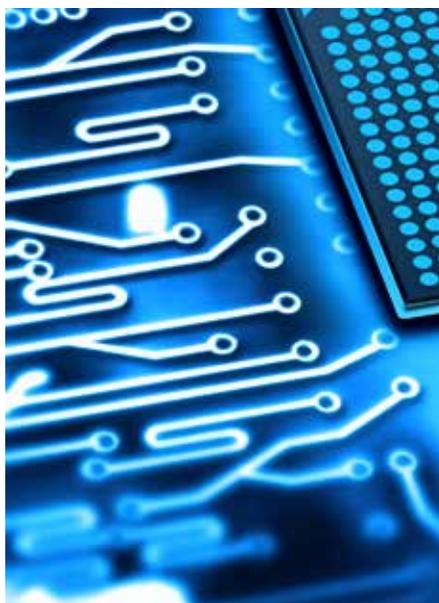
Collectively, we need to focus on developing the functionality—such as creating a rapid and repeatable process for the qualification of additively manufactured parts—that allows us to leverage private capital investments in the development of new manufacturing capabilities by companies of all sizes in our defense industrial base.

Points to Consider in Support of this Concept:

- **AM-focused Acquisition Strategy and Contract Language** - Develop a standardized format for technical data packages to facilitate the acquisition of AM parts. In the interim, contracts must include language that provides the flexibility to purchase data rights for AM candidate parts in a common file format and cost effective manner.
- **Digital Thread** - Build a digital library where Navy owned 3-D CAD files are securely stored in a format consistent with current technology that is easily provided to defense manufacturers for future procurement.
- **Qualification of Parts and Manufacturers** - Work to improve our current inability to rapidly qualify traditional aerospace manufacturers and parts. If not addressed this will only further perpetuate obsolescence as AM becomes a common tool across manufacturing operations in our industrial base.

The Future

If the Navy cannot qualify AM parts, we will never be able to procure them. Therefore it is recommended we continue to collectively fortify our understanding of the capabilities and limitations of AM as the technology progresses. This will facilitate cost-effective investments that grow our industrial base to improve the sustainability of mission readiness for the Warfighter. ✪



Aviation Support Equipment Technician 2nd Class Joshua Hensman performs a function test with Google Glass aboard USS John C. Stennis (CVN 74). -Photo by Mass Communication Specialist 3rd Class Christopher Frost

The Supply Community and the CNO Rapid Innovation Cell

BY LT. CMDR. CHRIS O'CONNOR, SC, USN,
STAFF OFFICER, STRATEGIC PLANNING
AND COMMUNICATIONS DIVISION
AND LT. DAN WALKER, USN, HUMAN RESOURCES OFFICER
NAVAL SUPPLY SYSTEMS COMMAND

In 2012, Adm. Greenert gave a small group of innovative thinkers from the officer and enlisted ranks an opportunity to rapidly develop innovative technology or processes for Navy use. This group, coined the Chief of Naval Operations' (CNO's) Rapid Innovation Cell (CRIC), seeks to take advantage of opportunities that are outside the Navy mainstream, empowering innovators with flag leadership advocacy and financial resources to develop prototypes that can be rapidly transitioned to the fleet.

CRIC has grown in the past few years and has developed several successful programs that will benefit the Navy in areas such as shipboard additive manufacturing (Print the Fleet), unmanned undersea systems (Silent Nemo), and aviation maintenance software (SMART).

Ground Floor

A Supply Corps officer was on the ground floor of this effort. Lt. Jackie Kvinsland, who is participating in the Women in Submarines program, was assigned to Navy Warfare Development Command, and became an action officer for CRIC. She was the second project manager for the OCEAN AR (augmented reality) project until Lt. Dan Walker took the reins this year. The vision of this project was to use Google Glass to build an application that was crowd sourced from the Fleet while demonstrating the prototyping of a "government off-the-shelf" system that is divested of proprietary software and can be updated near real-time over the wire.

OCEAN AR was recently demonstrated on board the USS John C. Stennis (CVN 74) showing how AR can support maintenance and Anti-Terrorism Force Protection applications. Additional features demonstrated were Quick Response code scanning, picture and video streaming, remote spot check, task authoring with smartphone, and one-way video chat via a wearable displays connected in a stand-alone wireless mesh network.



Above: Generation 2 and Generation 3 “CRICsters” at Naval Warfare Development Center on 30 June 2015.

...continued from page 5

Charting a Course

The OCEAN AR team recently published “Augmented Reality in the U.S. Navy, A Road Map” that identifies the future of AR within the next five to 10 years and identifies the obstacles in terms of technology, policy, training, infrastructure and outreach education that limits AR integration. Several use cases were also identified to include Work Instructions for Maintenance, Data System for Watchstanders, and Audit and Inspection.

Supply Community Representation

The third year of CRIC inductees has substantial Supply Community representation. Lt. Walker’s project has important implications to many aspects of shipboard life, which include the maintenance, supply, and logistics duties that our Sailors carry out on a daily basis. Joining him in this CRIC cohort is Lt. Cmdr. Chris O’Connor, whose CRIC efforts are centered on advocating Cargo Replenishment Unmanned Aerial Systems on board deployed ships in order to ensure critical supply delivery in a future of smaller, more distributed Fleet assets.

CRIC is not Officers Only

One of the founding members of the team and the driving force behind the SMART program is ATI Rich Walsh. Following the trail he blazed, LS2s Mike Crowley and Robert Kennedy joined CRIC this year with their project “Scan to Issue.” Their efforts are a perfect example of grassroots innovation, where users of a process or technology find a problem with the status quo. In their case, as Supply Department Sailors on USS Dwight D. Eisenhower (CVN 69), they used bar code scanners to receive and inventory parts, but continued to use a labor intensive logbook entry system to issue parts. The Scan to Issue project aims to resolve this procedural discrepancy by using the same scanner system to issue parts to work centers, which should be faster and less error prone.

Participation with the CRIC is a collateral duty consisting of about 20 junior officers and enlisted, normally serving for a two-year period with high flag-level visibility, project management opportunities, and occasional travel requirements to support projects and innovation initiatives. 🌟

FAB LAB Tests New Throat Guard

BY CHRISTOPHER M. WYATT, PUBLIC AFFAIRS SPECIALIST
MID-ATLANTIC REGIONAL MAINTENANCE CENTER

Mid-Atlantic Regional Maintenance Center's (MARMC) Fabrication Laboratory (Fab Lab) is in the final stages of testing a new 3D printed throat guard for Navy garbage grinders. MARMC Fab Lab Project Officer Lt. Todd Coursey and Naval Sea Systems Command (NAVSEA) 05D5 In-Service Littoral Combat Ship (LCS) Design Integration Manager Cory Emmons have been working together to create and test the new and innovative throat guard aboard naval vessels.



Above: Mid-Atlantic Regional Maintenance Center Fab Lab Project Supervisor Lt. Todd Coursey explains to ship's force how to set screw placement and how to secure the throat guard in the sink. —Photo by Meaghan Biery, support contractor, Southwest Regional Maintenance Center.

There has been a long standing issue with garbage grinders aboard ships. Coursey and Emmons set out to create a throat guard that would help alleviate the issue.

“We developed a functional requirements list and specifications in order to meet the various sink sizes in the ships’ galleys,” said Emmons. “We had to ensure that this new throat guard would be able to withstand certain environmental tests like being immersed in sink water with various detergents and oils. The next step was to find a place to fabricate this part and that’s where Coursey came in.”

Coursey was provided with the specifications and guidelines from NAVSEA 05D5. He had his group work with additive-manufacturing (AM) experts to fabricate the new throat guard.

“We chose to make the throat guard from acrylonitrile butadiene styrene plastic because of its quality and suitability for plumbing systems,” said Coursey.

Initial testing was done at Naval Surface Warfare Center Carderock where the throat guard tested successfully and even surpassed its’ commercial variants. The next step was to place the throat guard aboard a ship and test it during sea trials for three months.

“This way we could see how the throat guard handles the daily rigors. The plan is to get feedback from ship’s force, make any changes necessary and then, make this available to the Fleet,” said Emmons.

The idea is that when these ships are in port at Fab Labs, like the one at MARMC, they will be able to potentially order a non-critical part and have it in a matter of hours and reduce stocked inventory.

“This throat guard could be the first step in a line of successful parts created by Fab Labs. It’s proof of technology and implementation. This is the Navy taking an idea, designing it, testing it and fielding it, which is a huge acquisition cycle condensed into one small component. Through the throat guard, we have created a process whereby it can happen,” said Emmons.

Currently, the throat guard is undergoing testing aboard USS Coronado (LCS 4).

“It was good to work with you and your team and gain exposure to the exciting potential 3D printing applications, particularly with regards to LCS class ships,” said USS Coronado Executive Officer Commander Scott Larson. “The capability to produce “near-real-time” critical parts on a platform with inherently thin margins pertaining to material redundancy is something absolutely worth pursuing.”

It is clear this is just the beginning of many of the possible applications where AM will shorten the supply chain and support our ships and warfighters across the globe. ✨

Welder's Coverall Development

BY CLEVELAND A. HEATH, TECHNICAL PROGRAM MANAGER
AND SUSAN L. KRANTZ, TEXTILE TECHNOLOGIST
NAVY CLOTHING AND TEXTILE RESEARCH FACILITY

Welding is a mission-critical process required for the sustainment of many essential U.S. Navy/Department of Defense maritime and aviation assets. Welders perform their work in very tight spaces such as the inside of ship's tanks and hull voids, submarine ballast tanks and bilge spaces, aircraft fuselages and other extremely confined spaces. Welders are exposed to extreme environmental temperatures, ultraviolet radiation and molten metal slag from the welding process.

The welder's coveralls must provide protection against flame and heat since the falling molten metal slag poses a significant burn risk. This risk is magnified by the awkward and contorted body positions required to perform their tasks which subjects the welder's arms, neck, and hands to contact with falling molten metal slag.

The Navy Clothing and Textile Research Facility (NCTRF) sought to address these concerns through collaboration with the user community to define requirements, and utilizing their clothing design and textile expertise, to select appropriate material solutions and design concepts for a preliminary wear test.

Designing a Better Coverall

The focus of the effort was to identify alternative fabrics for incorporation into a coverall design and to improve protection against falling molten metal, improve durability to extend wear life and to enhance comfort through fabric selection with regard to improved breathability, flexibility and other human factor considerations.

The user community was asked to assist in identifying requirements and desires. Following these discussions, six customized prototypes representing two designs from three fabrics were produced by NCTRF's Pattern and Prototyping Group for an initial rapid wear test.

Prototyping and Testing

A Wear Test Questionnaire was provided along with a coverall to the six testing participants. Various welding tasks were performed during the wear tests that included both carbon arc and stick welding. The test participants were asked to wear the prototypes for a minimum of two weeks to assess durability, comfort and functionality while standing, lying down and working overhead.

Following the wear test, a meeting was held with representatives from the welding community which included the test participants, their supervisors and industrial engineers to ascertain likes, dislikes and a path ahead. Findings from the wear test included the preference for one of the woven materials due to its durability, lighter weight, perceived breathability and its ability to self-extinguish sparks.

Findings

The preferred design utilized a double fabric layer along the entire sleeve to provide full protection and allowed better mobility than a leather concept which proved to be too stiff and heavy. The addition of cuff tabs at the ankles and wrists were also well received, since they afforded tight closures and prevented molten slag and other debris from entering. The collars were deemed to be lower than desired so future designs will incorporate the design utilized in the current coverall.

Path Ahead

Given the positive responses received from the initial wear test, NCTRF intends to engage a manufacturer to produce a larger number of garments incorporating the design and material preferences identified by the welding community and conduct a broader and more comprehensive field evaluation.

The initial conclusions are very encouraging; however a proposed extended field evaluation will provide additional performance data and insight to a potential reduction of life cycle costs through the use of laundering the coveralls. ●

Background image: *Current coverall design (Utility Coverall, Green; NSN 8405-014-624-679). For safety reasons, the pockets are cut off prior to use to prevent capturing sparks, and the belt loops are cut off to prevent snagging in tight compartments. (Source from the Commercial item Description A-A-55095A, January 12, 2004)*



Above: *A prototype coverall design with leather sleeves and stand-up collar. (Photo by David J. Kamm, Army Strategic Communication Team, Natick, Massachusetts)*

THE HATCH

“CHALLENGE THE FORCE...
CHANGE THE GAME.”



NAVSUP Logistics Innovation

BY CMDR. MICHAEL V. BENEDETTO, SC, USN, DIRECTOR, PERFORMANCE AND ANALYSIS DIVISION (N52), NAVAL SUPPLY SYSTEMS COMMAND

The United States Navy has a rich history of innovation. This history dates back to the 1790s when Congress authorized the original six frigates with a revolutionary design that combined speed, durability and firepower. These super-frigates would be revered as some of the most innovative ships of their time. This history continues today with the F-35C carrier variant, which is the Navy's first stealth fighter and the world's only 5th Generation, long-range stealth strike fighter designed and built for carrier operations.

Naval Supply Systems Command (NAVSUP) continues to be at the forefront as an innovation leader within the Navy. Following Secretary of the Navy Ray Mabus' kickoff of Task Force Innovation in January 2015, Rear Adm. Jonathan Yuen established the Logistics Innovation Cell (LogIC). This small and agile team within the NAVSUP Headquarters is charged to collect innovative logistics concepts, remove roadblocks, and identify and deliver effective relevant initiatives swiftly to the Fleet.

“We have a timely opportunity to bring together the innovation efforts occurring across commands, operating forces, and the acquisition, personnel, education, and scientific communities to provide a solid foundation to address the issues of today and provide a vision for the future.”

- Secretary of the Navy Ray Mabus

LogIC is looking at current operations by identifying and targeting innovative concepts, examining current metrics and performance standards, and considering where Continuous Process Improvements (CPI) can be made through use of existing CPI master black belts, black belts, and green belts throughout the NAVSUP Enterprise. In addition, operations research specialists across the enterprise are applying data analysis, optimization, modeling and simulation tools to identify opportunities for improvement. Looking further out on the horizon, LogIC is identifying capability gaps, reviewing the long-term trends within industry and looking for game changing concepts.

A key tenant of SECNAV's Innovation Vision is to build a Naval Innovation Network (NIN). One of the key objectives of the NIN is to recognize and harness the innovation that can occur at any level and throughout the Department of the Navy (DoN).

“This isn't about creating an innovative workforce,” said Mabus. “This is about harnessing the creative energy our Sailors, Marines and civilians already have.”

NAVSUP has established key coordinators within each of its assistant commanders (ACOMs) and Echelon III commands. This group is the force on the deck plates listening to the workforce at all levels. They facilitate concept submission and development.

In fiscal year 2015, LogIC received 64 unique concept submissions. Concepts ranged from a few sentences recommending the need to investigate opportunities to reduce excess or suspended material within the Navy's inventory to well-developed concepts that could apply design thinking tools to how the Navy provides food service.

For the concepts that fell within the NAVSUP Enterprise, deep dives were conducted to focus the idea. Concepts were prioritized against capabilities' gaps and way-ahead plans were developed.

For the concepts that reached across the Navy, the contributor submitted their idea to the DoN-wide innovation collaboration website known as the “Hatch.”

This crowdsourced ideation platform is designed to harness the innovative thoughts from across the Navy and Marine Corps. The Hatch is an accessible, virtual collaboration forum that connects the creative energy of Sailors, Marines, and Department of the Navy civilians. In the Hatch, ideas can be submitted by any user, refined through crowdsourcing, and further developed by local innovators and subject matter experts. The naval workforce can establish an account using their .mil, .gov, or military .edu email address, and once an account is created, the innovator will be able to submit and monitor ideas through their work or personal desktop, laptop, tablet, or smartphone.

Whether you have an innovative idea, a

...continued on page 10

ABOVE: *The Hatch* (<https://doninnovation.ideascale.com/>) is an accessible, virtual collaboration forum that harnesses the creative energy of Sailors, Marines, and Department of the Navy civilians.

...continued from page 9

How can you be involved?

- Submit an idea
- Vote ideas up or down
- Elaborate on ideas
- Take the contrarian point-of-view
- Influence the solution

Visit <https://doninnovation.ideascale.com/>

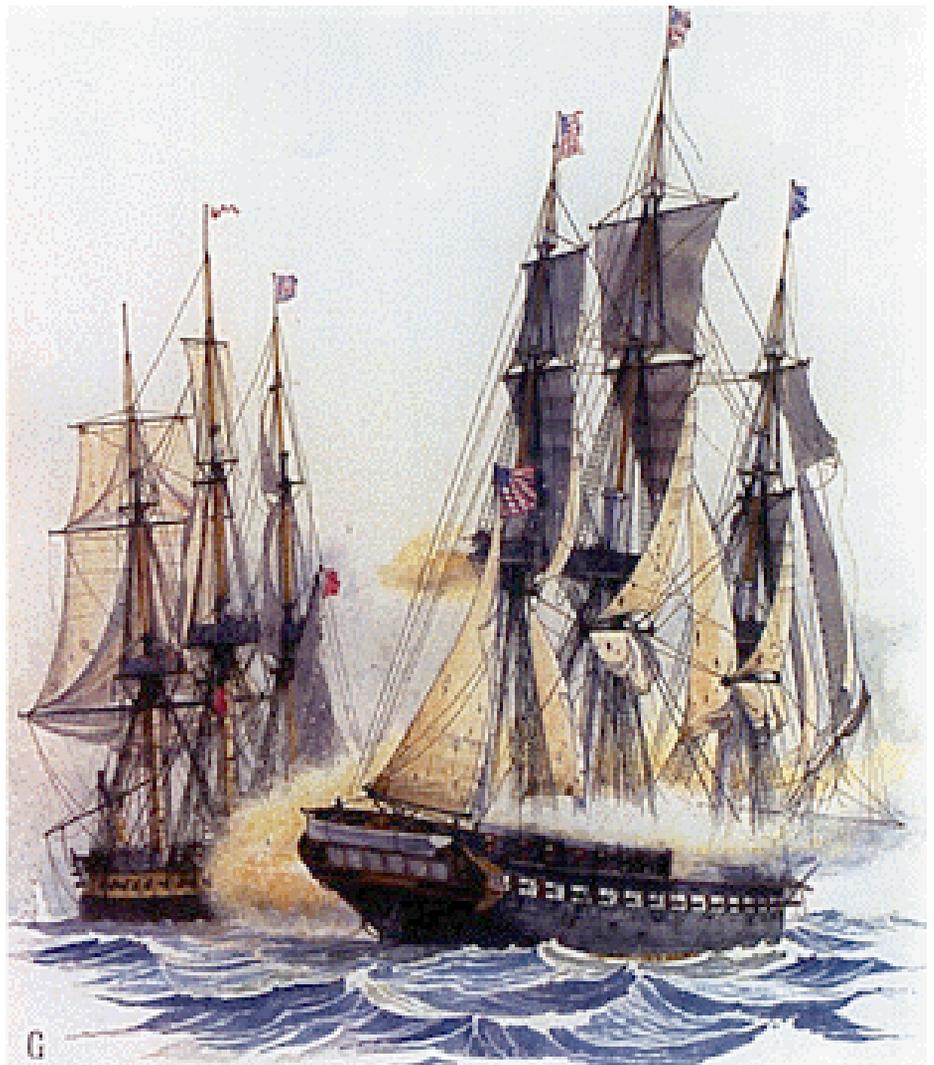
creative proposal for how the naval force can change for the future, or just want to see what others are talking about, enter the Hatch and start participating.

Throughout history, the Navy has had visionaries within the ranks to include Capt. Alfred T. Mahan, Lt. Col. Earl H. "Pete" Ellis and Adm. Hyman G. Rickover, who were all able to look 10 to 20 years into the future and identify future challenges. Today, the future continues to be uncertain. Future possible operating environments could include: resource scarcity, drone warfare, virtual instability, swarming tactics, autonomous warfare, hybrid warfare, genome manipulation and virtual battlefield. This uncertain future necessitates innovation.

Sailors, Marines and DoN civilians have been at the leading edge in pioneering new technologies and techniques to grow the strength and reach of the Fleet. Today, naval innovation continues to push the boundaries of what is possible and what will be possible in the near future.

For more information on the concepts within the NAVSUP claimancy, please

10 contact the LogIC coordinator team. ✪



ABOVE: USS Constitution was one of six frigates authorized for construction by an act of Congress in 1794, a group later called super-frigates. (this photo was taken from a Navy website on the USS Constitution history by JO1 Ramsdell, http://www.navy.mil/navydata/nav_legacy.asp?id=192)

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A Design Thinking Experience

BY CMDR. MICHAEL V. BENEDETTO, SC, USN, DIRECTOR,
PERFORMANCE AND ANALYSIS DIVISION (N52)
NAVAL SUPPLY SYSTEMS COMMAND

Can you imagine coming aboard a Virginia-class submarine and finding a Sailor using an Xbox 360 controller to operate one of the submarine's periscopes? It's not just a futuristic idea – it's being tested at sea now. It's the result of an innovative Navy workshop where warfighters are taught to apply Design Thinking principles, and are given the tools to go from forming ideas to prototyping inventive solutions. This workshop is known as Tactical Advancements for the Next Generation, TANG for short. During the first TANG in 2011, a broad spectrum of concepts was produced, including the idea to replace a bulky control system (costing \$128,000) with an Xbox360 controller (retail price, approximately \$28). Could there be a similar Design Thinking discovery within the Naval Supply Systems Command (NAVSUP) Enterprise?

In June 2015, I was able to participate in a TANG workshop focused on the Maintenance, Material and Management System (3M). The workshop, held at Marine Corps Air Station Miramar in San Diego, California, included hand-picked Sailors, across many paygrades from around the world, to help create ideas, concepts and solutions for improving the Navy's 3M systems, hardware, policy and procedures.

TANG workshops can be traced back to Chief of Naval Operations John M. Richardson, (then Vice Adm. Commander, Submarine Forces), who challenged Program Executive Office Integrated Warfare Systems 5 and the Johns Hopkins University Applied Physics Laboratory (APL) to make submarine combat system software more intuitive; their response was TANG. To complete the core team, APL sought out an industrial design firm that takes a human-centered, design-based approach to helping public and private organizations innovate and grow.

Five Phases of Design Thinking as identified by Stanford University's Institute of Design:

1. Empathy
2. Define
3. Ideate
4. Prototype
5. Test



ABOVE: *The Maintenance, Material and Management System Tactical Advancements for the Next Generation, the Navy's most recent Design Thinking event.*

I have been part of other brainstorming workshops and a strategic studies group during my career, and could immediately tell 3M TANG was going to be very different. My experience with TANG started on a Monday evening with a Technical Expo. I was like a kid walking into a toy store. All around me I

saw high tech gadgets, the latest cool gizmos, and cutting edge technology being demonstrated for TANG workshop participants. We were shown just a small sample of the art of the possible and then asked to think about how these technologies could be used to improve how the Navy conducts maintenance. Later, during the main event, it was clear to me that the group that was able to identify actionable results incredibly fast, an asset I had not experienced in the past. TANG not only created an environment for sailors to create solutions, it brought decision makers and leadership to help push them forward.

Empathy

Right from the start, it felt like the TANG team had a really good handle on the issues facing 3M; and as I found out later, they had gotten there the hard way by walking in our shoes. The planning for the workshop had started several months earlier when APL and the company awarded the contract, IDEO, began to conduct immersive research across the 3M enterprise. The Design Thinking process starts with a phase designed to observe end users in their environment, engage those users as they do their tasks, and become immersed in the user's environment to develop empathy. Engaging with people in their environment reveals so much about the way they think and what they value, that it allows the team to develop insights the user may not even realize. The workshop facilitators had spent a tremendous number of hours working with Sailors during this Empathy Phase as Sailors completed various kinds of preventative maintenance tasks actions across the fleet.

Define

The TANG facilitators synthesized all of their findings into compelling needs and insights. They worked to develop a deep understanding of the users, their environment and their conscious and unconscious interactions while completing maintenance tasks. The Define Phase results in an actionable problem statement based on the

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ABOVE: Vice Adm. Thomas S. Rowden and Capt. Timothy B. Spratto observe cutting edge systems during the technology exposition.

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point of view of the end user. This phase guides workshop participants to focus on specific insights found during the Empathy Phase.

Ideate

At the start of day two of the workshop, I could see several insights now posted around the walls of our workshop. From listening to Sailors during the immersive research in the Empathy Phase, the APL and IDEO team discovered 14 possible solutions to known 3M issues that were posted on sheets of plywood-sized foam core boards around the workshop. We were asked to provide feedback on those initial solutions. Sticky notes of all colors and markers were handed out for everyone to write one idea on each sticky note. We were asked to review each concept and answer with “I like” and “I wish” statements, along with listing questions and concerns. The room erupted in conversation and sticky notes began to fly in every direction. Welcome to the Ideate Phase!

We divided into smaller groups and began brainstorming. This was a semi-structured team-based approach to rapid idea generation. The goal of ideation is to explore a wide solution space with a large quantity of ideas and great diversity among those ideas. From this vast collection of thoughts

the team voted on the idea and combinations of ideas that held the most promise to solve the insights identified earlier.

Prototype

The teams took the concepts they were most excited about and built prototypes to communicate and test the idea. They were supplied with foam core boards, markers, glue, tape, popsicle sticks, sticky notes, pipe cleaners, almost anything you would find in an elementary school art classroom, and the creativity began. One team was making a tablet demonstration with various screens drawn on flip chart pages. They would use the flip chart as if it was an oversized tablet, but would demonstrate the tablet functionality by touching a hand drawn box, representing a button on the screen, and then they would flip the chart to the next page to show how the tablet might function. Another team was building angel and devil costumes to show a concept to exorcise the information technology demons that Sailors have to deal with when working within 3M computer systems. A third team was building a Candy Land® game board to illustrate how a 3M career path could be developed to include a robust screening process, and increase 3M level of knowledge.

The 7 Rules of Effective Brainstorming

1. Defer judgment
2. Encourage wild ideas
3. Build on the ideas of others
4. Stay focused on the topic
5. One conversation at a time
6. Be visual
7. Go for quantity

The Prototype Phase forced us to get our great ideas out of our heads and into the physical world. Early prototyping is supposed to be rough, rapid and cheap. By using foam core board, glue and popsicle sticks, end users can work out design issues quickly and cheaply, as opposed to paying a developer to spend several months building a model that costs several hundred thousand dollars, only to find that it had fundamental flaws. This low-resolution prototyping method allows workshop participants to learn quickly, investigate many possibilities, and – most importantly – encourage discussion across a larger group of users and subject matter experts, who then can contribute suggestions or incorporate changes in other prototypes.

Test

The final phase of Design Thinking is testing and sharing. Testing is the chance to refine solutions, get immediate user feedback and make those solutions even better. For example, the oversized tablet made from a flip chart worked out user-identified flaws very quickly by sketching new pages, as opposed to the time and effort required for a programmer to write code to get a functioning application. I saw the workshop room shift from adults doing arts and crafts into a stage with lighting and cameras for home-grown theatrical presentations. The sharing session was designed to receive feedback and

refine concepts. After each presentation or demonstration the entire workshop provided more feedback, again using “I like” and “I wish” statements, and listing any questions or concerns. All of these comments were written on sticky notes, so they could be captured, reviewed, rearranged and discussed. Testing informs the next iterations of prototypes, and sometimes it means going back to the drawing board. That is exactly what we did. Over the next couple days, we went through the process a few more times with each new version improving our ideas and solutions!

By the end of the workshop, I had learned some incredible lessons on a new approach to problem solving. Being immersed in Design Thinking and engaging with the TANG Team, I saw how our incredibly talented Sailors can and should be encouraged to resolve complex challenges.

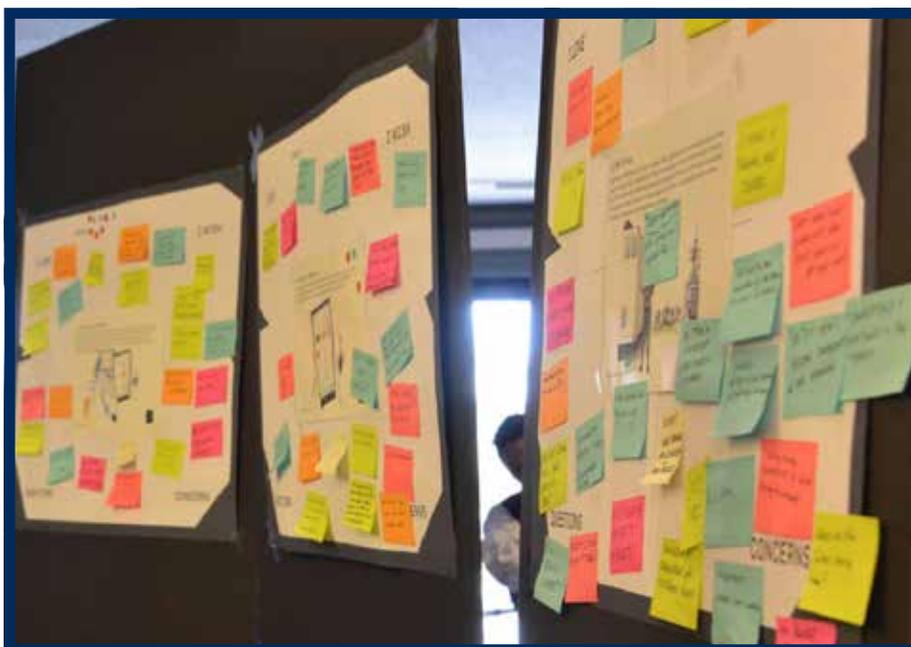
NAVSUP and Commander, Navy Installations Command are co-sponsoring a Food Service TANG workshop which is scheduled for Spring 2016. 🌟

RIGHT, TOP TO BOTTOM:

Workshop participants review, discuss and provide feedback on several “How Might We” questions during the Define Phase.

Sticky notes capture concept feedback using “I like” and “I wish” statements along with listing questions and concerns during the Ideate Phase.

Workshop participants demonstrate a 3M “YouTube” tablet functionality during the Prototype Phase.



Do you know of a motivated and open-minded culinary specialist who should be nominated to participate in the Food Service TANG? If so, contact a NAVSUP Logistics Innovation Cell coordinator.



Innovation in Contracting

Using Contract Incentives to Improve Vendor Performance— a Junior Officer's Perspective

BY LT. TODD LISOWSKI, SC, USN

Over time, there have been numerous acquisition strategies and subsequent Federal Acquisition Regulation clauses implemented to introduce new methods of contract financing and innovation incentives (e.g., award fees and special incentive clauses) to improve vendor performance. Additionally, the Government Accountability Office reports have shown that in some cases award fees for average or satisfactory performance undermine the effectiveness of the fees as a motivational tool to reduce vendor costs. Knowing a vendor's operations well enough to set a firm fixed price or incentive cost target that energizes vendor innovation is more cost effective than special incentives or capital expenditure structures alone.

In five years as an acquisition manager at Naval Reactors, I've been fortunate enough to tour the shop floor of many nuclear industrial base contractors. In my opinion, witnessing specialized machinery operations and talking with the engineers and manufacturing personnel that produce the nuclear components are as important as analyzing audit reports and reviewing historical contractor performance. In doing so, the government is better able to identify areas where operational efficiency can be increased, learn what management is doing in these areas, understand contractor incentives, and estimate the appropriate target cost that will drive efficiency and cost reductions. Without increased knowledge of vendor operations, it is difficult to introduce cost incentives, such as the right capital expenditure cost sharing arrangements. For example, agreeing to share in the cost of a new machine or accept a vendor's estimate of overtime provides little value to the government if the vendor's production bottleneck occurs in a different part of the factory than where the new machine will be added or where the overtime will occur. While continuous improvement and innovation is occurring on our factory floors, it is regularly happening at a pace that best serves the vendor base. Vendor contracting officials often support negotiations with operational data from today, while they plan for tomorrow's operations and thus benefit from efficiencies after the price is set. In factory tours, I have learned that reading the writing on the wall (literally: almost every vendor now has efficiency metrics posted for all employees to see) is instrumental. In doing so, we start to learn what is important to management and the continuous improvement they are planning and tracking. We can take this knowledge to the negotiation table and change the negotiation from historical performance to the opportunities and risks of the vendor's future operations.

Setting the discussion on the vendor's future and how it aligns with government needs changes the purpose of the discussion. Often, government backlog is the valued resource that supports vendor needs. However, a combination of target cost and incentive packages can support government needs for reduced cost and incentivize the vendor towards continuous and sometimes drastic operational improvements with commensurate reward. The fixed price incentive package should not put the government in a position of paying excessively, should balance the vendor reward for taking risk to reach an aggressive cost target with innovation, and should provide protection should the vendor fall short. Applying appropriate (often times uneven) sharelines (e.g., 60 percent government / 40 percent contractor for over-run, 25 percent government / 75 percent contractor for under-run) may properly incentivize the vendor to work to under-run the contract, and it introduces shared government risk of the over-run. Arriving at this point comes down to having an increased knowledge of the vendor factory floor operations and setting an aggressive cost target.

By entering negotiations with a holistic mindset on vendor business operations, cash flow features, and risk-sharing incentives, procurement personnel set themselves up for success by allowing for more flexible, creative contracting. Negotiating in a piecemeal fashion by looking at specific award fees or special incentive clauses is less preferred, as more mutually beneficial outcomes occur when the contractor's problems and interests are fully understood.

**Lt. Lisowski currently serves as acquisition program manager at the Navy's Division of Naval Reactors in Washington D.C. and is enrolled as a master of business administration candidate at the Georgetown University McDonough School of Business. **

NAVSUP Business Systems Center— A Hub for Innovation

BY RYAN S. CELESNIK
INFORMATION TECHNOLOGY ARCHITECTURAL SPECIALIST
NAVAL SUPPLY SYSTEMS COMMAND BUSINESS SYSTEMS CENTER

Fiscal year 2015 was a busy year for the Naval Supply Systems Command (NAVSUP) Business Systems Center (BSC). Serving as NAVSUP's premier information management and information technology (IM/IT) provider, NAVSUP BSC is faced with the same challenges as its commercial counterparts with providing timely, cost effective, and forward thinking IT solutions to solve and replace outdated and inefficient business technology and processes.

The NAVSUP BSC Enterprise Web Portal (EWP) team, which specializes in the Web-enablement and automation of offline business processes, is at the epicenter of new technology and innovation leveraging current Web standards and technology.

Oracle WebCenter and the New MyNAVSUP

In today's information age, all corporations, organizations, and government entities, large or small, all have one thing in common - content and data - and lots of it. Content and data is king for many businesses and government entities serving as their lifeline for knowledge and records management, report generation, or their primary product/service and source of revenue.

If enterprise content is not easily found, relevant, accessible, and purposeful then it's merely taking up disc space and costing organizations money.

NAVSUP BSC is working to revitalize the management, access and use of enterprise content, data, and applications through the strategic use of the new Oracle WebCenter Suite.

Oracle WebCenter is the next evolution of Portals from Oracle, providing robust and dynamic capabilities to engage and empower the end user and provide a scalable and progressive framework for enterprise Web development and services. Oracle WebCenter features a new content management service, improved search functionality, Web 2.0 capabilities (blogs, wiki's and discussion forums), social networking and collaboration.

The NAVSUP BSC EWP team is working to integrate and customize these features to develop a new MyNAVSUP intranet that provides a consistent, intuitive and personalized experience to empower any NAVSUP employee, Joint or business partner to engage with NAVSUP.

Statistically-Driven Maintenance Analysis and Reporting Technology (SMART)

In addition to supporting the IM/IT requirements, NAVSUP BSC also partners with other Navy and Department of Defense entities to develop modern and innovative solutions to solve critical business problems.

In fiscal year 2015, NAVSUP BSC partnered with Navy Warfare Development Command (NWDC). NWDC manages the Chief of Naval Operations' Rapid Innovation Cell. The teams worked to develop a Web application prototype to serve as a decision-making tool for Navy technicians on aviation repair items.



SMART is a system designed to put trends found in historical corrective action data into a technicians hands via an intuitive interface. Using this system, a technician will be given a significantly better corrective action based on probabilistic analysis of the historical data.

The goal is to create a learning organization at the most fundamental level by leveraging its own prior repair successes. NAVSUP BSC is working with functional representatives from NWDC and Naval Air Systems Command to deliver a working prototype.

The NAVSUP BSC EWP team will continue to be busy developing Web-enablement tools, automated business processes and pursuing new technology to support the Navy team. ✪

AROUND THE FIELD

& FLEET



The USS Normandy (CG 60) Procure-to-Pay Test Platform

BY LT. JASON A. MONTS, SC, USN

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The fiercest cruiser in the U.S. Navy's arsenal, USS Normandy (CG 60), is currently on a nine-month around-the-world deployment as a part of USS Theodore Roosevelt (CVN 71) Carrier Strike Group (TRCSG). During this unique voyage, USS Normandy was selected as a test platform for Procure-to-Pay (P2P), which has been renamed Off-Ship Bill Pay (OSBP). During a mid-deployment voyage repair port call to the Kingdom of Manama, Bahrain, USS Normandy was the first cruiser to execute this critical process. OSBP is a key process in the Navy's larger effort to improve port visit management including ensuring audit readiness, mitigating risk of fraud and streamlining the payment of husbanding service provider bills. Ultimately, these changes will establish a process that allows the Supply Department to remain accountable and flexible to the dynamics of a port visit, but concurrently removes workload from the ship. This article will highlight some of the lessons learned from USS Normandy's experience with the OSBP process.

- For the OSBP process to be successful, receipt inspectors should be selected and appointed from throughout the command. It is highly recommended to assign subject matter expert receipt inspectors (e.g engineers assigned for volumetric) and not simply limit them to Supply personnel. In preparation for this process, USS Normandy conducted training with all department heads, command duty officers, engineering khakis, supply khakis and supply duty department heads and routed receipt inspector designation letters for those identified above. This new process is heavily dependent on participation across the command. Today, the quarterdeck watch team knows exactly whom they should call for receipts because a list of all available receipt inspectors is posted on the quarterdeck and coverage is assured across all of our duty sections.
- In order to accurately measure all of the metrics we were responsible for tracking, it was imperative to meet with the husbanding service providers (HSP), key engineering personnel and supply participants daily to discuss the previous day's services received. USS Normandy called this meeting "HSP Sync".
- The standard Commander Fifth Fleet logistics requirements (LOGREQ) currently on the Logistics Support Services Repository use the metric system to measure collection, holding, and transfer (CHT) of potable water, oily waste and trash disposal. To accurately measure these services, there are two tools to assist you: either convert these metric system measurements to the standard measurements in the LOGREQ or have a conversion sheet from the metric system to the standard system. It is a good idea to have this conversion data at the daily HSP sync meetings when discussing services received. Though this seems like common sense, this will make sure the ship and the HSP are speaking the same language.



One issue USS Normandy noticed immediately while discussing how to validate our volumetrics was a ship design issue with regard to measuring CHT. Currently there are no installed flow meters for measuring CHT. Flow meters would make the process of measuring CHT far simpler and more accurate. A ship modification to incorporate government flow meters should be considered.

Note: USS Normandy's crafty engineers were able to use tank level indicators to verify the amounts of CHT pumped, however this was not a precise measurement.

- During Normandy's port visit, there were a few disagreements with the HSP regarding services received. The HSP was very open to quickly agreeing with what service the ship said they received. If that is not the case, it is the Supply Officer's responsibility to inform the contracting officer representative (COR) so they can reconcile with the HSP. One specific case USS Normandy encountered was with a tent we requested for our entry control point. Our LOGREQ requested one tent; however, during the first day in port, the officer on duty noticed the HSP

had two tents set up. The Supply Officer was notified and immediately called the HSP and requested they take the second tent down because it was outside of the scope of what was requested. The next day at our HSP sync meeting the Supply Officer noticed USS Normandy was being charged for two tents. The Supply Officer reminded the HSP that we had the second tent taken away and the HSP quickly apologized and dismissed the charge.

- A few days up to a few weeks after the port visit, the Supply Officer will receive a port cost estimate (PCE) from one of the Naval Supply Systems Command (NAVSUP) Fleet Logistics Centers (FLCs). NAVSUP FLC initially reviews the PCEs from the HSP to make sure everything is fair and reasonable prior to sending to the ship. The ship needs to cross reference this estimate with the DD Form 250 they generate on the final day of the port visit after they have agreed with HSP's final invoice. This PCE will now include port tariffs as well as all other bills that the final invoice did not include due to timing such as tugs and pilots used to leave port. The

Supply Officer's job is to do a sanity check, making sure all the services we are being billed for were received and fiscally accurate. If not, we need to provide feedback to the COR and the NAVSUP FLC representative. If this is the case, a corrected PCE will be generated and sent out to all parties and the same process as previously mentioned shall be repeated.

- Make sure you have a volumetric chart you can bring to the daily HSP sync meetings. This is vital in making sure that on the day before your departure you already have an accurate measure of what services you've received and it will match the final invoice which the HSP will present for you to sign. Again, the final invoice will be a comprehensive invoice of all services you've received during your entire visit with the exception of tariffs and a few other bills which the HSP could not determine due to timing issues. If you intend to use services the last day, i.e. the day of departure, have an amount you and the HSP agree on based on what you have already received in port, mindful that some contracts require a minimum daily amount.

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The OSBP process is definitely a lot easier on supply departments than the past process. No more scrambling around the day before, and in some extreme cases, the day of departure, cutting treasury checks to pay for port costs as the ship is taking in all lines.

Once the ship submits the validated DD250 and all supporting documents to the COR, the COR completes a three-way match of the receipts and the TYCOM is responsible for paying the port visits costs.

Supply Officers must retain the autonomy to account for services received. Being a

demanding customer, with the support of the rest of the command, the Supply Officer remains a leader for audit readiness and the first line of defense against fraud. ✪

—Photos by MC3 Justin Diniro





Security Cooperation and Security Force Assistance: An Introduction

BY LT. CMDR. TRAVIS COLLERAN, SC, USN,
JOINT DOCTRINE DEVELOPMENT, JOINT CENTER
FOR INTERNATIONAL SECURITY FORCE ASSISTANCE

Above: The RFA Fort Victoria (A387) delivers a 2-ton test weight before it begins to deliver goods to the amphibious transport dock ship USS Anchorage (LPD 23) during a replenishment-at-sea. Elements of the 15th Marine Expeditionary Unit are embarked aboard the USS Anchorage, which is part of the Essex Amphibious Ready Group, and are deployed in support of maritime security operations and theater security cooperation efforts in the U.S. 5th Fleet area of operations. —Photo by Sgt. Steve H. Lopez

The acronym “SC” is very familiar to our community. It literally accompanies us throughout our Supply Corps careers. However, since reporting to the Joint Center for International Security Force Assistance, (JCISFA), I have learned a great deal about another “SC” called security cooperation and the related activities of Security Force Assistance (SFA)—in particular, how each affects not only the Supply Corps, but the entire Department of Defense (DoD).

To understand SC, you must first understand that the security sector is comprised of those institutions—to include partner governments and international organizations—that have the authority to use force to protect both the state and its citizens at home or maintain international peace and security. Security Sector Assistance is the policies and programs used to engage, help and enable foreign partners across the security sector and, as stated in Presidential Policy Directive (PPD)-23, require a unity of effort across the U.S. government; SC contributes to DoD’s portion of that effort.

Security Cooperation

Defined as “all DoD interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation,” SC is an important priority within the DoD. It is incorporated into the highest level of strategic guidance and is subsequently reflected in the global maritime strategy, “A Cooperative Strategy for 21st Century Sea Power” to advance the global network of navies concept by deepening SC with allies and partners.

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SC is carried out through varying legislative authorities via a number of programs prevalent in our daily interactions with both allied and partner nations. A few examples familiar to the Supply Corps are:

- Military-to-military engagements hosting our international partners at official functions.
- The sale of F/A-18 E/F and EA-18G aircraft and the associated logistical support to the government of Australia; a portion of DoD's \$31.5 billion in annual foreign military sales.
- Courses like the Navy Supply Corps School's International Logistics Executives Advanced Development (ILEAD) which utilize the \$105 million International Military and Education and Training (IMET) grant financial assistance program.

All of the SC programs meet DoD's goals to help maintain relationships and/or ensure host nation access, but some also assist foreign partners and institutions with the development of their capabilities and capacities, also known as building partner capacity (BPC). It is from this concept of BPC that emerges the activities known as SFA.

Security Force Assistance

According to Joint Publication 1-02, SFA comprises those "DoD activities that contribute to unified action by the U.S. Government to support the development of the capacity and capability of foreign security forces (FSF) and their supporting institutions." If we break this definition down we see that it is part of a unified action of which DoD is a contributor with other U.S. Government players, for example the Department of State and the Department of Homeland Security. We also see that SFA transcends direct support to FSF at the operational level and includes their supporting institutions. Those institutions are critical to FSF sustainment; where would our Service be without the DoD and supporting hierarchy to provide executive direction and force generating capability e.g., funding, personnel, training, etc.? To be clear, SFA is not a unilateral effort; DoD Instruction 5000.68, "Security Force Assistance", states it shall be conducted with FSF, which must be taken into account within the geographic Combatant Commander's (CCDR) theater campaign planning. Those planning efforts are considerable and there are a number of organizations dedicated to provide support.

One such organization is JCISFA. As a Chairman of the Joint Chiefs of Staff Controlled Activity reporting to the Joint Staff J7, Joint Force Development, JCISFA is chartered to institutionalize lessons learned

and best practices from SFA operations and is committed to developing those best practices to build FSF from top to bottom, from the executive level down to the operational level. The team at JCISFA concentrates on enabling geographic CCDR's respective theater campaign plans to organize, train, equip, rebuild/build, and advise FSF across the executive, generating and operating (EGO) functions. Several resources for these SFA concepts are the Joint Doctrine Note 1-13 "Security Force Assistance" and the JCISFA knowledge portal, <https://jcisfa.jcs.mil>. In addition to JCISFA, there are other SC enabling organizations like the Navy International Programs Office, the principal Navy organization for handling SC matters, and the Marine Corps Security Cooperation Group, an organization providing both Joint Force and Service-wide SC contributions to policies, programs and activities.

This article introduced the Joint Lexicon of SC and SFA with the goals to emphasize their presence in the day-to-day operations of the Supply Corps, to introduce some of the programs and organizations which support SC and SFA, and finally to express their overall importance to our Service and the DoD. This importance will only increase within our resource constrained environment and the resultant increased reliance on our allies and partners to help us achieve our mutual security objectives. 🌟



A New Defense for Navy Ships: Protection from Cyber Attacks

BY BOB FREEMAN, CORPORATE STRATEGIC COMMUNICATIONS OFFICE OF NAVAL RESEARCH

For most people, the term “cyber security” calls to mind stories of data theft like the recent hacks of the Office of Personnel Management database, or network spying like the 2012 breach of the Navy-Marine Corps Intranet.

But in this networked world, hackers might also try to disable or take control of machines in our physical world - from large systems like electric power grids and industrial plants, to transportation assets like cars, trains, planes or even ships at sea.

In response, the U.S. Navy is developing the resilient hull, mechanical, and electrical security (RHIMES) system, a cyber protection system designed to make its shipboard mechanical and electrical control systems resilient to cyber attacks.

“The purpose of RHIMES is to enable us to fight through a cyber attack,” said Chief of Naval Research Rear Adm. Mathias W. Winter. “This technology will help the Navy protect its shipboard physical systems, but it may also have important applications to protecting our nation’s physical infrastructure.”

Dr. Ryan Craven, a program officer of the Cyber Security and Complex Software Systems Program in the Mathematics Computer and Information Sciences Division of the Office of Naval Research, explained that RHIMES is designed to prevent an attacker from disabling or taking control of programmable logic controllers, the hardware components that interface with physical systems on the ship.

“Some examples of the types of shipboard systems that RHIMES is looking to protect include damage control and firefighting, anchoring, climate control, electric power, hydraulics, steering and engine control,” explained Craven. “It essentially touches all parts of the ship.”

Attacks on mechanical systems that are operated by computers have happened before. Stuxnet, the famous industrial “computer worm” discovered in 2010 was designed to attack controllers of Iranian centrifuges, causing the centrifuges to run at very high speeds, effectively tearing themselves apart.

“Another powerful example is the hacking of a German steel mill in 2014,” Craven said. “The hackers reportedly got in and overheated a blast furnace, and even made it so that the plant workers couldn’t properly shut down the furnace, causing massive damage to the system.”

Traditionally, computer security systems protect against previously identified malicious code. When new threats appear, security firms have to update their databases and issue new

signatures. Because security companies react to the appearance of new threats, they are always one step behind. Plus, a hacker can make small changes to their virus to avoid being detected by a signature.

“Instead, RHIMES relies on advanced cyber resiliency techniques to introduce diversity and stop entire classes of attacks at once,” Craven said. Most physical controllers have redundant backups in place that have the same core programming, he explained. These backups allow the system to remain operational in the event of a controller failure. But without diversity in their programming, if one gets hacked, they all get hacked.

“Functionally, all of the controllers do the same thing, but RHIMES introduces diversity via a slightly different implementation for each controller’s program,” Craven explained. “In the event of a cyber attack, RHIMES makes it so that a different hack is required to exploit each controller. The same exact exploit can’t be used against more than one controller.”

This work aligns with higher level strategic guidance to protect against cyber threats, like the U.S. Navy’s “Cyber Power 2020,” but the technology may also have benefits outside of the Navy.

“Vulnerabilities exist wherever computing intersects with the physical world, such as in factories, cars and aircraft,” Craven said, “and these vulnerabilities could potentially benefit from the same techniques for cyber resilience.” ☀



Powerful Patents: Navy Outranks All Government Agencies in Yearly Report

BY WARREN DUFFIE, CORPORATE STRATEGIC COMMUNICATIONS OFFICE OF NAVAL RESEARCH

Predicting the risk of pirate attacks on vital shipping lanes could soon be easier, thanks to a data system that's just one of 364 technologies patented by the U.S. Navy (DoN) in 2014.

DoN leads the government category in an annual ranking of patent portfolios recently published by the Intellectual Property Owners Association. Titled the IP Record's "Top 300 Organizations Granted U.S. Patents in 2014," the report compiles rankings based on patent data from the U.S. Patent and Trademark Office.

For the fifth consecutive year, DoN earned the top spot among U.S. government agencies, including the U.S. Army, Department of Health and Human Services and National Aeronautics and Space Administration. DoN also out-patented the likes of Nissan Motor Co., Ltd., Rolls-Royce Plc, pharmaceutical purveyors Novartis International AG and Sanofi and academic institutions such as the Massachusetts Institute of Technology.

"The science and technology component of the Office of Naval Research's [ONR] mission is primarily focused on technology maturation," said Chief of Naval Research Rear Adm. Mat Winter. "Helping the Navy to patent such a large number of game-changing technologies, year after year, ensures our warfighters retain the technological advantage on the battlefield today, and well into the future, while highlighting the deep scientific intellectual capital across the entire Naval Research Enterprise."

ONR manages DoN's intellectual property investments, setting policy and conducting oversight of patents as well as trademarks, copyrights, inventions and royalty payments.

Patents are designed to protect an inventor's interests, excluding others from "making, using, offering for sale, or selling the invention through the United States or importing the invention" for a specified time.

A few examples of the patents issued to DoN in 2014 include:

Method for Predicting Pirate Attack Risk: This data system can predict the likelihood of a pirate attack in a geographic area by using a combination of intelligence and meteorological information about pirate behavior and shipping activity and vulnerabilities.

Rapid Identification of Identifying Campylobacter Jejuni: Using DNA molecules, this system rapidly and accurately identifies the main types of Campylobacter Jejuni, bacteria that causes diarrheal disease globally and could impact U.S. warfighters deployed overseas.

Using Satellite Imaging to Detect Disaster Relief Assets: This system features an algorithm that uses satellite imaging to quickly and automatically identify assets for disaster relief, including water sources for firefighting efforts.

Earlier this year, DoN also dominated the government category in Institute of Electrical and Electronics Engineers (IEEE) Spectrum magazine's 2014 Patent Power Scorecard. IEEE evaluated 5,000 organizations' portfolios across 17 industries for the number of patents issued, as well as the growth, impact, originality and general applicability of each patent. ●

Outstanding: Navy Reservist on the Cutting Edge of Science and Technology

22 BY WARREN DUFFIE,
CORPORATE STRATEGIC
COMMUNICATIONS
OFFICE OF NAVAL RESEARCH

For contributions to groundbreaking technologies such as tactical cyber ranges and augmented-reality glasses, Lt. Cmdr. Tom McAndrew, a Reservist with the Office of Naval Research (ONR), received the Navy Reserve's 2014 Outstanding Junior Officer of the Year award, presented by the Reserve Officers Association in Washington, D.C.

As an ONR Reservist, McAndrew has supported numerous cyber and electronic warfare efforts, earning recognition as ONR's 2014 Reserve Science and Technology Officer of the Year. In March, he also was the first Reservist to win a Federal 100 Award for supporting research and development of innovative technologies to enable Sailors and Marines to operate more effectively in cyberspace.

McAndrew's efforts have contributed to more than a dozen special projects that have been funded and delivered, including unmanned air and ground vehicles and the first cyber training ranges designed specifically for tactical cyber training for the Marine Corps.

"The tactical cyber range was one of the most important projects that we delivered," said McAndrew. "Tactical cyber is warfare conducted out in the field, where you may

not have an internet connection, a stable power source or adequate bandwidth."

McAndrew's recognition comes during the centennial of the U.S. Navy Reserve, and is an example of the importance of ONR's Reserve Component (ONR-RC) in developing the Navy's science and technology (S&T). ONR-RC comprises approximately 190 Navy Reservists from 15 units nationwide, most of who have earned advanced technical degrees in science and engineering disciplines and were once on active duty.

"Our Reservists offer a powerful combination of advanced degrees, prior active-duty experience in the Fleet and successful civilian careers," said ONR-RC Director Capt. Mark Lokay. "Depending on their operational experience and technical background, ONR Reservists will almost certainly find a project where their expertise will benefit naval S&T research."

The Reservists act as liaisons to Sailors and Marines, communicating ONR's mission and messages. They also provide real-world perspective to ONR program managers and researchers on whether a technology will be practical or efficient for U.S. warfighters to use.

Reservists support ONR's mission in several other ways:

Conducting basic research and testing prototypes

Reservists regularly help test developing technologies like unmanned autonomous vehicles. They also maintain and operate the Navy's fire-suppression test ship, the ex-USS Shadwell, a World War II-era vessel that now serves as the Navy's platform to conduct firefighting research.

Developing prototype systems

Reservists have played key roles in projects like: the electromagnetic railgun, which uses electricity instead of chemical propellants to launch projectiles; the shipboard autonomous firefighting robot (SAFFiR), a human-sized robot that could one day fight shipboard fires; and Navy Fuels, a Naval Research Laboratory-led effort to develop an on-ship system to generate fuel from seawater while underway.

Supporting fleet-wide events and exercises

These range from demonstrating ONR-sponsored technology at Fleet Week New York to supporting youth-oriented science, technology, engineering and mathematics (STEM) functions.

Serving at ONR is unique because Reservists enjoy a great opportunity to have an impact on the future of naval warfare," said Lokay. "Game-changing capabilities result from scientific research, and the ONR-RC plays a vital role."

For McAndrew, the hard work is worth it when "you realize you're making real changes to the future of the Navy and Marine Corps."



AROUND THE SCHOOL HOUSE

Navy Supply Corps School Newport Certifies 47 Students 'Ready for Sea'

BY LT. ERIN TORTORA, SC, USN, NAVY SUPPLY CORPS SCHOOL

Navy Supply Corps School (NSCS) Commanding Officer Capt. Kristen E. Fabry graduated and certified 47 students "Ready for Sea" at a ceremony held at the schoolhouse Sept. 4. Fourteen 86th Company Basic Qualification Course - Naval Reserve (BQC-NR) graduates joined 33 graduates of Supply Officer BQC 3rd Battalion Echo Company.

Commander, Naval Supply Systems Command (NAVSUP) Weapon Systems Support (WSS) Rear Adm. Paul J. Verrastro was in attendance as the guest speaker. Through his 29 years of service, Rear Adm. Verrastro has served as a Supply Corps Officer Detailer, Navy Personnel Command, Washington, DC; program manager for Fleet Requirements, Naval Regional Contracting Center, Naples, Italy; director, F/A-18 Integrated Weapons Support Team, Naval Inventory Control Point, Philadelphia, Pennsylvania; deputy for Supply Policy, Training and Assessments, Commander, Naval Air Forces, San Diego, California; country program director, Defense Security Cooperation Agency, Arlington, Virginia; director, Aviation Operations at NAVSUP WSS, Philadelphia, Pennsylvania; and Commanding Officer, NAVSUP Fleet Logistics Center Pearl Harbor, Hawaii.

Rear Adm. Verrastro's sea duty assignments include tours on USS New Jersey (BB 62), Supply Officer, USS Chandler (DDG 996) and Supply Officer, USS John C. Stennis (CVN 74). In 2005, he was the recipient of the USS John C. Stennis, "Straight Furrow" Leadership Award. His current command, NAVSUP WSS, a single virtual organization with two primary sites in Philadelphia and Mechanicsburg, Pennsylvania, provides program and supply support for naval aircraft, ships, and submarines worldwide. He previously served as the director of Logistics Programs and Business Operations Division in the Office of Chief of Naval Operations (N41). His vast experience and passion for the Navy Supply Corps made him the top choice as guest speaker for this graduation.

BQC is an in-depth 22-week curriculum encompassing the major areas of an afloat supply department to include supply management, food service management, retail operations, disbursing management, Navy Cash®, personnel administration and leadership. The BQC prepares Supply Officers for their first operational tour by providing students with the personal and professional foundations for success. Company Commander Lt. j.g. Conor Wilkes and Assistant Company Commander Lt. j.g. Michael Price led 3rd Battalion during the five months of instruction. BQC-NR is a 15-month, comprehensive course of instruction, which provides Reserve Direct Commissioning Program officers and Supply Corps limited duty officers with the fundamental, technical and managerial knowledge necessary to function effectively as Supply Corps officers within the Navy Reserve.

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Commanding Officer Capt. Kristen Fabry and Executive Officer Cmdr. Trent Kalp certified 47 students of the Basic Qualification Course 3rd Battalion and 86th Company "Ready for Sea" in a ceremony at Wheeler Center on Sept. 4. —Photo by Lt. Erin Tortora, SC, USN.

NSCS expects 3rd Battalion and 86th Company graduates will offer their future commanding officers increasing flexibility and enhance Supply Corps officers' reputation for being naval officers first, and accountable officers always, by bringing their group total of 105 years of experience back to the Fleet. This diverse group of students included 19 prior enlisted Sailors, graduates of the U.S. Naval Academy, and redesignated officers from the aviation community.

24 Since their arrival at NSCS, students in 3rd Battalion Echo Company balanced superior academic performance with community service in and around Newport. Logging a combined 655 off-duty volunteer hours, they organized a blood drive for the Rhode Island Blood Center at NSCS, supported the American Red Cross, Battleship Cove, the Robert Potter League for Animals Shelter, Melville Elementary, cleanup of Newport Beaches, along with many other events and organizations.

Academically, Echo Company held a class average of 93.9 percent and 86th Company maintained a 91.37 percent class average.

An awards brunch was provided for the top graduates where students who achieve the highest grade in each curriculum were recognized, along with leadership and professionalism awards. Lt. j.g. Nora Momani, who will be reporting to the USS Carl Vinson (CVN 70) in San Diego, is the BQC 3rd Battalion Honor Graduate with an overall grade point average of 98.44 percent. She is awarded an Officer's Sword by National Industries for the Blind Assistant Vice President for Services Mr. John Qua for her superb academic performance. Lt. j.g. Kailish Purohit, BQC-NR 86th Company Honor Graduate, maintained an overall grade point average of 96.29 percent. He will report to U.S. Fleet Forces Command, Maritime Operations Center Chicago in Highland Park, Illinois.

Ensign Deirdre Leary was voted by instructors to receive the Military Officers of America Association Professionalism Award. Echo Company Assistant Commander Lt. j.g. Andrew Price was voted by his classmates to receive the BQC 3rd Battalion Navy Supply Corps Foundation Leadership Award and Ensign Antonio Com received the award for the 86th Company. Ensign Richard Descano is the recipient of the Navy League Volunteerism Award, for the over 500 off-duty hours he volunteered for the non-profit organization "Wear Blue: Run to Remember."

The students of 3rd Battalion recognized members of the staff who contributed to the preparation of their professional success. Special recognition was given to Chief Ship's Serviceman (SHC) LeDezman Johnson, who was voted by his students as Instructor of the Battalion for his dedication to the students of 3rd Battalion, Echo Company. 🌟

Awards

Lt. j.g. Nora Momani

BQC 3rd Battalion Honor Graduate
Navy Food Service Excellence Award

Lt. j.g. Kailish Purohit

BQC-NR 86th Company
Honor Graduate

Lt. j.g. Andrew Price

BQC 3rd Battalion Navy Supply Corps
Foundation Leadership Award
Supply Management Excellence Award

Ens. Antonio Com

BQC-NR 86th Navy Supply Corps
Foundation Leadership Award

Ens. Deirdre Leary

Military Officers of America Association
Professionalism Award
Leadership and Management
Excellence Award

Ens. Veronica Grimes

Navy Food Service Excellence Award
Navy Exchange Service Command
Ships Store Award
Defense Finance and Accounting Service
Excellence Award

Ens. Richard Descano

Navy League Volunteerism Award

SHC LeDezman Johnson

3rd Battalion Instructor of the Battalion



**3rd Battalion 15-030
Echo Company**

RANK	NAME	COMMAND	HOMEPORT
Lt. j.g.	Ahmed	USS BUNKER HILL (CG 52)	San Diego, CA
Lt. j.g.	Chico	USS IWO JIMA (LHD 7)	Norfolk, VA
Ens.	Cronstedt	NAVY SUPPLY CORPS SCHOOL	Newport, RI
Ens.	Descano	USS CARTER HALL (LSD 50)	Little Creek, VA
Ens.	Diggs	USS GLADIATOR (MCM 11)	Manama, Bahrain
Ens.	Dulac	USS PRINCETON (CG 59)	San Diego, CA
Ens.	Grimes	USS MILIUS (DDG 69)	San Diego, CA
Ens.	Haney	USS DONALD COOK (DDG 75)	Rota, Spain
Ens.	Hill	USS MOBILE BAY (CG 53)	San Diego, CA
Ens.	Jimenez	USS ROSS (DDG 71)	Rota, Spain
Ens.	Leary	USS RUSHMORE (LSD 47)	San Diego, CA
Ens.	Lindie	USS ASHEVILLE (SSN 758)	Pearl Harbor, HI
Lt. j.g.	Momani	USS CARL VINSON (CVN 70)	San Diego, CA
Ens.	Mori	USS CHOSIN (CG 65)	Pearl Harbor, HI
Ens.	Ramos	USS BULKELEY (DDG 84)	Norfolk, VA
Ens.	Roxas	USS ESSEX (LHD 2)	San Diego, CA
Lt. j.g.	Price	USS JOHN C STENNIS (CVN 74)	Bremerton, WA
Ens.	Rivera	USS CARL VINSON (CVN 70)	San Diego, CA
Ens.	Salliey	USS FORT McHENRY (LSD 43)	Mayport, FL
Ens.	Sena	USS PHILIPPINE SEA (CG 58)	Mayport, FL
Ens.	Schulz	USS COLE (DDG 67)	Norfolk, VA
Ens.	Sime	USS JOHN FINN (DDG 113)	NHPA
Ens.	Smith	USS ARLINGTON (LPD 24)	Norfolk, VA
Ens.	Soliman	USS FITZGERALD (DDG 62)	Yokosuka, Japan
Ens.	Soto	USS HAWAII (SSN 776)	Pearl Harbor, HI
Ens.	Spencer	USS NORTH CAROLINA (SSN 777)	Pearl Harbor, HI
Ens.	Tielking	USS DWIGHT D. EISENHOWER (CVN 69)	Norfolk, VA
Ens.	Watson	USS PITTSBURGH (SSN 720)	Groton, CT
Ens.	Waymire	USS HELENA (SSN 725)	Norfolk, VA
Lt. j.g.	Wilkes	USS ANCHORAGE (LPD 23)	San Diego, CA
Ens.	Williams	NAVY OPERATIONAL SUPPORT CENTER	Austin, TX
Ens.	Wood	USS SHERMAN (DDG 98)	Norfolk, VA
Ens.	Zhou	USS CHANCELLORSVILLE (CG 62)	Yokosuka, Japan

BQC-NR 86th Company

RANK	NAME	COMMAND	HOMEPORT
Lt.	Alamo	NAVSUP FLC PEARL HARBOR	Colorado Springs, CO
Ens.	Burnash	NAVSUP FLC SIGONELLA	Houston, TX
Ens.	Com	NAVSUP FLC NORFOLK	Charlotte, NC
Ens.	Deason	DLA LAND AND MARITIME	Pataskala, OH
Ens.	Fugitt	USS PONCE (AFSB(1) 15)	St. Louis, MO
Ens.	Lambert	NAVSUP FLC SIGONELLA	Lafayette, LA
Lt. j.g.	Leggett	NOSC SCHREVEPORT	Natchitoches, LA
Ens.	Palmer	NCHB 13	Birmingham, AL
Lt. j.g.	Pham	NCHB 14	Houston, TX
Lt. j.g.	Purohit	U.S. FLEET FORCES, MOC Chicago	Highland Park, IL
Lt. j.g.	Rubino	NCHB 13	Tallahassee, FL
Lt. j.g.	Schlank	NAVAL FORCES JAPAN HQ NR	Eagan, MN
Ens.	Weisenstein	NAS SIGONELLA	Chelsea, MI
Ens.	Wilson	NAVSUP FLC SIGONELLA	Fort Myers, FL

OP&You



Achieving Success in the Navy Supply Corps

“Once excellence is achieved, it can only be maintained by constant innovation.”
—Tom Collins, Author

The Supply Corps Office of Personnel has initiated a series of interviews, focusing on Supply Corps (SC) career management and what it takes to achieve a successful as a Supply Corps officer.

Our 11th article in this series is focused on innovation. Captain Eric Morgan is the Deputy Assistant Commander for Corporate Operations for Naval Supply Systems Command and the Strategy lead for the Navy Supply Corps community.

SC CC: Tell us a little bit about yourself.

Capt. Morgan: I went to junior high and high school in Fairfax, Virginia, so that is where I call home. I attended Carnegie Mellon University in Pittsburgh where I met my wife, Beth, and commissioned via Naval Reserve Officers Training Corps in 1993. I earned my Masters in Operations Research from Naval Postgraduate School (NPS) and attended Executive Education at Duke’s Fuqua School of Business. My wife Beth and I have one son Cameron, currently in high school.

My operational assignments include the USS Gonzalez (DDG 66), USS Hartford (SSN 768), USS Abraham Lincoln (CVN 72), and as Commander SUPPO on amphibious assault ship USS Boxer (LHD 4). I also served in Iraq as executive officer for the Defense Logistics Agency (DLA) Support Team. Through those tours, I gained operational experience in the North Atlantic, 5th Fleet, 6th Fleet, 7th Fleet (twice) and on the ground in U.S. Central Command.

Ashore, I served as instructor and training officer at Navy Supply Corps School (NSCS), earned Joint Qualification at DLA Headquarters, and learned the aviation business in depth at Naval Supply Systems Command (NAVSUP) Weapon Systems Support in Philadelphia, Pennsylvania. My core skill set is in supply chain management both Navy and DLA, with a strong focus on analytics driven by my operations research (OR) background and tours. I’ve always enjoyed finding and maintaining the “big picture” perspective, so I have a strong affinity for my current position’s focus on strategy development/execution and synchronizing the communications that go with it.

SC CC: You have great tour quality, and a predominantly “conventional” career path. What guided your detailing decisions as you progressed through your career?

Capt. Morgan: Starting with six years of sea duty on small ships, my exposure to other Supply Corps officers was limited. As a junior officer, my career decisions were largely driven by what I heard at the Supply Corps Road Show. The information our community shares during the annual Road Show is invaluable and should be taken to heart. My tour at the schoolhouse in Athens, Georgia helped expose me to more career insight from multiple sources. My first mentor, then Cmdr. Mike Patten (NSCS academic director), guided me towards NPS and OR. From there on, I began trying to get to a big “supply-centric” tour like an inventory control point where I could really learn the business. Going to the carrier as an O-4 also helped since I was able to learn from two more great mentors, Capt. David Meyers and Capt. Jim Liberko, who taught me the business and gave great advice for my follow-on detailing decisions.

SC CC: Given your position as NAVSUP’s lead for Strategy, and in today’s Supply Corps where non-traditional opportunities are much more prevalent, what advice can you offer to junior officers out there?

Capt. Morgan: We commonly hear the terms “sustained superior performance” and “tough, visible shore tours with competition”. The first is a given, but there are only so many billets in those “tough, visible” highly-desired locations. There aren’t enough billets at OPNAV, NAVSUP, other system commands, and fleet logistics centers for everyone in the Supply Corps. My advice is to make the best of wherever you are detailed, learn and attain as much as possible, build or reinforce a strong service reputation, and adjust your career plan as appropriate. That superior performance reputation is critical to your later career; without that as a base, your odds of getting competitive positions diminish.

SC CC: As a mentor, what advice do you typically share with perspective mentees? What would be your advice to a JO who gets conflicting information from more than one mentor?

Capt. Morgan: As I said in the previous question, I believe the primary keys to success are sustained superior performance and a strong professional reputation. The second piece of advice that I offer to my mentees relates to Rear Adm. Yuen’s “Can you fight?” We frequently hear the Chief ask this question, but do we really understand what he means? I ask my mentees: “Are you an expert in your designated line of operation?” I challenge them to learn everything possible at every opportunity about the business of the Supply Corps from the senior officers and civilian subject matter experts that drive our business. I encourage everyone to not just seek the next job to check boxes, but to take the opportunity in whatever job you are assigned to truly become a functional expert. You are there to learn the business so you can apply that knowledge in a later more senior tour.

I also advise folks on what I like to call “risk minimization.” By this I mean, don’t give a board a reason to not pick you.

Establish expertise in a career field AND gain the sub-specialties/additional qualification designators that go with it. Earn qualifications and certifications whenever you can as the opportunity to do so may not come again. Once you make decisions that close a door, it often cannot be reopened. Additionally, seek competition and do well in that competition. Finally, interact with as many mentors as possible and look for career insight from everywhere. When that advice conflicts, look for a common theme in the advice you’ve been given. Take all of it into account, and then find the path that resonates most with you.

My family motivates me every day... I love what I do, but I couldn’t do it without them. Being with my family gives me the energy and resources to keep going and do the best job I can do for the Navy and the Supply Corps. Each of us, when the time is right, must take time to recharge our batteries, whether it’s PT, reading a book, or relaxing with your family and friends. In my family, we like to experience new things.

SC CC: In your current role as the ACOM responsible for strategy, what do you see as the community’s greatest challenge? As the Strategy lead, what is your greatest challenge?

Capt. Morgan: My strategy role is where NAVSUP and the Supply Corps community cross over, but the two are a bit different. On the community- side, I am primarily concerned with how we shape the Corps, along with our core competencies, to continue to provide the supply, financial, contracting, and logistics support the Navy needs for the next 20-30 years. Based on this,

how do we grow the officers whom we will need for future critical positions? It may not be the same as in the past and is always slowly shifting. We can see changes in the landscape, maybe on the margins, but there are indications where we may need to fine-tune our traditional current paths. We are already doing some things to adjust. For the first time in four years, last November, we reconvened the Supply Corps Senior Leadership Symposium to talk about ongoing community issues. We are also reconvening the annual Captain (Select) Training Symposium to help synchronize our community.

In my role at NAVSUP, my greatest challenge is to drive the Enterprise to focus long-term/strategically. We are so lean that much of our capacity is taken up by reactionary, day-to-day operations. We must continually force ourselves to apply bandwidth to being proactive and thinking strategically so we can better position the Enterprise to operate in the changing environment. In order for the organization to be successful, the Commander of NAVSUP needs someone besides himself who is focused on the long-term and can help keep the Enterprise headed in the right direction.

SC CC: In light of Secretary Mabus’ recent establishment of Task Force Innovation, would you care to share your thoughts on how we, as a community, can help to harness the creative ideas of our fellow Sailors and civilian teammates? At the individual level, how can “we” make a difference?

Capt. Morgan: This is an area where NAVSUP and the Supply Corps are already leaning forward with actions in progress. We’ve seen a lot of movement over the last year with the creation of LogIC...Logistics Innovation Cell...with civilian and military innovation representatives from each of the NAVSUP Assistant Commanders (ACOMs) and Echelon III commands. We are capturing

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great input from both the Enterprise and the Supply Corps community. The Department of Navy innovation tool Hatch...a Navy forum whereby anyone from junior enlisted afloat to senior officer ashore can submit innovative ideas...is getting a lot of use. The forum enables anyone to enter their idea and get immediate visibility by big Navy. LogIC has their own NAVSUP forum that we use in the Enterprise to expose and discuss ideas. These forums empower the individual to come forth and submit their ideas and are proof that good ideas come from everywhere.

For the community, we also harness creative ideas from things like senior leader

and junior officer training symposiums. Earlier this year, we set up four Supply Advisory Teams (SATs) with participation across the community to flesh out some of these ideas. At the individual level, don't sit on your insights. Whether you are an E-4 on a carrier or Lt./Lt. Cmdr. at NPS...get your ideas somewhere visible. There is no guarantee that we can pursue every one but they need to be part of the conversation. This is where I think we can do better...we need to do more to crowd source ideas from within the community. Crowdsourcing at its best is very powerful. More coming on that front in the near future.

SC CC: Among your assignments, which ones do you feel provided you the greatest opportunity to be innovative, to affect positive change, and have the biggest impact? Why?

Capt. Morgan: There are definitely earlier points in my career where I felt I had a lot of influence and the ability to truly affect change locally, but those opportunities increase and the scope of impact grows as you get more senior. By the time I served as supply officer on USS Boxer, I was knowledgeable enough to know what I could do, and I also carried the rank and experience to make it happen within the Supply Department and the ship. However, answering the question today, my current position wins

Below: Captain Morgan participates in the Speed Mentoring program at Naval Supply Systems Command Headquarters.



out. As a NAVSUP ACOM, I routinely have the opportunity to share ideas directly with the Chief of Supply Corps and other senior leaders of our community. This combination of access and the resources of a global Enterprise makes more things possible.

SC CC: With the new focus on innovation, and so much recent attention given to ethics and trust, how should we as a professional Corps, move forward? How do we find those intersections of law, regulation, instruction, and ethics where we can still be innovative and add value to the Navy and the Supply Corps? Is it a stretch?

Capt. Morgan: Achieving this is not a stretch at all. As you said, we are a professional Corps, and ethics and trust are directly in our wheelhouse. From our earliest days at the NSCS, we've always been taught to

“punch the pubs” and given the regulations/guidance, find the best way to support the mission or commanding officer’s desires...the “this is what I can do for you” approach. In today’s environment, it is ever important to work closely with our judge advocate general counterparts to come to solutions that are good, right, and honorable. With the impact of social media and increased scrutiny today, it can be immediately apparent when you stray from good, right, and honorable. Charting the proper path while being innovative is how we will move NAVSUP and our community forward while being relevant and ready.

SC CC: Outside of the Navy and the Supply Corps, what motivates you? What has enabled you to push on and serve successfully through a 22-year career? How important has the work/life balance been for you throughout your career?

Capt. Morgan: My family motivates me every day. I love what I do, but I couldn’t do it without them. Being with my family gives me the energy and resources to keep going and do the best job I can do for the Navy and the Supply Corps. None of what we do would be possible without some level of work-life balance. Each of us, when the time is right, must take time to recharge our batteries, whether it’s PT, reading a book, or relaxing with your family and friends. In my family, we like to experience new things. We view moving some place new as an opportunity to see new places, discover what there is to do in the area, explore places we may never have seen otherwise, and give our son the opportunity to do new things in new schools. Frankly, it doesn’t feel like 22 years have passed. 🌟

Special thanks to Capt. Morgan for sharing his time, perspective, and experience.



The amphibious assault ship USS Boxer (LHD 4) transits through San Diego Bay while getting underway for a regularly scheduled deployment as part of the Boxer Amphibious Ready Group (ARG). The Boxer ARG is comprised of the USS Boxer, the amphibious transport dock ship USS New Orleans (LPD 18), the amphibious dock landing ship USS Harpers Ferry (LSD 49) and the 13th Marine Expeditionary Unit (13th MEU). –photo by Mass Communication Specialist Seaman Veronica Mammina

Supply Corps Fall 2015 Internship Selectees

The programs in which they will participate include: Business/Enterprise Supply Chain Management (BEM), Business/Financial Management (BFM), Joint Operational Logistics (JOL), Navy Acquisition Contracting (NACO), Naval Nuclear Propulsion Program (NNPP), Naval Special Warfare (NSW), Planner (PLAN), Petroleum (POL), and Transportation (TRANS).

LT DAT DUONG	USS LAKE ERIE	POL
LT LUCAS HORAN	USS GEORGE H. W. BUSH	NACO
LT BRETT JACOBS	NAVSUP FLC NORFOLK	NACO
LT RICHARD LUTH JR.	USS CARL VINSON	NACO
LT JULIE ROSA	USS GEORGIA (BLUE)	BFM
LT JARRETT SEIBEL	MSDDC FOA TWCF	BEM
LT MATTHEW WILKENS	NAVSUP FLC NORFOLK	POL
LT ASHLY WISNIEWSKI	USS VIRGINIA	BEM
LTJG OMOTAYO AKINSUYI	USS THEODORE ROOSEVELT	NACO
LTJG MICHAEL BRAGG	USS MAKIN ISLAND	NSW
LTJG ELIAZAR CAMPOS	CLFNC BAHRAIN	PLAN
LTJG BRANDEN DAVENPORT	USS JOHN S. MCCAIN	NACO
LTJG ORLANDO DOMINGUEZ	USS NEW ORLEANS	POL
LTJG EDWARD HAVEL	NAVSPECWARGRU TWO LOGSUPPU	JOL
LTJG MARIANNA LUPORINI	USS BATAAN	TRANS
LTJG JARRED MACK	USS PIONEER	BFM
LTJG JOHN MCMAHON	USS SAN JUAN	NNPP
LTJG KAYLA MORRISON	USS IWO JIMA	NSW
LTJG RYAN WU	USS LAKE CHAMPLAIN	BFM

SUPPLY SYSTEMS COMMAND
OF CONDUCT FOR ETHICS

Naval Supply Systems Command & Navy Supply Community

Code of Conduct For Ethics and Compliance

Find it at
<https://www.navsup.navy.mil/site/ethics/>

FY16 Supply Corps Commander Command Ashore Slate

COMMAND ASHORE	From	To
LA HESH A. GRAHAM	NAVSUP FLC SD	DCMA SAN DIEGO
BRUCE KONG	NAVSUP FLC YOKO	DEFENSE ENERGY PACIFIC (GUAM)
ERIK R. NALEY	NAVSUP	DLA DISTRIBUTION BAHRAIN
WADE W. RINDY	NAVSEA	DCMA SOUTHERN VIRGINIA
NICHOLAS R. RUSSO	NAVSUP FLC PHILA	DCMA ATLANTA
NOLASCO L. VILLANUEVA	NAVSUP FLC PH	DLA DISTRIBUTION YOKOSUKA



CAPT. GREGORY F. STROH

Capt. Gregory Francis Stroh, SC, USN, completed 30 years of active service and retired on June 1, 2015, after serving at U.S. African Command Headquarters, Stuttgart, Germany. He received his bachelor's degree from The University of Illinois at Urbana-Champaign, Urbana, IL and his master's degree from U.S. Navy Postgraduate School, Monterey, California. His previous officer duty stations include Office of the Secretary of Defense, Washington, DC; Expeditionary Combat Readiness Command, Norfolk, Virginia; Commander, Pacific Fleet, Pearl Harbor, Hawaii; Chief of Naval Operations, Washington, DC; USS Iwo Jima (LHD 7); Naval Inventory Control Point, Philadelphia, Pennsylvania; Commander, Naval Supply Systems Command Detachment, Millington, Tennessee; and U.S. Central Command Liaison Office, United States Embassy, Asmara, Eritrea.

CMDR. JOSEPH E. BANKS

Cmdr. Joseph Edward Banks, SC, USN, completed 33 years of active service and retired on June 1, 2015, after serving at Naval Region Mid-Atlantic Reserve Component Command, Great Lakes, Illinois. He received his bachelor's degree from Alcorn State University, Loran, Mississippi. His previous officer duty stations include Marine Expeditionary Security Group TWO, Portsmouth, Virginia; Navy Cargo Handling Battalion 8, Fort Dix, New Jersey; USS Nimitz (CVN 68);

Commander, Operational Test and Evaluation Force, Norfolk, Virginia; USS Simon Lake (AS 33); and USS Emory S. Land (AS 39).

CMDR. ELISABETH G. FARRELL

Cmdr. Elisabeth Grant Farrell, SC, USN, completed 21 years of active service and retired on May 1, 2015, after serving at Commander, Navy Recruiting Command, Millington, Tennessee. She received her bachelor's degree from Saint Louis University, St. Louis, Missouri and her master's degree from Navy War College, Newport, Rhode Island. Her previous officer duty stations include Naval Supply Systems Command Fleet Logistics Center Jacksonville, Florida; Defense Distribution Depot Puget Sound, Bremerton, Washington; Center for Special Operations, MacDill Air Force Base, Florida; Naval Supply Systems Command Detachment, Millington, Tennessee; and USS Fort McHenry (LSD 43) and USS Concord (T-AFS 3).

CMDR. JONATHAN C. HOLSINGER

Cmdr. Jonathan C. Holsinger, SC, USN, completed 20 years of active service and retired on June 1, 2015, after serving at Headquarters, Naval District Washington, Washington, DC. He received his bachelor's degree from The University of Maryland-College Park, College Park, Maryland. His previous officer duty stations include Naval Supply Systems Command Fleet Logistics Center, Guantanamo Bay, Cuba; Defense Logistics Activity Land and Maritime, Columbus, Ohio; Program Executive Officer, Patuxent River, Maryland; Norfolk Naval Shipyard, Chattanooga, Tennessee; and Commander, Naval Sea Systems Command, Mechanicsburg, Pennsylvania.

LT. CMDR. TODD D. MALAKI

Lt. Cmdr. Todd Dale Malaki, SC, USN, completed 25 years of active service and retired on February 1, 2015, after serving at Naval Supply Systems Command Fleet Logistics Center Ventura, Point Magu, California. He received his bachelor's degree from Wayland Baptist University, Plainview, Texas and his master's degree from U.S. Naval War College, Newport, Rhode Island. His previous officer duty stations include Navy Mobile Command Battalion 4, Point Hueneme, California; Commander, Supply Corps Far East, Singapore; USS John S. McCain (DDG 56); Commander, Seventh Fleet, Yokosuka, Japan; USS Chancellorsville (CG 62); and Naval Air Station Lemoore, Lemoore, California.

LT. CMDR. ELIZABETH M. WILLIAMS

Lt. Cmdr. Elizabeth (Beth) M. Williams, SC, USN completed 22 years of active service and retired on November 1, 2015, after serving at Naval Supply Systems Command Fleet Logistics Center Sigonella, Naples Detachment, Italy. She received her bachelor's degree from Southern Illinois University and her master's degree from Southern New Hampshire University. Her previous duty stations include Commander, Task Force Six Three, Naples, Italy; USS Mount Whitney (LCC/JCC 20); Joint Interagency Task Force South, Key West, Florida; USS Lake Erie (CG 70); and USS Ronald Reagan (CVN 76).

LT. CMDR. MYRON M. BROWN

Lt. Cmdr. Myron Matthew Brown, SC, USN, completed 20 years of active service and retired on June 1, 2014, after serving at Navy Cargo Handling Battalion 11, Jacksonville, Florida. He received his bachelor's degree from Hampton University, Hampton, Virginia and his master's degree from American Intercontinental University, Hoffman Estates, Illinois. His previous officer duty stations include Commander, U.S. Naval Forces Southern Command, Mayport, Florida; Commander, Fleet Logistics Support Wing, Fort Worth, Texas; deputy chief of staff, Resources and Sustainment Multi-National Force Iraq, Bagdad, Iraq; USS Cushing (DD 985); Defense Distribution Depot, Norfolk, Virginia; Defense Distribution Mapping Agency, Norfolk, Virginia; USS Vella Gulf (CG 72); and USS Nassau (LHA 4).

LT. CMDR. MATTHEW R. ELLIS

Lt. Cmdr. Matthew Ray Ellis, SC, USN, completed 20 years of active service and retired on June 1, 2014, after serving at Navy Information Operations Command, Fort George G. Meade, Maryland. He received his bachelor's degree from Central Michigan University, Mount Pleasant, Michigan and his master's degree from The University of Phoenix, Phoenix, Arizona. His previous officer duty stations include Naval Submarine Support Center, New London, Connecticut; Defense Logistics Agency, San Diego, California; Naval Supply Systems Command Fleet and Industrial Supply Center, San Diego, California; USS Abraham Lincoln (CVN 72); Commander, Submarine Force U.S. Pacific Fleet, Pearl Harbor, Hawaii; and USS Florida (SSBN 728) (Gold).

LT. CMDR. JEFFREY D. MAYOR

Lt. Cmdr. Jeffrey Dale Mayor, SC, USN, completed 20 years of active service and retired on June 1, 2015, after serving at Naval Supply Systems Command Global Logistics Support, San Diego, California. He received his bachelor's degree from San Diego State University, San Diego, California and his master's degree from U.S. Navy Postgraduate School, Monterey, California. His previous officer duty stations include Commander, Expeditionary Logistics Support Group, Williamsburg, Virginia; USS McCampbell (DDG 85); USS Bataan (LHD 5); and Navy Cargo Handling Battalion 14, Jacksonville, Florida.

LT. CMDR. WILLIAM M. REYNOLDS

Lt. Cmdr. William M. Reynolds, SC, USN, completed 20 years of active service and retired on June 1, 2015, after serving at the Bureau of Medicine and Surgery, Falls Church, Virginia. He received his bachelor's degree from The University of South Carolina, Columbia, South Carolina and his master's degree from Webster University, St Louis, Missouri. His previous officer duty stations include Joint Interagency Task Force South, Key West, Florida; Space and Naval Warfare Systems Command, San Diego, California; USS Rushmore (LSD 47); U.S. Navy Supply Corps School, Athens, Georgia; and USS Reuben James (FFG 57).

**Meritorious Service Medal**

Cmdr. James C. Statler, SC, USN, (Gold Star in lieu of Third Award), Commanding Officer, Priority Material Office, Bremerton, Washington, June 2015 to October 2015.

Defense Meritorious Service Medal

Cmdr. James R. Matthews, SC, USN, Operations Officer, 599th Transportation Brigade, Military Surface Deployment and Distribution Command, Schofield Barracks, Hawaii, July 2012 to July 2015.

Navy and Marine Corps Commendation Medal

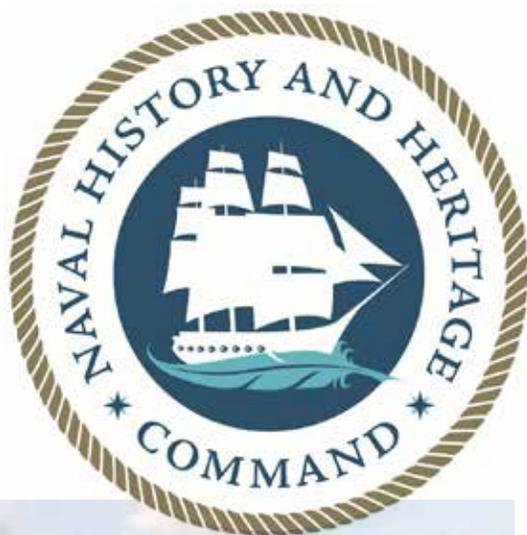
Lt. Allen P. Hamby, SC, USN, (Gold Star in lieu of Third Award), Weapon Systems Officer, Amphibious, Expeditionary, Hull, Mechanical and Electrical Directorate, Naval Supply Systems Command Weapon Systems Support, Mechanicsburg, Pennsylvania, October 2012 to October 2015.

Navy and Marine Corps Achievement Medal

Lt. Ramy F. Teriak, SC, USN, Naval Acquisition Contracting Officer Intern, Contracting Directorate Naval Supply Systems Command Weapon Systems Support, Mechanicsburg, Pennsylvania, November 2013 to November 2015.

NAVSUP FLC Norfolk Regional Transportation Office Coordinates Move of Navy's Largest Collec- tion of Navy Artifacts

BY JIM KOHLER, OFFICE OF CORPORATE COMMUNICATIONS
 NAVSUP FLEET LOGISTICS CENTER NORFOLK



USS John Hancock (DD-981) Underway, circa the 1980s or early 1990s. Official U.S. Navy Photograph, from the collections of the Naval History and Heritage Command.

Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Norfolk Regional Transportation Office (RTO) staff was recognized as the command's "work center of the quarter" for coordinating the move of the Navy's single largest collection of Navy artifacts for the Naval History and Heritage Command (NHHC), Aug. 27.

The team moved artifacts from three different warehouses located in Williamsburg, Virginia, Memphis, Tennessee and the Washington Navy Yard to a single 300,000 square-foot warehouse in Richmond, Virginia.

The consolidation allows the Navy to centrally locate more than 250,000 artifacts, which will translate to improved care, management, accountability and oversight of the collection.

The refurbished building in Richmond will ensure improved environmental controls for high risk artifacts, proper shelving and storage, and an area for conserving and preserving the artifacts.

The move was executed over a period of approximately 10 months and used 135 trucks to transfer the artifacts to the Defense Logistics Agency-managed facility in Richmond.

The whole process was completed nine months ahead of schedule, which translated to a savings of more than \$400,000 of the projected cost. The project was orchestrated by a small RTO team of civilians who work in shifts around the clock, seven days a week, coordinating more than 1,700 shipments a month.

According to NAVSUP FLC Norfolk Transportation Director Pam Young, who led the move, the biggest challenge to the mission was weather.

"No antiquities were trucked if there was a chance of snow or ice," said Young. "I watched for impending storms to coordinate with the curator and the carrier during the winter. We also took a break during the holiday season, and also between January and March."

Noteworthy items moved to the new facility include the stern plate from the destroyer USS John Hancock (DD 981), which includes a replica of the famous statesman's iconic signature. Also moved were the cannons that were used to sink the CSS Alabama and an experimental auto-loading rocket launcher.

Many of the artifacts consolidated into the storage facility in Richmond have been and will be loaned to museums throughout the United States from time to time. The NHHC collection contains tons of material. Some of it is priceless, and nearly all of it is irreplaceable.

According to Karen France, head of NHHC curator branch, thanks to the hard work by the RTO staff and others, future generations will be able to learn about what the Navy has meant to our country since its inception.

"The task of moving this artifact collection was monumental. Without the expertise and support of the NAVSUP FLC Norfolk Regional Transportation Office staff it would not have been possible to accomplish what we did in such a short period of time."

"Pam's understanding and appreciation for the unique nature of the move, and the importance of the material to the Navy and to future generations was key to our success. We could not have done this without her support and the support of the NAVSUP FLC Norfolk Regional Transportation Office staff," France added. ✪



Above: A sign leads the way for NAVSUP FLC Yokosuka Chief Selects toward Yokohama Foreign General Cemetery.

Future Chief Petty Officers Pay Respects, Keep Heritage Alive

BY SKY M. LARON

DIRECTOR OF CORPORATE COMMUNICATIONS
NAVSUP FLEET LOGISTICS CENTER YOKOSUKA

Future chief petty officers from Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Yokosuka gathered on sacred soil Sept. 9 in Japan’s coastal port city of Yokohama to aid in the upkeep of a piece of land that many of the city’s founding fathers call their final resting place.

On a bluff high atop the bustling metropolis sits Yokohama Foreign General Cemetery where a highly select handful of NAVSUP FLC Yokosuka’s future chief petty officers spent an afternoon in typhoon-like conditions battling wind and rain to clear trash and debris as well as pull overgrown vegetation and weeds from the historic grounds.

These Sailors, who have been chosen to join the chief’s mess this fall will be putting on anchors Sept. 16 (the Navy’s traditional pinning day for all new chiefs), took it upon themselves to show respect for the grounds and those who have been laid to rest there.

“The chief’s community has a long history of selfless service and for our chief selects, understanding that history is essential,” said Capt. Raymond Bichard, NAVSUP FLC Yokosuka, commanding officer. “The time they spent at the cemetery speaks a lot about their character and how important it was for them to honor their host-nation of Japan in this way and really put their hands and hearts into something pretty special.”

After all, it was a U.S. naval officer, Commodore Mathew Perry, who sailed his black ships to Japan in 1853 and opened up the country from its strict isolationism, which was enforced for more than 200 years under the Tokugawa Shogun-ate and had kept Japan off-limits to the rest of the world.

However, with the Japan-U.S. Treaty of Peace and Amity signing in 1854, the sleepy fishing village would turn into a cosmopolitan port city welcoming many foreign merchants, engineers, teachers and others from many walks of life, which would turn the city on the bay into a melting pot.

It was a tree lined plot of land on the bluff that would serve as the final resting place for those earlier settlers and it is a group of logistics Sailors from NAVSUP FLC Yokosuka who have taken on the task of aiding this historic cemetery’s upkeep today.

“This means a lot,” said Chief Logistics Specialist (Select) Kasey Waldron, a Bronx, New York native and Fleet Mail Center Yokohama leading chief petty officer for NAVSUP FLC Yokosuka. “It’s what we are supposed to do in the hopes that when our time comes that they’ll be doing this for us, it’s a part of our heritage...a part of us.”

Waldron added that a U.S. Marine who had died during Commodore Perry’s second trip back to Japan in 1854 was buried at the very cemetery the chief selects were volunteering in, adding, “we are paying our dues to those who came before us, it’s what we are supposed to do, keeping our naval heritage alive.”

“These Sailors actions here today showed great credit upon themselves as future chief petty officers and keeps in line with the great naval traditions of the chief’s mess,” said Command Master Chief Edwin Purdy, NAVSUP FLC Yokosuka, command master chief. ✪



Clockwise: Chief Logistics Specialist (SEL) Kasey Waldron, a Bronx, New York native and Fleet Mail Center Yokohama Leading Chief Petty Officer for NAVSUP FLC Yokosuka, clears trash and debris as well as pulls overgrown vegetation and weeds at Yokohama Foreign General Cemetery; CMC Edwin Purdy addresses Chief Selects after aiding the historic cemetery's upkeep; Command Master Chief Edwin Purdy, NAVSUP FLC Yokosuka, pulls weeds alongside the command's Chief Selects.





NAVSUP Fleet Logistics Center Pearl Harbor Propels Innovation Through Collaboration

BY PATRICIA LEDFORD
DIRECTOR OF CORPORATE COMMUNICATIONS

The saying, “The only thing constant is change” is true. It speaks to the importance of adaptability and having a mindset that welcomes [positive] modifications to the way we’ve “always done business.”

However, in the case of organizational change, it’s important to establish structure as we propel toward sustainable rather than sporadic change.

Many of us have outlasted our fair share of “program of the month” or “one size fits all” proposed solutions to our organizational challenges. The concepts seem ideal, but in reality the sporadic ideas seldom deliver desired outcomes. Instead of propelling forward, we fall further behind in achieving our goals when appropriate preparation, consultation, transparency, delivery, evaluation, and so forth, is lacking.

Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Pearl Harbor sets the stage for innovation through employee collaboration with support from Ms. Joyce Jo, who helps facilitate change as the organization’s Continuous Process Improvement (CPI) Black Belt. She makes training available to each employee and coaches personnel and departments in tackling seemingly tough problems by using CPI techniques.

Organizational change and improvements are a front-loaded investment, which could produce long-standing benefits for personnel, morale, efficiency and the mission, if approached systematically. A NAVSUP FLC Pearl Harbor team in Code 440, Installation Department, was recently recognized by leadership for investing into a rapid improvement event initiated more than two years ago. Now in the sustainment phase, improvements have been institutionalized and are a part of the employees’ routine.

The team identified a problem involving a vacated warehouse and space utilization issue. A solution would allow for improved storage/staging capacity and movement efficiency to support the receipt storage, and issue processes for hazardous and non-hazardous materials.

LEFT: Part of Code 440 Continuous Process Improvement (CPI) team, their Department Director Lt. Cmdr. Elbert Pama (far left), Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Pearl Harbor Executive Director Mona Yamada (front center), NAVSUP FLC Pearl Harbor Commanding Officer Capt. Ken Epps (far right). Team members pictured: Lesly Komoda (Team Lead), Vishwa Nand, Kendra Poai, Eperone Vee, Kevin Tokuhisa. Sponsors: Shirley Santiago, Peter Pappalardo.

These improvements reaped financial, mission-related, productivity, operational and personnel benefits.

The team followed five CPI steps (5S) as they organized their project:

- SORT (Eliminate Clutter)
- STRAIGHTEN (A Place for Everything)
- SHINE (Clean Inside & Out)
- STANDARDIZE (Set Standards Understood by All)
- SUSTAIN (Maintain 5S Policies & Discipline)

According to Jo, 5S is a Lean methodology created by the Toyota Production System that endorses efficiency through organization, cleanliness, and discipline. It has been widely adopted and deemed successful by many types of agencies from healthcare, to production/manufacturing, logistics and others.

One of the challenges many CPI programs face is buy-in. Facilitators must demonstrate why and how the time investment will benefit “the big picture” or “bottom-line.” Buy-in is essential and should start from the top and flow to front-line employees, to garner desired results.

“It [CPI] will ultimately improve output, reduce safety and security issues and improve our employees’ quality of life,” Jo stated.

The accomplishment is also a testament to the commitment the organization has to process improvement. NAVSUP FLC Pearl Harbor Commanding Officer Capt. Ken Epps noted that he had seen many process improvement projects initiated, but this was the first time he personally saw sustained results tracked for an extended length of time.

NAVSUP FLC Pearl Harbor Executive Director and CPI Champion Mona Yamada also commended the team on their achievement and restated her commitment to empowering all employees to initiate positive change throughout the organization.

The Installation Department team was visibly proud of their sustained achievement. They fostered innovation through collaboration while creating a space that their co-workers, customers and others would admire. Well done!

New Ocean Terminal Surface Route Improves Supply Response and FDNF Readiness for NAVSUP FLC Sigonella Customers at NAVSTA Rota, Spain

BY SHANNON HANEY
OFFICE OF CORPORATE COMMUNICATIONS
NAVSUP FLEET LOGISTICS CENTER SIGONELLA

Since implementing a new surface cargo route, Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Sigonella Site Rota cut cargo transit time and costs in half by mid-Oct. 2015.

In July 2015, NAVSUP FLC Sigonella Site Rota established a new direct route for cargo from Norfolk, Virginia to Algeciras, Spain. Prior to the availability of the new route, surface cargo from Norfolk was shipped through Ocean Terminal Rotterdam Amsterdam. This route required additional processing for the cargo at the Defense Logistics Agency’s Theater Consolidation and Shipping Point at Defense Distribution Depot Europe in Germersheim, Germany before delivery to Naval Station (NAVSTA) Rota Spain for distribution.

The implementation of this change reduced the total transit time from an average of 60 days to 30 days and is expected to save more than \$192,000 annually by eliminating commercial truck services previously required to transport the cargo from Germany to Spain.

The new process is already positively impacting fleet readiness and operations in the 6th Fleet area of responsibility. Forward-Deployed Naval Force (FDNF) units homeported at NAVSTA Rota are noticing a significant decline in customer wait time for their surface cargo.

In the 90 days since implementation in July, the new process is already having a positive impact. Department of Defense (DoD) installations in the Iberian Peninsula are saving money on transportation costs and receiving their cargo much faster.

Ocean terminals at NAVSUP FLC Sigonella Sites Rota and Naples are responsible for the port clearing and onward movement of ocean booked cargo for Spain and Southern Italy. Transportation specialists within NAVSUP FLC Sigonella ocean terminals track and trace ocean vessels for DoD booked cargo, validate manifests, and coordinate with port authorities and NAVSUP FLC Sigonella customs clearance officers on the preparation of all necessary documentation for customs clearance and onward movement of DoD traffic.

BELOW: During Naval Supply Systems Command Fleet Logistics Center Sigonella’s regional transportation training, Transportation Specialist Roberto Corredero (left) and Severino Cavallaro (right) discuss water freight shipping procedures onboard Naval Air Station Sigonella. U.S. Navy –photo by Shannon Haney





NAVSUP FLC Jacksonville Provides Logistics Support to Visiting Chinese Warships

BY LT. CMDR. JARED SWEETSER, OPERATIONS OFFICER
AND BARBARA BURCH, OFFICE OF CORPORATE COMMUNICATIONS
NAVSUP FLEET LOGISTICS CENTER JACKSONVILLE

Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Jacksonville supported the historic visit of Chinese warships to Naval Station (NAVSTA) Mayport, Florida.

Three People's Liberation Army-Navy (PLA-N) vessels arrived pierside at NAVSTA Mayport, Nov. 3. The crews of the guided-missile destroyer Jinan, frigate Yiyang and fleet oiler Qiandao Hu arrived to a reception that included a traditional dragon dance performed by the Orlando Chinese Professionals Association. Rear Adm. Mary Jackson, commander, Navy Region Southeast and Senior Captain Wang Jianxun, PLA-N Task Group 152's commander, gave speeches emphasizing the significance of goodwill visits.

38 Behind the scenes, key stakeholders had been working for months planning logistics support. NAVSUP FLC Jacksonville's Fleet Support and Operations team, including the Logistics Support Center, worked side-by-side with host ship USS Iwo Jima (LHD 7) and service providers on board NAVSTA Mayport. Port Operations, Navy Facilities Command, and the husbanding service provider were key in preparing the support required.

Lt. Cmdr. Jared Sweetser, NAVSUP FLC Jacksonville's operations officer and Senior Chief Logistics Specialist Larry McIntosh, NAVSUP FLC Jacksonville's deputy logistics support officer, attended the arrival ceremony and embarked flagship Jinan for a port visit arrival brief.

"It was a great experience to sit down with our counterparts from PLA-N. Though bulkhead signs are a bit different, I quickly realized how much I had in common with PLA-N Sailors simply by walking passageways that crossed the same oceans I have crossed," reported McIntosh. "We didn't speak the same language, but there was a common understanding of the complexities of a foreign port visit."

Left: Sailors prepare to tour the Chinese Luyang II-class destroyer Jinan (DDG 152) after a ceremony commemorating the arrival of three ships from China's People's Liberation Army-Navy at Naval Station Mayport as part of a routine goodwill port visit. Engagements like this and the July 2015 port visit to China by USS Stethem demonstrate a continuous navy-to-navy bilateral relationship between the two countries. —photo by Mass Communication Specialist 3rd Class Timothy Schumaker

NAVSUP FLC Jacksonville logistics support representatives (LSRs) bridged logistics gaps by linking husbanding efforts with various service providers for provisions, vehicles, material couriers and other services. LSRs also supported NAVSTA Mayport by acting as escorts for vendors servicing the PLA-N Task Group and working with the husbanding agent in arranging transportation of an ill PLA-N Sailor to the installation medical clinic for a non-life threatening ailment. "We look forward to every opportunity to provide support to ships and Sailors, no matter how small the task," said McIntosh. ✪



Above: A Chinese Dragon Dancing team performs during the arrival of three ships from China's People's Liberation Army-Navy at Naval Station Mayport. Engagements like this and the July 2015 port visit to China by USS Stethem demonstrate a continuous navy-to-navy bilateral relationship between the two countries. —photo by Mass Communication Specialist 3rd Class Timothy Schumaker



Navy Supply Corps Captain (Select) Training Symposium

NAVSUP OFFICE OF CORPORATE COMMUNICATIONS

The Navy Supply Corps Captain (Select) Training Symposium was held in Mechanicsburg, Pennsylvania, 3-5 November. Chief of Supply Corps Rear Adm. Jonathan Yuen opened and closed the symposium with words the officers could put into practice upon return to their commands. Briefs included the Naval Supply Systems Command Strategic Guidance, communications, Office of Personnel's Roadshow, logistics, husbanding, ethics and many more topics that would be of great use in their future career moves. Vice Adm. Brown also provided his view on leadership in a Joint environment.

Attendees of the symposium had the opportunity to visit the Milton Hershey School. Milton and Catherine Hershey established the school in 1909 to provide a positive, structured home-life year-round to help children gain the skills to be successful in all aspects of life. The visit included a tour of the Founders Hall Rotunda, an overview of Milton Hershey School, a video about the life at Milton Hershey School, a campus tour, and a student panel discussion. The student panel discussion provided the opportunity for symposium attendees to have an open dialogue with students while offering the students the exposure to military leadership views. The visit to Milton Hershey School reinforced the importance of community service and "Servant's Heart", for these officers. ✪



NAVSUP FLC Pearl Harbor Hosts ‘Top Chef’ Competition

BY PAULA DUNN, OFFICE OF CORPORATE COMMUNICATIONS
NAVSUP GLOBAL LOGISTICS SUPPORT

The Navy Food Management Team (NFMT) from Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Pearl Harbor hosted a ‘Top Chef’ competition for area Navy culinary specialists at Joint Base Pearl Harbor-Hickam (JBPHH), Sept. 17.

Six commands participated in the competition which was designed to promote camaraderie within the culinary specialist (CS) community and showcase the teams’ talent and expertise while also highlighting the available prime vendor products that can be used by Navy ships, submarines and shore dining facilities.

This event was held in conjunction with a food and product show where more than 150 civilian and military attendees sampled food products by vendors while watching the competition.

USS Chosin (CG 65), USS Port Royal (CG 73), USS Chung Hoon (DDG 93), USS Hopper (DDG 70), USS Halsey (DDG 97) and JBPHH Submarine Base Galley (Silver Dolphin Bistro) all sent culinary teams to the event.

Each team comprised of three CSs had 90 minutes to prepare five portions of one appetizer and one main entree and were required to use ingredients from the September issue of “Navy Food Service, NAVSUP P-476,” the quarterly publication which includes menu planning guidance, nutritional information, training, food preparation hints and guidance for record keeping.

“All of the teams did exceptionally well,” said Capt. Ken Epps, commanding officer, NAVSUP FLC Pearl Harbor, “They really demonstrated the depth and breadth of talent in the Navy’s culinary specialist community.”

Dishes were judged based on three criteria: creativity and teamwork, taste and wholesomeness, and plate presentation.

The team from USS Chosin won the competition with shrimp avocado salad appetizer and roasted Sonoma chicken, a main course. Silver Dolphin Bistro came in second place and third place was awarded to USS Port Royal.

Judges for the event included Rear Adm. John Fuller, commander, Navy Region Hawaii; Capt. Eric Weilenman, chief of staff, Commander, Naval Surface Group Mid-Pacific; Capt. Stanley Keeve, commander, JBPHH; and Kevin Dugan, chef at the Hale Koa Hotel.

The Navy’s more than 7,000 CSs, deployed around the globe, feed an average of more than 92 million meals per year, ensuring the Navy’s fighting forces operate at peak performance and are ready to respond to threats worldwide. ✪

Above: The crew from the Silver Dolphin Bistro came in second place. –photos by Patricia Ledford



Left: Judges for the event included: Capt. Stanley Keeve, Commander, JBPHH, Capt. Eric Weilenman, Chief of Staff, Commander, Naval Surface Group Mid-Pacific; Rear Adm. John Fuller, Commander, Navy Region Hawaii and Kevin Dugan, chef at the Hale Koa Hotel.

Right: Rear Adm. Fuller congratulates the team from USS Chosin (CG 65). They placed first with the competition of shrimp avocado salad, appetizer and roasted Sonoma chicken, a main course.



NAVSUP FLC Bahrain Implements Off-Ship Bill Pay in NAVCENT AOR

BY LT. MATTHEW LORGE
AND CAROLE STRINGFIELD
NAVAL SUPPLY SYSTEMS COMMAND
FLEET LOGISTICS CENTER BAHRAIN

Contracts have been set, tests completed and, as of Oct. 1, off-ship bill pay (OSBP) has commenced at Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Bahrain.

Starting at the beginning of the 2016 fiscal year, NAVSUP FLC Bahrain and its Fleet customer, U.S. Naval Forces Central Command (NAVCENT) implemented new OSBP procedures to enable a more efficient means of ordering and paying for husbanding services for ships operating in the NAVCENT area of responsibility (AOR).

When ships pull into port, they require several different husbanding services from sewage removal to acquiring fresh water. By transferring the responsibility of reviewing, validating and submitting for electronic payment to the shore command, the process provides a means for Navy leadership oversight for the husbanding process and also allows ship personnel more freedom to focus their efforts on other tasks.

“The new process will make things easier for the ships both before and after the port visit,” said Rear Adm. James McNeal, commander, NAVSUP Global Logistics Support (GLS). “Ships’ crews will no longer order directly from husbanding service providers or pay for services prior to departure from port. These responsibilities will shift ashore and allow the crew to focus on conducting operations.”

NAVSUP FLC Bahrain contracting office originally authored the new procedures in May 2015 and has been reviewing the process, training contracting officer representatives (CORs), and testing out the procedures to ensure a smooth transition over the past several months.

According to Cmdr. Romeo Bautista, husbanding service provider (HSP) COR team lead at NAVCENT, his team is working in



Above: Chief Logistics Specialist Corey Douglas, husbanding service provider contracting officer’s representative individual augmentee from Navy Operational Support Center, Washington D.C. explains Off-Ship Bill Pay (OSBP) requirements to Lt. j.g. Adeniyi Oke, Supply Officer of USS *Gladiator* (MCM 11) at Naval Support Activity Bahrain. OSBP provides a more efficient means of ordering and paying for husbanding services for ships homeported in Bahrain or deployed to the 5th Fleet. –Photo by LS1 Adrienne King

tandem with the NAVSUP FLC Bahrain contracting office and NAVSUP GLS to provide the “single belly button” to the Fleet for port visit contractor management and to ensure the successful implementation of OSBP.

Prior to the new OSBP initiatives, ships had to submit a DD Form 1155 or ‘Order for Supply or Services’ to the HSP to order required services. Then, after the port visit, they would have to finalize this document and make payment to the vendor using a U.S. Treasury check. Under the new process, these steps are no longer the responsibility of the Supply department on the ship.

Now, through OSBP, the ship and vendor are able to submit final invoices into an electronic program referred to as “iRAPT” short for ‘inventory, receipt, acceptance and property transfer.’ In this system, invoices are reviewed and validated by CORs and submitted for electronic payment.

“Off-ship bill pay is a tremendous leap forward in how the Navy executes port visits. Ships’ force personnel can focus on receipt inspection and documentation—arguably one of the most critical aspects of the entire process,” said Sean M. Egge, commanding

officer, NAVSUP FLC Bahrain. “And the contracting officer representatives’ three-way match ensures rock solid accountability by validating order, receipt and bill against each other.”

“The ships operating in the NAVCENT AOR face numerous challenges due to the high operational tempo,” Bautista said. “Off-ship bill pay will alleviate some of the burden from ships’ crew. The HSP COR and NAVSUP FLC Bahrain will ensure that the ships can take advantage of the new process through aggressive pier side support and targeted training.”

OSBP also streamlines cooperative efforts between NAVCENT and NAVSUP FLC Bahrain in providing the support in husbanding services to the ships. The COR from NAVCENT works with the contracting office at NAVSUP FLC Bahrain to ensure the prompt, efficient review and execution of the contracts and services.

“This is a complex program to implement and the collaboration between NAVSUP FLC Bahrain and U.S. 5th Fleet NAVCENT has been superb,” said Egge. 🌟

NAVSUP FLC Norfolk Helps Prepare USS Arlington Sales Division for Deployment

BY TOM KREIDEL, OFFICE OF CORPORATE COMMUNICATIONS
NAVSUP FLEET LOGISTICS CENTER NORFOLK

Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Norfolk's Fleet Assist Team completed pre-deployment load out assistance for USS Arlington (LPD 24) Oct. 1, as the ship prepared for its deployment with the USS Kearsarge Amphibious Ready Group.

The team conducts pre-deployment assist visits to ensure deploying ships have points of contact at overseas Navy Exchanges and the shipboard ship's serviceman (SH) team has the proper laundry, barbershop and ship's store supplies while underway.

"The initial load out is critical," said Master Chief Ship's Serviceman Eric Maxwell. "We place an emphasis on 'never out' stock items, such as toiletries."

NAVSUP FLC Norfolk Operations Department Director Bob Howard says the assist visits are vital to a ship getting underway because a correctly stocked ship's store is a vital quality-of-life factor for Sailors, and the store's profits help fund the ship's Morale, Welfare and Recreation fund.

"While the Food Service division is probably the number one morale driver, the Sales division is right on their heels with respect to ship's store, vending machines and laundry," Howard said.

Maxwell added that the team works with soda company vendors to ensure vending machines are in working order for the deployment and shipboard SHs are trained to use them. Ship's laundry equipment is also groomed and serviced.

The Fleet Assistance Team (FAT) assist visit process takes place over a period of a few months, with the first visit coming at least three months before deployment, if not earlier. Maxwell says the FAT continues assisting the ship during the entire deployment and post-deployment period.

"Regardless of where the ship is located during deployment, the FAT can reach out to provide assistance," said Maxwell.

USS Arlington departed for its deployment Oct 6. 🌟



NAVSUP FLC Norfolk Teaches Ceremonial Cake Decorating

BY TOM KREIDEL

OFFICE OF CORPORATE COMMUNICATION
NAVSUP FLEET LOGISTICS CENTER
NORFOLK



The Navy Food Management Team (NFMT) at Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Norfolk wrapped up a Cake Decorating 201 class at Naval Station Norfolk Sept. 17. The three-day class teaches Sailors from area ships and shore commands the basics needed to decorate cakes for Navy ceremonies.

According to Master Chief Culinary Specialist Stephen Boos, NFMT lead instructor, the class teaches culinary specialists basic sugar, chocolate and fondant fabrication to aid in cake construction.

“Ceremonial cakes increase crew morale shipwide,” Boos explained. “These cakes are critical to any ship deployed during the holiday season.” He went on to describe cake decorating as an edible form of artwork that takes years to master. He explained that instructors assigned to NFMTs go through a thorough screening process to ensure they have the expertise and abilities to teach their fellow culinary specialists.

“It is a privilege to teach the next generation of Sailors,” he added. “The response we get from these Sailors when a leader takes time to teach and mentor them is priceless.”

Boos explained that each class focuses on both the technical knowledge in a traditional classroom setting and hands on application.

“On a scale of one to 10, this class is a 10,” said Culinary Specialist Aeilana Rogers from NAVSUP FLC Norfolk, who attended the class. “I just took my advancement exam, and there were lots of questions about cake decorating. I feel this will help me in future advancement exams.”

Boos added that the NFMT offers several classes throughout the year, including classes on being a watch captain, ethnic observance meal preparation, baking, sanitation and more. Classes are listed both on Navy Knowledge Online at <https://www.nko.navy.mil/> and the Navy Food Management Team Norfolk and New London, Connecticut. Facebook page at <https://www.facebook.com/Navy-Food-Management-Team-Norfolk-VA-and-New-London-CT-274143242490/timeline/>. 🌟

Above: Students proudly display their finished products at the end of their three-day Cake Decorating 201 class. Pictured (left to right) are CS2 Jennifer Rogalski, CSSN Vivian Martinelli, CSSN Asya Hill, CS2 Robert Lopez, CS3 Cassandra Tyler, CS3 Brandon Guinro, and CSSN Keilani Rogers. –Photo by Jim Kohler

Left: CSSN Aeilana Rogers from NAVSUP FLC Norfolk and CSSN Asya Hill from Naval Station Norfolk work on making fondant stars for a cake during the cake decorating class at NAVSUP FLC Norfolk. In this three day class, students learn how to bake cakes, test for doneness, proper cake cooling, preparation of frostings, basic cake decoration, proper coloring techniques and basic understanding and use of various type of cake decorating equipment. This is one of many classes the Navy Food Management Team teaches throughout the year, living up to their motto “Training Not Inspection.” –Photo by Tom Kreidel



NAVSUP FLC Sigonella Opens Portable Fuel Testing Laboratory at Camp Lemonnier, Djibouti

BY SHANNON HANEY
OFFICE OF CORPORATE COMMUNICATIONS
NAVSUP FLEET LOGISTICS CENTER SIGONELLA

Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Sigonella opened a portable fuel testing laboratory at Camp Lemonnier, Djibouti, in August to ensure quality assurance of fuel and support the command's transition to an enduring base.

The new fuel testing laboratory will enable U.S. and North Atlantic Treaty Organization (NATO) aircraft to continue to safely operate in the U.S. Africa Command (AFRICOM) and U.S. Central Command (CENTCOM) areas of responsibility (AORs) from the strategically located camp.

In October of 2014, Camp Lemonnier began the transition from an expeditionary site to an 'enduring' base. This reclassification of the camp to a more long-term facility changed the criteria for fuel testing at the camp. Additionally, the existing laboratory no longer met the Naval Air Training and Operating Procedures Standardization Manual requirements and camp fire and safety personnel deemed it unsafe for use due to possible health risks to lab personnel.

Since the announcement of reclassification to an enduring base, the camp was able to use laboratory services from a nearby refinery to test fuel as a short term solution.

NAVSUP FLC Sigonella, with the help of their service control point, NAVSUP-Energy, identified a usable portable fuel testing laboratory in Okinawa, Japan, that would provide them with the organic asset they needed.

The laboratory was airlifted from Okinawa and arrived at Camp Lemonnier on Jul. 11. Upon arrival, Naval Facilities Engineering Command personnel in Djibouti worked tirelessly to hook up power and get the facility up and running.

The portable fuel testing laboratory was pronounced fully operational on Aug. 21. Camp personnel are now testing fuel on a daily basis, issuing quality fuel, and ensuring safety for flight for all its customers.

A long-term solution, pending construction completion of a new fuel facility through Military Construction is expected to be completed in 2019. This new facility is necessary in order to maintain the organic capability to test fuel on site. Until then, Camp Lemonnier personnel will use the portable fuel testing laboratory.

Camp Lemonnier, Djibouti is a strategic hub to protect U.S.' interests within the AFRICOM and CENTCOM AORs and is a primary stop to fuel transient U.S. and NATO aircraft. The camp issues more than thirteen million U.S. gallons of Jet A-1 fuel in support of more than 10,000 missions per year. Fuel operations at Camp Lemonnier are currently executed under the camp's base operating support contract and managed by a Navy Supply Corps officer. 🌟



Making the Old New— Branding and Merchandising the Ships Store

BY CHARLES H. VAUGHAN
V.P. SHIPS STORE PROGRAM, NEXCOM

Looking Back. Sometimes innovation is finding what used to work and reinventing it for the current times. In the earlier days of the Ships Serviceman rating, the SHs spent a good deal of time ashore working in commissary stores or Navy Exchanges (NEXs). Exposed to subject matter experts in the areas of merchandising, retail management and sales, SHs returned to the Fleet eager to try out those techniques at their afloat stores. Unfortunately, due to budget cutbacks, a sea/shore rotation that lost key ashore billets at commissaries and NEXs, and the loss of seasoned senior enlisted personnel over time, those skill sets diminished and were lost to the SH personnel. Sure, the words and tasks were still in their manual, but no one really knew what they meant, what they were supposed to do and even the supplemental manuals fell into disuse.

Making the Navy Exchange Enterprise a Real Enterprise.

When Rear Adm. Robert J. Bianchi (Ret), SC became Chief Executive Officer of the Navy Exchange Service Command (NEXCOM), he emphasized that the NEXCOM Enterprise was composed of six different, yet integrated, business lines (NEXs, Navy Lodges, Uniform Program Management Office, Ships Stores Program, Telecommunications Program Office, and the Navy Clothing and Textile Research Facility), but no one would know it by how those programs presented themselves to their customers. Bianchi's challenge was how to tie all six business lines together and create a seamless experience for Sailors and their families, no matter which part of NEXCOM they touched.

"When I go into a Target store, I know that I am in that store by

...continued on page 46

Master Chief making a purchase



...continued from page 45

the visual cues that are there... a red circle, red lines, etc.,” stated Bianchi. “All [commercial] stores have that same look and feel visually. I want the same feel for all of our business lines.”

Today, any customer who walks into a NEX will immediately know that they are in a NEX by the blue color lines in the store, the yellow hash mark, and often a “Navy heritage wall or poster” that relates to that base. That “brand / visual cue” is now expanding to all the NEXCOM Enterprise business lines including the Ships Stores Program.

Branding the Ships Store. NEXCOM and the Ships Stores Program leadership agreed that while the core brand elements had to be there, the team had to be sensitive to the fact that NEXCOM does not own the ships store - the commanding officer does. In addition, the Type Commander has a vested interest in ensuring the maintenance and sustainability of the ships stores. As a result, NEXCOM’s Ships Stores Program team came up with an “afloat brand” that was both common to the NEX brand but also unique to the afloat community. The afloat brand would have the common elements of a blue line and yellow hash marks.

However, branding would be unique to every ship by a value statement: “Your Ship – Your Store” with the ship’s logo and a ship related heritage wall or heritage poster (depending on size of ship) designed and approved by each ship. Add in blue vinyl wraps on coolers, a blue line at the counter, and common “welcome/ thank you”

signs on the doors and suddenly every ship could now “have the look.” They could be both unique and be recognized as a part of a greater whole. As an added benefit, Bianchi obtained support from NAVSUP to fund the branding at no cost to the ship.

Making the Brand Come Alive. There is an old adage that putting lipstick on a pig does not improve the pig. It may look prettier, but it is still a pig. Accordingly, branding is only half of the effort. The key to reaching change, to improving sales, to offering better customer service and to a better afloat quality of life is merchandising. The very skill set that SHs used to have and that had long been forgotten had to be brought back to make the ship’s brand mean something to the SHs and the crew.

Enter the Ships Stores Program, in association with the NEX visual merchandisers. The same folks that make the NEX come alive were now focused on working with the Ships Stores Program to improve the afloat experience.

“Our goal is to employ NEX and Ships Stores Program associates to train the afloat SH in the basics of merchandising so that we are teaching them how to fish vice just giving them a fish,” said Bianchi.

Elements of Merchandising – Adjacency Model. The NEXCOM team soon found that no two stores, even in the same ship class, were the same. The team developed the afloat adjacency model in which “locations” were identified for each class so that they put like stuff with other like stuff. No more underwear in the candy aisle.

With set locations for each commodity, it allowed the S-3 leadership the freedom to make new merchandise choices for any one location, add for deployment, subtract for in port, but kept the “location” set. NEX retail experts developed these locations for each class of ship to maximize sales and profits to the crew, improve customer flow in each store, and reduce workload by the SHs as now everyone knows where to put each kind of merchandise and how to display it.

Training. The merchandise teams faced two challenges, (1) how to change the culture of the ship’s S-3 leadership so that they “see” and “feel” the improvements and accept the “new way” of setting a store, and (2) how to provide that ongoing sustainability so that any reset is not a time event. The culture shock of doing it a standard way is one that will be with the ships until a critical mass of stores are achieved and or senior enlisted suddenly see the results in better sales/ profits and happier customers. To assist

ships, NEXCOM’s Ships Stores Program has both subject matter experts visiting ships for resets and training as well as trained Fleet Assist Teams in the merchandising skill sets. Now every branded and merchandised ship has access to refresher training and resets to keep the store “set” as well as obtain training for new Sailors on that ship.

Proof. For the 33 ships that have been branded to date, each one would say that it HAS made a difference. Sales have increased (sometimes over 50 percent) along with profits. Likewise, the customers visit the store and see a space that reflects both the pride of the ship and the respect of the customer – they are valued and deserve a great place to shop – a bit of home away from home. The old is being reinvented, one ships store at a time. New ships stores will be branded once it is scheduled by the TYCOM or requested by the ship. Get ready for a Great Experience! 🌟



USS McFaul Ship Store shelving



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