

THE NAVY SUPPLY CORPS
 Newsletter

Winter 2021

***Navy Supply Corps
Supporting Joint Special
Operations and Navy
Expeditionary Forces***





A Message from the Chief of Supply Corps

Our supply community stayed the course while facing unprecedented logistics challenges during 2020. It was incredible to witness your unrelenting commitment to mission success throughout the year. We must continue to win every battle we face and be prepared to flex as needed to meet existing and emerging mission requirements.

A critical achievement to come out of 2020 was the establishment of Naval Sustainment System- Supply (NSS-Supply). The Navy requires a single, strategic-scale, sustainable design for Navywide supply chain management with the right mix of commercial and organic activities to project and sustain the force required for warfighting. NSS-Supply is designed to unify numerous independent supply chain functions with NAVSUP oversight to improve readiness and affordability. To create the supply chain performance the Navy needs, it is imperative that we align and manage all Navy supply chains, end to end, ensuring deliberate and coordinated decision-making.

Moving forward requires an integrated, strategic approach to Navywide supply chains that provides the process capabilities we need to achieve and sustain required mission performance. NSS-Supply success depends on all hands, at all levels, to be all in.

A number of the articles in this issue take a deep dive into NSS-Supply. They explain the finer details of the initiative to help you understand your role in strengthening the Navy's supply chains and sustaining global Navy power. The time is now for logistics excellence, to secure our competitive advantage in operational logistics, and hone our leadership foresight to make critical and effective decisions at all times.

This issue also features articles from Naval Special Warfare Command led by Rear Adm. Hugh W. Howard, U.S. Special Operations Command, and Navy Expeditionary Combat Command. These communities are vital as we align our efforts to prepare for great power competition against emerging threats to U.S. national security.

Looking at the year ahead, we must continue our efforts to succeed in the rapid and efficient delivery of supplies, services and logistics solutions to the warfighter. I'm confident that our community will dominate any and all challenges we are faced with during 2021. We are superb at what we do. You each have a role to play but we must act together to achieve our full potential to guarantee mission success.

Thank you for your continued support as we improve the lethality of our forces across the globe through the warfighting advantage only the entire supply community-Supply Corps officers, enlisted supply Sailors, and civilians-can provide.

P.G. STAMATOPOULOS
RADM, SC, USN



NEWS FROM THE Command Master Chief

Supply Family,

It's a chilly winter here in Mechanicsburg, but we've only had one substantial snow, so I'm counting it as a win so far.

This issue highlights our supply team's contributions to the expeditionary and special operations teams. I found it a bit daunting to pen this letter, but I know our talented public affairs team has prepared a brilliant spread that will go into greater depth.

So, what do you do when you're daunted by the unknown? Well, I read and read some more. And then, I made some calls and connected with those who have lived it. Thank you for your input!

My assessment is that it takes a special breed of officer, enlisted, and civilian supply warrior to support the expeditionary and special operations commands. It takes a special kind of determination and an unrelenting code of ethics when one is handed sometimes a complete unknown, in a warzone, to "make it happen" when mission accomplishment means life over death for many of these warriors.

I spoke with many to gather notes: officer, enlisted, and civilian. I asked them to tell me a little bit about their story and impact that supply experts make in these communities.

Below are some of their words. Let their thoughts soak in and enjoy this edition of our Navy Supply Corps Newsletter.

"Their job is non-standard because of the constantly changing mission set. Their primary mission is ensuring the SEALs have what they need, when they need it."

(The following is from a retired Navy captain friend talking about a young female ensign.) "She was a 22 year old ensign, fresh out of college and heard, 'Congratulations, you're going to go work with the special operation forces (SOF). I need you to establish a relationship with customs officials so we can get what we need.' She hadn't been trained for that. She immediately established an in-country network which at one point included a once-a-week tea with the port authority in Dubai because that relationship meant that FEDEX and DHL would reliably get supplies to the warfighter."

"The mission can't be accomplished without logistics. You're alone and unafraid alongside the Seabees, making sure they have the right parts to build that school in Africa or that bridge in Uganda."

"We're the jack of all trades: husbanding, contracting, money, inventory, fuels, food, laundry, mail, parts. We had our hands in everything, I worked alongside SOF, Army, Navy, Air Force, Special Forces pilots; the joint relationship was incredible."

"My favorite thing about the command was the positional authority. Rank didn't matter, it was about experience and getting the job done. We were a fast and flat organization that got the job done with speed and camaraderie. You build rapport, you build family."

I have much more, but I'm limited on space. I wanted to share a little of their heart to help you understand the gravity of our end-to-end logistics impact around the globe. I'll close with thanking those of you out there willing to sacrifice and serve within these incredibly important communities. You give me yet another reason to be proud and humbled to be your NAVSUP Command Master Chief.

Stay safe and healthy and continue to take care of each other. Know that I'm here if you need anything, career or otherwise.

See ya in the fleet, soon, I hope. All Day, Every Day!

CMDCM(SW/NAC) Shannon Howe, USN
Command Master Chief
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NEWSLETTER

Winter 2021

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NAVSUP WSS Commander Discusses NSS-Supply Pillar

By Brian Jones

NAVSUP WEAPON SYSTEMS SUPPORT PUBLIC AFFAIRS

In October 2020, the Navy introduced Naval Sustainment System (NSS) – Supply, which seeks to streamline the Navy's supply chains by decreasing maintenance turnaround times and increasing end-to-end velocity of spares in order to improve readiness and reduce costs.

NSS-Supply focuses on six key pillars to drive increased performance. Those pillars: Demand Management, Optimize Working Capital Fund Portfolio, Shape Industrial Base, Optimize Organic Repair, Increase End-to-End Velocity and Achieve End-to-End Integration work in concert to integrate and synchronize the end-to-end supply chain.

Rear Adm. Doug Noble, commander, NAVSUP Weapon Systems Support (WSS) is leading the Increase End-to-End Velocity pillar. The admiral recently took time to answer a few questions on the early stages of the effort.

Q: Where is NAVSUP WSS in the Increase End-to-End Velocity pillar and what have you discovered so far?

A: We officially started our end-to-end velocity efforts in December with a series of sprints, which are focused, two-week efforts targeting specific initiatives or analyses. The team just wrapped up the second sprint, so now we're focusing in on specific pilots we want to use to test some of the concepts that were teased out during the first couple of sprints.

Although we are still relatively early in our efforts, there are some themes and some big takeaways that have already started to emerge.

First, we need to be a more demanding customer. When establishing contracts, when we're engaging with industry or when we're talking to our organic repair providers, we need to be very clear and very demanding in terms of what we need. Historically, we tended to focus on the quantity needed at the best price. We have not always placed as much focus on Repair Turnaround Time (RTAT) as a specific outcome. This is a generalization; it's not the case for every contract or every

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component but I think, historically, we've tended to view the RTATs to be what the vendors tell us they can do. I think we need to flip that on its head. We need to take the mindset that says, 'This is what I need in terms of an RTAT. Can the vendor support that and, if not, how can we work together to get to that point? Being a demanding customer is our first strategy.

Second, we need to do a better job of really drilling into our data and understanding what the data is telling us. That way we can better arm ourselves to enter into negotiations and have productive discussions with vendors that really drive the RTATs we need. As an example, during our sprints we took a deep dive into a couple of specific components and saw huge variations in RTATs. Sometimes it took 30 days, sometimes it took 130 days. If you graph this data out you see very disparate trends in turnaround times for the same item. So you unpack that data to see why it's happening; in some instances, what we've been treating as one set of repairs is really two. Sometimes there's a simpler (and faster) level of repair needed, and other times there is a much more complex (and longer) repair needed. But until you get into the data and really look at what's happening with your item, you really don't have the insight. If you're armed with the data, then you can see that we should probably need to treat these as separate requirements. Rather than trying to plan and forecast our supply chain based on a single RTAT value, we are having multiple values depending on the situation. When we're not armed with the data and we don't have visibility of what's happening, we limit our ability to effectively drive the outcomes we need. We find ourselves responding to the system rather than driving change, and we need to flip that around.

Another strategy I'll talk about is administrative delays. We have to be ruthless in driving out administrative friction, whether that's internal Navy time, the time it takes the requirement to flow through the system, or the time with the vendor or industry partner. All that white space, or non-value

added time, is driving delays in the process. We have to eliminate that to the fullest extent possible.

The last lever we can pull is material delays. We need to be driving the supply chain or driving the repair process for components so when they go in for repair and get onto an artisan's bench, the repair flows through smoothly without interruption. Where there are piece-part requirements for repair, we need to make sure, whether its parts that we manage, DLA manages, or parts that the vendor provides, that we have a good structure in place so that a lack



Rear Adm. Doug Noble, commander, NAVSUP Weapon Systems Support, reviews notes during a briefing in Philadelphia.

of piece-parts is not allowed to slow the repair process.

From our initial analysis in the sprints, those are some examples of themes or big areas we need to get after to drive better outcomes along each of those lines of effort.

Q: What is the goal for RTAT?

A: Our goal is to get to 55 days. That's pretty aggressive. We're currently averaging 110 days. We looked at commercial best practice benchmarks for similar items and the comparable commercial benchmark is 45 days. So, we have a comparison point that gives some confidence that our 55-day goal is within reason. It will take a huge

...continued on page 2

culture change and a lot of work to get there, both for us internally on how we approach things, including our engagements with industry partners. We can look at how commercial industry does it and see they are able to do it in 45 days. That gives me a sense of confidence that our goal to get to 55 days is a reasonable goal.

Q: How does the Increase End-to-End Velocity pillar tie into the other pillars of NSS-Supply?



Rear Adm. Frank Morley (right), director of Navy International Programs Office in Philadelphia greets Rear Adm. Doug Noble, commander, NAVSUP Weapon Systems Support (WSS). During the visit, Morley was briefed on NAVSUP WSS's International Programs Directorate, as well as, given an overview on NAVSUP WSS's role within Naval Systems Sustainment-Supply.

A: I would describe NSS-Supply as a very complex ecosystem. It has a lot of interdependent parts where changes in one area affect another. So, when we talk specifically about increasing end-to-end velocity, the initial focus is going to be reducing RTATs.

In demand management, we're looking at the demands coming from the fleet. One of the things demand management is trying to drive is a reduction in demand. That pillar needs to reveal why we see the demands we see. What are the fleet behaviors, maintenance practices, et cetera, that are driving demands and how do we drive change? From the end-to-end velocity perspective, the longer our RTATs, the more vulnerable we are to demand shifts. If all of a sudden demands spike, it takes us a long time to be able to surge and get those repairs through and fill those demands. Conversely, if the

fleet is able to effect some change within demand management where demands drop, we're going to be stuck with a bunch of inventory we don't need or takes a very long time to burn down.

That flows directly into the next pillar of Optimizing the Working Capital Fund Portfolio. That's all about our financials and making sure that we have a good cash allocation and cash management structure to maximize readiness. The more I can put dollars to those requirements that are going

to deliver readiness outcomes and don't have dollars tied up in non-productive or less productive areas, the better. If the demand management pillar is able to reduce demand, but we're stuck with excess inventory because we have these long turnaround times, there's going to be a financial impact there. Funds tied up inefficiently are a lost opportunity for investment in other things.

Part of what we need to drive with increasing end-to-end velocity is understanding where we have requirements and what is holding us back from getting faster turnaround times. This won't always be the case, but where we have items that have capacity constraints, this is where shaping the industrial base pillar comes into play. Whether that's expanding capacity within existing vendors or expanding to have more vendors available to work those items.

There's a similar thread you can pull with Optimizing Organic Repair. In our pursuit to drive down RTAT and make the system work faster, we'll also be asking what we can do within organic repair that we're not doing today, or as much of today, as we could be. Does that mean having new or expanded capability within our organic repair providers? It could be figuring out how to better support those organic providers so they can move things more quickly through the process by making sure they have the piece parts required so the repair line can move without having material delays.

So those are examples of how this complicated ecosystem all comes together through NSS-Supply.

Q: What are we going to realize with NSS-Supply and, more specifically, with the end-to-end velocity initiative?

A: By pushing all the levers within each of these pillars, you can see they are all inter-related in this complex supply chain. We want to have a broad-based approach to get after multiple initiatives and push on multiple lines of effort to drive improvements at large and not just focusing on one thing. There's a balanced approach to NSS-Supply that ultimately, and at the highest levels, effectuates an end-to-end supply chain that is well integrated and is responsive. We're driving toward a supply chain that is moving as quickly, agilely, and rapidly as it can to meet the warfighter requirements and doing so in the most cost-effective manner.

Q: What are the next stages in End-to-End Velocity pillar?

A: We've just finished our second sprint. As we've gone through these first two sprints, each of which is a two-week evolution, we started by looking at all of our components to find those high priority NIINs (parts) that have the potential for significant fleet impact. As we continue to drill down and look at both aviation and maritime, we're honing in on a set of candidates to pilot. The next step will be to go forth and do a handful of pilots. We haven't settled on a specific number of pilots yet, but I anticipate between five and 10 specific components. We'll engage with the vendors and set out the requirements for new repair turnaround times. We'll collect those lessons learned, document them and figure out what we can implement into our processes and procedures and basic business moving forward. 🌟

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What is NSS-Supply?

“As we implement NSS-Supply, we will integrate, orchestrate, and synchronize Navy-wide supply chains among SYSCOMS, TYCOMS, organic and commercial repair activities, and other NSS efforts.”

—Rear. Adm. Pete Stamatopoulos, Commander NAVSUP

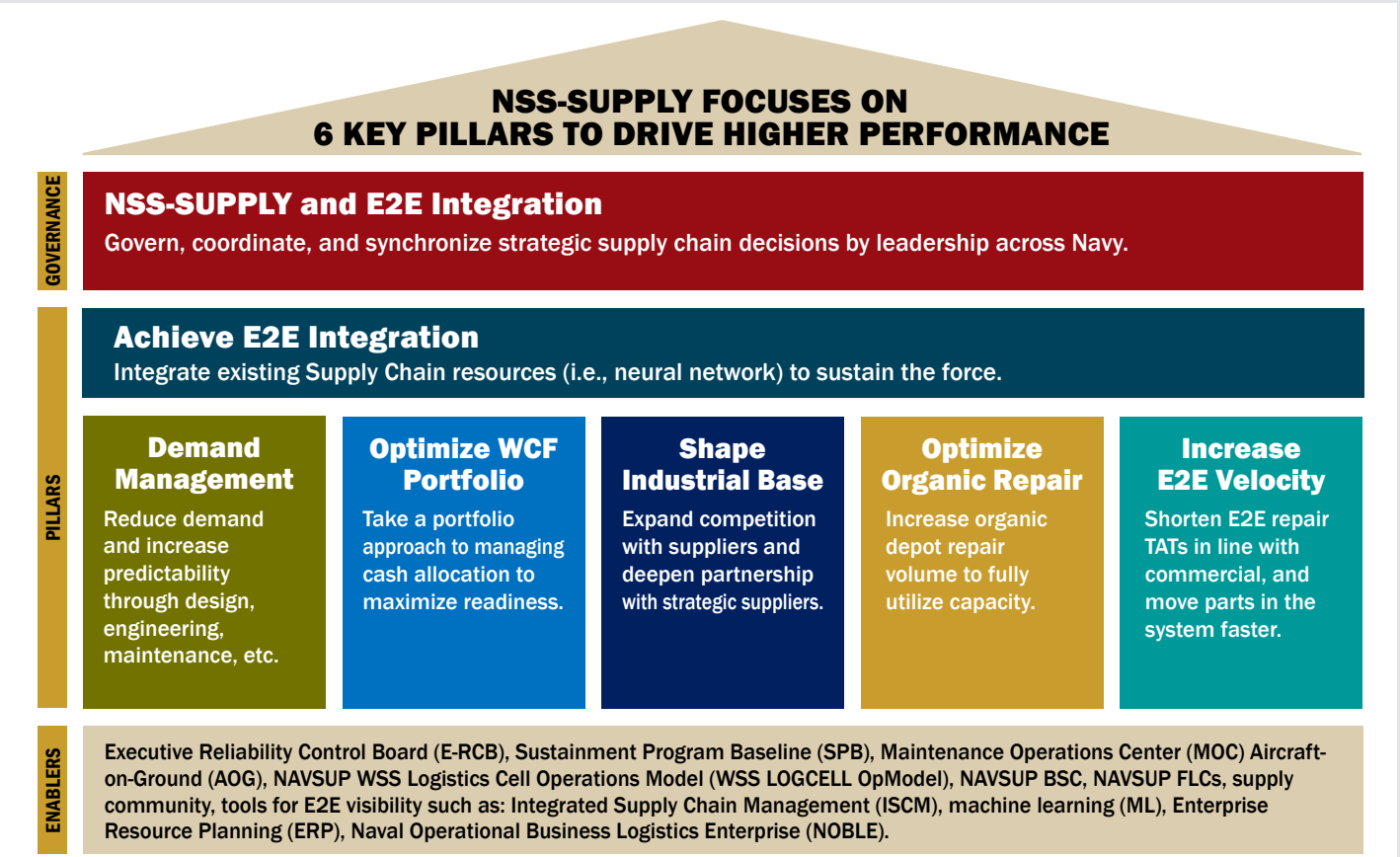
What is NSS-Supply?

- Naval Sustainment System-Supply (NSS-Supply) is a combination of commercial best practices, process improvements, governance and oversight to maximize efficiencies and effectiveness within available means.
- A new “Supply Effectiveness Figure of Merit” (SEFoM) will be central to this effort; this is a new way of looking at supply performance. The SEFoM provides data that can be applied to supply chains and reveals where we can index readiness and cost.

Why NSS-Supply?

- The Navy requires a single, strategic-scale, sustainable design for Navy-wide supply chains with the right mix of organic and commercial activities to project and sustain a warfighting force.
- Governing end-to-end (E2E) Navy supply chains through collaboration, integration, and synchronization will amplify readiness.
- NSS-Supply is a crucial node of NSS, a Navy-wide initiative embracing industry best-practices tailored for specific Navy requirements and fleet operations.

Leveraging our supply chains to run more effectively and affordably to generate greater readiness.



NAVSUP Weapon Systems Support Leveraging NSS-Supply Initiative to Make Ford Ready

By Brian Jones

OFFICE OF CORPORATE COMMUNICATIONS, NAVSUP WEAPON SYSTEMS SUPPORT

In January, Acting Secretary of the Navy Thomas B. Modly implemented the “Make Ford Ready” initiative to bolster repair and operational testing efforts on the \$13 billion, first-in-class carrier, USS Gerald R. Ford (CVN 78). Recently, the Navy introduced Naval Sustainment System-Supply (NSS-Supply) to streamline supply chains, decrease maintenance turnaround times, increase end-to-end velocity of spares and reduce costs.

“Naval Sustainment System-Supply is on the hunt for leverage to make our supply chains run more effectively and affordably to improve readiness,” said Rear. Adm. Peter Stamatopoulos, Commander, NAVSUP and 49th Chief of Supply Corps.

NAVSUP Weapon Systems Support’s (WSS) Aviation Launch and Recovery (ALRE) team leveraged NSS-Supply to enable rapid program improvement on the first-of-its-kind Electromagnetic Aircraft Launch System (EMALS) and Advanced Arresting Gear (AAG), with the ultimate goal of shaping both the sustainment enterprise and class-wide support.

“A frequent comment from Naval Aviation Enterprise (NAE) leadership has surrounded the sparing posture on Ford and the risks to schedule execution that inadequacy might present,” said Lt. Cmdr. Dave Couchman, NAVSUP WSS ALRE branch head. “Understanding Ford experienced a minimal interim support period and initial sparing was accomplished with engineering estimates prior to having meaningful operational run time, and given realized failures in Post-Deployment Trials and Testing (PDT&T), is she spared properly for cyclic operations through deployment and beyond?”

NAVSUP WSS coordinated with sustainment partners to identify parts with highest risk; stratifying by impact to primary mission sets, according to Couchman. The team dedicated a full day to each system, fully aligned with NSS-Supply initiatives to focus specifically on increasing end-to-end velocity, leaning on repair pipelines, understanding demand profiles, improving vendor partnerships, and addressing working capital fund solvency issues in order to ultimately unify the sustainment enterprise toward a common goal.

“This is the largest single end-to-end effort I’ve ever been a part of, hands down,” said Russ Knaub, product support manager at NAVAIR PMA-251.

“We pulled in stakeholders from PMA-251, Naval Air Warfare Center Aircraft Division (NAWC AD) Lakehurst, Commander, Naval Air Forces Atlantic, Defense Logistics Agency (DLA) Land and Maritime, General Atomics, and had USS Gerald R. Ford dial in from at-sea to conduct a focused deep dive,” said Couchman.

“We did an end-to-end on a total of 69 parts – 39 for EMALS and 30 for AAG, encompassing all critical parts that could independently cause potential loss or degradation of primary mission capability, or “single downers” as coordinated with PMA-251. This is all about delivering readiness to the fleet through data-driven decision making.”

During the deep dive, the team took a four-question approach to conducting the deep dive analysis.

“First, what part are we looking at, what does it do, and what capability does that system deliver? Next, what is NAVSUP WSS’ as-is state, and are our planning factors for procurement lead times, repair times, etc. correct? If not, we changed it on-the-spot and re-ran the numbers,” said Couchman. “Then we dove specifically into what’s going on with each part, asking if demand was above where we thought it would be initially while firmly coupling reliability and sparing efforts in real-time with engineers, the program office, DLA, TYCOM, the ship, and industry partners.”

The final question the team looked to answer was how to make the entire process better together.

Through the focused deep dive and end-to-end review, the team was able to draw a number of conclusions. They first addressed the critical Navy Working Capital Fund.

“First, we are generally well postured to support demand through PDT&T and beyond and we were able to use validated data to support that point. About \$1.6 million in cost avoidance was accomplished through Purchase Request reductions,” said Couchman. “Ensuring working capital fund solvency while delivering cost-wise readiness is not only a core mission for us at NAVSUP WSS, but an NSS-Supply imperative.”

Keeping with the core focus of the event, delivering readiness, ALRE was able to rapidly affect a projected 25-percent reduction in unfilled customer orders without additional working capital funds outlays.

“Through negotiation of throughputs with our industry partners, accelerating needed material, looking at timing to need and coordinating in real-time with our primary customer, we were able to ensure both the requirements and program support were right-sized to need,” said Couchman.

The EMALS and AAG review also revealed opportunities to improve data flows between mission partners and to fuse data systems that were not otherwise interconnected, most notably through including Electronic Maintenance Log (EML) data held with NAWC AD Lakehurst.

“A lot of our repair turnaround times were assumptions based on aged process maps and we’ve been able to improve some of our forecasting,” according to Couchman. “The Navy also wasn’t feeding DLA the right demand signal early on in the ship’s life span, so we fixed that on the spot by pulling in EML data; in lock step with the NSS-Supply pillar of Demand Management across the sustainment enterprise.”

“The team was able to add a maintenance requirements card (MRC) to enable support that hadn’t seemed possible just by revisiting assumptions. Ford will be able to carry some critical batteries on board coupled with a trickle-charge MRC that previously presented risk of downing a wire on AAG, highlighting the importance of the Integration of End to End Supply Chain partnership under the NSS-Supply framework.”

Within NAVSUP WSS, the EMALS/AAG end-to-end review was not only the first-ever dedicated to the systems, but the first to be firmly entrenched in the NSS-Supply framework. Using this as a launching point, this standardized, repeatable process is the launch point for a recurring, holistic review of all the parts associated with both systems that integrates the NAE sustainment enterprise toward a common vision.

Whether leading from the front in “Making Ford Ready,” or looking for efficiencies across the enterprise, NSS-Supply seeks to strengthen the Navy’s supply chain to increase readiness and sustain global navy power. ☀



Elizabeth Gordon, NAVSUP WSS Philadelphia LOGCELL (*left*), and Russ Knaub, product support manager, PMA-251, take part in an end-to-end review of the F/A-18 Electromagnetic Aircraft Launch System and Advanced Arresting Gear. The meeting pulled in stakeholders from PMA-251, Naval Air Warfare Center Aircraft Division Lakehurst, Commander, Naval Air Forces Atlantic, Defense Logistics Agency Land and Maritime, General Atomics, and the USS Gerald R. Ford.—photo by Fox Murray.



Russ Knaub, product support manager, PMA-251 (*left*), and Lt. Cmdr. Dave Couchman, NAVSUP WSS Aviation Launch and Recovery branch head, review data during an end-to-end review of the F/A-18 Electromagnetic Aircraft Launch System and Advanced Arresting Gear. —photo by Fox Murray

The initiative also uncovered additional savings and benefits to Ford-class carriers beyond NAVSUP.

“We found that there was an engineering change proposal that was no longer needed as the failure modes experienced at commissioning haven’t come to light with run time, so this effort will save the program office funding to allocate toward more prescient needs,” said Couchman.



It is my honor to contribute to the Navy Supply Corps Newsletter, especially as the Supply Corps community celebrates its 225th anniversary.

Suffice it to say, much has changed since the law creating the U.S. Navy Office of the Purveyor of Public Supplies within the Treasury Department was enacted on Feb. 23, 1795. What has not changed is the need for the Navy to have the platforms, weapons, gear and supplies its needs, when and where it needs them in order to execute its enduring mission to defend our nation and protect national interests.

As a student of naval history, I am reminded of Fleet Adm. Ernest J. King's official report to the Secretary of the Navy in 1946 in which he described World War II. "The war has been variously termed a war of production and a war of machines. Whatever else it is, so far as the United States is concerned, it is a war of logistics." Our communities fought together with courage, grit and integrity as we trace our lineage back to the time of Fleet Admiral King, the Chief of Naval Operations from 1942 – 1945, during which Lt. Cmdr. Draper L. Kauffman, U.S. Navy Reserve, established the Navy Combat Demolition Units (NCDUs) at Fort Pierce, Florida. The NCDUs were composed of volunteers from the Bomb and Mine Disposal School, Washington, D.C. (which he organized), and the Civil Engineering Corps and Naval Construction Corps (Seabees) School at Camp Peary near Williamsburg, Virginia.

Admiral King's sentiment remains as relevant now as it was during the Second World War. Today, our Navy takes lessons from the past as it endeavors to advance expeditionary sustainment concepts with a sense of urgency to meet new mission imperatives, while simultaneously addressing enduring conflicts stemming from violent extremist organizations, and providing crisis response support around the world.

Large organizations like the Navy, to include Naval Special Warfare (NSW), require fully modernized and integrated supply chains, interconnected support networks and experts in logistics, contracting, acquisition and financial management to be successful. We have that in our world-class, highly-reliable, creative, and resolute Navy Supply Corps community, thanks to the tremendous advancements made in the last three-quarters of a century and where we're accelerating logistics effects with innovative artificial intelligence and machine learning approaches.

It is fitting that NSW and Navy Expeditionary Combat Command (NECC) are jointly contributing to this edition of the Supply Corps Newsletter. Rear Adm. Peter G. Stamatopoulos at NAVSUP, Rear Adm. Joseph A. DiGuardo Jr. at NECC and I are aligned on the nation's challenges as we focus on countering China, Russia and the challenges Iran and North Korea continue to present to U.S. national security interests.

I am humbled by the men and women of the Supply Corps and the thousands of Combat Service Support personnel that make possible Naval Special Warfare's contributions to the nation. The Supply Corps is relentless in its support of the warfighter and agile in its creative solutions to the hardest logistical challenges. What you bring to the expeditionary fight is simply extraordinary and could not be more crucial as we work with common purpose to build and sustain a lethal and diverse force—with unwavering standards of professionalism—for a future operational environment that will stress our ability to sustain the force. As my mentor Adm. Eric T. Olson wrote in this publication in 1999, the Navy Supply Corps is a force multiplier and major contributor to our combat readiness. NSW—anywhere, anytime, prepared to win. The Deed is All—Not the Glory 🌟

Message from Rear Adm. H.W. Howard III, Commander, Naval Special Warfare Command



A Message from the Assistant Chief of Staff for Logistics, Engineering & Combat Systems (N4) at Naval Special Warfare Command

By Capt. Mick Wilson

ASSISTANT CHIEF OF STAFF (N4) LOGISTICS, ENGINEERING, AND COMBAT SYSTEMS, NAVAL SPECIAL WARFARE COMMAND

In the winter edition of the 1999 Supply Corps Newsletter, now retired Capt. Gerry Harms penned a foreword similar to this one when he was in the same position

I now occupy. He worked for then Rear Adm. Eric T. Olson, the commander of Naval Special Warfare (NSW) Command, the first SEAL to attain the rank of four-star admiral and command U.S. Special Operations Command (USSOCOM).

Rear. Adm. Olson led a transformational force structure change called NSW 21, which also created LOGSU-1 & 2. Harms stated, "The decade of the 90's has made it abundantly clear that the mosaic of threats to U.S. security and interests has evolved dramatically from the polarized world of the Cold War. While re-emergence of another military superpower is unlikely for at least a generation, we remain increasingly vulnerable to a variety of unconventional threats from smaller rogue nations and other non-state actors throughout the world."

Those words were prescient and proved true on two fronts.

First, the unconventional threat Harms mentioned arrived on our shores on Sept. 11, 2001, just 18 months later. It set the USSOCOM Enterprise, to include NSW, on a trajectory of unprecedented growth and operational employment. In 1999, there were 5,400 personnel within NSW. Today there are well over 10,800. Thirty one Supply Corps officers and 170 supply enlisted rates supported the NSW mission. Today, there are roughly double the number of Supply Corps officers, three of whom are in O5 Commander Milestone commanding officer billets at LOGSUs-1, 2 and 3. There are nearly 2,300 Combat Service Support professionals from the fleet, made up of 21 officer designators, 31 enlisted rates and 30 civilian specialty codes throughout the NSW enterprise, led by Supply Corps and Civil Engineering Corps leadership. In 2021, LOGSU-1

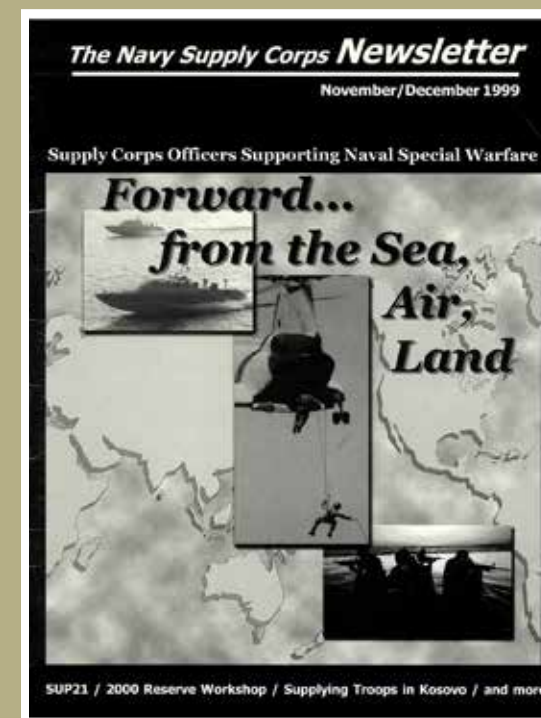
and 2 will celebrate their 20th anniversaries and to date 17 Supply Corps officers have been awarded the prestigious Vice Adm. Robert F. Batchelder award, since 2000, for their efforts supporting deployed NSW, Joint Special Operations Forces (SOF) and the Navy Expeditionary Combat Command (NECC). We celebrate those achievements as part of our legacy, but also keep our focus to over-the-horizon challenges and innovations.

Second, that generation of another military super power Harms referenced is upon us as the Department of Defense and the nation turn their collective attention to great power competition (GPC).

USSOCOM and NSW now orient toward the future to counter GPC and align the SOF Enterprise with the 2018 National Defense Strategy to prepare for the next decade, through 2030, as China and Russia emerge as peer competitors, and Iran and North Korea continue to present challenges to U.S. national security interests. Rear Adm. Pete Stamatopoulos' concept of Naval Sustainment System-Supply aligns to this effort as the importance of supply chain decisions are elevated to the Navy's highest leadership levels. NSW will seek to leverage this effort in areas where sustainment measures need improvement.

As the articles submitted to this issue from USSOCOM J4, NSW and NECC will attest, logistics tours in the Joint expeditionary environment are dynamic and ever evolving to support the hyper-enabled SOF and Navy maritime warrior communities.

They aim to convey the diversity of experiences, excitement and challenges inherent in the NSW/NECC logistics and support assignments. For those interested in an atypical tour that will hone your leadership skills, test your ability to solve problems and operate in volatile, uncertain, complex and ambiguous environments, then I encourage you to contact us for additional information! 🌟





Left: President Obama visited USSOCOM in 2016, where he was hosted in the USSOCOM Wargame Center to say his farewell to the U.S. Military by then USSOCOM Commander, Gen. Tony Thomas (*left*) and former USSOCOM Commander and then current USCENTCOM Commander Gen. Joseph Votel (*right*).

Below: President Obama addressed a group of senior leaders from USSOCOM and USCENTCOM (collocated on MacDill Air Force Base) in the USSOCOM Wargame Center during his farewell to the U.S. Military in 2016.



United States Special Operations Command The World is Our Area of Responsibility

By **Cmdr. Mike Malone**
USSOCOM J4X DIVISION CHIEF
and **Lt. Cmdr. Paul Kloepping**
W J44 DIVISION
STAFF ACTION OFFICER



"The Line between Disorder and Order Lies in Logistics" – *Sun Tzu*

This article provides a broad logistics overview from the United States Special Operations Command (USSOCOM) headquarters perspective. Points of contact are listed at the end of the article for those interested in learning more about USSOCOM or the expeditionary logistics community! USSOCOM's five priorities:

1. Compete and Win for the Nation
2. Preserve and Grow Readiness
3. Innovate for Future Threats
4. Advance Partnerships
5. Strengthen our Force and Family

These priorities are aligned to the National Defense Strategy as Special Operation Forces (SOF) optimizes special operations for today and tomorrow's fight. As a whole, the United States Special Operations Enterprise, formally established in 1987, is globally composed of approximately 70,000 active duty Army, Navy, Air Force, Marines, Reserve, and National Guard, and Department of Defense civilians and contractors. The enterprise is USSOCOM HQ, located at MacDill Air Force Base in Tampa, Florida, its four service components, and eight sub-unified commands Theater Special Operations Commands (TSOC). Ancillary personnel are located at USSOCOM's Washington, D.C., office in the Pentagon, and as liaisons attached to U.S. embassies.

USSOCOM's mission is to synchronize the planning of special operations and provide SOF to support persistent, networked, and distributed global combatant command operations in order to protect and advance our nation's interest. SOF provides unique capabilities, especially in competition below the level of armed conflict. Countering violent extremist organizations that threaten U.S. national interests remains USSOCOM's top priority; however, USSOCOM is also assessing its role in long-term strategic competition per the National Defense Strategy. Logistically, USSOCOM J4 is re-orienting to operate inside contested logistics environments.

USSOCOM is unique as it has both combatant command and service-like responsibilities. With its service-like responsibility comes acquisition authority, which procures and manages SOF systems and services through Special Operations Forces Acquisition, Technology and Logistics (SOF AT&L).

Established in 1991, SOF AT&L is led by a senior acquisition executive and is responsible for all USSOCOM research, development, acquisition, procurement, and life-cycle logistics planning, which includes life-cycle operations and sustainment costs and material management. Eight program executive offices (PEOs) and five specialized functions, including the J4, make up SOF AT&L.

The J4 shapes and sets conditions for all USSOCOM Enterprise logistics and materiel solutions to sustain global SOF operations. The Logistics Directorate (J4) consists of roughly 100 personnel and is led by a post-brigade Army O6 (equivalent to a Supply Corps O6 post-major commander) and a GS-15 civilian deputy. The J4 is made up of active duty from all four services, civil service, and contractor personnel and is predominantly guided by fundamental mantras called the "Five SOF Truths".

The fifth SOF truth, 'Most SOF Operations Require Non-SOF Support,' is realized through coordination and synchronization with DoD's Joint Logistics Enterprise, consisting of the Joint Staff J4, all Geographic Combatant Command (GCC) J4s, U.S. Transportation Command (USTRANSCOM), Defense Logistics Agency (DLA), and service logistics arms, such as Army Materiel Command (AMC) and NAVSUP.

These collective organizations ensure worldwide SOF operations are logistically supported and assist USSOCOM J4 in shaping policies, doctrine, material acquisition and sustainment, planning guidance, and equipment readiness analysis in support of SOF TSOCs. The majority of Supply Corps officers assigned to J4 will work closely with all USSOCOM directorates,

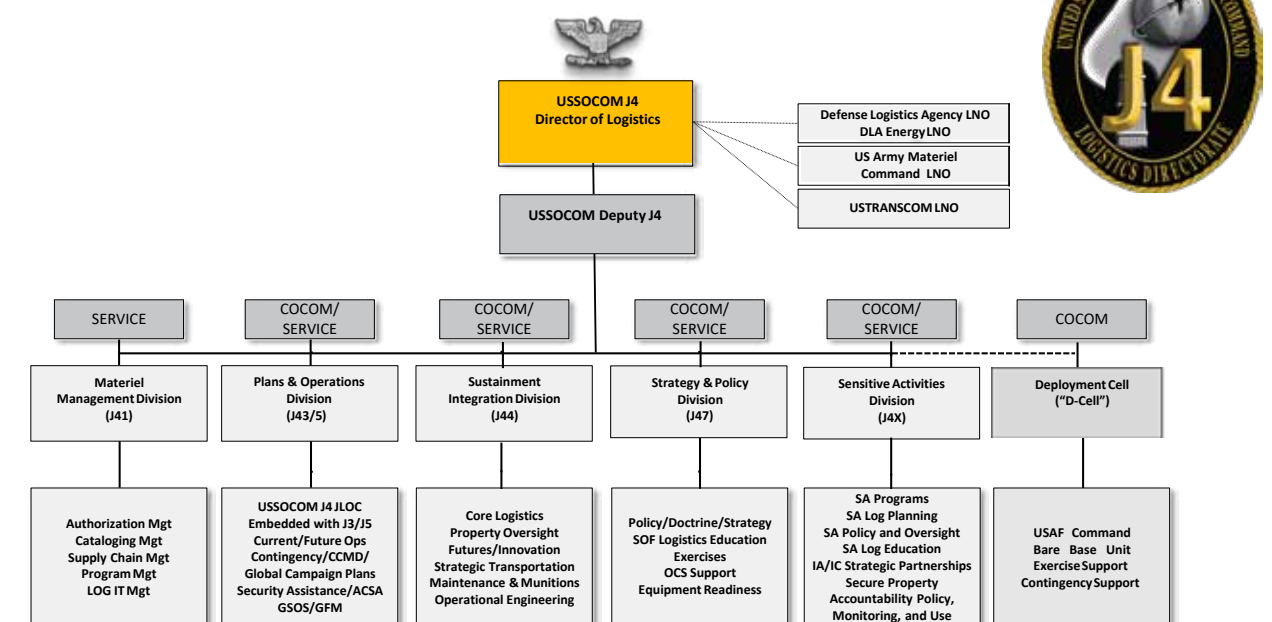
to include close relationships with the J3 (operations), J5 (plans and strategy), J8 (requirements), PEOs, SOF service components, and TSOC J4s.

The J4 is made up of six divisions and one U.S. Air Force Squadron:

J41 Material Management maintains awareness of asset posture worldwide and is the project lead in developing, coordinating, and implementing the utilization of the Defense Property Accountability System (DPAS) as the Accountable Property System of Record (APSR) for SOF-peculiar (SO-p) material. SO-p is defined as equipment, material, supplies, and services required for special operations missions for which there is no service-common requirement. The implementation of DPAS as the command's accountable property system of record enables an enterprise solution to meet auditability requirements and provide enterprise-wide total asset visibility. Naval Special Warfare Command (WARCOM) is the first service component to start the transition to a single APSR.

J42 Product Support Management verifies sustainability of SOF systems, and systematically conducts independent assessments of life cycle sustainment, readiness, and supportability of SO-p equipment and systems procured with Major Force

USSOCOM J4 Organization



...continued from page 9

Program-11 (MFP-11) funds, interfacing with SOF AT&L PEOs program offices, other USSOCOM organizations and components to support, sustain and modernize SOF worldwide. These touchpoints are maintained through product support managers and acquisition logisticians being nested within each of the PEO program offices.

Previously, one Supply Corps officer served in PEO-Maritime, which supports acquisition of SO-p maritime assets. Due to

operation. The Joint Petroleum branch leverages DLA Energy's capabilities to support SOF global fuel requirements. The Strategic Transportation branch interfaces with USTRANSCOM to ensure SOF's requirements are included in strategic planning. The Maintenance branch orchestrates sustainment efforts across the TSOCs and service components to ensure maintenance actions are factored into life cycle sustainment plans. The Futures branch oversees logistics digital

JS J4 and training SOF enablers at every level of war across the Joint Logistics Enterprise, the J47's span of influence covers the gamut. J47 also oversees Joint SOF Logistics education/training. Supply Corps officers, and potentially senior enlisted, assigned to Naval Special Warfare are candidates to attend USSOCOM J4's Joint SOF Logistics Course. It is held at USSOCOM's Joint Special Operations University (JSOU) in Tampa and serves as a 101 level introduction to expeditionary logistics in support of SOF. Although not Navy specific, this course provides many new SOF logisticians their first exposure to the Joint SOF community. If you are assigned to become an N4 or an N4A at a LOGSU, this is a great course for you to enroll in to develop a broader understanding of how SOF logistics truly is different.

J4X Logistics Support to Sensitive Activities plans, coordinates, synchronizes, de-conflicts, and when directed, executes logistics support to sensitive activities, unconventional warfare, and compartmented Operations, Actions, and Activities on behalf of commander, USSOCOM. J4X also serves as the office of primary responsibility for secure property accountability for the USSOCOM. J4X also provides oversight for the JSOU hosted Logistics Support to Sensitive Activities course, which instills graduates with advanced skills, knowledge, and abilities to stimulate the innovative thinking required to support SA across a full spectrum of logistics.

USSOCOM's Wargame Center (WGC), built under Adm. William McRaven's tenure as USSOCOM commander, focuses on policy and strategy decisions, emphasizing discourse, creative problem visualization, and innovative solutions. One Supply Corps officer is assigned in the WGC as a lead planner for events and has both designer and operations research/systems analysis like responsibilities that include USSOCOM provided professional training in the areas of decision science, design thinking, visual thinking, facilitation, public speaking, and political science. This enables the Supply Corps officer to lead a specialized team through all phases of innovative solutions while mitigating our inherent cognitive biases.

USSOCOM's WGC is the only organization across the whole of government that combines these disciplines into creative problem framing, solution ideation, visualization, presentation, vignettes, and ultimately-war gaming.

USSOCOM J3 Joint Collective Training Division (JCT): Lastly, there is one Supply Corps officer working in USSOCOM's J3 JCT, which is the premier Joint trainer that provides planning, designing, coordinating, synchronizing and execution of exercises across the Special Operations Enterprise to increase operational readiness. They are responsible for developing, coordinating and executing a comprehensive Joint SOF collective training program globally that ensures the supported command's readiness to perform Combatant Command wartime tasks. Also, they support theater SOF and component exercise programs, and provide a mechanism to exercise SOF and conventional force battle staff in service and GCC exercises. This branch is focused on the down and in engagements and maintaining the relationships with the TSOC's, GCC's and components.

In 2020, USSOCOM celebrates its 33rd anniversary. Also this year, USSOCOM solemnly remembered the 40th anniversary of Operation Eagle Claw. On November 4, 1979, Iranian militants seized the U.S. embassy in Tehran and took 53 Americans hostage. On April 24, 1980, after weeks of planning and preparation, an element of Army, Navy, Marine, and Air Force special operators embarked on an audacious plan to rescue the hostages. While the mission did not succeed,

we learned the critical importance of training and deploying as a Joint force. Congress recognized this and directed the creation of USSOCOM on April 16, 1987. The disaster at the Desert One landing strip has been called "the most successful failure." A tale of both tragedy and triumph, it was the primary catalyst in generating the superb special operations team we have today.

Throughout USSOCOM's storied 33-year history, the J4 and Joint logisticians throughout the enterprise have provided time and again proven results to support the SOF warfighter, wherever he or she may be around the globe. Listed below are the Supply Corps and Joint logistics professionals currently on the USSOCOM team. While there is no requirement to have SOF experience to join the SOCOM team, a majority of members bring some SOF and/or expeditionary background. If you have any questions or comments about the overview or interested in a Joint assignment in general please direct them to Lt. Cmdr. Paul Kloepping. 🌟

- Cmdr. Mike Malone – USSOCOM J4X Division Chief and former Joint Special Operations Command J4 CHOPS / JLOC Division Chief.
- Cmdr. Mike Augustine – SOCOM J47 Strategy and Policy Officer and former SOCPAC J43 Logistics Operations Division Chief.
- Cmdr. Doug Jenkins – J43/5 action officer and former Naval Special Warfare Unit TWO N4.
- Lt. Cmdr. Travis Miller – WGC Lead Planner and former NECC Coastal Riverine Group ONE N4A, Coastal Riverine Squadron 3 N4.
- Lt. Cmdr. Paul Kloepping – J44 Acquisition Cross Service Agreement PM and USSOCOM Security Cooperation Logistics Lead.
- Lt. Cmdr. Mike Nelson – Reservist activated and currently serving as J44 Action Officer / JLOC OIC and formerly mobilized to support USSOCOM J4, SOJTF-A, SOCAF SOCFWD-North West Africa, and NSW Group TWO.



its acquisition and submarine focus, this officer functioned as an Undersea Systems Acquisition Program Manager, focused on providing a Host Submarine interoperable Dry Combat Submersibles capability to WARCOM. Other SO-p maritime mobility programs include Dry Deck Shelters, Seal Delivery Vehicles, Combatant Craft, Dry and Wet Combat Submersibles, and SOF-Combat Diving.

J43/5 Plans and Operations provides operational support and oversight of SOF logistics and coordinates logistics support to SOF through the J3 and J5 with the Joint Staff, Military Services, GCCs, TSOC, and other government agencies. Desk officers are assigned to each GCC, which is sometimes filled by one of the USSOCOM supply officers.

J44 Sustainment Integration covers a wide array of core logistics functions within the J4. The Property Oversight branch provides asset visibility for SO-p property, improves accountability and auditability, updates and enforces policy with USSOCOM's Inspector General Office. The Munitions branch manages \$1.7 billion in worldwide assets, and supports 14 active concepts of

transformation and modernization, propositioning of SOF equipment to support ongoing and future operations, and all equities for all MFP-11 Acquisition Cross Service Agreements orders and Security Cooperation Logistics.

The J44 also publishes a SOF Global Logistics Estimate, a demand signal for SOF global force management requirements to enable GCCs and Services to do advance planning support. Additionally, DLA, USTRANSCOM, and AMC maintain full time Liaison Officers in the J4 to maintain close working relationships between USSOCOM and their organizations for mutual benefit. This provides value not only in day to day operations, but also in the event of emergencies or short notice contingencies such as the retrograde operations in Syria, Iraq, Afghanistan, and Africa or supply chain disruptions during COVID-19.

J47 Strategy & Policy is a team of military, DoD civilian, and contractor personnel. J47's primary lines of effort cover: Operational Contracting Support, Strategic Resourcing/Gap Analysis, Readiness Reporting, Policy and Doctrine Management and Exercise Support. J47 interacts frequently outside of SOCOM – between working directly with the

Right: USSOCOM's Wargame Center, built under Adm. William McRaven's tenure as USSOCOM commander, focuses on policy and strategy decisions, emphasizing discourse, creative problem visualization, and innovative solutions.



Streamlining Resources and Sustaining Capabilities to Support the U.S. Navy and U.S. Special Operations Command Maritime SOF Warriors

By Cmdr. Robert Salire
DIRECTOR OF LOGISTICS N41,
NAVAL SPECIAL WARFARE COMMAND

Naval Special Warfare Command (NSWC), known affectionately as WARCOM, is an Echelon II command that reports to two Echelon I commands, Office of the Chief of Naval Operations (OPNAV) and U.S. Special Operations Command (USSOCOM) as their maritime special operations force (SOF) component.

Above: U.S. Navy Special Warfare Operators and Special Warfare Combatant-craft Crewman aboard a Combatant Craft Assault boat board a maritime vessel.

Logisticians and engineers on the NSW N4 staff provide policy, training and oversight for NSW’s eight subordinate commands, not unlike other Navy type commanders or SOF component headquarters. WARCOM’s man, train and equip mission supports 10,877 Navy Special Warfare (NSW) personnel made up of active duty, Reserves, civilians, and contractors, with Navy SEALs and Special Warfare Combatant-craft Crewmen (SWCC) being its primary warfighting customers.

In this article, we will highlight the robust missions and the great work that is done by Supply Corps officers, Civil Engineer Corps officers and multi-faceted Combat Service Support personnel made up of 12 officer designators, 31 enlisted ratings and 30 civilian specialties throughout the NSW community. We hope you learn something new and welcome you to inquire into the expeditionary logistics community.

It all starts with training. From the day Navy SEAL and SWCC recruits arrive in Coronado, California for Basic Underwater Demolition/SEAL (BUD/S), and SWCC training which includes Basic Crewman Selection (BCS); Basic Crewman Training (BCT); and Crewman Qualification Training (CQT), they are taught the value of taking care of their gear. Well before executing a high altitude parachute jump or a dive under a naval vessel, operators are taught to “take care of your gear and your gear will take care of you.” That means preventative maintenance and property accountability are literally life-saving measures.



Cmdr. Paul Benishek, Naval Special Warfare Center (NSWCEN) N4, leads his team of 94 military, government civilians, and contractors to deliver much needed expeditionary logistics products and services to its two subordinate commands, Basic Training Command (BTC) and Advanced Training Command (ATC), to execute their training missions. This support begins with the planning and construction of modern, safe, and efficient facilities in which to work

and train. Remote, austere, and logistically challenging, San Clemente Island, located approximately 80 miles west of San Diego, is home to some of NSWCEN’s most important training sites. NSWCEN ensures their training ranges and support networks are ready for Naval Special Warfare forces to successfully train all year round.

Lt. Cmdr. Stephen Cuff and Lt. William Newman, BTC and ATC supply officers, use their fleet experiences and BQC and/or SODHC training but also are picking up new logistics skills on a monthly basis to keep up with NSWCEN’s high standards of training requirements. The NSW community, particularly its training branches, present a variety of ever-changing logistics challenges, constantly keeping pace with the demand for cutting-edge training for our future special operators. Coupled with the unforeseeable constraints of the COVID-19 global pandemic, the reality of providing real-time training support in simulated wartime scenarios has proven to closer resemble that of an operational command than a training facility. Along with the traditional supply functions of inventory management, contract procurement, and warehousing, BTC provides logistics support to more than 1,200 SEAL and SWCC candidates annually, and continuous support to more than 200 instructors and staff. The training consists of nine different phases of varying topics, ranging from land warfare, marine operations, diving, and mountaineering in Kodiak, Alaska just to name a few. As a Supply Corps officer in the NSW community, one quickly gains an appreciation and understanding for the need to improvise, adapt and overcome in order to complete the mission.



Naval Special Warfare Group 1 (NSWG 1) is located at the Silver Strand Training Complex-South in Imperial Beach, California, a 10-year, \$1 billion plus military construction (MILCON) effort that, when completed, will provide NSW with approximately 24 state-of-the-art logistical support buildings, equipment use and maintenance

training facilities, classroom and hands-on tactics instructional space, storage and administration offices.

NSWG 1 is a NSW Task Force headquarters for ten subordinate commands to include SEAL Teams 1, 3, 5, 7 and command and control deployed Joint SOF. NSWG 1 trains and deploys fully-enabled SEAL Teams and provides maritime SOF assets in support of U.S. Central and U.S. Indo-Pacific Commands. A persistent focus on resource efficiencies and capability sustainment is required to support both garrison and operational responsibilities.

Lt. Cmdr. Aaron Thornton, NSWG 1 N4, prioritizes force optimization execution and equipment accountability reform. Force optimization enables the deployment of tailorable, flexible and sustainable 06-led NSW Task Forces in support of competition, crisis, and contingency requirements. Parallel implementation of increased equipment accountability efforts proves to be critical to the rapid availability of assets in support of force optimization realignment objectives.

NSWG 1 uses the Defense Property Accountability System (DPAS) and Special Operations Forces Equipment Advance

Requirement (SPEAR) consisting of more than 159,000 pieces of equipment and serialized assets valued at more than \$349 million spread across ten subordinate commands and detachments. A high level of oversight and procedural compliance is required to maintain accountability and ensure the availability of equipment critical to warfighters. At the beginning of fiscal year 2020, NSWG 1 began executing the completion of quarterly wall-to-wall inventories of more than 11,000 serialized assets at the direction of WARCOM N4. NSWG 1 Accountable Property System of Record Manager, retired United States Marine Corps Major Armando Budomo, focuses on the reconciliation process, physical accounting and proper DPAS inventory verification during each quarterly inventory. These efforts ensured operational readiness and provided NSW leadership with accurate information to make strategic resource decisions.

NSWG 1 N4, working hand in hand with their largest Echelon IV command at LOGSU 1 under Cmdr. Joe Bossi and his more than 370 personnel, expeditionary logisticians are facing resource constraints and equipment accountability challenges head on

and identifying the most effective and efficient ways to get the job done!



Naval Special Warfare Group 2 (NSWG 2), located at Joint Expeditionary Base Little Creek in Virginia Beach, Virginia is the east coast equivalent to NSWG 1 supporting east coast operational teams which include SEAL Teams 2, 4, 8 and 10. NSWG 2 N4, Civil Engineer Corps Officer Lt. Cmdr. Billy Woodward works closely with the LOGSU 2 Commanding Officer Cmdr. Dave Huber and his more than 360 personnel Echelon IV command.

Lt. Tim Landry is the J4 director of NSWG 2’s Task Force 2 (TF 2). Like its sister unit at TF 1, TF 2 is a newly constructed model born from four recently decommissioned forward-based Naval Special Warfare Units. TF 2 fills a role within NSW that is dynamic, flexible and continuously evolving.

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TF 2 is the operational component of NSWG 2 and responds to real world requirements in austere locations around the globe, sometimes with little or no notice. TF 2 J4 staff will operate as the logistics directorate for a Joint Special Operations Task Force deployed to East Africa, while also providing logistics support for a multi-national, cross service exercise in Europe. Navigating the



Joint environment and learning to interpret different languages of logistics is crucial to effective and timely support of special operations globally, and it affords Landry the opportunity to broaden his professional aperture. It is this multifaceted landscape that allows Landry to lead his service support component in providing exemplary logistics to SEAL operators and combat support personnel worldwide when they need it most.

There are many aspects of the NSWG 2 command philosophy that ring true in the Supply Corps as well. While NSWG 2 aims to develop competent and ethical professionals, the Supply Corps strives to ensure everything we do is legal, moral, and above reproach. Nothing is routine, nothing is predictable, and nothing is outside the realm of possibilities. Mission planning, execution, and success cannot be accomplished without

logistics. During this time of great power competition, NSWG 2 and the logisticians entrusted with providing service support are ahead of the curve as they are the first and last line of support to the United States' premier Special Operations Maritime Force. NSWG 2 is also undergoing a three-phased \$500 million MILCON which has already built facilities at LOGSU 2 to include a state-

of-the-art armory, a 120 plus person Seabee Combat Service Support Detachment facility, a new warehouse with ergonomic access for shipping and delivery and easy access for its warfighting customers.



Many specialized capabilities exist within NSW, but arguably none more unique and complex than those at Naval Special Warfare Group 3 (NSWG 3), which oversees NSW's undersea mobility platforms. Headquartered at Ford Island in Pearl Harbor, Hawaii, they are the higher headquarters for Seal Delivery Vehicle Teams 1 and 2 (SDVT 1

and 2) in Hawaii and Virginia. SDVTs are SEAL operators trained to pilot both dry and wet submersibles for clandestine insertion into a variety of undersea environments.

NSWG 3 N4 is led by Lt. Jacqueline Chimiak. She works hand in hand with its Echelon IV command at LOGSU 3 led by Cmdr. Krysten Ellis and her more than 200 combat service support (CSS) personnel. This unique mission set comes with challenging worldwide logistics requirements that are managed predominantly by LOGSU 3 and its CSS that support task units at SDVT 1, to include weapons, equipment, and system subject matter expertise for mission support. In contrast to other LOGSUs, more than half of LOGSU 3 manning consists of maintenance ratings (submarine, surface and Seabees), and their maintenance practices are closely aligned to the Submarine Force with operational tempo driven by national mission tasking. Certified as the only NSW Fleet Maintenance Activity, LOGSU 3 acts as a warehouse and shipyard for Dry Deck Shelters and submersibles, as well as the accompanying support craft and equipment. As the sole end user of these assets and thousands of unique parts, long lead times are common and property accountability is a challenge. Mission involvement and coordination is critical, but the diversity of the CSS team's background and professional communities provides flexible solutions in a dynamic battlespace, which enables our focus on great power competition.

Supply Corps officers assigned to the Undersea Mobility mission under NSWG 3 simultaneously act as tactical and expeditionary logisticians, shipyard supply officers, SEAL Team support experts, trusted advisors to senior level NSW leadership and "Battle Chops." Contact your detailer or NSW personnel as billets at NSWG 3/LOGSU 3 require previous submarine background.



Naval Special Warfare Group 4 (NSWG 4) employs the most advanced maritime special operations craft found in the world in

U.S. Navy Special Warfare Operators conduct SEAL Delivery Vehicle training with an underway submarine.



order to deliver SEAL operators nearly anywhere in the maritime domain. These highly specialized families of crafts, mainly Combatant Craft Medium, Combatant Craft Assault and Combatant Craft Heavy, developed by USSOCOM's Program Executive Office Maritime and a contracted logistics support model, are not your father's or grandfather's craft! They require much more sophisticated care and feeding than their predecessor, the MK V or rigid hull inflatable boat, or any typical Navy support craft, and the maintenance support plans are constantly being improved for in CONUS or deployed repairs. Cmdr. Matthew "Scott" Jones, NSWG 4 N4, and Lt. Sean Harlow, NSWG 4 N41, provide logistics support to these special operations craft, which operate away from most major Navy concentration areas and bring with it a different thought process on how NSW handles the supply support both in garrison and while deployed. There are three Special Boat Teams (SBTs), one in San Diego, California, one in Virginia Beach, Virginia, and one in Stennis, Mississippi. Each SBT deploys with a designated Detachment Deployment Package for each craft detachment, like a Pack-up Kit for aviation units. These kits serve as a primary parts support bin for high fail and long lead time items.

SBT logistics requires in-depth knowledge of the entire supply chain from the strategic headquarters to the tactical level. Supply Corps officers of SBTs report as

lieutenant junior grades for their second tour and have a daunting learning curve ahead, to include all traditional functions, such as managing financials with budget forecasting, inventory management and warehousing, and contracting. Each Supply Corps officer is required to serve as a contracting officer representative (COR) on multiple support contracts ranging from administrative manpower to overseas leases. They are also responsible for managing their department inter-deployment training cycle that ensures they provide consistent deployable logistical support for each deploying detachment. Don't let any of that deter you from a tour at SBT, as you will be on the cutting edge of support to one of the most highly sought after maritime assets of the future!



Most active duty members hear the word Reservist and immediately think of the "one weekend a month, two weeks a year" motto. However, the NSW Reserve Component is unique. Almost 10 percent of the deployed force is composed of Navy Reservists and the mobilization rate of our Reservists is five times that of the entire Reserve Force. The herculean task of providing the Reserve force that NSW needs is the responsibility of Naval Special Warfare Group 11 (NSWG 11).

Logisticians, including Lt. Cmdr. Marc Wilson, recently replaced by Lt. Cmdr. Todd Carbajal, NSWG 11 N4, play critical roles on the support staff and within the Logistics Support Units (LSU) at the teams. On the support staff, the highly skilled and competitive full time support members (O4 x 1, O3 x 2, and eight enlisted) support more than 1,000 Reserve personnel and complete career milestones through the execution of operating target funds, management of property and equipment, and issuance of critical deployment gear.

There is one LSU at SEAL Team 17 and one at SEAL Team 18. The units are composed of more than 100 officer and enlisted billets, 16 of those billets are Reserve Supply Corps officers (3105). In the units, Reserve

Supply Corps officers assume significant leadership responsibilities and can act as commanding officers, executive officers, operations officers, training officers, admin officers, and various other division officer roles. LSU enlisted personnel ratings include Supply (LS/CS), Admin (YN/PS), Medical (HM), SEABEE (BU/CE/CM/EA/EO/SW/UT) and other support ratings (GM/MA/MC).

Reserve Supply Corps officers mobilize in support of NSW and USSOCOM mission sets and play vital roles such as deputy J4s, Future Operations officers, Logistics planners, Joint Operations Center watch standers and CORs. To highlight their role and support to the operational force, NSW's most recent 2020 Vice Adm. Robert F. Batchelder winner was Lt. Cmdr. Stephen Neuhaus, a Reserve Supply Corps officer serving with SEAL Team 18's LSU and as the Combined Joint SOF Task Force J4 while deployed to Iraq in 2019!

To simplify NSW's Reserve support into "one weekend a month, two weeks a year" is a misleading portrayal of the capabilities provided. Many of the Reservists find themselves at the tip of the spear, enabling and contributing to the fight tonight. NSWG 11, ST 17, and ST 18 provide an agile Reserve force directly contributing toward lethality in our nation's fight.

For more information regarding employment with NSWG 10 and Naval Special Warfare Development Group contact Cmdr. Rob Salire.



As you can see, NSW provides unique opportunities and experiences, some of which are complimentary to Navy fleet operations and some very different under the SOF umbrella. Our team of NSW expeditionary logisticians garner unique skill sets and build upon their knowledge and training from Navy Supply Corps School and the fleet. Supply Corps officers within the NSW community are also offered the opportunity to earn the Naval Expeditionary Supply Corps Officer (NESCO) Warfare pin. So, the next time you see a fellow Supply Corps officer

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with a NESCO pin earned in NSW, you will have a better understanding of the missions and the great work that is demanded by our community of expeditionary logisticians!

I have no doubt that a tour within the NSW community will be professionally and personally rewarding and you will move on to your next career milestone a much better leader, logistician and Supply Corps officer! I will leave you with a list of NSW's Vice Adm. Robert F. Batchelder Award winners since 2000: 🌟

2000

Lt. Cmdr. Dean Hilf
Special Boat Squadron 1

2002

Lt. Stephen M. Wilson
Naval Special Warfare Unit 3

2004

Lt. Walter Egge
Naval Special Warfare Unit 3

2007

Lt. Shannon Walker
SEAL Team 4
Naval Special Warfare Group 2
(LOGSU 2)

2010

Lt. Robert W. Seltzer
SEAL Team 5
Naval Special Warfare Group 1
(LOGSU 1)

2011

Lt. Jon K. Christensen
SEAL Team 7
Naval Special Warfare Group 1
(LOGSU 1)

2012

Lt. John G. Sprague
SEAL Team 3
Naval Special Warfare Group 1
(LOGSU 1)

2013

Lt. Brendan T. Casey
SEAL Team 3
Naval Special Warfare Group 1
(LOGSU 1)

2014

Lt. Bobby Schmermund
SEAL Team 3
Naval Special Warfare Group 1
(LOGSU 1)

2015

Lt. Gene Ho
SEAL Team 2
Naval Special Warfare Group 2
(LOGSU 2)

2016

Lt. Alex Tornatore
SEAL Team ONE
Naval Special Warfare Group 1
(LOGSU 1)

2019

Lt. Matt Wall
SEAL Team FOUR
Naval Special Warfare Group 2
(LOGSU 2)

2020

Lt. Cmdr. Stefan Neuhaus
(USNR)
SEAL TEAM 18 / Combined Joint
SOF Task Force-Iraq

Points of Contact:

Capt. Stephen "Mick" Wilson, SC, USN,
COMNAVSPECWARCOM ACOS N4

Cmdr. Robert D. Salire, SC, USN,
COMNAVSPECWARCOM N41

Contributors:

NSWCEN: Cmdr. Paul Benishek,
SC, USN

NSWG 1: Lt. Cmdr. Aaron Thornton, SC,
USN; Maj. (ret.) Armando C. Budomo,
USMC; Lt. Oluwatobi B. Olubanjo, SC,
USN; Master Chief (SW/AW/IW)
Andre Carruthers

NSWG 2: Lt. Tim Landry, SC, USN

NSWG 3: Lt. Jackie Chimiak, SC, USN

NSWG 4: Cmdr. Matthew "Scott" Jones,
SC, USN; Lt. Sean Harlow, SC, USN

NSWG II: Lt. Cmdr. Marc Wilson, SC,
USNR; Lt. Cmdr. Todd Carbajal,
SC, USNR

Naval Special Warfare Logistics and Support Units: The Skipper's Perspective

By Cmdr. Joe Bossi and Cmdr. Dave Huber

NAVAL SPECIAL WARFARE GROUPS ONE AND TWO LOGISTICS SUPPORT UNITS



Cmdrs. David J. Huber and Joseph R. Bossi took command of Naval Special Warfare (NSW) Groups One and Two's Logistics Support Units (LOGSUs) on May 9, 2019 and July 23, 2020, respectfully, thereby becoming the 10th commanding officers for these two units, following a legacy of Supply Corps leaders who have paved the way since 2001.

This LOGSU legacy is rooted in a foundation of providing full-spectrum logistics support to all operational commands across the NSW enterprise. The primary focus is to ensure SEAL Teams, Special Reconnaissance Teams and Special Boat Teams matriculate smoothly throughout their 24-month Inter-Deployment Training Cycle (IDTC). The IDTC culminates in NSW Task Groups' (NSWTG) disaggregated combat deployments to their assigned four-star Combatant Commander's Areas of Responsibility (AOR) where they support special operations force (SOF) requirements validated by NSW's higher headquarters, U.S. Special Operations Command (USSOCOM).

Every commanding officer sees a maturation cycle of growth and development in their command, but 2019 and 2020 saw a first for both commands.

Huber and Bossi were members of LOGSUs-1 and 2 as lieutenants in 2007-2009 and 2011-2013 respectively. Both served as N4 Logistics Department heads for two separate SEAL Teams. Bossi is now serving with his former SEAL Team ONE commanding officer, who is the commodore of the west coast SEAL Teams. This evolution has taken 20 years to achieve through proven results, hard work and mutual trust and respect built over time.

The LOGSUs have changed significantly since the time Huber and Bossi served as lieutenants. LOGSU-1 was still in its infancy, spread out across Naval Amphibious Base Coronado, and residing in some of the oldest, legacy World War II buildings on the base. Today, LOGSU-1 now resides in newly constructed facilities located at Silver Strand Training Center-South (SSTC-S) in Coronado.

The SSTC-S represents a 10-year, \$1 billion investment that, once fully completed, will encompass 1.5 million square feet of new state-of-the-art sustainable facilities to support the administrative, training, and logistical needs of the entire force. The design places LOGSU-1 in the middle of the complex which allows SEAL and SWCC customers the ability to access its services quickly and efficiently. Whether checking out a SOF-unique weapon, packing a parachute in the paraloft, preparing a dive rig for a night time training evolution, drawing gear from the

supply warehouse, or pre-staging equipment for deployment, all required services are within easy reach by design.

LOGSU-2 on the east coast is also undergoing a multi-phase \$500 million military construction (MILCON) project to improve its facilities. In 2017, LOGSU-2 took custody of a state-of-the-art armory, a new supply warehouse, and maintenance of one of the newest combat engineering facilities occupied by their more than 100 Civil Engineer Corps (CEC) officers and Seabees. On the horizon, multiple infrastructure improvements are planned to include a renovated LOGSU-2 headquarters.

SEABEE assigned to Naval Special Warfare undergoing cross-rate training.



LOGSU commanding officers (COs) truly have one of the most unique and challenging leadership positions the Supply Corps community has at the O5 level. The LOGSUs are one of NSW's largest Echelon IV commands and their counterparts are SEAL Team COs. Each LOGSU skipper leads six departments with help from their TRIAD, a SEAL executive officer lieutenant commander and SEAL E9 command master chief. Departments are task organized into:

Administration—YN and PS rates led by an Admin Limited Duty Officer O4.

U.S. Navy Special Warfare Operators
inserting from the maritime domain.



Combat Engineering—Led by a CEC 5100 O4 and consisting of Combat Engineers CEC officers and seven rates of Seabees who plan and execute all air and ground movements, contingency engineering and transportation support.

Operations—Led by a SEAL officer, the department is broken into Air, Dive, Maritime and Training/Readiness components. In Air Operations, parachute riggers work in advanced paraloft facilities and support jump operations to include high altitude, static and water jumps; Navy divers support dive and decompression chamber operations and operate one of the Navy's largest dive chambers; and Maritime Division maintains non-tactical surface craft to support dive and air operations.



Weapons—Led by a Gunner Warrant officer, fleet gunner's mates (GM) are trained extensively in-house and at Naval Surface Warfare Center, Crane Division in Indiana, to maintain and operate SOF's most complex weapons systems and munitions used by SEAL and SWCC operators in training and while forward

deployed. NSW manages an extensive armory and range enterprise in support of SOF missions and training. It takes roughly nine months of intensive training on SOF unique weapons systems for Fleet GMs to meet NSW standards before they are ready to support a SEAL Team.



Supply—Led by a Supply Corps O4, logistics specialists manage all SOF peculiar funds and a supply chain warehouse operation consisting of mission critical gear, much of which is funded by both Navy (MFP-2) and USSOCOM (MFP-11).



Medical—LOGSU-1 medical department is led by a Navy Medical Corps officer and consists of medical officer designators (2100/2300) and hospital corpsmen who provide top-notch medical support to the entire NSW West enterprise and operate in one of the most state-of-the-art and well-equipped physical therapy facilities the Navy has to offer. The Medical Department works closely with NSW's Human Performance Program, led by strength and conditioning coaches, nutritionists and other human performance professionals who keep operators and enablers in top physical and mental condition. These programs were developed and

enhanced over the last ten years under NSW's Preservation of the Force and Family program, which is nested under USSOCOM preservation of the force and family efforts (POTFF). NSW's POTFF program involves four integrated pillars: behavioral health, spiritual, family support, human performance.



Left and below: Naval Special Warfare (NSW) Corpsman conducting battlefield trauma training and Logistics Support Unit-2's BU2 Richard Hanna, LS1 Lanesha Webb and CMC Sean Kelly on a NSW Combat Service Support field training exercise.

Additionally, LOGSUs-1 and 2 are responsible for manning, training and equipping Combat Service Support Troops (CSST) that will phase into each SEAL Team throughout the inter-deployment training cycle (IDTC) and deployment (see IDTC diagram). The CSSTs are led by Supply Corps lieutenants (N4/Department Head) on their second operational tour, comprising approximately 39 CSS personnel across roughly 15 ratings, supporting all SEAL Teams through their IDTC. The reason for a phased approach is because extensive training must take place before a CSST service member is ready to deploy with a NSW TG. Training and trust are very important components between the operator and CSS personnel, as the level of complexity and responsibility on deployment warrants a thorough 18-month training plan to be fully combat ready for deployment.

Throughout the IDTC, a SEAL Team N4 Department manages a broad range of logistic-related requirements that support training and ultimately successful overseas operations in multiple AORs simultaneously. These professionals are the true practitioners of the Logistics Joint Pub 4.0, supporting the core logistical functions of deployment and distribution, supply, maintenance, logistics services, operational contract support and engineering.



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During the training portion of the IDTC, the CSST coordinates the outfitting of all new personnel (operators, combat support and CSS personnel) with weapons, organizational clothing and tactical gear. The CSST validates requirements to support contracted training and equipment purchases, ensuring procurement packages accurately articulate the requirements and are executed in a timely and expeditious manner. They also assist in market research to prevent potential unauthorized commitments or Anti-Deficiency Act violations. The CSST manages the teams MFP-II OPTAR budget, working with task unit leadership to balance operational demands with budget constraints while identifying potential tradeoffs between other budgets to best use assigned funds.

Once a SEAL Team deploys, predominantly using U.S. Transportation Command strategic lift capabilities, the CSST N4 assumes the role of Joint Task Group J4. Months of advance planning enable the SEAL Team to quickly plug into the theater logistics network overseen by Theater Special Operations Commands under each Geographic Combatant Command. This level of planning is similar to a DDG SUPPO coordinating and planning with a forward deployed fleet logistics center staff or numbered fleet staff well in advance to ensure the ship is supported on deployment. The difference is the expeditionary locations (Somalia, Northern Iraq or a maritime hub in the Pacific, to name a few) which are austere in nature and require Joint coordination.

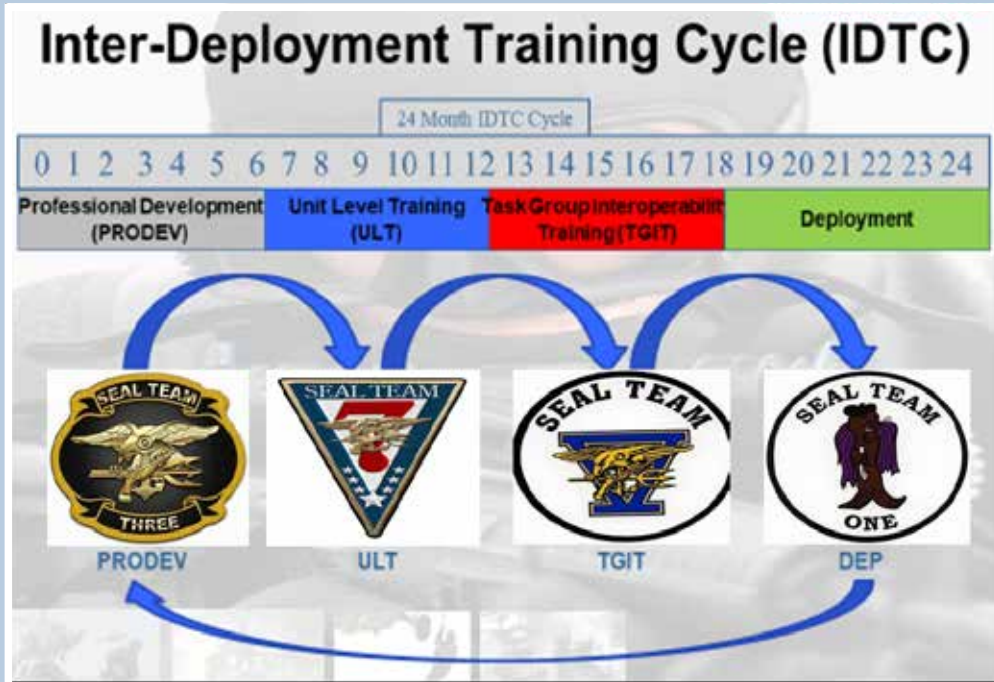
The J4 works with CSST N4 team in close coordination with fellow Joint logistics officers from other services and international partner nations to execute the core logistics functions to ensure SOF provides geographic combatant commanders with flexible, responsive SOF capabilities.

Some of the J4 key tasks on deployment include developing expeditionary logistics; sustainability plans for SOF outstations;

enabling training; assisting with C2 of logistics forces, management and inventory of theater provided equipment; and coordinating movement of personnel and cargo, Joint Reception, Staging, Onward Movement and Integration functions, procurement, short-term contracts and financial management of various lines of accounting. Google the term “Baledogle, Somalia” and refer back to why cross-training and trust are important factors! The N4/J4 is accountable for the coordinated management of nine out of the ten classes of supply in several remote outstations across multiple AORs, coordinating the infiltration of the entire 200 plus team and all equipment and support gear to all sites, maintenance and contract support for all outstations, while maintaining the ability to rapidly support urgent establishment and sustainment of a forward operating base that is capable of being built for full operational capabilities.

Lastly, the CSST N4/J4 is responsible for managing multiple lines of accounting across a spectrum of programs unique to USSOCOM and therefore must have an understanding of the capabilities and limitations of every program to best support operations and provide valuable insight in the planning and execution process to ensure mission success. Many of these terms are not fully covered until Phase I of Joint Professional Military Training or in the War College environments, so NSW logisticians gain a full dose of real world on-the-job training!

The LOGSU’s legacy is poised to continue well into the future to meet NSW’s requirements by providing logistics and support professionals who enable and empower the SEALs’ highly demanding training and operational missions. If you are looking for an opportunity to lead and grow as a naval and Joint officer, and test yourself in a high performance organization, you ought to consider a tour with NSW and the expeditionary community! 🌟



LOGSU-1 Combat Service Support Troops (CSSTs) align support to match SEAL Team IDTC. CSSTs consists of Supply Corps & CEC Officers (01-03); Chief Petty Officers (E-7-E8); and the following rates: BU, CE, UT, SW, EO, CM, LS, GM, HM, ND, and PR.

NSW operators on a night time training evolution.



U.S. Navy Special Warfare Operators debark a CH-46 helicopter.



Theater Special Operations Command (TSOC) and Joint Special Operations Command (JSOC) A Supply Corps Officer’s Perspective

Individual inputs provided by each TSOC and JSOC
Information consolidated by Cmdr. Michael Malone
J4X DIVISION CHIEF, U.S. SPECIAL OPERATIONS COMMAND
and Cmdr. Michael Augustine
J47 SENIOR DIRECTOR, U.S. SPECIAL OPERATIONS COMMAND

ROLE OF THE THEATER SPECIAL OPERATIONS COMMAND

Theater Special Operations Commands (TSOCs) are sub-unified commands of U.S. Special Operations Command (USSOCOM) and are under the operational control of their regional geographic combatant commander. TSOCs are Joint special operations headquarters and serve as the functional component command for all special operations missions deployed throughout their specific area of responsibility (AOR). Each TSOC coordinates, plans, and directs all special operations for their respective theater in support of Geographic Combatant Command (GCC) commander objectives of deterring aggression, enabling deterrence, enhancing regional partnerships, responding quickly to contingencies and crisis, and defeating threats to the United States and its vital interests.

Brief overviews of TSOC/JSOC current and future operations (what’s HOT, what’s next)

Joint Special Operations Command (JSOC) is located at Fort Bragg, North Carolina, and is a subordinate unified command assigned to USSOCOM. Simply put, JSOC is “what our nation needs us to be,” trusted with America’s most vital, no-fail missions. From the inception, JSOC was created to provide an adaptive global force able to converge unique capabilities existing across special operations forces to counter ever-evolving threats. Presently, JSOC prepares assigned, attached, and augmentation forces, and when directed, conducts special operations against threats to protect the homeland and U.S. interests abroad.

Within the J4 directorate, the mission is to enable agile logistics and engineering in support of worldwide operations by utilizing responsive and innovative solutions. Divisions within the J4 include operations, engineering, material management, and the property book office. Additionally, the command’s Defense Logistics Agency (DLA) liaison is nested within J4 and serves as a vital touchpoint in order to leverage the greater DLA network. One key aspect of our role is creating and cultivating relationships with our many partners, to include GCC staffs, general purpose forces, and interagency and foreign partners to ensure the organization maintains a shared situational awareness across the wider enterprise, allowing for supportability of special operations forces in a constantly changing environment.

The Supply Corps holds one billet at JSOC. The hiring and onboarding process includes an application, screening, examination, interviews, and indoctrination.

Special Operations Command Central

For years, historic events unfolding in the United States Central Command area of responsibility (AOR) have dominated news coverage, and Special Operations Command Central (SOCCENT) is responsible for all special ops forces (SOF) in this highly volatile and dynamic region. Covering 20 countries from Egypt to the southwest, through the Arabian Peninsula and Levant region, and including the Central Asian States, SOCCENT serves as the Combined Force Special Operations Component Command for Operation Inherent Resolve and Operation Spartan Shield, and the supported command for operations to disrupt state sponsored threats to regional stability. SOCCENT does this through a variety of operations, to include counterterrorism, building partner capacity, and counter smuggling, to name a few.

SOCCENT has two supply officers, one in the J4 (logistics) directorate and one in the J8 (resources and requirements). The J4 is responsible for the planning, coordination, integration, and synchronization of logistics and engineering support, and operational contracting in support of SOF throughout the AOR. Logistics support is synchronized with war planners and operators to ensure that all support requirements are nested within the plan in parallel with execution. The J4 at SOCCENT Headquarters in Tampa, Florida, works closely with our forward headquarters in Qatar, as well as our multiple forward task forces to extend our logistics reach in order to support multiple types of operations in all corners of the AOR.

The J8 directorate consists of the comptroller division, which manages the MFP-11 (SOF) funds as well as a limited supply of MFP-2 (service common) funds; and the requirements division, which deals with programming and the Program Objective Memorandum (POM) process, as well as operational deficiency reports, where subordinate units communicate material and personnel requirements. When a forward task force discovers a shortfall, J8 works through USSOCOM’s Special Ops Forces Capabilities Integration and

Development System to fulfill these operational needs. The unique organizational structure of the TSOC adds complexity in determining the responsible organization for each requirement. The TSOC is subordinate to the GCC, receives funding and requirements support from USSOCOM, while relying on forces provided by service components to deploy fully equipped to accomplish their mission. Navigating the complex organizational relationships between USSOCOM, GCC, TSOC, and service components make every day in the requirements division an interesting and rewarding one.

Special Operations Command Europe

Special Operations Command Europe’s (SOCEUR) AOR is derived from United States European Command’s (USEUCOM) AOR and consists of 51 independent countries that extend from Greenland east, through the European continent, plus all of Russia and south of the continent to include the Mediterranean Sea, south to the Caucasus region and Israel. Within this AOR, SOCEUR’s principal area of focus is to defend NATO at USEUCOM’s eastern flank. SOCEUR’s other key focus area is combatting terrorism in

USEUCOM’s southern flank. SOCEUR’s priorities for SOF operational employment are to:

- (a) gain and maintain persistent access to areas of potential conflict and violent extremist organizations’ areas of operations, and
- (b) enable preparation of the environment tasks in support of OPLANs and CONPLANs, while assuring our European allies and partners of U.S. commitments to bilateral and NATO obligations.

The NATO Support and Procurement Agency (NSPA) plays a critical role as an in-theater support enabler used by SOCEUR to assist in its priorities. In the rapidly changing geopolitical landscape, the relationships fostered with NSPA and other host-nation partners provides the expediency required to enable the rapid requisition and delivery of supplies in support to operations and exercises, in addition to facilitating engineering projects in the region that prepare the environment under the European Deterrence Initiative (EDI). EDI is a program initiated after the annexation of Crimea in March 2014 by Russia with a prioritization on deterrence, and includes activities such as training of forces, development of military equipment

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and capabilities, and the conduct of multinational military exercises.

SOCEUR is fully integrated into Operation Atlantic Resolve and NATO Enhanced Forward Presence. SOCEUR is also wholly engaged in Exercise Jackal Stone, an annual CJCS-directed, EUCOM-led, SOCEUR-coordinated, SOF-focused exercise, and Exercise Trojan Footprint, an annual SOCEUR-led multinational exercise incorporating NATO allies and partners across Europe, and across echelons to integrate SOF with conventional forces to set conditions for the combined Joint force.

Stuttgart, Germany. Commander SOCAFRICA serves as the special operations advisor to commander, USAFRICOM. SOCAFRICA's primary responsibility is to exercise operational control over theater-assigned or allocated Air Force, Army, Marine, or Navy special operations forces conducting operations, exercises, and theater security cooperation in the USAFRICOM AOR, to include an area three and a half times as large as the United States, spanning 54 countries.

USAFRICOM's preponderance of force is SOFs, which is significantly different from other GCCs. SOCAFRICA conducts a num-

(SOCFWDs) and a Joint Special Operations Air Component, all led by O-6 level commanders. The logistics system is not currently well suited to sustain low densities of SOF, working with partners in remote areas that are trying to prevent conflict and mitigate instability.

SOCAFRICA has two supply officers, one in the J4 directorate and one in the Joint Operations Group Africa (JOG-A) (sensitive activities). The JOG-A billet is the Logistics Operations Branch Chief (J4) for SOCAFRICA sensitive activities across the continent. The J4 oversees all logistics plans and contributes to operational planning in support of the three SOCFWD commands and is responsible for leading the logistic, engineering support and contracting for 22 sensitive activity Joint NCOs on 11 deployed platforms across the African continent. Support is closely coordinated with the SOCAFRICA J4 staff, USSOCOM, Air Force air planners, country teams and inter-agency teams.

The second supply officer position is the SOCAFRICA J43 branch chief for East Africa. This officer engages in current operations, within the East Africa region to integrate logistical support planning throughout the TSOC and components while simultaneously requesting and pulling in the necessary support from outside agencies. The J43 branch chief for East Africa must continue to utilize the core knowledge instilled from traditional Supply Corps billets, while also continuing to adapt to the SOF-specific logistics needs by synchronizing with logistics counterparts to enable good coordination and integration to continue to support the mission at hand.

Special Operations Command Pacific

Amid the coconuts, pineapples, palm trees, white sand beaches, and crystal blue-ocean, the island of Oahu, Hawaii, is also home to the U.S. Indo-Pacific Command (USINDOPACOM). Beyond the beaches and a vast seemingly infinite ocean, lies China, one of the greatest peer competitors of the United States. The USINDOPACOM AOR is the largest of all GCCs while sharing borders with five other GCCs.

USINDOPACOM works to enhance stability in the Asia-Pacific arena. Special Operations Command, Pacific (SOCPAC) advances USINDOPACOM endeavors by executing

lines of effort set forth by the SOCPAC commanding general. One major engagement supported by the SOCPAC J4 is the biennial Pacific Area Special Operations Conference (PASOC), which is SOCPAC's largest multilateral engagement. PASOC brings together SOF leaders from around the region to discuss challenges to regional security, share information and best practices to improve regional security, and build habitual relationships.

The Supply Corps currently holds two billets at SOCPAC, one as the J4 director and another as a J4 action officer.

CONCLUSION

Logistics Support to Special Operations Forces

Just as SOF leads innovation and development of new tactics, techniques, and procedures that are often adopted by general purpose forces, SOF logisticians must continue to evolve in order to sustain SOF globally and provide proactive, predictive, and reliable logistics in an increasingly competitive global environment. USSOCOM, in coordination with and alongside the greater Joint Logistics Enterprise, requires close coordination to build a more resilient and agile logistics structure to enable SOF to continue global operations. JSOC and the TSOCs J4 staff, as operational level commands, synchronize logistics between the strategic GCCs and tactical users to ensure SOF mission success.

If you are looking for a challenging assignment supporting the tip of the spear, contact OP for additional detailing information and / or the individual currently in the seat for additional job duties and responsibilities. As an added incentive, most of these positions are Joint, meaning that upon successful tour, along with completion of JPME phases I and II, you will be coded as a fully-qualified Joint officer!

★



An Alaska Army National Guard UH-60L Black Hawk helicopter assigned to the 1st Battalion, 168th Aviation Regiment, lands to pick up awaiting Air Force special warfare Airmen, assigned to the 3rd Air Support Operations Squadron, during small unit training at Joint Base Elmendorf-Richardson, Alaska in November. —photo by Alejandro Peña

SOCEUR has one Navy Supply Corps billet within the J4 directorate. This Supply Corps officer assists with the planning, coordination, integration, and synchronization of logistics and engineering support, and operational contracting in support of SOF throughout the AOR.

Special Operations Command Africa

Special Operations Command Africa (SOCAFRICA) is a sub-unified command of USSOCOM under operational control of United States Africa Command, headquartered in

Stuttgart, Germany. Commander SOCAFRICA serves as the special operations advisor to commander, USAFRICOM. SOCAFRICA's primary responsibility is to exercise operational control over theater-assigned or allocated Air Force, Army, Marine, or Navy special operations forces conducting operations, exercises, and theater security cooperation in the USAFRICOM AOR, to include an area three and a half times as large as the United States, spanning 54 countries.

USAFRICOM's preponderance of force is SOFs, which is significantly different from other GCCs. SOCAFRICA conducts a num-



The Future of Property Accountability within the Navy's Expeditionary Combat Force

By Capt. Rob Mazzarella

ASSISTANT CHIEF OF STAFF FOR SUPPLY OPERATIONS, NAVY EXPEDITIONARY COMBAT COMMAND N41

The Navy Expeditionary Combat Command (NECC) is global Type Commander composed of Sailors who are trained to execute critical mission sets in support of fleet operations across the various phases of the spectrum of conflict. These unique capabilities have been aligned under a single commander, providing a range of options across multiple functional areas that provides direct support to the fight.

- Explosive Ordnance Disposal (EODMU, MDSU, EODESU)
- Maritime Expeditionary Security Force (MESG, MSRON)
- Naval Construction Force (NMCB, CBMU, NCR, UCT)

- Navy Cargo Handling Battalions (NCHB, NAVELSG)
- Expeditionary Intelligence (NEIC)
- Individual Augmentee mobilization (ECRC)
- Forward deployed and Fleet aligned Commander Task Forces (CTF 56, 68, 75)

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Above: LSC Anthony Pettee provides table of allowance/personal gear issue software training utilizing a Getac tablet to ECRC Sailors. **Left to right:** LSC Joey Liam (SW), LSC (SW/IW) Anthony Pettee, LS2 Katherine Almanza, LS1 (SW/IW) Brandon Briggs. —photo by Lt. Cmdr. Heather Seibold

These Sailors make up the Navy Expeditionary Combat Force (NECF), a force of Sailors skilled in a diverse set of specialized capabilities. These expeditionary Sailors support the U.S. Navy while serving as members of Maritime Expeditionary Security Force, Naval Construction Force,

There is a never-ending demand on the capabilities that NECC brings to the fight and the associated TOA equipment required to conduct these ROC-POE mission sets is extensive.

Explosive Ordnance Disposal, and Diving and Salvage Units; and as part of expeditionary units that provide unique intelligence and logistics capabilities.

Each community within the NECF relies on the professionalism, expertise and dedication of its officers, Sailors, civilians and contractors to meet the mission. Units are expected to be capable of completing missions and tasks outlined in their OPNAV approved Required Operational Capability-Projected Operational Environment (ROC-POE).

The mission specific equipment necessary for a unit to perform each task in their ROC-POE is identified in a tailored equipment list known as a table of allowance (TOA). Examples of TOA items include forklifts, generators, rigid hull inflatable boats, bulldozers, MRAPs, dive rigs, metal detectors, recompression chambers, robots, tents, communication systems, personal gear issue (PGI) items like body armor, sleep systems, special uniforms, etc. In total, NECC maintains custody of nearly five billion dollars in government purchased TOA equipment.

NECC forces maintain a persistent presence around the globe, performing

Phase 0 operations in concert with fleet and host nation partners. Designed to deploy and operate as small units of action, these expeditionary teams are challenged to manage core logistics functions (deployment and distribution, supply, maintenance, logistics services, OCS, engineering and Joint health services) with limited manpower responsible for conducting independent operations across multiple dispersed locations.

Seabees build schools, water wells and improve runways on remote Pacific Islands. Explosive Ordnance Disposal (EOD) forces conduct Joint mine-counter-measure exercises with various partner nations. Maritime Expeditionary Security

forces provide high value escorts in critical CONUS and OCONUS ports. Intelligence community specialists engage in collection activities. Cargo Handling Battalions re-arm, re-fuel, and perform port loading/unloading operations on a continuous cycle. This is the expeditionary work being accomplished every day around the world that enables blue water lethality.

There is a never-ending demand on the capabilities that NECC brings to the fight and the associated TOA equipment required to conduct these ROC-POE mission sets is extensive.

How do we properly account for TOA that is constantly moving around the globe as well as all the TOA equipment that is in



U.S. Fleet Forces N41 team provides train the trainer training to Navy Expeditionary Combat Command staff via classroom and Microsoft Teams. *Pictured left to right: LSC (EXW/SW) Anthony Pettee and LS1 (AW) Matthew Crawford.* —photo by LSC Jessica Patterson-Harrison



garrison supporting optimized fleet response plan training cycles and the next wave of deployers?

For years there was a logistics information technology gap within the expeditionary and Navy special warfare communities. Various systems such as Special Warfare Automated Logistics Information System, readiness cost reporting program (RCRP), warehouse management system, Defense Property Accountability System, and even Excel spreadsheets have attempted to provide a solution. None of those systems were able to fully provide the detach and deploy capability to multiple locations that our force required.

Fortunately, the N41 Team at U.S. Fleet Forces, in concert with OPNAV N4, CPF, PMW 150 and NIWC, identified a commercial off-the-shelf based cloud solution that provides the capability and flexibility required by the force. The result is a material management and financial feeder system named TOA/PGI, which is a DoN Program of Record for NECC property and inventory management, aligned with current laws, regulations, policies and mandates. This new program affords

role based user access via tablets to conduct a multitude of supply chain management functions:

- equipment inventory validations
- loss and gain inventory reconciliation
- provides allowance management and kitting capabilities
- enables rotational pool management
- allows for material sub-custody and shipments
- ability to track an item with inventory dispersed over multiple locations
- track gear issued to specific individuals
- order stock replenishment for PGI
- improve ease of FIAR audits
- provide a central repository of all equipment within the expeditionary enterprise

Additionally, TOA/PGI provides inventory data information to NECC's RCRP, which was developed to measure unit readiness by identifying TOA

shortfalls in relation to established ROC-POE TOA requirements. This transfer of information is performed electronically vice manual entry, saving valuable time for personnel while reducing potential data entry mistakes.

The ultimate end state is for TOA/PGI to nest within the Naval Operational Supply System which is part of the Naval Operational Business Logistics Enterprise (NOBLE) that will replace the current NTCSS suite of systems: RSUPPLY, OMMS-NG, RADM, NALCOMIS, MFOM, FSM 3, ROM 3, HICSWIN, and many other logistics IT systems. This is all part of the Chief of Naval Operations' Digital Logistics Transformation initiative with the goal of consolidating Navy Logistics IT systems and reducing the management required to operate multiple DOD systems. Initial operational capability of the NOBLE suite of systems is scheduled to start in late fiscal year 2022. 🌟

Supply Officer Perspective on Naval Mobile Construction Battalion Operations; Building and Protecting

By Lt. Christopher Gerber, NAVAL MOBILE CONSTRUCTION BATTALION ELEVEN, S4
and Lt. Charles Jamison, NAVAL MOBILE CONSTRUCTION BATTALION ONE, S4

“We Build, We Fight,” The Seabee’s can-do spirit drives a culture of mission accomplishment. Operating in remote locations across the globe in support of phase 0 operations. Seabees require an agile supply chain that can provide unusual supplies such as class IV building materials in order to erect buildings and pave roads. Their unique expeditionary construction capabilities to build and protect are incredibly important to gaining placement and access to strategic locations that directly enable blue water lethality.

Unlike a traditional department head tour where you are self-contained on a ship, submarine, or squadron and have an established supply chain supporting you; Naval Mobile Construction Battalions (NMCBs) deploy as distributed units of action, tasked to operate in multiple locations across each of our Geographic Combatant Command areas of responsibility. Supply officers assigned to a NMCB have a tremendous breath of responsibility in overseeing not only traditional supply ratings and programs, but also leading Seabees in the management of Table of Allowance (TOA) Inventory Management and Class IV building material. The supply officer, or S4, performs core logistics functions that align with Joint doctrine:

- Deployment and distribution (move and sustain the force)
- Supply operations (manage supplies and equipment, inventory management)
- Maintenance (Depot and Field level maintenance operations)
- Logistics Services (Food, water, camp services, hygiene, mortuary affairs)
- Operational Contract Support
- Engineering (General & Combat engineering)
- Health Services (Force health protection)

NMCB S4s still perform traditional supply officer functions such as stock control, known as Automotive Repair Parts within the naval construction force. Food service is also a core competency, relying on culinary specialists to maintain inventories and cook exclusively in field conditions. Additionally, NMCB’s maintain an \$88 million TOA, which includes both Civil Engineering Support Equipment (CESE) (i.e. MTVR trucks, dozers, cranes, etc.) and NON-Civil Engineering Support Equipment (NON-CESE) (i.e. supporting Tricon containers and tools). While deployed, S4’s will manage multiple logistics detachments operating globally as

they manage spare part inventories out of mobile containerized storerooms. They also manage the standard supply responsibilities of HAZMAT, Postal, government commercial purchase card, government travel charge card, and financials. Like other expeditionary logistics officers, S4’s are responsible for managing Personal Gear Issue (PGI), tasked to outfit Sailors with the necessary tactical, ballistic, and professional personal protective equipment the Seabees need to perform their jobs.

NMCB supply officers are pressed to routinely think outside the box in order to effectively manage equipment, PGI and repair part inventories necessary for supporting operations in disaggregated locations. This requires teaming with logisticians at various commands such as Defense Logistics Agency, NAVSUP Fleet Logistic Centers, Naval Facilities Engineering Command, United States Transportation Command Surface Deployment and Distribution Command (SDDC), and the numbered fleets to keep material and support services flowing to the customer.

Naval Mobile Construction Battalion-1 Supply Department during Field Training Exercise at Camp Shelby, Mississippi. —photo by Cmdr. James W. Burns



Naval Mobile Construction Battalion-11 conducts bridging operations along the U.S./Mexico border in Arizona in support of U.S. Border Patrol. —photo by Cmdr. James W. Burns

During an OPLAN response, Seabees fall under the Marines, providing them with engineering and combat support services needed to build and sustain advance naval bases and expeditionary advanced base operations. In order to do this, NMCB supply officers train with and develop close working relationships with their Marine Expeditionary Force G4 counterparts. Also, NMCBs deploy via the Time Phased Force Deployment Data, which means understanding the cube and weight of the equipment and parts that will deploy with the NMCB. There is a delicate balance between taking what you need, and determining what you can source at your deployed location. Load planners do not take kindly to adding another pallet of material for “just in case.” If the material is going via surface ship, will it make it in time to support operations? This is where teaming with key partners is critical to a successful deployment.

Aligning with CNO’s Design for Maintaining Maritime Superiority, Seabees are leaning forward into previously unexplored areas of innovation using Unmanned Aerial Vehicles for reconnaissance during certain airfield damage repair missions and pre-deployment site surveys. Additionally, Seabees are exploring the use of Advanced Manufacturing to 3D print repair parts to fill requirements in austere locations. This innovative thinking brings new and exciting challenges to support forward Seabee operations.

Developing access and placement of naval personnel in support of Great Power Competition strategic goals has put the Seabees at center stage. Their “can-do” spirit and unique capabilities are key enablers in our strategic

response to the ever-changing geopolitical situation around the world.

The Seabees, or Naval Construction Force, is part of the larger Navy Expeditionary Combat Force (NECF). The NECF is composed of Sailors skilled in a diverse set of specialized capabilities. These expeditionary Sailors support the U.S. Navy while serving as

members of Maritime Expeditionary Security Force, Naval Construction Force, Explosive Ordnance Disposal, and Diving and Salvage Units; and as part of expeditionary units that provide unique intelligence and logistics capabilities. 🌟



Naval Mobile Construction Battalion-11 conducted the first overseas test of mounting out the Air Detachment in less than 48 hours. The evolution spanned a week long and took place in Rota, Spain with multiple entities involved, to include Military Sealift Command and NAVSTA Rota. —photo by Cmdr. James W. Burns

Logistics Solutions for Expeditionary Missions

By Lt. Cmdr. David Boyd

N4 DIRECTOR OF LOGISTICS AND EXPEDITIONARY SUPPORT,
NAVY EXPEDITIONARY LOGISTICS SUPPORT GROUP

In December 2018, the Chief of Naval Operations released “A Design for Maintaining Maritime Superiority, Version 2.0.” This document underlined the importance of logistics support to the warfighter when it directed the Navy to “posture logistics capability ashore and at sea in ways that allow the fleet to operate globally, at a pace that can be sustained over time. Assess and develop options for improved ability and resilience to refuel, rearm, resupply, and repair.”

Navy Expeditionary Logistics Support Group (NAVELSG), headquartered in Williamsburg, Virginia, delivers the capabilities that “rearm, refuel, and resupply” the Joint force.

NAVELSG is an integral part of the 20,000 person Navy Expeditionary Combat Force (NECF), composed of Sailors skilled in a diverse set of specialized capabilities. These expeditionary Sailors support the U.S. Navy while serving as members of Maritime Expeditionary Security Force, Naval Construction Force, Explosive Ordnance Disposal, and Diving and Salvage Units; and as part of expeditionary units that provide unique intelligence and logistics capabilities.

The mission of the NECF is to clear the way for forces to go ashore, secure the area, build needed infrastructure to support forces ashore, and protect that infrastructure. NAVELSG enables the NECF to conduct these missions by providing expeditionary logistics capabilities.

NAVELSG forces provide expeditionary logistics support to major combat operations, contingency operations, and disaster relief worldwide. NAVELSG is a major enabler for combatant commanders (COCOMs) globally. Allowing Joint Forces the flexibility to be rearmed, refueled, and resupplied anytime and anywhere provides COCOMs flexibility in their courses of action and enables blue water lethality.

NAVELSG’s primary mission areas are surface cargo handling, air cargo handling, fuels distribution, cargo terminal operations, communications, and expeditionary support. Sailors providing these services are trained and equipped to perform in austere, remote locations where common commercial or civilian support is lacking.

Surface cargo handling operations involve loading and unloading military and merchant ships. This allows for the mass movement of materiel. NAVELSG often works with the Marine Corps’ Maritime Prepositioning Forces, Defense Logistics Agency, and the National Science Foundation among others, to move cargo on and off vessels. It can be done pierside or via logistics over-the-shore, when necessary.

Air cargo operations is the loading and unloading of aircraft. Air movement is often the fastest means to get personnel and materiel in and out of theater; therefore, it is often the highest of priorities that are chosen for air transport. NAVELSG’s Sailors are



Navy Expeditionary Logistics Support Group Sailors perform Surface Cargo Operations in Antarctica during Operation Deep Freeze. –photo by BM1 Phillip Yazzie



Sailors conduct Cargo Terminal Operations using a 53K Rough Terrain Cargo Handler. –photo by BM2 Nicholas Mason

trained and prepared to do this mission at remote airfields in order to keep the high-priority personnel and cargo moving.

Recently, the fuels distribution capability has gained attention; NAVELSG can set up and operate mobile gas stations in the middle of nowhere. Land or air forces can be refueled miles away from any other established infrastructure. In the age of great power competition, the operational flexibility gained from remote gas stations cannot be overstated.

Cargo terminal operations consist of Sailors and equipment moving cargo over land. Equipment operators work diligently to transport material from piers, marshalling yards, and airfields. They keep supply chains flowing. Without them, supplies would pile up on the docks and airfields, bringing operations to a standstill.

Communications and expeditionary support are areas most often taken for granted. However, they are also the most crucial. Without them, information cannot be disseminated effectively; and, the most basic needs such as berthing, power, and water services are at risk. Expeditionary Support Sailors are behind-the-scenes superstars that keep cargo operations going.

An emerging capability for NAVELSG is expeditionary reload. This unit will have the ability to offload ordnance from aircraft, transport it to the pier, and load them to combatant ships. This will afford ships another option to rearm in theater instead of returning hundreds or thousands of miles home to do so. This capability enables blue water lethality like never before.

NAVELSG’s wardroom consists primarily of Supply Corps designators, but also has Civil Engineering Corps, Surface Warfare IT professionals, gunnery officers, Marine Corps officers, among others. Its enlisted ranks are a wide spectrum of boatswain mates, logistics specialists, various SEABEE ratings, IT’s and ET’s, HM’s, YN’s and PS’s. Of the NAVELSG force of more than 2,700 Sailors, it is over 85% Reservists. It trains, plans, and provides for the execution of a variety of expeditionary logistics missions all over the globe for multiple customers.

NAVELSG has evolved since its World War II origins as the Special Stevedore Battalions. Its current mix of specialties is a result of the evolution to meet the warfighters’ logistics needs of today and tomorrow. Capabilities that rearm, refuel, and resupply forces in austere locations enable COCOMs to extend their operational reach during both peacetime and combat situations. Because of this, NAVELSG units are in high demand across the globe. Its active and Reserve Sailors stand ready to answer the nation’s call. Enemy beware. ✨



Air Cargo Sailors training on how to load a C-130 aircraft. –photo by BM1 Tyler Westfall

Expeditionary Logistics Overhaul Process, Adopting Fleet Logistics Principles and the Constant Pursuit of Process Improvement

By Lt. Christina M. O'Regan

N43 MATERIAL OFFICER, NAVY EXPLOSIVE ORDNANCE DISPOSAL UNIT TWO

Navy Explosive Ordnance Disposal (EOD) acts as the service lead for all service EOD and is the only EOD force capable of rendering safe explosive hazards underwater. EOD forces clear the way for projection power ashore and enable blue water lethality. These forces are part of the larger Navy Expeditionary Combat Force (NECF).

The NECF is composed of Sailors skilled in a diverse set of specialized capabilities. These expeditionary Sailors support the U.S. Navy while serving as members of Maritime Expeditionary Security Force, Naval Construction Force, Explosive Ordnance Disposal, and Diving and Salvage Units; and as part of expeditionary units that provide unique intelligence and logistics capabilities.

Explosive Ordnance Disposal Expeditionary Support Unit (EODESU) One and Two were established in 2007 to provide an integrated logistics capability to EOD Forces. EOD Expeditionary Support Units (EODESUs) offer equipment and logistics support to eight EOD mobile units encompassing 113 deployable platoons, two mobile diving and salvage units, and 18 EOD shore based detachments.

From their inception, EODESUs are challenged to provide an agile EOD force with state-of-the-art equipment to remain ahead of the ever evolving explosive threats worldwide. One of those challenges has been to establish a standardized system of issuing

and maintaining equipment during a unit of action's optimized fleet response plan (OFRP). The Expeditionary Logistics Overhaul (ELO) process aims to gain efficiencies in equipment support by centralizing lifecycle management of the specialized gear that allows EOD technicians to succeed downrange.

Prior to the codification of the ELO process, EOD equipment was turned over from one platoon commander to another at the beginning or end of an OFRP cycle. The "get-it-done" mentality of most EOD techs meant that platoon commanders accepted good-enough gear, with pieces of equipment that were probably beyond their service-life, or required maintenance, or technologically obsolete. If a piece of equipment reached non-mission capable status during the platoon life cycle, the onus was on the platoon to seek out a replacement or alter tactics, techniques, and procedures (TTPs) to accomplish tasking with equipment available.

The ELO process provides a framework that encompasses formalized initial issue and life-cycle maintenance support throughout each platoons' execution of the OFRP. During the initial issue, members of the receiving team and members from EODESU Material Department (N43) inventory, inspect, and op-check all equipment, from bomb suits and robots to nuclear detection kits. The ELO model ensures that at the start of an OFRP, every EOD and Mobile Diving Salvage team is outfitted with the latest technologies and a fully functioning arsenal of equipment via the Phased Replace/

Tech Refresh process. It is also during this initial issue that the Equipment pillar of the Readiness Cost Reporting System is updated, providing commanders with the most current information regarding their unit's equipment readiness.

Upon completion of the OFRP, units of action return equipment to EODESU for repair, refurb, or reconstitute for issue to the next platoon entering the OFRP cycle. This regularly scheduled, periodic inspection of equipment has shown to reduce maintenance costs in the long run by staying ahead of big issues. The process allows the EODESUs to troubleshoot small issues and conduct repairs before equipment systems become unserviceable requiring full replacement.

This initial issue of equipment is tailored based on the unit of action's responsible organization (RESPORG). A unit's RESPORG identifies what capabilities and core competencies they are required to maintain. The core EOD RESPORGs include:

- Mine Countermeasures, which require teams to locate, identify, and neutralize underwater mines in depths up to 300 feet in a variety of environmental conditions
- Mobility, typically deploying to mitigate explosive threats to a carrier strike group or OCONUS military installation
- Army Special Operations Force support and Navy Special Operations Force, where EOD techs are tasked with conducting advanced IED defeat in support of the service they are attached to
- Shore based detachments, who support regional commanders with response to explosive emergencies

Rather than outfitting every team with a blanket set of equipment, the EODESUs follow Table of Allowance allotments which delineate equipment based on the unit of action's RESPORG. The result is that every unit of action under a certain RESPORG receives a baseline issue of equipment, standardizing capabilities across the force. Additionally,

teams receive mission based specialized equipment and are not overburdened with maintaining and storing equipment outside of their capability requirements.

The ELO process maximizes efficiency across the EOD force by managing EOD group assets from one central location to facilitate maintenance, acquisition, and act as a single point of contact for units when there is an issue with their equipment downrange. The N43 department works closely with the EODESU N4 to procure ELO material, including robot systems that are obtained through commercial off-the-shelf procurement methods in order to keep up with the speed of technology, and readiness management of nuclear detection kits that require annual calibration. The ELO process takes the burden of life-cycle equipment management off the teams and allows them to focus on training to meet mission readiness.

While the ELO process is not perfect and remains subject to the reality of unexpected equipment issues and slow turnaround times for depot level maintenance, it is a step in the right direction. ELO at both EODESU One and Two have increased accountability in the management of equipment, contributed to increased readiness across units of action by outfitting teams with the most up to date, fully functioning equipment at the start of their OFRP, and has cut costs through timely management of maintenance. The ELO process and supporting inventory management efforts continue to be refined as we better ourselves as a force, placing the EOD operator's needs and safety at the forefront of our decision making. 🌟

Below: Explosive Ordnance Disposal technician demonstrating the use of the Shark Marine Underwater Imaging System, a COTS system used to search for underwater explosive hazards. —photo by EODGRU Two's Public Affairs Office



Explosive Ordnance Disposal technician conducting very shallow water mine-countermeasure operations during an exercise using the Underwater Imaging System, program of record supported by TECHDIV. —photo by EODGRU Two's Public Affairs Office

Left to Right: Lt. Nikolai Ronningen (EODMU5), Lt. Elisabeth Staab (30NCR), Cmdr. James Burns (30NCR), and Lt. Christopher Okimura (CTF75). —photo by MC2 Cole C. Pielop



Conquering Logistics Challenges and Enabling Blue Water Lethality in an Ever-Changing Operational and Geopolitical Environment

By Lt. Elisabeth Staab

ASSISTANT LOGISTICS OFFICER, 30TH NAVAL CONSTRUCTION REGIMENT

Navy Expeditionary Combat Forces (NECF) usually bring to mind; Explosive Ordnance Disposal (EOD) technicians diving to render ordnance inert, Seabees building school houses on small island nations, and patrol boats engaging the enemy in littoral combat.

For the logisticians that work to support these dynamic phase 0 missions throughout the world, it is a high-stakes, demanding, and nuanced environment. The success of the mission and the host country's perspective on the United States can hinge on their ingenuity

and ability to think outside the box in support of phase 1+ capabilities.

The NECF clears the way, bridging the gap between sea and shore. The force then secures the area, builds infrastructure to support our forces, and protects what is ours. The NECF cannot do their mission without materials, equipment, weapons, food, and supplies. Conquering the logistics challenges for the NECF directly enables blue water lethality.

The NECF is composed of Sailors skilled in a diverse set of specialized capabilities. These expeditionary Sailors support the U.S.

Navy while serving as members of Maritime Expeditionary Security Force, Naval Construction Force, Explosive Ordnance Disposal, and Diving and Salvage Units; and as part of expeditionary units that provide unique intelligence and logistics capabilities.

Located on the island of Guam, you will find some of the Navy's finest Supply Corps officers operating at the tip of the spear. Navy Expeditionary Forces Command Pacific, Task Force 75 (CTF 75) is U.S. 7th Fleet's primary Navy expeditionary task force and is comprised of EOD Mobile Unit 5, Navy Expeditionary Logistics Support Group-Detachment Guam, Coastal Riverine Group 1 Detachment Guam, and the 30th Naval Construction Regiment. CTF 75 and each of its task groups are enabled by very dynamic supply officers who ensure the seven Joint logistic functions are sustainable in the planning and execution of coastal riverine operations, explosive ordnance disposal, diving, engineering and construction, cargo handling, underwater construction, maritime security, and intelligence collection.

"Being expeditionary, you are guaranteed that each one of these high-tempo supply officers understands the dynamics of their area of responsibility, remote logistic pipelines, and contingency operations that help them make split-second decisions to ensure warfighters are sustained to win wars," said Lt. Christopher Okimura, supply officer for CTF 75.

A supply officer serving as a logistician in an expeditionary unit can expect to work in a vastly different role than they would fill in a squadron, aboard a ship, or in a submarine. These supply officers have to ensure the NECF can clear, secure, build, and protect. Ultimately, these efforts enable the NECF to dominate in the littoral environment.

Logistics can span from the more typical roles of parts support, procurement, financials, food service, and fuel, but also bridges into equipment maintenance, repair, operations, facility management, embarkation, weapons and ordnance management, health service support, contingency basing, and engineering.

The success of a logistician will depend on their ability to balance all these roles and skills while working in distributed environments where the team on the ground may be the only U.S. military entity in the area or country. The typical support structure of a fleet-concentration area does not always bridge to some of the least densely populated and little-known parts of the world where strategic partnerships exist between the U.S. and the local populace.

The expeditionary force is a perfect example of these dynamic capabilities and the integral part logistics plays in the success of multinational operations spanning six continents around the globe. A single Naval Mobile Construction Battalion (NMCB) could deploy more than 15 engineering detachments throughout a region. In the Indo-Pacific alone, the Naval Construction Force deploys detachments throughout Japan, Diego Garcia, Thailand, the Republic of Philippines, Guam, the Northern Marianas Islands, Palau, the Federated States of Micronesia, the Republic of Marshall Islands, Papua New Guinea, and Timor Leste. The number of participating countries continues to grow and change every year.

Each of these detachments require tailored logistics support that supply officers assigned to NMCBs and regiments are critical in providing. For food service, fuel, ordnance, construction materials, uniforms, medical supplies, equipment, service and parts support, and consumable procurement; creative and dynamic solutions in addition to unique problem-solving skills are the linchpins of success for the forces on the ground.

Working outside the typical fleet concentration areas without the aid of husbanding services or base support structures, expeditionary forces forge strategic relationships with the nations they work with. In many cases they are the only U.S. military presence in the country. The relationships that are built, and the stimulus of the local economy

with the procurement of the life support and project materials for expeditionary forces, are critical to the strategic relationships between the United States and these nations.

"This duty isn't for the weak hearted. If you're looking for rewarding high-speed, low-drag responsibilities that apply real world logistics applications in shaping warfighting dominance at a demanding overseas operational Department Head tour, this is where you want to be, HOOYAH," said Okimura.

The challenging and dynamic role logisticians play within Navy expeditionary combat forces is extremely rewarding. With the absence of a common support structure and readily available answers found in the larger communities in the Navy, there is ample room for creative solutions, unique opportunities, and the ability to grow an idea into reality in real time. These elements make expeditionary tours a perfect place for supply officers who are ready to take on a challenge, think outside the box, and want to conquer problems that will be integral to the success of some of the most dynamic warfighters in the Department of Defense. ☀

Below: Navy Expeditionary Forces Command Pacific/Task Force 75 is responsible for the planning and execution of expeditionary forces throughout the Indo-Pacific area as directed by U.S. 7th Fleet.—photo courtesy of Navy Expeditionary Forces Command Pacific, Task Force 75 Public Affairs Office



Land of Opportunity—A Ship's Store Success Story despite COVID-19

Lt. j.g. K. V. Kinard
SALES & DISBURSING OFFICER,
USS EMORY S. LAND

In the spring of 2020, the COVID-19 pandemic altered the lives of people across the globe. For Sailors aboard the Guam-based submarine tender, USS Emory S. Land (AS 39), the outbreak meant suspended port visits to Thailand and the Philippines, and an uncertain end to their six month deployment in the Pacific. Despite these challenges, retail specialists in the S-3 Division aboard Land maintained a stronger than ever retail operation in the midst of uncertainty.

Maintaining Morale on Deployment

The crew relied heavily on the Ship's Store for a daily boost in morale. More than ever, a positive customer service interaction could be the difference in a good and bad day for many Sailors. Navy and Military Sealift Command (MSC) Sailors alike were able to enjoy the familiarity of a retail experience while at sea. No longer able to shop for toiletries and snacks on their scheduled port visits meant increased demand for essential items in the Ship's Store. Land's records keeping team did an impressive job of balancing this increase in demand with a looming shipyard period and the need to turn stock quickly.

Additionally, Land's S-3 team demonstrated ingenuity by utilizing Navy Exchange Service Command's Emergency Procurement special order program. Due to COVID-19, popular web-based shopping sites experienced backlogs and delayed shipping, especially in forward deployed regions. Land's Sailors were able to submit special requests through S-3 for unique items such as protein powder, headphones, and other comfort items not typically offered in the Ship's Store.

Historic Profits Despite Unprecedented Challenges

By practicing stringent sanitation of all oncoming stores and mail, as well as heavily limiting personnel transfers, Land was able to maintain a "Clean Bubble," free of COVID-19 for the duration of their deployment. This meant personnel could live aboard the ship and temporarily use amenities such as the barbershop without fear of COVID-19 contamination. In addition to the ship's mixed Navy and MSC crew, submariners that pulled alongside Land for repairs were pleasantly greeted with the opportunity to receive a fresh haircut and shop for their favorite snacks in Land's well stocked Ship's Store. Once Land's deployment was over and Sailors returned home for stand-down, these services closed.

Land's Ship's Store was a much-needed reminder of normalcy in the wake of the COVID-19 pandemic. Instead of shying away from the unprecedented challenges the supply department faced on a daily basis, S-3 proved to the crew their resiliency and commitment to service. The Ship's Store brought in historic profits in April 2020 under the leadership of outgoing Sales Officer, Lt. j.g. Mario Smaldino, bringing in over \$100,000 in sales. \$25,000 of this went to Land's Morale, Recreation, and Welfare fund, a glimmer of hope for the future beyond COVID-19.

Leadership and Teamwork

Under the leadership of the Supply Officer, Cmdr. Josh Elston, and the assistant Supply Officer, Cmdr. Kevin Albert, Land's Supply Department earned a third consecutive Blue "E" award; including the Sales and Services Division earning the 2019 "Best in Class" award for Ship's Store Excellence.

"The numerous accolades and accomplishments that this department has achieved over the past year or so is truly a testament to the teamwork, dedication, and commitment that each one of our enlisted sailors and junior officers displays every day within the supply department aboard the ship," said Albert. 🌟

USS Emory S. Land's (AS 39) S-3 Division transfers funds to the Morale, Recreation, and Welfare fund in front of the Arizona Memorial in Pearl Harbor, Hawaii. —photo by Mass Communication Specialist Seaman Naomi Johnson.

NAVSUP's Material Support Team in Spain Lauded for 'Outstanding' Performance during COVID-19 Pandemic

By MA2 Tara Newland and NAVSUP Fleet Logistics Center Sigonella Public Affairs

Cmdr. Joseph Dunaway, Public Works officer, Naval Facilities Engineering Command Public Works (PW) Department, presented a plaque to NAVSUP Fleet Logistics Center (FLC) Sigonella's material support team for its support of PW operations in September onboard Naval Station (NAVSTA) Rota, Spain.

The plaque's inscription states that NAVSUP FLC Sigonella's Material Support Integration (MSI) team, made up of two military members and eight Spanish host nation partners, is recognized for 'outstanding support during COVID-19.'

"NAVSUP's MSI vendor team contributes significantly to the accountability for operating material and supplies for NAVSTA," Dunaway said. "The plaque was an informal but concrete way for the Public Works Department at NAVSTA to recognize the significant contribution of MSI to our ability to execute our mission."

In particular, Dunaway praised the NAVSUP FLC Sigonella MSI team's responsiveness to support requests even during evening hours and their strong relationships with supply vendors.

"Whether it is a late night emergency call, a global pandemic, routine execution, or improving material accountability, they are part of the NAVFAC team making it happen," he added. "The relationship that Public Works has with MSI has been instrumental in addressing critical issues in record time."

Lt. Gerardo Jimenez, NAVSUP FLC Sigonella's assistant site director, said that some of the responsibilities of the MSI team are managing 2,116 line items of transportation, utilities and facilities material including HAZMAT, conducting annual wall-to-wall inventory checks and initiating and tracking contractual procurement requests.

"Our MSI team's immense effort was essential in meeting all operational objectives and keeping the mission going at NAVSTA," Jimenez said. "MSI team members overcame minimal manning requirements and supported NAVFAC and NAVSTA by procuring 86 unplanned purchase requests consisting of over 11,000 individual items totaling more than \$138,000."

Items, he said, included 5,000 R95 masks, 1,000 surgical masks, 1,200 sets of nitrile gloves, emergency supplies for base services and personal protection equipment for custodial, hospital, and contracted services.

Dunaway said that MSI contributes significantly to the accountability for operating material and supplies.

"This is a key contributor to the Navy Material Accountability Campaign to provide ongoing management and accountability of Navy materials," he said. "They were well ahead of this initiative and are an important part of the value they bring to providing service to the base."

NAVFAC's Public Works department's mission is to provide exceptional facilities support services that exceed customer expectations and maximizes operational readiness for homeported and deployed U.S. and Allied forces, tenant commands and their families. 🌟

Below: Miguel Rodriguez (center, blue shirt), item manager, NAVSUP FLC Sigonella, accepts a plaque from Cmdr. Joseph Dunaway (center with black face mask), Public Works officer, Naval Facilities Engineering Command Public Works Department, on behalf of NAVSUP FLC Sigonella's Material Support Integration team. —photo by MA2 Tara Newland



NAVSUP's Contracting Specialists in Italy Praised by Local Navy Hospital

By NAVSUP Fleet Logistics Center Sigonella Public Affairs

In September 2020, members of NAVSUP's contracting team in Italy were presented with a Special Team Achievement Letter of Appreciation (LOA) during an award ceremony held at the base hospital at Naval Air Station (NAS) Sigonella, Sicily.

Signed by Capt. D.M. Gechas, U.S. Navy Medicine Readiness Training Command's commanding officer, the LOA cites the team's "superior performance of duty" in obtaining testing materials and medical equipment to be used in the hospital's intensive care unit. The LOA recognized the team's efforts and teamwork that resulted in the successful procurement of supplies during the COVID-19 pandemic amidst a period of unprecedented global lockdowns and supply shortages.

The letter states that, from July 2019 to June 2020, the team's effective and expeditious actions ensured the continuity of medical support for 5,500 beneficiaries and mission partners at NAS Sigonella who operate in the 5th and 6th Fleet areas of operations. The team also expertly delivered orders, awarded purchase orders and exercised option years for contracted services and material value at \$2 million.

The contracting team is part of NAVSUP Fleet Logistics Center (FLC) Sigonella, headquartered in Sicily, Italy. Individuals recognized with LOAs were Luciano Giuffrida, Alessandra Pulvirenti, Neosenys Gottal and Dana Rains.

"Our contracting team's outstanding support during this challenging time represents exactly what we strive to meet," said Capt. Jerry King, NAVSUP FLC Sigonella's chief of contracts. "Procurements during COVID-19 have been extremely challenging by affecting practically every contracting action over the last six months, from supply chain shortages and restrictions of movement to government declarations and vendor performance challenges. Our team has done an incredible job meeting our customers' requirements and keeping our Sailors mission capable." 🌟

NAVSUP FLC Sigonella–Site Rota COVID-19 Response in Supporting the Fleet

By Lt. Reagan Pescoso

LOGISTICS SUPPORT OFFICER, NAVSUP FLEET LOGISTICS CENTER SIGONELLA CODE 430 SITE ROTA

MA2 Tara Newland

CUSTOMS AGENT AND PUBLIC AFFAIRS SPECIALIST, NAVSUP FLEET LOGISTICS CENTER SIGONELLA-SITE ROTA.

NAVSUP Fleet Logistics Center Sigonella (FLC) Site Rota is composed of 177 military, civilians and Host Nation Partners (HNP). The Sailors, supervisors and HNPs at this command put in immense efforts in ensuring that Naval Station Rota operations and their assets continue to function smoothly. Below are just a few of the many operational achievements that the team has excelled in completing to date during the COVID-19 pandemic.

Postal Operations led the way by managing, routing, and processing 1.2 million pounds of mail in spite of consistent challenges in support of our 32 tenant commands, five forward deployed naval forces ships, visiting assets, retired military members and families. The Lisbon Site Post Office expertly managed and dispatched over 36,000 pounds of mail supporting five tenant commands including Strike Force NATO. The Aerial Mail Terminal in Madrid was key to the regional COVID-19 contingency response efforts by quickly brokering solutions to mitigate commercial air cancellations and skillfully integrating commercial surface and Air Mobility Command assets to distribute over 1.5 million pounds of mail to 12 postal activities in Spain and Portugal. The NAVSTA Rota Post Office served as the C6F distribution hub for incoming mail for further movement to the 6th Fleet area of responsibility (AOR) and was the logistical arm for outgoing mail movement to the 5th Fleet AOR during the lockdown assuring end-to-end Navy supply chain postal support.

The NAVSUP Fleet Logistics Center-Site Rota Defense Fuel Support Point (DFSP) remained a 24 hour operation throughout the height of the COVID-19 lockdown in Spain to provide on-specification fuel to the ships and aircraft of the United States, Spanish, and other NATO forces operating in 5th and 6th Fleet AORs. The team, composed of U.S. military, U.S. civil servants, HNPs, and contract personnel, utilized a minimal manning construct that enabled the mission to be met, while at the same time maintaining social distance. Lockdown strictly limited the movement of personnel in Spain, however, the operational tempo of Rota's customers did not see a downturn. Rota issued just over 19 million gallons of petroleum products consisting of JP-8, F76, JP-5, gasoline and diesel from March 2020 to June 2020.

Comparing the four month COVID-19 period to the same time window in 2019, the total gallons issued were almost identical. DFSP Rota also implemented a contactless refueling contingency operating plan that is in effect for the duration of COVID-19. This policy mirrors a replenishment at sea, utilizing heaving lines to pass necessary fittings, hoses and documentation from the pier to moored vessels. This enables the vessels to be refueled safely, allows the crews of the moored vessels to maintain their bubble, and eliminates close personal contact.

COVID-19 has brought unique challenges to normal day-to-day refueling operations, but the team at Rota has adapted quickly in order to overcome them, and support the mission. Going above and beyond the call of duty by formulating innovative ways to counter logistical challenges brought about by the pandemic the fleet support team at the Logistics Support Center (LSC) was instrumental in elevating the morale of the ship's crews and their ability to continue on with their mission.

Further, their tremendous efforts benefitted Sailors and civilian mariners of 22 ships spanning a total of 600 in port days to afford them their well-deserved port visit liberty. With the crew restricted to the pier the Logistics Support Representatives (LSR) at LSC facilitated installation of WiFi services on the piers enabling the crew to connect with their loved ones at home. Redefining port visit liberty, the bubble to bubble liberty concept was introduced. This entailed dividing groups of the crews into small sections and allotting times for each of these sections to do different activities, as well as exclusive use of services throughout the base such as the Navy Exchange main store, mini mart, and laundry facilities as well as the beach and golf course. The LSC team, together with the Morale, Welfare and Recreation worked to provide opportunities for the visiting crews to participate in pier events such as movie nights, barbecues, beer on the pier, sports and games and even pierside lodging. Equally notable is the LSR team's efforts in the safe and timely delivery of over 2,000 pallets of cargo and provisions despite a "gangway up" order restricting crew aboard and social distancing measures in place. This allowed the warfighters and assets of USS Harry S. Truman (CVN 75) and USS Dwight D. Eisenhower (CVN 69) Strike Groups, USS Bataan (LHD 5) Amphibious Readiness Group, Submarine Group 8 and Commander Naval Surface Forces Atlantic to successfully continue on with their mission by having mission critical parts and sustainment items on hand.

During the pandemic, the Personal Property Shipping Office (PPSO) likewise faced many challenges such as Host Nation's State of Alarm and Restriction of Movement (ROM), DoD PCS stop/delay, and DoD's ROM measurements. Once able to resume operations PPSO successfully executed the first Forward Deployed Naval Forces-Europe (FDNF-E) Homeport Change between USS Carney (DDG 64) and USS Theodore Roosevelt (CVN 71). In an intense three week period, PPSO staff achieved the first FDNF-E transition back to CONUS by executing 112 HHG pack-outs, 85 unaccompanied baggage, and 29 alcohol shipments weighing 750,000 pounds, while allowing the unit to

maintain its full operational readiness and meeting all set timelines prior to departure. Moreover, PPSO effectively tackled a 60% increase in HHG pack-out services totaling over 1.5 million pounds, processed the importation and exportation of over 300 privately owned vehicles and performed 100% quality control inspections and COVID-19 health protocol surveys on 1,000 HHG delivery and pack-out services as required by new U.S. Transportation Command U.S. Transportation Command and NAVSUP policies.

NAVSUP FLC Sigonella-Site Rota continues to provide forward leaning support to its customers. The evident high level of warfighting mentality of the Sailors and the dedication of the civilian professionals and HNPs make for a lethal combination to counter any and all challenges COVID-19 pandemic will present in the future. The team at NAVSUP FLC Sigonella-Site Rota is and will remain focused on achieving end-to-end supply chain and cradle to grave logistics support to all units transiting through or operating within the Iberian Peninsula and the 6th Fleet AOR. 🌟



NAVSUP FLC Sigonella's Support Center Team at Naval Station Rota, Spain. *Left to right:* LS2 Ramiro Mendoza, LS2 Rogelio Guzman, Lt. j.g. Genesis Manzo, Lt. Reagan Pescoso, Irene Espana, LS2 Lisa Thepvongsa, LS1 Elma Joiner, LSC Stanley Norzeus and Juan Antonio Camacho. –photo by Lt. Gerardo Jimenez

USS Dwight D. Eisenhower's (CVN 69) Record Setting 206 Days at Sea

By Lt. Tyler Vaughan

STOCK CONTROL OFFICER, USS DWIGHT D. EISENHOWER

On 9 August, 2020, the crew of USS Dwight D. Eisenhower (CVN 69) returned home after a record setting 206 consecutive days at sea.

This accomplishment shattered the previous Navy record held by USS Theodore Roosevelt (CVN 71) that operated for 160 days straight supporting post-9/11 tasking. Before that, Eisenhower set the record in 1980 by operating at sea for 152 days during the Iran Hostage Crisis.

On January 17th, 2020, Eisenhower put to sea to execute Composite Training Exercise (COMPTUEX) with the intention of returning to Norfolk to top off on supplies prior to deploying. This plan quickly changed when Eisenhower was tasked to immediately depart for deployment without returning home; the first such COMPTUEX & Go deployment since the Cold War over 30 years ago. Transiting toward 5th Fleet, Eisenhower swept through the Mediterranean as the logistics chain closed down behind them due to COVID-19 restrictions. By the time Carrier Strike Group 10 took station in the Arabian Sea, much of the world had ground to a halt while they worked to fight the virus.

By mid-deployment it became obvious that a port visit wasn't going to be an option, which meant the supply department had to get creative in order to provide the highest level of service and support possible. Carrier onboard deliveries (CODs) were utilized to deliver fresh fruits and vegetables from Bahrain, Marine Corps MH-53s were used to deliver four 10,000 pound purchase cables for the arresting gear system, and birthday meals and appreciation meals were served with the help of the Food Service division to show the Sailors that their hard work had not gone unnoticed.

Since departing Norfolk, the supply team received 127 CODs and 26 replenishments at sea (RAS) events consisting of more than 11,000 pallets valued at \$101 million. Without the herculean effort provided by Combined Task Force-63 (CTF-63), CTF-53, Air Mobility

Supply Corps officers aboard USS Dwight D. Eisenhower (CVN 69). From left to right: Lt. Cmdr Joshua Shiver, Lt. j.g. Jamie Miles, CWO2 Larry Lovell, Ens. John Castillo, Lt. Andrew Small, Cmdr. Andy Henwood, Ens. Whitney Ward, Lt. Jon Kang, Lt. Cmdr. Carl Pennycooke, Lt. Bryan Pace, Lt. Tyler Vaughan. Not Pictured: Lt. j.g. Alejandro Perez, Lt. j.g. Paul Kruger. —photo by MCSN Brennan Easter



Command, and the Military Sealift Command, this record setting endeavor would not have been possible. The timely receipt and stowage of this material provided support for the Carrier Strike Group and is a true testament to the work ethic and professionalism of the Sailors that make up Eisenhower's supply department.

Without traditional opportunities available for Sailors to decompress, the largest challenge faced by the supply team was maintaining the morale of the crew. A holiday routine was established to provide every Sailor a 24-hour window, once a week that they could use as they desired. Morale, Welfare, and Recreation (MWR) played a crucial role in boosting morale by providing games and activities that gave everyone an opportunity to relax and recharge during their time off. Slam dunk contests, iron chef competitions, mustache vs beard March madness brackets, lip sync battles, and fitness competitions galore were just some of the many ways the team supported the crew in addition to the myriad of steel beach picnics, four (yes FOUR!) beer days, and special meals.

All of these efforts, focused on giving back to the crew, were impressive, but could not compare to the tenacity displayed by the Sailors. They embraced the situation, earning the new nickname "Iron Ike," and displayed it proudly by wearing

their "No-Ports 2020" deployment T-shirts.

When asked about his thoughts on deployment Eisenhower's Supply Officer, Cmdr. Andrew Henwood expressed his pride in the department when he said "I cannot begin to express how proud I am of every Sailor in the supply department. When we left Norfolk in January no one could have imagined the complexity of the issues we would be faced with over the course of the deployment. We were forced to create solutions to problems no one had ever faced before. We overcame tremendous obstacles due to the impact of no port calls and the limitations imposed by COVID, and through it all, still exceed all mission requirements. We left as a fairly green crew and came back as a stronger and more resilient supply department."

The uniqueness of this deployment tested the crew and forged bonds stronger than anyone could have imagined back in January. Without the efforts and resiliency of the entire team, this deployment would not have been nearly as successful as it was and Eisenhower would not have been able to remain on station and on mission. ●

USS Dwight D. Eisenhower (CVN 69) returning home after a record setting 206 consecutive days at sea.



USS John F. Kennedy (CVN 79) Opens Ship's Store

By Lt.Cmdr. Valerie Greenaway

PRE-COMMISSIONING UNIT, USS JOHN F. KENNEDY

Sailors aboard the Navy's newest Ford-class aircraft carrier, Pre-Commissioning Unit (PCU) USS John F. Kennedy (CVN 79), celebrated the grand opening of the Ship's Store with a ceremonial ribbon cutting.

Unlike traditional Ship's Stores located aboard the ship, services to Sailors were opened at Kennedy's offsite location on the campus of Newport News Shipbuilding. During the opening ceremony, Commanding Officer Capt. Todd Marzano made the first purchase and took part in the ribbon-cutting ceremony to celebrate the event.

"Today marks another exciting milestone for the command," said Marzano. "A lot of planning and hard work went into making this event possible, and I know the crew will greatly benefit from having a Ship's Store."

Before establishing a store, Kennedy's Moral Welfare and Recreation (MWR) organization, with volunteers from all departments, established a retail outlet to support Sailors' retail needs. Kennedy's supply department, with support from the Navy Exchange Service Command, established the Ship's Store capability. As the supply department grew, S-3 began increasing the inventory, offerings, and level of support to Kennedy and shipyard partners. Ship's Supply Officer Cmdr. Chris Roesner, spoke with supply Sailors after the ceremony, expressing his gratitude for overcoming numerous challenges as a team.

"It is with great pride that I congratulate the S-3 Division for achieving this milestone," said Roesner.

Ens. Eric Severn and his team are eager to begin supporting the crew's retail needs.

"The S-3 Retail Services Division has overcome several challenges over the past few months," said Severn. "COVID-19 significantly affected normal operations and procedures."

Severn added that the safety of the crew is paramount to our division. Through guidance from the Medical and Safety Departments, S-3 has revised how the selling of merchandise will take place. The spaces will be cleaned much more frequently than in the past. The Ship's Stores' ultimate goal is to support the crew.

"We are here to boost the crew's morale, provide essential items and support MWR," said Retail Specialist First Class James Ebron.

PCU John F. Kennedy has been under construction at its Newport News location since 2015 and continues to make preparations for its commissioning.

USS John F. Kennedy is the second aircraft carrier to honor John F. Kennedy for his service to the nation, both as a naval officer and as the 35th President of the United States.

For more information on PCU John F. Kennedy, follow the ship's fan page on Facebook at www.facebook.com/CVN79JFK. 🌟



Are You Truly Living Out Your Purpose?

By MC3 Ashley E. Lowe,
USS Dwight D. Eisenhower

Each month Lt. Cmdr. Carl Pennycooke, assistant supply officer aboard the aircraft carrier USS Dwight D. Eisenhower (CVN 69), hosts a leadership training session.

Each session a different topic is presented to provide leaders with the opportunity to develop and improve their leadership techniques.

Pennycooke's monthly leadership training is directly in line with the Navy's Culture of Excellence, which encourages continuous learning and provides Sailors with the necessary leadership skills to promote their individual growth.

"The idea is to get people thinking critically," said Lt. Tyler Vaughan, Eisenhower's stock control officer. "The sessions offer leaders the tools they should have to be effective in their role."

Pennycooke developed monthly leadership training sessions to pass on the knowledge he's gained throughout his life and career.

"I've been doing this for a long time," said Pennycooke. "It wouldn't be fair to keep the knowledge gained throughout the years to myself."

Two of the topics out of the series are purpose and mentorship.

"If you were to die today, what would die with you that no one else can offer in this world?" Pennycooke asked during the purpose training session. "Are you truly living out your purpose? What are you doing now so that you can leave this world a better place than you found it?"

The intention of these questions is to provoke people to think about how they can make the world they live in a better place for themselves and everyone around them.

"My purpose on Eisenhower is to deliver these trainings," said Pennycooke. "It ensures the Sailors I mentor each day have the opportunity to learn, effect change and pass on that which they have learned to the next generation."

Chief Logistics Specialist Alvis Sanchez has attended each of Pennycooke's sessions.

"My kids are my purpose," said Sanchez. "My mentor, Master Chief Johnson, advised me that treating Sailors as your kids lets them know that I'm here and I care. I try to treat my Sailors in a way they know I care about them as I care about my kids."

Leadership is made effective through mentorship, as that's what leads people to grow and find their own purpose.

"Are you mentoring tomorrow's leaders?" asked Pennycooke in the mentorship session. "Are you paying forward that which someone has paid forward to you? Mentorship further empowers people to make the world a better place."

In the training, Pennycooke points out that mentorship is in every leader's job description.

"I have purposed within myself to be a mentor for as long as I can because I did not get here on my own," said Pennycooke. "I have been blessed to have gained and maintained relationships with several mentors, advocates and coaches throughout my career."

Training like Pennycooke's influences environments to become more positive and supportive with leaders' growth.

"I gained a lot of knowledge from the course," said Chief Culinary Specialist David Cunningham, cargo team's leading chief petty officer. "I have developed a better understanding of who I am, which has made me a better leader. Knowing who I am helps me mentor more people to know who they are so that they too can lead effectively."

One habit Cunningham has included in his leadership and mentorship style is sharing books that have helped him to grow as a person. Culinary Specialist 3rd Class Drue Johnson said she enjoys reading those books about personal growth.

When Pennycooke first arrived on Eisenhower, he noticed some issues within the supply department and decided to develop the training sessions to change and improve that culture. The higher in the chain a person gets, the more their leadership skills affect Sailors who look up to them.

"When the khakis don't communicate with each other, it's very confusing for junior Sailors," said Johnson. "It's hard to find direction when you receive conflicting instruction."

Sanchez too noticed a change in the culture among supply department's khakis. According to him, it's been easier

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to interact amongst leaders. The training helps mitigate conflict by creating unity within the khaki community. He's noticed that replenishments at sea go more smoothly now because there's less oversight, and more coordination and delegation.

"The khakis meet a day ahead and disagreements happen prior to the event," said Sanchez. "We leave on the same page and enforce unified expectations to keep Sailors and equipment safe. We're more effective this way."

Lack of communication can make even the simplest of daily tasks, such as retrieving supplies from a storeroom, confusing. Since the chain of command turned over and people started receiving training, the khakis work more closely together and have more opportunity to communicate.

"Communication is the biggest thing," said Johnson. "It can make or break any relationship. [S-2's leaders] know what's going on now and I've seen some of the second classes step up. I think they needed the space and opportunity that the khakis offer them now."

The first leadership training session Johnson attended was a training held for S-2 division's Sailors to introduce them to the

leadership models Pennycooke includes in his training. From it, Johnson found inspiration to begin her process of developing as a leader. She has since attended two more sessions among the chiefs and officers who make up the majority of attendees at the monthly sessions.

"You cannot just train at one level within an organization," said Pennycooke. "Everyone from the most junior to the most senior Sailors must be included."

Vaughan is one of the junior officers who have attended the training sessions. According to him, the training has opened minds critically about the purpose of being a leader and challenges Sailors to think differently.

"Looking at things from different perspectives will only make us better," said Vaughan.

Vaughan attributes the positive impact the training has had on the supply department to both the effort of the leaders who attend and Pennycooke's passion for Sailor's growth and the Ike community.

"ASUPPO is good at pulling people into conversations and using his own network to develop the community," said Vaughan. "His efforts improve the effectiveness of the training as well."

Pennycooke pulls all ranks into his networking circle and trains everyone equally, from seaman apprentices to Adm. Brendan McLane, commander carrier strike group ten.

"I have had the pleasure of attending Lt. Cmdr. Pennycooke's mentorship training session and it was a wonderful learning environment," said McLane. "It was great to interact with Sailors from all paygrades. This is how we grow a culture of excellence in our Navy."

In addition to his monthly training, Pennycooke also hosts leadership training sessions upon request.

"I encourage people to come with an open mind and ready to learn," said Vaughan. "The more people who receive training, the more value the supply department and Eisenhower will receive from having better leaders."

When Sailors commit to developing as leaders, effecting change, and passing on that which they have learned, they contribute to communities' opportunity to live in harmony, treat each other equally and ultimately leave this world in a better place. 🌟



Why Submarines? A Chop's Perspective

By Lt. Samuel Shorts

811 PROGRAM STUDENT, UNIVERSITY OF KANSAS

Additional pay, department head credit, getting your fish, high promotion rate, all positives, and all benefits of completing a tour aboard a submarine. These extrinsic rewards are professionally and personally enhancing, but I believe they portray an incomplete picture of what it means to complete a tour as a "Chop" and the subsequent long-term career benefits. My goal is to articulate how my time as a Chop has impacted my career, as well as provide some insight to those who are considering a submarine for their first or second sea-tour.

To provide some context, I'll quickly reflect on my career path so far. After Officer Candidate School and Basic Qualification Course, I served for three years aboard USS Hawaii (SSN 776), a Virginia class fast attack submarine based in Pearl Harbor. I was aboard for the entire deployment workup, multiple inspections, a seven-month Western Pacific deployment, drydocking, and the first half of an Integrated Logistics Overhaul period. I have since served as an Aviation Support Division officer supporting E-2s and C-2s, was a member of an Echelon III comptroller team supporting Navy Seals, served as a budget officer for an East Coast Riverine Group, and am currently completing my MBA as part of the Navy's 811 program at the University of Kansas.

Each job after my time on the submarine was in a different community utilizing different software programs supporting a different customer. I haven't managed an inventory since my Chop days or run a galley, but my submarine time has paid enormous dividends throughout my career. Here are a few ways that my submarine time has helped me:

Big picture: My time on the submarine provided me with a broad overview of multiple areas that we operate as supply officers: contracting, finance, logistics, fuels, operational planning, Joint training, inventory management, personnel management, food service, disbursing/sales (port call with a sub tender), and the expeditionary environment. This inside view of each facet of the Supply Corps' area of operations gave me a good framework of how I wanted to frame my career path.

Engagement with Chain of Command: As a brand-new ensign, I had daily face time with my commanding officer. This time with a senior officer, as a junior officer, provided me with the confidence to address captains, admirals, and generals in follow-on tours.

DLR Management: Hands on Depot Level Repairable management made my transition to the aviation community much easier, and informed my decisions as a budget officer when dealing with stock reorders and carcass charges for subordinate units.

Finances: Operating Target (OPTAR) funds management, end of fiscal year priorities, and annual financial plan submission provided me with a foundational knowledge that helped me succeed in my finance roles supporting our special warfare and riverine units.

Customer Service: Galley operations is all about customer service, but as supply officers, the warfighter is our customer. This experience

prepared me to receive critical feedback and criticism and utilize that insight to better my service and response time to those on the frontlines.

Mentorship: On a submarine, you are the only supply officer. This forces you to reach out and engage with the greater supply community for help and assistance. I still turn to my fellow Chops when I need help. You are also the only non-nuclear trained officer aboard. This provides you with a unique opportunity to provide mentorship to your department and the crew.

Qualifications: I have three warfare pins (Sub, NASO, NESCO). My sub qualification process prepared me extremely well for my follow-on qualifications. I learned how to extract the pertinent information from tactical and administrative publications, and I learned how to prepare and present myself during an oral qualification review board.

Adaptability: There is nothing like opening the hatch and walking onto a pier that's in a country you've never been to, and then having to immediately start coordinating logistics and food service support for the crew and the sub. This ability to quickly grasp what's going on around you in an operational and high stress environment is helpful no matter what role you serve in during your career.

A BQC classmate of mine also completed his first tour on a submarine and has seen the benefits of that tour play out though his career. Lt. Cmdr. Michael Marchese, who served on USS Annapolis (SSN 760), followed his sub tour with a stint as a Navy Supply Corps School instructor and then ran S-1 and S-8 on USS Carl Vinson (CVN 70). He currently serves as the flag aide to the Chief of Supply Corps.

For Marchese, "Joining the Submarine Force showed me early on how crucial the role of a Supply Corps officer is to the fleet. On a boat, the SUPPO is the trusted expert in his/her role, like the "doc" is for medical care. Starting my career on a unit where the importance of my job was never in question has stuck with me, and I now see how this transcends to the bigger stage. The Supply Corps' role has never been more critical as VCNO and NAVSUP have just recently kicked off Naval Sustainment System Supply (NSS-Supply), a new cross-domain mission partner approach to coordinate and integrate our Supply Chains end to end, seeking to decrease maintenance turnaround times, increase end-to-end velocity of spares, and reduce costs to the Navy."

Seeing behind the curtain and how much supply and logistics impacts the operational success of a submarine, and the Navy as a whole, is a worthwhile experience that I'd recommend to anyone interested in making an immediate impact on their sea tour.

Deciding which platform to choose for a first or second sea tour can be daunting. Although my experience was unique to the sub I served on, I am extremely thankful for my tour aboard Hawaii and everything I learned from my time as "Chop." My submarine experience prepared me well for my follow-on tours and I'm confident I will utilize those skill sets on tours to come. 🌟



U.S. Personnel Exchange Program Personnel with Rear Adm. Converse, USN, COMSUBPAC, and Capt. Theobald, RAN, COMSUB –photo by Lt. James Engelking

Personnel Exchange Program—Perth, Western Australia

Lt. James Engelking, SC, USN

SUPPLY SUPPORT MANAGER,
COLLINS SUBMARINE PROGRAM,
CAPABILITY ACQUISITION AND
SUSTAINMENT GROUP

In the time of COVID, when isolation became an advantage, fewer places were better equipped to mitigate the threat of the illness than Perth, Western Australia. Covering the entire western third of the continent, Western Australia has many amazing claims. It boasts over 12,500 km of coastline, would be in the top 10 largest nations in the world, and hosts the world's largest producers of gold, diamonds, and pearls. Perth has the largest city park (King's Park) in the world, and is geographically closer to Singapore and Jakarta than Australia's capital city, Canberra. Its geographical isolation makes it a strategic location for basing Royal Australian Navy (RAN) Collins Class Submarine (CCSM) fleet.

After completing my first tour on USS Dextrous (MCM 13), homeported in Bahrain, I arrived in Perth in September 2018

after checking in with the Personnel Exchange Program (PEP) – Pacific team in Pearl Harbor, and the USAF 337th Air Support Flight (ASUF) and Embassy staff in Canberra. The PEP – Pacific team is led by COMPACFLT NIB, a captain, who signs my FITREPs and looks after admin and personnel-related matters. The 337th ASUF provides installation-similar support to PEPs stationed throughout Australia. They look after ID issues, household goods, OHA/TLA, legal assistance, medical, dependent education and more, and are an amazing resource for service members and their families.

U.S.-AUS alliance

The military alliance between the United States and Australia traces back decades. On July 4th, 1918, Lt. Gen. John Monash planned and led the Battle of Hamel; the first time in history that U.S. Army troops fought under a foreign commander.

During WWII, the U.S. stationed submarines, ships, and aircraft in Australia. Western Australia was home to the primary U.S. Navy (USN) submarine base in

Fremantle, with 127 submarines carrying out 353 patrols and sank 340 ships.

The continued importance of the U.S.-AUS submarine alliance is evident each year during numerous shared exercises, but especially during the Submarine Command Course for submarine P-COs. USN and RAN prospective commanding officers ride on USN and RAN submarines and are trained and assessed in a gruelling crucible of submarine leadership. Out of this comes a strong bond- “mateship”- between the U.S. and AUS submarine community, which I enjoy each day when I come to work. The AN/BYG-1 submarine combat control system, the Mk-48 torpedoes, and other components highlight the shared tactical capabilities of both submarine fleets. In 2017, the U.S. National Technology and Industrial Base added Australia, and last year, Perth hosted the Australian American Leadership Dialogue, which includes legislative delegates, technologists, scientists, and former military and intelligence leaders.

Valuable Supply Corps competencies

U.S.-AUS PEP roles further the tradition of partnership. Embedded in the framework of the Australian equivalent of the NAV-SUP Weapon Systems Support (WSS) enterprise, I serve as supply support manager for the Collins Submarine Program (CSMP). CSMP is a program office in the Capability Acquisition and Sustainment Group (CASG) framework, which acts as a program executive office-equivalent for the RAN (CCSM) fleet.

CASG serves all of the Australian Defence Force through Systems Program Offices (SPO). CSMP is the Submarine SPO, and supports the customer, RAN Submarine Forces (SUBFOR), as well as the capability manager, located in Canberra.

SUBFOR, along with the RAN's six CCSMs – HMAS Collins, Dechaineux, Farncomb, Rankin, Sheean, and Waller – are homeported at HMAS Stirling. The Prime In-Service Support Contractors (ISSC) for CCSM are ASC and Raytheon Australia. Other ISSCs include PMB, Thales, BAE, and L3. The Joint Project Office at Naval Undersea Warfare Command, in Newport, Rhode Island, and an office in Washington, D.C., additionally support CCSM and development of the AN/BYG-1 and torpedo systems. Australian submarine engineering officers serve in embedded roles in those organizations, strengthening the bond.

A product support manager- a RAN maritime logistics officer (MLO) commander- leads our department, which also

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Lt. James Engelking parked on the dunes on Western Australia's coast. –photo by Lt. James Engelking



Above: 2019 U.S. Submarine Memorial Ceremony, National Australian and New Zealand Army Corps Centre, Albany, Western Australia. –photo by Lt. James Engelking

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consists of one RAN MLO lieutenant commander, one RAN MLO lieutenant, one RAN maritime logistics (ML) petty officer, and several Australian Public Servant logisticians. We are responsible for ML functions across the CCSM capability life cycle, especially in the in-service and disposal phase.

In-Service and Disposal ML functions include: Product Support Management, Logistics Support Analysis (LSA), Technical/Logistic Assessing, Support Chain Management, and Materiel Management.

We also own Integrated Logistics Support (ILS) and LSA activities related to transitioning system acquisition projects from the project team during the acquisition phase, to acceptance into operational service, and Supply Support Fundamental Inputs to Capability for signing Initial and final operating capabilities.

In my role, I draw heavily on experiences managing materiel readiness for operations, and ILS management during Dextrous' CNO maintenance availability in Bahrain. The CCSM has a strict upkeep cycle and planning for availabilities is only half the battle. The rest of the tasks revolve around managing the configuration baseline, efficient onboard and warehouse sparing, supply chain governance and assurance. While CSMP is accountable for sustainment and readiness, execution of Configuration Management, Systems Engineering, and Inventory Management tasks is decentralized throughout the CCSM enterprise. The ISSCs serve as designated logistics managers and stock item owners of items, and are responsible for delivering materiel ready days to the capability manager and SUBFOR. Using best practices of life cycle management, developed by the DAU, we provide oversight, assurance, risk prioritization and decision-making input in a public-private partnership to enable the ISSC to deliver support at the best value for money.



2019 U.S. Submarine Memorial Ceremony, National Australian and New Zealand Army Corps Centre, Albany, Western Australia. —photo by Lt. James Engelking

Once in a lifetime experience

Besides serving in a unique location, being embedded in a foreign Navy, and gaining crucial Supply Corps competencies, the PEP tour has enabled me to forge relationships with RAN peers, U.S. Submarine officers and enlisted PEPs also stationed in Perth, and PEP and NAVSUP Fleet Logistics Center (FLC) Site Detachment Yokosuka Supply Corps officers stationed in Canberra and Sydney. Through my role, I have had the opportunity to travel to Melbourne, Canberra, Sydney, Albany, and Adelaide. In a pre-COVID world, I was planning a site visit to Singapore and Japan to explore options for the CCSMs first overseas long-term maintenance availability. I have marched alongside RAN personnel in Australian and New Zealand Army Corps (ANZAC) Day celebrations, and laid wreaths at memorials for U.S. and Australian submarines and service members. There is a strong tradition of honouring veterans in Australia, and Perth is home to the RAA SAS Regiment, who also have their own PEP relationship

with the United States and USN. I have also competed with ADF athletes in various competitions as sporting and athletics are valued by the ADF, and sanctioned sporting events are easy to join, with participation encouraged and endorsed by RAN chain of commands.

Perth is an amazing place to live; it is often compared to San Diego or Los Angeles (without the traffic). Outside of work, I enjoy watching Australian Football League, rugby, cricket, four wheeling on the thousands of miles of coastline, hiking, camping, wine tasting and surfing in world-class Margaret River, and interacting with a great State Department team at the U.S. Consulate in Perth, as well as the numerous American expats who call Perth, and Australia, home.

Living in Perth and working alongside RAN and CASG personnel to directly support an ally in a vitally important region, all while developing a life cycle management skill set that directly relates to the Supply Corps has been a once in a lifetime experience. ☀

USS Nimitz (CVN 68) Supply Department Receives Blue “E” Award

By Ricky Dejesus

SALES OFFICER, USS NIMITZ

Uncertainty ruled the day for the 5,000 Sailors and Marines embarked on USS Nimitz (CVN-68). In the midst of sequestering aboard for 27 days, as layers upon layers of coronavirus mitigations were enacted to ensure the health and safety of the crew, and with deployment looming large, it would be a vast understatement to say that Nimitz was going to be facing numerous challenges in the days ahead.

Lengthy periods at sea, coupled with new requirements aboard, made having tenacity, steadfastness, and flexibility not just a desirable mindset in a COVID environment on a naval warship, but an absolute necessity for success at sea. Nowhere was that success embodied more than in the proud men and women who serve in the Blue “E” award-winning supply department aboard Nimitz.

Ranging from a combined S-2 and S-3 on load of over \$3.5 million in inventory with a three-day timetable in preparation for a lengthy deployment, to over 1,300 high-priority requisitions in excess of \$5.2 million to maximize the readiness of the ship, the supply department consistently met and exceeded expectations to maximize support and crew morale. Their professionalism, combined with their willingness to follow the most stringent of standards, resulted in an overall Supply Management Inspection grade of 99.2%, far exceeding the requirements for earning the Blue “E” award. Their sustained success and superior work ethic truly embraced the Nimitz motto of “Teamwork, A Tradition.”

As a result, Nimitz is steadily exceeding the requirements of their deployment through both 7th and 5th Fleet areas of responsibility, while expertly sustaining operations in time-critical and volatile locations.

Through consistent performance, sheer resilience, and absolute determination for reaching the highest of standards, the Nimitz supply department shined as an example of what can be accomplished in the face of great adversity.

Congratulations to the supply department and fair winds and following seas to the men and women aboard Nimitz! ●



From left to right: YN2 (SW) Jerome Aldaz, Lt. Cmdr. Jason Montgomery, Lt. Cmdr. Mark Toner, Cmdr. Tim Freeman, LSCM Stephanie Tuttle, Lt. Cmdr. Cliff Rivera, YN1 (SW) Joseph Hollen. —photo by MC3 Olivia B. Nichols

Naval Academy was Personal Calling for First Black Female Plebe

By Terri Moon Cronk

DEPARTMENT OF DEFENSE NEWS

In 1976, when she arrived in Annapolis, Maryland, the atmosphere of the U.S. Naval Academy “was mutually exacerbating for everyone who was there,” said Janie L. Mines, who went on to become a Navy lieutenant in the Supply Corps and one of the first women to serve on a Navy ship.

“The academy wasn’t ready for [women],” Mines said. “It just happened quickly, and it needed to be done. The academy considered itself to be a combat school, and [women] were not allowed to serve in combat. So, we were seen as taking up spots for good combat officers that were needed, because we ‘couldn’t do the job.’ Additionally, there was a general belief that as a Black woman ... I would not be able to lead in what was at that time a white-male Navy.”

Despite that belief, she said, all women had to be able to become professional naval officers—mentally, morally and physically.

“Part of [the academy’s] process was to weed those out who they perceived as not able to ‘cut the mustard’ in leading the Navy of the future,” Mines said.

Most all-male upperclassmen did not accept women of the charter class, and strife and dissension existed in many forms, she recalled. Yet on graduation day, an upperclassman who had given Plebe Mines “challenges” left a single rose in a vase with a note on her desk that read, “I’m sorry.”

And once, after an injury, Mines was trying to pass a physical test, and the male athletic staff cheered for her, she said.

“I’d never experienced that before,” she added. “So, I grew, the academy grew, and that’s why I said it was a mutual frustration for everybody—but we kind of grew together and we got past it.”

Why would Mines attend the Naval Academy when she had been accepted to every Ivy-League school where she’d applied, as well as to an ROTC program at the ‘The University of California, Berkeley’?

“[The academy] was a personal calling,” she said. “When the academy called and said I would be the only Black woman who would be admitted, I felt it was something I had to do.”

Mines’ charter freshman class in 1976 included only 81 women – about 10% of the freshman class. In 2019, 39 years later, the ratio has grown to 72% men and 28% women graduates, according to Naval Academy officials.

Today, Mines mentors midshipmen and young Navy officers almost daily. after 38 years of encouragement from those around her, she published a book in 2019 titled “No Coincidences: Reflections of the First Black Female Graduate of the United States Naval Academy.” It contains 25 vignettes based on questions she’s commonly asked by junior officers about the challenges she overcame at the academy.

“Probably 95% of my friends are male Naval Academy graduates,” Mines said. “In terms of preparing me for life, you just couldn’t beat the Academy experience. I learned from the many challenges I faced at the Naval Academy and in the Navy, so I was not afraid to step forward and take charge of a lot of the challenges I faced in civilian life.”

Her busy life is also filled as a member of the Defense Advisory Committee on Women in the Services (DACOWITS). The 70-year-old organization’s members came to the academy when she was there to help support women students, Mines said, so she wants to “pay it forward ... and be there for others.”

Link to original story... <https://www.defense.gov/Explore/Features/Story/Article/2368812/naul-academy-was-personal-calling-for-first-black-female-plebe/#pop4568066>



Ret. Capt. Billy R. Mitchell

Retired Capt. Billy Mitchell, SC, USN, 95, passed away on May 13, 2020. Mitchell retired from the Navy after 22 years of service while serving on duty at Naval Supply Center, Norfolk, Virginia. He received his bachelor’s degree from North Carolina State College and his master’s degree from the Naval Postgraduate School in Monterey, California. Duty assignments include: USS Lake Champlain (CV 39); USS Rockbridge (APA 228); Naval Auxiliary Air Station, Saufley Field; Naval Air Facility, Naples, Italy; Naval Supply Depot, Philadelphia, Pennsylvania; Bureau of Supplies and Accounts, Washington, D.C.; Naval Air Station Jacksonville, Florida; and USS John F. Kennedy (CV 67).

Ret. Rear Adm. Bruno A. Pomponio

Retired Rear Adm. Bruno Pomponio, SC, USN, 90, passed away on September 10, 2020. Pomponio retired from the Navy after 33 years of service while serving as Deputy Director of the Defense Logistics Agency, Cameron Station, Virginia. He received his bachelor’s degree from Pace College in New York City and his master’s degree from the Naval Postgraduate School in Monterey, California. He was also a graduate of the Armed Forces Staff College. Duty assignments include: Vice Commander, NAVSUP; Director of the Materiel Division, Office of the Chief of Naval Operations; Head, Aviation Support Branch, Office of DCNO (Air Warfare); Executive Officer of ASO Philadelphia; NAVAIRSYSCOM, Executive Officer of NSD Subic Bay, R.O.; Staff, COMNAVAIRLANT; Supply Officer of AEW Barrier Squadron, Midway detachment; Supply Officer of Air Transport Squadron 22; USS Edisto (AGB 2); and USS Proteus (AS 19).

Ret. Rear Adm. Dean B. Seiler

Retired Rear Adm. Seiler, SC, USN, 90, passed away on August 16, 2019. Seiler retired from the Navy after over 38 years of service while serving as ?. He received his bachelor’s degree from the University of Pennsylvania Wharton School and his master’s degree from ?. Duty assignments include:

Ret. Capt. John M. Henderson

Retired Capt. John Henderson, SC, USN, 92, passed away on November 4, 2020. Henderson retired from the Navy after 25 years of service while serving as Commanding Officer of the Navy International Logistics Control Office, Bayonne, New Jersey. He received his bachelor’s degree from the U.S. Naval Academy and his master’s degree from Stanford University. Duty assignments include: Supply Officer, USS Leary (DDR 879); Naval Supply Center, Oakland, California; Charleston Naval Shipyard, South Carolina; Military Assistance Advisory Group, Madrid, Spain; Bureau of Supplies and Accounts, Washington, D.C.; Supply Officer, USS Northampton (CC 1); duty, Navy Supply Corps School, Athens, Georgia; Executive Officer, Naval Supply Center, Newport, Rhode Island; and Office of the Chief of Naval Operations, Washington, D.C.

Ret. Rear Adm. Phillip “Phil” F. McNall

Retired Rear Adm. McNall, SC, USN, 84, passed away on November 28, 2020. McNall retired from the Navy after 30 years of service while serving as Commanding Officer, Aviation Supply Office, Philadelphia, Pennsylvania. He received his bachelor’s degree from the U.S. Naval Academy and his master’s degree from the Naval Postgraduate School in Monterey, California. He was also a graduate of the College of Naval Warfare in Newport, Rhode Island. Duty assignments include: Naval Logistics Command Supply Officer, Commander-in-Chief, U.S. Pacific Fleet, Pearl Harbor, Hawaii; Deputy Commander, inventory and information systems development, Naval Supply Systems Command, Washington, D.C.; Commanding Officer, Naval Supply Center, San Diego, California; planning and data systems officer and executive officer, Aviation Supply Office, Philadelphia, Pennsylvania; Supply Officer, USS Nimitz (CVN 68); Fleet Material Support Office, Mechanicsburg, Pennsylvania; Supply Officer, USS New Orleans (LPH 11); member, Naval Aviation Integrated Logistics Support Task Force; Flag Aide, Naval Supply Systems Command, Washington, D.C.; Naval Supply Center, San Diego, California; and USS Estes (AGC 12).



LT. CMDR. JAVIER ARAUJO 20 years – August 1, 2020	CAPT. JAMES MARTIN LOWTHER 30 years – October 1, 2020
LT. CMDR. WILLIAM LYNN CHAMLEE 20 years – August 1, 2020	CAPT. JEFFREY A. SCHMIDT 30 years – October 1, 2020
CMDR. DANA LASHUN KERNS SMITH 24 years – August 1, 2020	CMDR. ROBERT THOMAS GERSTNER 28 years – October 1, 2020
CAPT. ROGELIO ENRIQUE ALVAREZ 29 years – September 1, 2020	CMDR. COLLEEN LYNN JACKSON 21 years – October 1, 2020
CAPT. MICHAEL WILLIAM HERYFORD 27 years – September 1, 2020	CMDR. KEITH BALLANTYNE KLEMM 20 years – October 1, 2020
CAPT. JAMES A. LAPOINTE 29 years – September 1, 2020	CMDR. STEVEN MICHAEL OSBORNE 21 years – October 1, 2020
CAPT. JEFFREY W. RAGGHIANI 36 years – September 1, 2020	CMDR. JAMES THOMAS PERRY JR 30 years – October 1, 2020
CAPT. LEROY H. WEBER 26 years – September 1, 2020	CMDR. SEAN W. TOOLE 20 years – October 1, 2020
CMDR. SCOTT JOSEPH LEWIS 24 years – September 1, 2020	LT. CMDR. SAMUEL BETANCOURT 20 years – October 1, 2020
CMDR. SETH DAVID THORNHILL 21 years – September 1, 2020	LT. CMDR. BRENDAN RICHARD HOGAN 20 years – October 1, 2020
LT. CMDR. JASON EDWARD BLANCHARD 23 years – September 1, 2020	LT. CMDR. SCOTT THOMAS HUTTLESTON 27 years – October 1, 2020
LT. CMDR. TRISHA ANN ESTRADA 20 years – September 1, 2020	LT. MICHAEL ANDREW AMON 21 years – October 1, 2020
LT. CMDR. STEPHEN GLENN HIGGINS 20 years – September 1, 2020	CAPT. MATTHEW PAUL HOFFMAN 35 years – November 1, 2020
REAR ADM. JOHN TAYLOR PALMER 32 years – October 1, 2020	CAPT DANIEL J. NOLL 33 years – November 1, 2020
CAPT. JAMES T. ALBRITTON 31 years – October 1, 2020	CMDR. RUSSEL LYNDEN ELLIS 26 years – November 1, 2020
CAPT. ROBERT KENNETH DEGUZMAN JR 27 years – October 1, 2020	LT. CMDR. MANUEL LAMAR POWELL 20 years – November 1, 2020
CAPT. ELIZABETH L. JACKSON 21 years – October 1, 2020	LT. CMDR. REBECCA ANN JENKINS 20 years – November 1, 2020



Navy Supply Corps School Interviews Lt. Cindy Ramirez: A Lateral Transfer to the Supply Corps Community from the Naval Nuclear Power Training Command

Tell us a little bit about where you were before you transferred to the Supply Community? How was that experience for you?

I was a Naval Reactors instructor at Naval Nuclear Power Training Command (NNPTC), where officers and enlisted personnel are taught the theories and fundamentals behind the design and operation of Navy nuclear reactors. It was an amazing experience to have the opportunity to teach a variety of nuclear subjects and serve as the division officer for the Nuclear Field “A” School Electrical Equipment division.

How did you find out about making a lateral transfer to the supply community or any other community for that matter? What made you choose supply?

All direct input officers (DIOs) report to their instructor assignments immediately after graduating from Officer Development School and teach for up to five years at NNPTC. The next career milestone for DIOs is to lateral transfer into another community. I ultimately chose the Supply Corps community because it is always on the forefront of groundbreaking initiatives that will affect the entire Navy from aviation to the nuclear community. During a “Warrior Toughness Training,” the phrase “Ready For Sea” was mentioned several times and I took a deep dive into what that meant. From there, I researched and was presented with all of the astounding accomplishments the Supply Corps has achieved and I was inspired.

How has your experience been during the transfer?

Most DIOs will lateral transfer to Engineering Duty Officer, Human Resources and other various communities. Lateral transferring to the Supply Corps was not a path frequented by many DIOs, therefore I had a lot of questions of what my career path would look like.

What has your time at the Navy Supply Corps School taught you and are you happy that you chose supply?

One of my life mottos is “Aspire to be inspired,” which is exactly what Navy Supply Corps School (NSCS) did for me. I learned the most during the professional development (ProDev) segment, where different Supply Corps instructors have discussions regarding topics from mentorship to leadership styles. The commanding officer and executive officer also provided insight and advice during ProDev, which made it extremely apparent that our success was paramount. I did not choose supply, supply chose me and I am excited to see what I can do and accomplish for the community.

What opportunities are you most looking forward to in the supply community?

I was selected for Women in Submarines Duty and it has been a dream of mine to join this elite community. I was raised as a junior officer (JO) by submarine chiefs. They were invested in my success and groomed me to become the JO that I am today. I am excited to be a Supply Corps officer across multiple platforms and continue achieving our long-standing motto “Ready For Sea.”

How did your experience at NNPTC enable you to enhance the learning experience for your Basic Qualifications Course classmates?

I was able to share my success stories and lessons learned from my experiences serving as a division officer at NNPTC. During the Leadership Management class at Basic Qualification Course, I took the initiative to present the relationship between a leader’s legacy and self-reflection. In the nuclear community it is common to constantly reflect on the initiatives that were successful and areas that can improve, with clear goals and realistic ways to measure them in order to communicate them to others. It has been a life changing experience with BQC classmates and has given me the opportunity to learn from all of them equally. 🌟



Left to right: Supply Corps Officer Lt. Aine Mangan; the oldest Navy Supply Corps School instructor Mr. Andre Grisham; Executive Officer Capt. Bill Barich; and Senior Enlisted Leader RSC Deon Drayton. —photo by Navy Supply Corps School Public Affairs

Navy Supply Corps School Celebrates Navy Birthday

By Navy Supply Corps School Public Affairs

October 13th marked the official date of the U.S. Navy birthday, with 2020 marking the 245th anniversary. The staff and students of the Navy Supply Corps School (NSCS) celebrated with a cake cutting ceremony. Unlike previous years, where staff and students would gather together to celebrate, students were served cake in their respective classrooms while adhering to COVID mitigations.

In light of these restrictions, NSCS decided to enjoy a little esprit-de-corps with a cake decorating contest. Staff and students were invited to submit their designs to the command to be voted on. Lt. Aine Mangan with 4th battalion, foxtrot company won by popular vote and had her design featured on this year's birthday cake. 🌟

NAVSUP's New Husbanding Contract Offers Worldwide Support

By Debbie Dortch

OFFICE OF CORPORATE COMMUNICATIONS, NAVSUP HEADQUARTERS

NAVSUP Fleet Logistics Center (FLC) Sigonella awarded a worldwide husbanding services contract Oct. 1 with a total ceiling value of \$2.1 billion to support Maritime forces of the Department of Defense (DOD), other United States Government agencies, North Atlantic Treaty Organization (NATO), and other foreign vessels participating in U.S. Military or NATO exercises and missions.

Husbanding services encompass the critical elements of support required when U.S. Navy vessels are visiting commercial and military ports across the globe. Commercial Husbanding Service Providers (HSPs) deliver logistics requirements such as force protection, water, tugs, waste removal, as well as provide electricity, phone lines and transportation to a visiting ship and its crew.

"The NAVSUP FLC Sigonella contracting team did an exceptional job working with the HSP program managers and FLCs, incorporating lessons learned, and revamping language and processes to award a global contract aligned with Navy Audit requirements that provides the flexibility to meet the needs of the fleets," said NAVSUP FLC Sigonella Procuring Contracting Officer Gary Trimble.

NAVSUP will execute and monitor the HSP Global Multiple Award Contract (MAC) through a network of eight Fleet Logistics Centers in Norfolk, Virginia; Jacksonville, Florida; San Diego, California; Puget Sound, Washington; Pearl Harbor, Hawaii; Yokosuka, Japan; Manama, Bahrain; and Sigonella, Italy.

The contract is known as the HSP Global MAC because 32 companies received contracts under the MAC. The companies awarded are identified in the DOD notice of contract release at <https://www.defense.gov/Newsroom/Contracts/Contract/Article/2369073/>.

"The operational logistics required to support a globally dispersed naval force presents complex challenges. Sustainment for warships, aircraft and expeditionary detachments of differing mission and size must be planned, orchestrated, synchronized and integrated all over the world. Commercial HSP contractors provide an adaptable mix of unique skill sets, flexibility and local knowledge in support of joint and naval operations that a strictly naval force cannot cultivate for all scenarios," said Rear Adm. Peter Stamatopoulos, commander, NAVSUP.

"This first-ever global award for husbanding represents the culmination of a decade of changes in husbanding contracting to promote competition, responsiveness to the warfighter, and audit compliant processes with more than 30 companies supporting every fleet across the globe," said Capt. Jerry King, chief of contracting, NAVSUP FLC Sigonella.

NAVSUP serves as the Department of the Navy's lead for all husbanding services contracts, bringing expertise to perform day-to-day management oversight responsibility. In

fiscal year 2019, HSP contracts represented approximately 1,878 task orders valued at \$169 million. NAVSUP also conducts husbanding services training on behalf of the Navy.

"In the past four years, NAVSUP and our mission partners have worked together to improve husbanding services by focusing on streamlining source selection, eliminating unpriced line items, and maximizing competition. A 'cradle to grave' strategy was incorporated to ensure necessary oversight into the entire process from requirements development, to receipt and acceptance and final payment. Standardized efforts resulted in an improved structured approach to husbanding to support the demand management model," said Michelle Leary Mationg of the Department of the Navy Category Management Program Office.

In addition to creating contract administration efficiencies, the contract will ensure Maritime forces receive a high level of support no matter the port; reduce contract duplication; better leverage the federal government's buying power; and drive greater transparency leading to better data-driven business decisions, which help fleet commanders achieve desired outcomes.

The contract will be supplemented with an online portal to record requirements and measure/monitor husbanding services, which

will improve husbanding standardization. "NAVSUP Business Systems Center built the HSP portal to meet the unique demands of each HSP stakeholder and it has proven to be a vital oversight and data analysis tool," Mationg said.

"Our HSP web-based application supports the demand management model. It is all-inclusive and simple. This HSP portal enables the end user to track metrics and make good data decisions," said Tom Kunish of the NAVSUP Contracting Directorate.

"Awarding the HSP Global MAC represents over a year of work by OPNAV, the NAVSUP Enterprise, and naval component commanders. A fundamental shift from regional contracts to a global contract sets the foundation for the next generation of Navy auditability, data analysis, competition, and process improvement efforts for the husbanding services provider program," said Cmdr. Chris Kading, OPNAV N4.

"It also standardizes the contract and training for 'At Sea' supply officers across the globe in order to better prepare them, and to help everyone be better stewards of the U.S. taxpayers' dollar," said Scott Porter, NAVCENT/COMFIFTHFLEET Husbanding Service Provider Program manager. 🌟

A tugboat directs the Ford-class aircraft carrier USS Gerald R. Ford (CVN 78) as it departs from the pier. —photo by Mass Communication Specialist Seaman Cory J. Daut



The Navy Supply Corps Newsletter

Establishing the NAVSUP Lessons Learned Program

By Lt. Qilun “Q” Zhou

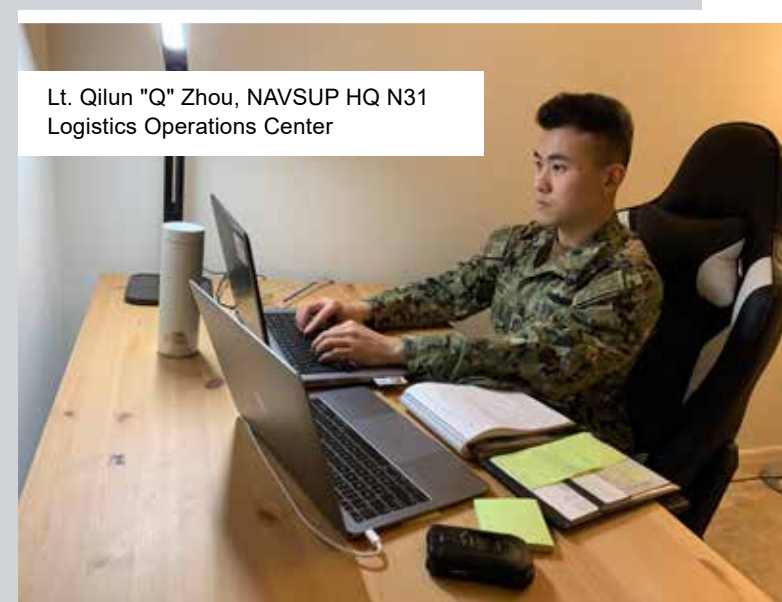
NAVSUP HQ N31 LOGISTICS OPERATIONS CENTER

2020 has been an extremely challenging year so far. The COVID-19 pandemic has caught the world by surprise, revealing many areas in which NAVSUP could improve operational readiness, especially in health and safety preparedness, supply chain management, transportation/distribution, and in-person training, just to name a few. At the beginning of the lockdown in March, as NAVSUP pushed for maximum telework, we found ourselves in the midst of unprecedented hardships and challenges. Lack of laptops, PPE, and cleaning supplies, as well as VPN challenges and other IT issues affected work productivity in some areas. As the NAVSUP Enterprise adjusted priorities to maintain operational readiness, the Operations Directorate began to leverage Navy Lessons Learned Information System [NLLIS, a subset of the Joint Lessons Learned Information System (JLLIS)] to track observations and develop lessons learned in our fight to contain COVID-19. The pandemic continues to surface important lessons, and thanks to JLLIS, we have a historical repository to draw upon across DoD to improve our approach to operational logistics in a constrained environment.

Since its establishment just prior to the pandemic lockdown, the NAVSUP Lessons Learned Program continues to develop and mature. Recently, NAVSUP Fleet Logistics Center Yokosuka (FLCY) completed a COOPEX, whose process requires assessment of NAVSUP's overall logistics capabilities, supply strategies, acquisition tools, and training, as well as continuous evaluation of its logistics approach to ensure NAVSUP is poised to respond quickly to crises. JLLIS has become an essential tool in capturing valuable experiences with a focus on integrating these experiences into our collective decision making process. We anticipate this effort will provide foresight for future operational and exercise planners and enable our logistics teams to execute on arrival in a dynamic operational environment. We will continue to expand our lessons learned program to incorporate lessons learned and observations from events that affect NAVSUP operations and supply chains. These events may include natural disasters, destructive weather events, and even daily operations and exercises. The program's intent is to ensure that the NAVSUP global logistics enterprise is better poised to embrace changes in such a way that we can avoid making preventable mistakes in the future. In the words of the Keynote Speaker for the 2020 Virtual Navy Lessons Learned Program (NLLP) Workshop, Admiral Loiselle, USN, CSG4 and prior Joint Staff J7 in charge of JLLIS, “The threat changes constantly, we need to stay one step ahead at all times.”

As a record number of wild fires and hurricanes threaten the safety of NAVSUP Enterprise personnel and assets, impacting

global logistics operations, we are gradually shifting focus from COVID-19 response efforts to natural disaster observation collection and corresponding response efforts. NAVSUP NLLIS contributors strive to collect impactful observations and ensure these observations are properly documented so they are readily available for future events. Furthermore, as the Deputy NLLIS/JLLIS Deputy



Lt. Qilun "Q" Zhou, NAVSUP HQ N31 Logistics Operations Center

Manager I continue to explore ways to promote the NAVSUP Lessons Learned program, expand our team of contributors, and increase our audience and influence. Additionally, the NAVSUP Lessons Learned Program team is researching options to improve observation analysis by extracting valuable information from groups of observations to produce meaningful statistics for leadership's situational awareness and decision-making process.

We are truly thankful to Naval Warfare Development Command, especially to Mr. Mark Henning (Deputy Director, Navy Lessons Learned), for stewardship in running the NLLIS Program and for maintaining this efficient, yet constantly improving, platform. The workshop and training symposiums prepare us to face future challenges as we continue to improve our NAVSUP NLLIS efforts. It is almost certain that impactful events like COVID-19, hurricane Iota, and the almost 800,000 acre August Complex fire in California will continue to happen in the future, and that JLLIS will be a key enabler to keep us one step ahead and ready to meet the challenge head on! ●

Sustainment in the Caribbean: What Logisticians Should Know about Naval Station Guantanamo Bay

By Lt. Cmdr. Kurtis Noack, Supply Officer

NAVAL STATION GUANTANAMO BAY

Naval Station Guantanamo Bay (NSGB), located on the southeastern point of Cuba closest to Haiti, is the oldest U.S. Navy forward operating base—established in 1898. Today, it remains a strategic maritime asset as a key logistics hub for ships operating in the Caribbean.

NAVSUP Fleet Logistics Center (FLC) Jacksonville is the logistics provider to this Navy Region Southeast installation, and many who are familiar with NAVSUP FLC Jacksonville's operations refer to it affectionately as NSGB*. The asterisk is owing to the fact that it is the frequent exception to broad policy or procedures - what works elsewhere in the fleet may not work at NSGB.

The logistics legs and regulations governing the site frequently create unique situations for the personnel who provide distance support from the States. Air transit to and from the installation is limited to Air Mobility Command (AMC) missions for both personnel and cargo. Travel must be arranged early and planned to coordinate with the personnel flights to and from the States, which are far less frequent than commercial customers are used to.

Large cargo and cargo that is not time sensitive travels by barge from Blount Island in Jacksonville, Florida. Time sensitive material, including fresh foods and high priority material, will fly on a cargo flight from Norfolk, Virginia. Given its population size and requirements, supporting the installation is similar in scope to supporting a deployed carrier. The installation makes its own water and electricity, but everything else must be brought in or made from materials already on the island.

NSGB is a deep water refueling port widely used by the Navy and Coast Guard, with a steady stream of ships making port visits in the past year. There is almost always a casualty report (CASREP) requisition that is being anxiously tracked to support the fleet.

...continued on page 58



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Whether that CASREP material makes it to the Norfolk terminal in the afternoon or the next morning can mean the difference between having the material at NSGB on the next flight, or arriving several days later. Planning and expediency are critical to mission success, as there are no commercial carriers that can promise an overnight delivery for the right price.

For material coming by barge, a delay of a couple days to the barge can mean waiting additional weeks for the material to get to NSGB. This includes construction material, frozen and dry provisions, household goods and all vehicles. If the

to NSGB?" The answer is always, "none." Every cargo flight to the installation is at its maximum capacity. Logisticians at NSGB work closely with load planners in Norfolk in prioritizing what must fly first, as there are always pallets of material ready to fly that will have to wait for the next mission. Usually, whatever bulk mail that came in last will wait for the next flight later in the week or early in the following week.

It is not uncommon for mail to wait in Norfolk for a few days in order to use the prized air cargo space on the flight to deliver fresh fruit and vegetables destined

can more than double during the holiday season. Unlike a traditional postal operation with daily deliveries of incoming and outgoing mail in a steady daily pace, the mail also comes in on the twice-weekly cargo missions. Receiving 15,000-20,000 lbs. of mail in a single day arriving in 50-75 triwalls can be just an ordinary afternoon in NSGB.

A reserve of fuel resources is at the ready to support the installation and visiting ships. Whether fuel is required by the ships conducting port visits, by government vehicles on the base, or even a private customer filling their gas tank at the local Navy Exchange gas station, the fuel arrives via the Defense Logistics Agency fuel support operation. This robust fuel support maintains a supply which can support operations for months and has delivered millions of gallons in fuel to ships visiting NSGB over the past 12 months.

Just like every duty station, we as logisticians occasionally get asked to work miracles. We have the capability to work miracles and can do amazing things from one of the world's most unique locations, but the big difference is that we need more advanced notice to work those miracles. The strategy of calling in favors to make it happen becomes a little different at NSGB*. Without the luxuries of overnight commercial delivery, or shopping

around the fleet concentration area to fulfill an urgent material requirement, that special delivery is going to require a few extra steps and may even take a few extra days. We strive to always get to a "yes" when it comes to support, but in Guantanamo Bay, it often becomes a "yes, but..."

barge has just left Blount Island when the material is ready to ship, that shipment will wait in a secure warehouse at Blount Island while the barge makes its two-week transit to NSGB and back, before it is loaded on the barge for its week-long journey to the installation.

It is common for ships to add last minute items to food orders, or request substitutions, which can make it difficult for some to grasp the inflexible nature of the timeline placed on mission partners and logisticians at NSGB. A unit recently asked for substitutions two-weeks out from their requested delivery date, not realizing their provisions were already on a barge headed south.

Another common question is, "How much cargo room is left on the next flight

for a DDG with a scheduled port visit. When enough cargo is standing by waiting on airlift to NSGB, AMC Norfolk will coordinate an additional mission to clear the backlog. Fortunately, the community onboard the installation takes the logistical challenges in stride. It's not uncommon to see a Facebook post on a community page asking for even the most trivial material things to borrow, or even a single ingredient needed for a favorite family recipe that evening.

With online ordering now commonplace and mail delivery provided by the U.S. Postal Service, it's no surprise that the mail is a vital service to the residents of NSGB. The weekly average weight of mail being processed for the installation is approximately 28,000 pounds which



USS Tripoli (LHA 7) visits Naval Station Guantanamo Bay during its maiden voyage from the builders' shipyard in Pascagoula, Mississippi to her new homeport of San Diego. —photo by U.S. Navy



Mail arrives by cargo plane twice a week at Naval Station Guantanamo Bay and is quickly processed for distribution. —photo by Lt. Cmdr. Kurtis Noack



Postal Service facility at Naval Station Guantanamo Bay. —photo by Lt. Cmdr. Kurtis Noack



Pearl Harbor Fleet Logistics Center Commemorates 75th Anniversary of End of WWII

By Shannon Haney

OFFICE OF CORPORATE COMMUNICATIONS,
NAVSUP FLEET LOGISTICS CENTER PEARL HARBOR

NAVSUP Fleet Logistics Center (FLC) Pearl Harbor played a pivotal role in the victory of the Pacific in 1945. The command was known as Naval Supply Depot (NSD) Pearl Harbor then, and the men and women helped move the necessary supplies to fighting forces on the front line.

Today, the command remains relevant, providing logistics solutions throughout the Indo-Pacific to help generate and sustain readiness.

In preparation for the 75th Commemoration of the end of WWII, the team contributed to the offload of WWII-era aircraft from USS Essex (LHD 2) by providing rigging and crane support in August.

“Hoisting WWII-era aircraft and lowering them from the Essex is an honor,” said Sheyne Ferriman, crane operator, NAVSUP FLC Pearl Harbor. “These planes brought us our freedom and supporting the commemoration is a privilege.”

The aircraft are participating in flyovers as part of the celebratory events. Upon the conclusion, the agile logisticians of NAVSUP FLC Pearl Harbor will continue to provide logistics solutions by hoisting the aircraft onto Essex.

Sailors from NAVSUP FLC Pearl Harbor volunteered aboard USS Missouri (BB 63), painting the fantail, scrubbing the teak decks, installing bunnings and arranging tents on the fantail where commemorative events will occur to pay tribute and honor to those who served and their families.

“Maintaining and preserving the ‘Mighty Mo’ is a great opportunity,” said Command Master Chief William Webster. “If you are interested in volunteering visit <https://ussmissouri.org/get-involved> for more information.”

Continuing to commemorate the 75th anniversary of the end of World War II, NAVSUP FLC Pearl Harbor Commanding Officer Capt. Trent Kalp



delivered a message to the team. He referenced a historical letter written to the NSD Pearl Harbor team on Aug 14, 1945 by former Capt. H.J. Norton, supply officer in command of NSD Pearl Harbor.

Kalp stated, the attributes of patriotism, hard work and dedication that were displayed by the NSD Pearl Harbor team of 1945 are just as relevant at NAVSUP FLC Pearl Harbor today, in 2020.



“I ask that you please take a moment to reflect upon the incredible sacrifices made by so many so that we can enjoy the freedom and peace that we enjoy today,” said Kalp. “Let us look to those who came before us to help find inspiration as we continue to build upon their legacy of ‘Service with Aloha.’”

NAVSUP Fleet Logistics Center Pearl Harbor Sustains Multinational Forces with Contactless Deliveries during Rim of the Pacific 2020

By Shannon Haney

OFFICE OF CORPORATE COMMUNICATIONS,
NAVSUP FLEET LOGISTICS CENTER
PEARL HARBOR

NAVSUP Fleet Logistics Center (FLC) Pearl Harbor fulfilled the lead logistics role for the duration of the 2020 international maritime exercise Rim of the Pacific (RIMPAC).

Executing the mission during the Coronavirus 2019 (COVID-19) pandemic was unprecedented. Implementing processes that allow for social distancing and minimize person-to-person contact was imperative.

“Keeping our personnel safe and moving supplies efficiently in a high demand environment is our duty,” said Cmdr. Mike Sargent, operations director, NAVSUP FLC Pearl Harbor. “To sustain the force, we implemented contactless delivery procedures.” Supplies were delivered without coming face-to-face with logisticians.

All hands were on deck to ensure maximum mission partner support as the team delivered fuel to ships and aircraft, mail, provisions, pallets of material and critical parts.

On sunbaked piers and air fields, and even hundreds of feet below ground in fuel tunnels, supply officers, enlisted logisticians, reservists and civilian employees found themselves safely fulfilling NAVSUP FLC Pearl Harbor’s mission to provide logistics solutions throughout the Indo-Pacific to generate and sustain readiness.

Meeting mission requirements for RIMPAC 2020 required constant flexibility and interoperability between military branches and nations in order to prepare, plan, and execute the daily operations. By aligning efforts and ideas with other nations, NAVSUP FLC Pearl Harbor built lasting, trusting relationships, and further laid the foundation for global prosperity.

RIMPAC 2020 contributed to the increased lethality, resiliency, and agility needed by the Joint and Combined Force to deter and defeat aggression by major powers across all domains and levels of conflict. RIMPAC 2020 was the 27th exercise in the series that began in 1971. 🌟

NAVSUP Fleet Logistics Center Pearl Harbor Proves Navy's Ability to Project Joint Combat Power Globally

By Shannon Haney

OFFICE OF CORPORATE COMMUNICATIONS, NAVSUP FLEET LOGISTICS CENTER PEARL HARBOR

To move warfighting equipment of an entire Army infantry brigade from one side of the globe to another takes time, manpower, planning and joint force collaboration.

NAVSUP Fleet Logistic Center (FLC) Pearl Harbor operates one of the Navy's busiest and most strategic seaports in the mid-Pacific.

From Aug. 29 - Sep. 3, NAVSUP FLC Pearl Harbor worked with mission partners to deploy the 2nd Infantry Brigade Combat Team, 25th Infantry Division and 25th Combat Aviation Brigade to Joint Readiness Training Center, Fort Polk, Louisiana.

"This type of operation requires consistent oversight and input from all the primary logisticians and constant communication with the Army and other mission partners throughout the Pacific," said NAVSUP FLC Pearl Harbor Ocean Terminals Director Lt. Cmdr. Luke Hafner.

The team was tasked to embark over 2,000 pieces of cargo, including aircraft, onto two large, medium-speed roll-on/roll-off vessels. This proof of concept was to test the capabilities of NAVSUP FLC Pearl Harbor and their ability to flex their resources in order to support surge operations.

NAVSUP FLC Pearl Harbor logisticians simultaneously berthed USNS Brittin (T-AKR-305) and USNS Fisher (T-AKR-301) providing near simultaneous, back-to-back loading of Army vehicles, helicopters, cargo and equipment. Utilizing 24-hour operations and a well-organized Joint team, the two vessels were loaded and raised their stern ramps to depart Pearl Harbor.

"We must be prepared for a surge movement of equipment to support contingency operations in the Indo-Pacific region," said Hafner. "This ocean terminal we operate has proven to be a vital seaport in supporting the United States power projection capability." 🌟

NAVSUP Fleet Logistics Center Sigonella Leaders Meet Virtually to Discuss Fiscal Year 2021 Priorities

By NAVSUP Fleet Logistics Center Sigonella Public Affairs

Military and civilian leaders of NAVSUP Fleet Logistics Center (FLC) Sigonella gathered virtually for the command's annual leadership conference July 28-30 to exchange ideas and develop solutions aimed at achieving the command's strategic goals during fiscal year 2021.

Attendees of the conference operate at strategic locations across Navy Region Europe, Africa, Central (EURAFCENT): Naval Air Station Sigonella, Naval Station Rota, Spain; Naval Support Activity (NSA) Souda Bay, Greece; NSA Naples, Italy; and Camp Lemonnier, Djibouti.

During the symposium, each leader discussed how the COVID-19 pandemic disrupted aspects of command operations and the lessons learned. Each briefer made time for open-forum discussion to identify the

operational challenges they continue to face, and to form actionable solutions, especially in the event of a possible resurgence of COVID-19 cases in EURAFCENT.



Capt. Alsandro Turner, NAVSUP FLC Sigonella's commanding officer, urged the attendees to take steps to mitigate future potential interruptions to operations.

"The new operational environment that our command faces as a result of the

COVID-19 pandemic requires us to be aggressive learners, to innovate new ideas and practice outside-of-the-box thinking," Turner told the attendees. "Our discussions during the conference offer us an opportunity to look at our operations with a critical eye and find ways to employ net power and resourcing to provide tactical solution sets for warfighter plans and strategies. This approach will ultimately make us a better organization."

Two of the three central themes for the conference were optimizing manpower and improving overall capability positioning.

"Manning and capability are critical aspects to performing our mission because they allow us to properly effectuate warfighter operations," Turner said. "The proper combination of manning and capabilities equals decision making options and

flexibility. It allows leaders to explore the art of logistics and to develop innovative ways to support the strategic end states through operations and tactical action."

Another major theme of the conference was to find new ways to implement the Navy's diversity and inclusion priorities at the command.

"Making inclusion and diversity a key focus for our conference represents NAVSUP FLC Sigonella's commitment to responding to the Navy's urgent call to all commands to recruit and retain the best workforce possible, and eliminate discrimination of any kind across the service," said Bong Cabling, NAVSUP FLC Sigonella's executive director.

NAVSUP FLC Sigonella is NAVSUP's fleet logistics center in Europe whose workforce comprises, in part, hundreds of logistics professionals of Italian, Greek and Spanish nationality. "NAVSUP FLC Sigonella is a very culturally diverse command," Cabling said. "The expertise that our host nation partners contribute to the NAVSUP mission is invaluable. We benefit greatly from the variety of backgrounds and expertise of all of our American and host nation mission partners."

Cabling added that conducting the leadership conference virtually was a first for the command.

"In this era of the COVID-19 pandemic, and all the challenges it causes for us, we are operating in a new normal," Cabling said. "Using video conferencing technology to communicate with each other was the perfect way to comply with the social distancing mandates made by American and host nation governments."

For NAVSUP FLC Sigonella's leaders, developing smart solutions to operational challenges were key to making the conference a success. Rick Sucheck, NAVSUP FLC Sigonella's business manager, said he recorded the action items that emerged from discussions.

"Our ability to achieve our objectives this year depends not simply upon exchanging ideas and brainstorming solutions, but also completing action items created during the conference," Sucheck said. "Following through enables us to align our approach with NAVSUP leadership and achieve their mandate of being able to fight and win." 🌟

Practicing Perfection-NAVSUP's Postal Teams in Europe Ensure Warfighters' Voices are Heard During Election Season

By NAVSUP Fleet Logistics Center Sigonella Public Affairs

Chrystalla Horianopoulou is among the dozen or so postal clerks assigned to NAVSUP's three aerial mail terminals (AMTs) strategically located across Navy Region Europe, Africa, Central (EURAFCENT). The two others are located in Rome, Italy and Madrid, Spain.

As it is for her postal clerk colleagues, one of Horianopoulou's duties during a U.S. general election season is to complete receipt forms for postal customers who mail their absentee ballots at NAVSUP's AMT at Athens International Airport. Each receipt includes a tracking number so that the postal customer can monitor the movement of his/her ballot to the state's election office.

"Generating a tracking number for absentee ballot mail is not a requirement for us, but we do it as a courtesy so that our customers have full visibility of the movement of their mail, and are able to verify that their votes are counted," said Joel Lee, AMT Athens postal officer.

Another way that NAVSUP's postal clerks ensure the secure movement of absentee ballots to the U.S. is to clearly time-stamp the envelopes that show the date when the mail was processed. A clearly-printed stamp, Lee said, is an important aspect of what makes a ballot valid.

"Because nothing is more important to us than a ballot, the election season highlights the need for NAVSUP's postal professionals, like Chrystalla, do their job perfectly and with exactness to ensure the voices of our warfighters, their dependents and U.S. citizens living in Europe are heard," Lee said.

"I consider it an honor to be able to be part of this very important process at the Athens Post Office," Horianopoulou said.

Lee, Horianopoulou and NAVSUP Fleet Logistics Center (FLC) Sigonella's other postal professionals working at AMT Athens are responsible for military mail transiting between the airport and Naval Support Activity Souda Bay, Greece. Their postal mission also includes supporting contingency operations in Larissa and Volos, Greece and U.S. Navy vessels transiting the Mediterranean Sea. The Athens AMT, added Lee, moves approximately 600,000 pounds of official and personal mail for the DoD per year.

NAVSUP's AMTs in Europe fall under NAVSUP FLC Sigonella, one of the Enterprise's eight globally-positioned logistics centers that provides for the full range of support to the fleet's military operations. NAVSUP FLC Sigonella delivers solutions for logistics, business and support services to the Navy, Military Sealift Command, Joint and Allied Forces throughout EURAFCENT. 🌟



Above: Chrystalla Horianopoulou, completes a receipt form for a postal customer who hand-delivered an absentee ballot in October at the Enterprise's aerial mail terminal located at the international airport in Athens. —photos by Joel Lee

NAVSUP Fleet Logistics Center Yokosuka Takes Care of its Incoming Personnel

By Lt. Thomas Knowles

LOGISTICS SUPPORT OFFICER, NAVSUP FLEET LOGISTICS CENTER YOKOSUKA SITE SASEBO

In response to COVID-19, the NAVSUP Fleet Logistics Center (FLC) Yokosuka Site Sasebo team has taken it upon themselves to go one step further in support of their incoming military and civilian personnel along with their families.

It goes without saying that going through a permanent change in station is already a trial by fire for many service members and civilians who volunteer for overseas duties. Adding COVID-19 into the equation has created a volatile mixture with daily itinerary changes, ambiguous policies and order modifications that wreak havoc on the incoming personnel and the accepting command.

Senior Chief Logistics Specialist Keona Johnson and her team wanted to reverse the flow and offer positive encouragement for the new members to make their last 14 days in restriction of movement (ROM) comfortable.

Working together, they created a plan to ensure that all incoming personnel had open lines of communication with their counterpart and were given COVID-19 bags that included abundant cleaning material, masks, gloves, anti-bacterial cleaners, sanitizer, hand wipes, water bottles and additional comfort items.

Assignments for personnel were also divided to allow for a continuous and constant stream of information being passed to personnel in ROM updating them on the current COVID-19 environment, local base policies and region policies. Through Johnson and her team, all requests for support were taken for action; including necessities to make their time in ROM more hospitable, especially if they had kids or pets.

This included working with the local library to provide movies, delivering special items from the commissary, working with the Navy Exchange to purchase pillows or kids toys, as well as working with base services to start indoctrination.

The efforts by the sponsors for incoming personnel made an enormous impact on the incoming personnel mindset and first impressions of the command. Logistics Specialist 2nd Class Joshua Stephens recently sponsored incoming Logistics Support Representative Logistics Specialist 1st Class Jeffrey Tally and his family during ROM, and provided round-the-clock support to guarantee his needs were met.

"It is our intent that even during ROM, incoming personnel recognize they are part of the NAVSUP FLC Yokosuka family," said NAVSUP FLC Yokosuka Logistics Support Officer Lt. Thomas Knowles. "This effort would not have been possible without the support from all the personnel in Site Sasebo for sponsoring and providing donations for COVID-19 bags." ●



Lt. Thomas Knowles (*left*) NAVSUP FLC Yokosuka Site Sasebo's logistics support officer and Senior Chief Logistics Specialist Keona Johnson (*right*), pose with COVID-19 bags to support newly arriving personnel in restriction of movement (ROM). —photo by Cmdr. Timothy Calvo



NAVSUP Fleet Logistics Center Yokosuka Conducts Virtual Audit

By Lt. Cmdr. Robert Allen

INSTALLATION SUPPLY OFFICER
NAVAL AIR STATION MISAWA

Due to COVID-19 travel restrictions, auditors located stateside couldn't travel to Misawa to conduct the audit on-site. NAVSUP Fleet Logistics Center (FLC) Yokosuka Site Misawa conducted the first ever virtual audit with stateside inspectors and NAVSUP Weapons Systems Support (WSS).

The Site Misawa staff counted and verified over 91 parts in three of their warehouses. Normally the audit team from Ernst & Young would've traveled from NAVSUP WSS Philadelphia to Misawa to do the audit in person.

Using the Microsoft Teams application, Site Misawa staff members held each part to the phone and confirmed it with the stateside auditors who recorded the count remotely.

"The process was a bit slower," said Chief Logistics Specialist Cornell Jiles, NAVSUP FLC Yokosuka Site Misawa site director, "but it got the job done."

The auditors provided a list of 91 items to be inventoried and NAVSUP FLC Site Misawa personnel tracked the parts down across Misawa Naval Air Facility. Personnel inventoried the parts in three buildings depending on where they were in the order pipeline. Parts were in the FLC's warehouse, in process at the Aviation Supply Depot or on the line at the Aviation Maintenance Intermediate Depot.

Each location had its challenges both physically with parts in multiple locations and with connectivity to ensure the link to the auditors on Teams was maintained. The inventory team worked hard to overcome each hurdle to get the job done. Overall inventory results showed 98% validity.

In addition to virtual audits, NAVSUP FLC Yokosuka has been using Teams to enhance collaboration between its teleworking and in-office personnel, allowing them to conduct meetings and share documents.

"This is just another example of our workforce adapting to the new normal under COVID-19," said Capt. Edward Pidgeon, NAVSUP FLC Yokosuka commanding officer. "All our products and services have found creative ways to continue our mission in these challenging times." ●

Navy Exchange Online Store Turns Six, Continues to Evolve to Support Customers

By Kristine Sturkie

OFFICE OF CORPORATE COMMUNICATIONS, NAVY EXCHANGE SERVICE COMMAND

In late August, the Navy Exchange Service Command’s (NEXCOM) website, myNavyExchange.com, turned six years old. Through the years, the NEX online store has continued to evolve to meet the needs of its customers.

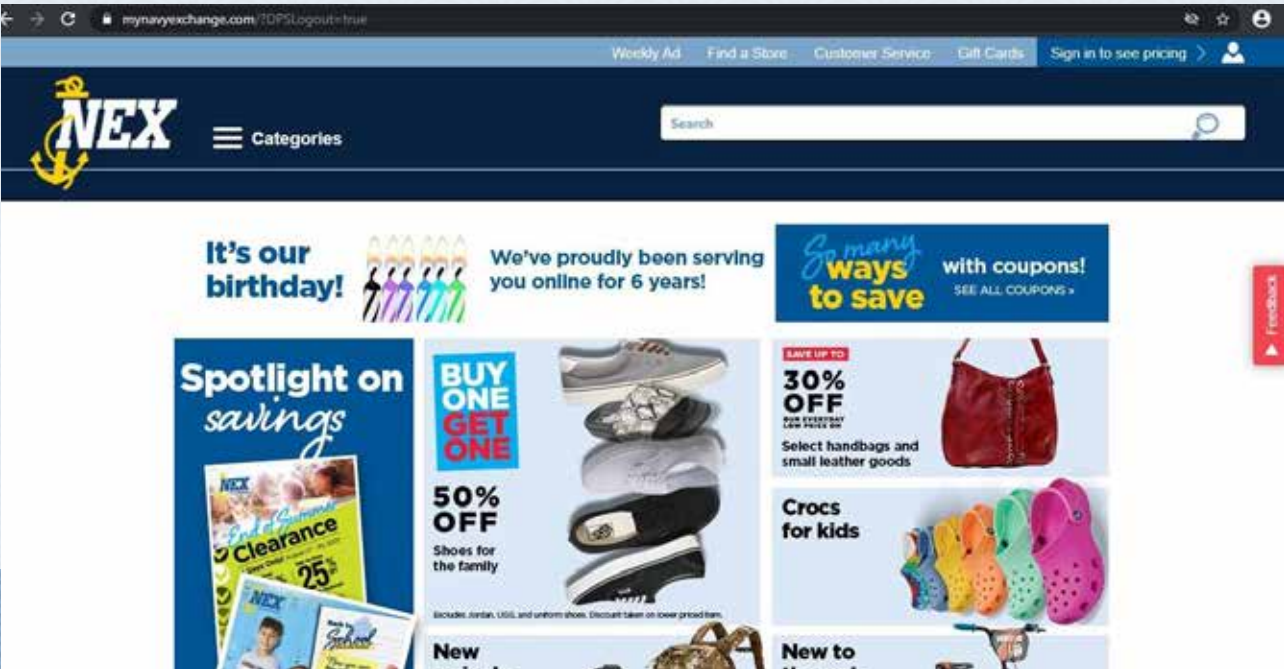
“Our NEX website has come a long way in the past six years,” said Rich Honiball, executive vice president, Global Merchandising and Marketing officer, NEXCOM. “Now more than ever, we know our customers are looking for a safe and convenient place to shop for the products they need for their families. MyNavyExchange.com offers that and more to our authorized customers.”

Since its inception in 2014, the NEX online store has greatly expanded its merchandise assortment to encompass more products its customers have requested. In 2016, the Ship to Store program was launched allowing customers to have merchandise ordered online shipped to their local NEX for pick up. Most recently, myNavyExchange.com integrated military uniforms for a seamless shopping experience for the customer. The website also features the NEX Marketplace, which offers a variety of products and services including flower delivery, military, food and personalized gifts, overseas vehicle sales and moving, storage, car and truck rentals. Customers can also purchase NEX gift cards, view weekly ads and find store specific information such as hours of operation and available services. In June, the web store hit yet another milestone, signing up its one millionth customer.

In 2017, NEX online shopping privileges were extended to all honorably discharged veterans of the U.S. military. On Jan. 1, 2020, NEX in-store and online shopping and Navy Lodge guest privileges were extended to veterans with a Department of Veterans Affairs (VA)-documented service-connected disability rating, Purple Heart recipients, former prisoners of war and primary family caregivers for veterans enrolled in the VA’s Program of Comprehensive Assistance for Family Caregivers.

“We are continually reviewing and upgrading our website to ensure it has the merchandise our customers need when they need it,” said Honiball. “Even now, during the COVID-19 pandemic, we are leveraging the buying power of the military resale’s Joint Buying Alliance so that our military customers have priority when it comes to allocation of any merchandise that may be in limited supply. We also have an exciting new partnership to announce this fall that will elevate our website even more. Stay tuned!”

Below: Navy Exchange Service Command’s website, myNavyExchange.com, turns six years old. Through the years, the NEX online store has continued to evolve to meet the needs of its customers. –photo by NEXCOM Public Affairs



NAVSUP Weapon Systems Support Attorney wins Junior Counsel of the Year Award

By Jennifer Blair

OFFICE OF CORPORATE COMMUNICATIONS, NAVSUP WEAPON SYSTEMS SUPPORT

NAVSUP Weapon Systems Support (WSS) attorney, Courtney Hatcher, received the Department of the Navy (DON) Office of the General Counsel (OGC) Junior Attorney Achievement Award during the DON OGC Virtual Symposium held Aug. 11.

The General Counsel Junior Attorney Achievement Award recognizes an attorney with less than five years experience who has approached the practice of law with enthusiasm, demonstrated an outstanding ability to effectively digest and disseminate information, and substantially contributed to both their activity and OGC.

Hatcher was admitted to the bar in 2016, and then began her career with the Military Sealift Command. She later joined the NAVSUP WSS Office of General Counsel in October 2017.

During her time with NAVSUP WSS, Hatcher has proven to be an invaluable member of the team. She took on a workload

consisting of fiscal and contract law, ethics, and civilian personal law. She regularly provides legal guidance on Performance Based Logistics acquisitions and has served as co-counsel in litigation with the Armed Services Board of Contract Appeals.

In addition to her official duties, Hatcher is an active member of the OGC community. She serves as the New Attorney Orientation Group Committee co-chair and a Diversity and Inclusion Advisory Council member. She has also provided coverage at short-staffed overseas NAVSUP OGC offices.

“I am very pleased to have the efforts of one of our outstanding employees recognized at such a high level,” said NAVSUP WSS Vice Commander Lynn Kohl. “We have a dedicated team of professionals at NAVSUP WSS who take pride in the Navy mission. Ms. Hatcher’s character and competence are prime examples of the culture we strive to achieve at our command.”

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ONE-ON-ONE HISTORY WITH RETIRED ADMIRALS



**Check out the videos at the
'NAVSUPHEADQUARTERS' YouTube channel !**

Imagine having the opportunity for one-on-one conversation with several of our former Supply Corps admirals. What would you want to know? What would you ask?

NAVSUP Office of Corporate Communications Director Janice Derk and her deputy Debbie Dortch were able to sit down with several former Supply Corps admirals in preparation for the celebration of the 225th Supply Corps Anniversary in 2020.

"Talking with our former Chiefs of Supply Corps and retired Supply Corps 3-star admirals was a true honor," Derk said. "It was a great opportunity to hear our leaders recall the challenges they faced and how they built on past leaders' successes to position the Supply Corps for the future. Technology was a big part of everyone's scope of responsibility and integrating new technology into the supply chain was a key enabler for efficient Fleet support."

"I could listen to each of them for hours. What they knew then and how it compares to what we do now is fascinating," Dortch said. "Seeing how active they are as retired officers is inspiring, too. The contributions to their local communities, their 'keep learning' attitudes, and their enthusiasm for life demonstrate there's nothing slowing them down."

While Derk and Dortch, along with their video crew, were able to talk with several leaders from the past 40 years, the adventure abruptly drew to a close as the COVID-19 pandemic halted the ability for travel and video filming.

"I was really disappointed we couldn't meet with all of them," Dortch said. "It would have really made the project complete. Still, the ones we did meet with were just amazing."