May/June 1998

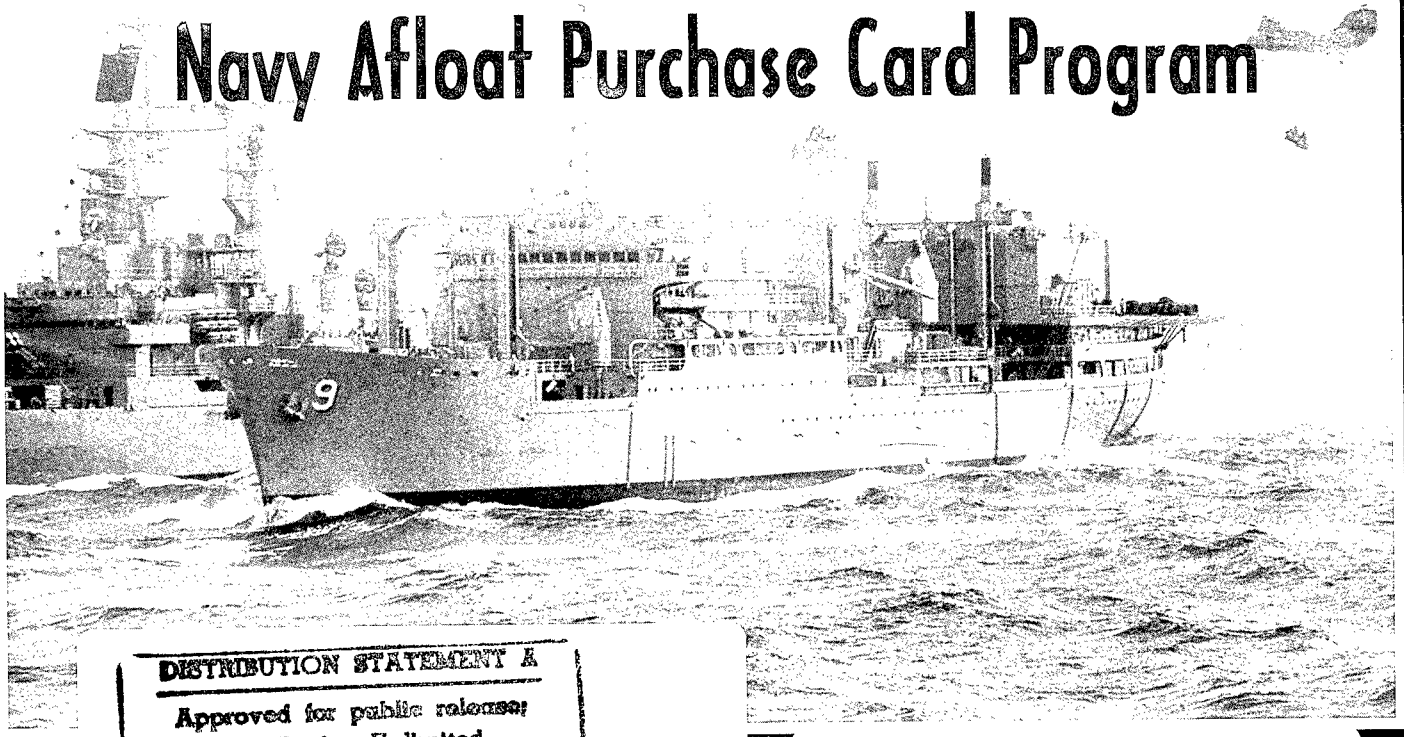
US NAVY

the navy supply corps newsletter

Contracting Innovations:

Navy Electronic Commerce Online

Navy Afloat Purchase Card Program



Inside this issue . . .

Service Members Arrange Their Own Moves

Transportation Metrics Analysis System

. . . and more

Navy Activities in Mechanicsburg, Pa., phone numbers are changing ... see inside back cover.

DEPARTMENT OF THE NAVY
5450 CARLISLE PIKE
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MECHANICSBURG PA 17055-0791

Commander
Naval Supply Systems Command

Chief of Supply Corps

The lead articles in this issue of the *Newsletter* are about two very important and innovative programs in operation today. The Navy Electronic Contracting Online program provides a step towards "paperless" contracting that is part of our Acquisition Reform goals. The Afloat Purchase Card Program gives the storekeeper at sea the immediate buying power that is so often needed during short stays in port and for items that should be so easily obtained. These articles provide the reader with detailed information about each program.

The Supply Corps Flag Officers' Conference was held in June but too late to cover in this issue of the *Newsletter*. Congratulations to CAPT Mike Finley and CAPT Bill Jenkins who joined us at that event as our two newest flag officers. We will include a report on the conference in the next issue of the *Newsletter* and I hope at that time to be able to give you more information on our reengineering of the Navy Supply System efforts.

I'm saddened by the number of obituaries in this issue including a notice of the passing of RADM George Bauernschmidt. At 99 he was the oldest member of the Supply Corps until his death on April 18. He and the others listed on pages 42 and 43 will be missed.

You will find a wide variety of articles in this issue dealing with topics ranging from the Service Member Arranged Move to Transportation Metrics Analysis System to Women in the Supply Corps. The issue should have something for everyone. Enjoy!

D.E. HICKMAN

Delivering best value products and services through ...
"One-Touch Supply"

THE PROFESSIONAL JOURNAL
OF THE NAVY SUPPLY CORPS
Volume 62, No. 3 May/June 1998

newsletter

RADM D. E. HICKMAN, SC, USN
Chief of Supply Corps and
Commander,
Naval Supply Systems Command

RADM K.W. Lippert, SC, USN
Vice Commander,
Naval Supply Systems Command

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Special Interest

Contracting Innovations

Features

Departments

Cover photo: USNS Spica *(TAFS 9) completes a vertical replenishment. (Photo from Defense Image Digest)*

Linda Hall
Editor

Elizabeth Van Wye
Public Affairs Officer

Barbara Pearce
Copy Editor

Supply Corps Tips:
Advice from the Vice

RADM Keith W. Lippert, SC, USN, Vice Commander, NAVSUP

As the Navy continues to tackle the challenge of performing high-quality work with reducing levels of resources and support, we must look to new and innovative ideas for change from both within government and from private industry. A term often used to describe this process is "reengineering." Reengineering is the radical redesign of business processes for dramatic improvement. Radical redesign means starting over instead of changing or modifying our existing ways of working. We begin with a blank sheet of paper. The Chief recently tasked the SUP-21 Reengineering Team, under CAPT Mike Finley, to develop a vision for Navy Supply. Over the next 60 days, the SUP-21 Reengineering team will develop potential visions for the supply system. These vision statements were briefed at the June Supply Corps Flag Conference to gain concurrence from our senior leadership.

We are driven to undertake this effort as we recognize that our current level of resources and capabilities are insufficient to meet our customers growing expectations. With potent competition from DLA, GSA, and other third party vendors, we must fundamentally change the way we provide service to our customers. Reengineering is a process to focus on and create value for our customers. Reengineering is not business as usual, rather it is business unusual.

Reengineering is a difficult undertaking, and can raise concerns and questions about the future structure of an organization. For that reason I wanted to share with you that the Chief and I are committed to this effort, and to ensuring that you receive open lines of communication throughout this process. We will evaluate the recommendations, determine what should be pursued and how implementation can occur without adversely impacting readiness.

To that end, a web site was created on the NAVSUP home page to solicit your feedback and input – select "Corporate Services" from http://www.navsup.navy.mil. You will find information on the status of the effort, answers to frequently asked questions regarding reengineering and reengineering success stories. This information is updated weekly to keep you current. ⚓

Have a question for the Vice?

The Vice will address questions from Supply Corps officers in this column.

If you have a question you would like answered by the Vice Commander, NAVSUP, please e-mail it to Liz_Van_Wye@navsup.navy.mil, fax it to her attention at (717) 605-6388 or mail it to:

Commander
Naval Supply Systems Command
Attn: 09PA Vice's Q&A
P.O. Box 2050
Mechanicsburg, PA 17055-0791.

Ethics Tips: *Accepting Gifts*

Herbert Haywood, Ethics Officer

Situation: CDR Ellis, SUPPO in USS *Duarte*, is excited because *Duarte* is going to be in port during the professional ice hockey finals to be held locally and he has just been offered a "free" ticket to the final match by XYZ Corporation. The ticket has a face value of $35 (that is, the price printed on the ticket itself is $35), although he knows they are being sold "privately" for much more.

Ellis recalls that XYZ Corporation is a Navy, prime-vendor, provisions contractor, and that its responsibilities include arranging for and providing food to *Duarte*. However, since Ellis is not himself directly involved in contracting for XYZ Corporation's services, and because XYZ doesn't have a direct contractual relationship with *Duarte*, his initial reaction is to accept the ticket and enjoy the game. Should he do so?

Answer: No, he should not accept the ticket. First, it would be considered a "gift" under the ethics laws, as it is not within the exceptions from the definition of a gift provided in the law for some kinds of "gratuities." Second, it would be a gift under the law from a "prohibited source," (a company doing business with the Navy) having a market value (face value in the case of tickets) of over $20, which is the value limit for acceptance of any single "occasional gift" from a prohibited source. The total cumulative value of such occasional gifts, which can be accepted under the law by any federal government official or employee in any calendar year from any single prohibited source, is $50. The law also forbids paying the difference between $20 and the market value (in Ellis' case the difference would be $15) in order to accept the hockey ticket as a gift under the $20 limit.

See Standards of Conduct for Employees of the Executive Branch, 5 C.F.R. Part 2635, Subparts B and C; DoD 5500.7R, Joint Ethics Regulation, Chapter 2; and 5 U.S.C. §7342. ⚓

Two Selected for Stars

Captain Gwilyn H. Jenkins Jr. was selected for rear admiral (lower half) by the President of the United States.

Jenkins was born in Ticonderoga, N.Y. A 1970 graduate of Penn State University with a bachelor's degree in electronic and electrical engineering, he is also a 1979 graduate of the Naval Postgraduate School in Monterey, Calif., with a master's degree in systems acquisition management and a 1992 graduate of the University of Southern California's Program for Executives.

Jenkins' sea tours include cargo stores officer in the USS *Savannah* (AOR 4) seeing action in the Gulf of Tonkin in 1972; supply officer in USS *Raleigh* (LPD 1); and supply officer in USS *Puget Sound* (AD 38) participating in Operation Desert Storm in the Red Sea in 1991.

Jenkins' major shore tours include assignments as director of contracts for the Naval Aviation Supply Office in Philadelphia, where he implemented the Navy's first large purchase EDI transaction; lead for Program Integration in the NAVAIR A-12 Litigation Assessment for the deputy secretary of Defense; executive director for business practices reengineering and he currently is the executive director for procurement at the Defense Logistics Agency.

Jenkins' personal awards include the Legion of Merit, the Meritorious Service Medal (five awards) and the Navy Commendation Medal. He is the 1986 Secretary of the Navy awardee for acquisition streamlining (individual), a 1987 Blanche Whitte awardee (honorable mention) from the National Contract Management Association, and the 1990 Department of Defense Program Manager awardee for Acquisiton Streamlining.

Jenkins is married to CAPT E. J. (Nell) Hurley, USN (Ret.), who was the director for plans, program and requirements, at the Defense Nuclear Agency, Washington, D.C. Jenkins and Hurley have four children, Ellen (16), Caitlin (14), Andrea (10), and Kagan (5). They were the Secretary of the Navy's nominee for the Presidential Great American Family Award in 1985.

CAPT Jenkins

Captain Michael E. Finley was selected for rear admiral (lower half) by the President of the United States.

Finley currently serves as the deputy commander for fleet logistics operations, Naval Supply Systems Command, Mechanicsburg, Pa.

A native of Staten Island, N.Y., he received his bachelor's degree in mathematics from Cornell University and was commissioned an ensign in the U.S. Navy in 1973 through the Navy ROTC program. He received a master's degree, with distinction, in operations research from the Naval Postgraduate School, Monterey, Calif. Based on his postgraduate studies in the area of generalized networks, Finley received the Chief of Naval Operations Award for Excellence in Operations Research in 1982 and was admitted to the scientific honorary society Sigma Xi.

Commissioned as a line officer, his initial tour was aboard USS *Engage*, where he served as weapons officer, mine countermeasures officer and supply officer. Finley transferred from the line to the Supply Corps in 1975. He has served as supply officer of USS *Gato*; assistant supply officer in USS *Nimitz*; and supply officer of USS *Dwight D. Eisenhower.*

While commander of Defense Supply Center Richmond (DSCR), DSCR received the Commander-in-Chief's Award for Installation Excellence, the U.S. Senate Productivity and Quality Award, three Vice President Gore Hammer Awards, and two White House Closing the Circle Awards for environmental excellence.

Finley is a member of the Navy Acquisition Professional Community. His personal awards include the Defense Superior Service Medal with one gold star, Meritorious Service Medal with two gold stars, Navy Commendation Medal, Navy Achievement Medal, Naval Aviation Supply Officer Wings and Submarine Supply Dolphins. He is a member of the National Eagle Scout Association and Phi Sigma Kappa fraternity.

Finley and his wife, the former Lindyll Gwin of Mechanicsburg, Pa., have one son, Edward.

CAPT Finley

An Interview with *RADM Lenn Vincent*

RADM Lenn Vincent, SC, USN, commandant, Defense Systems Management College, Fort Belvior, Va., was recently interviewed by the Newsletter publisher. His comments concerning his career in the Navy and role at the DSMC follow.

Q. *There may be a lot of people, especially civilians, who are not familiar with the Defense Systems Management College. Can you tell us about the college's mission and who is eligible to attend?*

A. The Defense Systems Management College (DSMC) is a member of the Defense Acquisition University [DAU] consortium of schools. Since our founding 26 years ago, by the late David S. Packard, then deputy secretary of defense, our mission has been to provide the best systems acquisition education and training possible to the acquisition work force. Specifically, we have a four-fold mission: to educate and train, to perform research, to consult, and to disseminate information.

The tidal wave of major acquisition-reform initiatives and legislation enacted during this decade have created tremendous demands for continuing education and regular updates for all acquisition professionals. DSMC is responding with a combination of core-integrated courses, specialized courses, consulting and research, distance learning (technology-based education and training), and online information dissemination.

Working closely with DAU, we carefully structure our courses to prepare selected military officers and civilians for responsible positions in program management and other associated acquisition functions within DoD and other federal agencies. We also encourage defense industry staff from the program offices of major corporations to attend. Our students come from all of the services, other government agencies, industry, and the international community as well. In our continuing efforts to expand the student base, we focus primarily on DoD acquisition organizations and defense industry, followed by other federal agencies. The individual directors of acquisition career management for OSD and the services then work closely with DAU and DSMC to establish quotas and arrange attendance.

We've gone from one building and one course to over 30 courses in 12 different buildings in our first quarter century. We now educate and train over 9,000 students per year, at the main campus here and the four regional offices: Los Angeles, Calif.; Huntsville, Ala.; Hanscom AFB, Mass.; and Fort Monmouth, N.J.

Courses can go from two days to 14 weeks, from an SES-level overview to logistics and financial management courses that certify our people at the project management level. Our staff and faculty are made up of 90 plus military and over 200 civilian members; our students range from GS-7s to SESs and from lieutenant to flag and general officers. (Editor's note: Additional information is available on the DSMC home page [dsmc.dsm.mil]. Readers who are interested in attending can contact their training offices for detailed procedures on eligibility and how to apply.)

RADM Vincent assumed his duties as commandant at the Defense Systems Management College earlier this year.

Q. What specific programs here at DSMC would be important career enhancements for members of the supply team?

A. All of our courses here at the college are not only of interest but *required* for members of the acquisition work force, both military and civilian. Anyone involved in the acquisition business can find a wealth of information at his or her disposal. When I say acquisition, I am referring to both the acquisition of weapons systems as well as acquisition of automated information systems and information technology systems.

Integrated product teams (IPTs) are the way we are buying things now. Being an effective part of an IPT as a business financial manager (BFM) for a program requires an understanding of the various roles and responsibilities of the other team members. The BFM is really the key money person for a program office, working with everyone on the team. Our acquisition management courses (ACQ 101 and ACQ 201) and the Advanced Program Management Course (PMT 302) provide insight into the program managers' responsibilities. Taking this course en route to a program office will help shorten the learning curve once you get on the job.

We also have courses on contracting, manufacturing management, software management, test and evaluation and any number of other functional areas.

Quotas for every command are available through your training office. The Navy's Director of Acquisition Career Management (DACM) controls all of the Navy's quotas to DSMC and because of the Defense Acquisition Workforce Improvement Act (DAWIA), the courses are in high demand. The courses I mentioned are required for certification of the Navy's acquisition work force and Acquisition Professional Community (APC).

Q. Here at the DSMC you work with all services and many civilian agencies. How do you approach working in a joint environment?

A. Fortunately, I'm not new to this environment, having been commander of DCMC [Defense Contract Management Command]. I'm a great believer that the diversity of the joint environment creates energy. When you have active duty officers and enlisted personnel from all services working together, you discover that there are many different ways to solve common challenges.

"We need to train the acquisition work force 'better, faster, cheaper.'"

Also, as we continue to draw down DoD, we are much more dependent on the other services to accomplish our missions. For example, the Navy's EA-6 community is now staffed with Navy and Air Force operators because the EF-111 has been taken out of service. At DCMC we were an "equal opportunity" contract administration organization. No matter which service component was dependent upon a manufacturing plant or a number of plants in a geographic area, the commander, from whatever service, administered the contracts. Joint is a way of life for us all.

"We see our role as facilitating the exchange of ideas and information between ... policy makers and our students, who are future program managers and program executive officers."

Q. What is your biggest challenge here at DSMC? Are there changes that must be made to prepare for the logistics challenges of tomorrow?

A. As with all DoD activities that are contending with smaller budgets and reduced manning, our continuing challenge is to accomplish our mission in the most efficient manner possible while maintaining the quality of the education. We need to train the acquisition work force "better, faster, cheaper." With continuing education and thousands of people needing "refreshers" to stay DAWIA-certified, we need to find ways to maintain the quality of our courses but use methods such as distance learning and automation to push the information out to the people who need it.

Another big challenge is how do we refresh our faculty. I have found that DSMC has not hired new faculty in six years. We're wrestling with this in the same way many organizations are facing the same dilemma. In addition, we're retraining our own faculty to feel more comfortable in using this new technology to supplement the traditional classroom setting. Part of the leadership challenge is to break down barriers to new technology while ensuring we retain quality products.

A subset of this is metrics, or how do you measure how well we are doing or how effective we are? It's a real challenge in any educational institution.

We are trying very hard to expand peoples' minds while they are here at our college; train them; give them tools to make better business judgments and decisions, how to build teams, and how to work together. Their greatest challenge may occur when they get back into their workplace. Will they be allowed to use all that they've learned so that it isn't just "business as usual" when they return?

Q. How do you see DSMC's role in acquisition reform?

A. We have a very important responsibility in terms of the whole Defense Acquisition Workforce Improvement Act and the requirement to deliver the right kinds of education, in the most efficient and cost-

effective manner.

We play a significant role as a catalyst for producing world-class acquisition professionals and agents for change within DoD. We're at the forefront of policy and direction here at the college. Acquisition reform ideas and concepts are integrated right into the curriculum. We have all the acquisition leaders in OSD ... from each of the services ... come and speak, meet with the students, provide their input at the cutting edge of acquisition reform and their views of policies. We see our role as facilitating the exchange of ideas and information between these senior DoD acquisition policy makers and our students, who are future program managers and program executive officers.

All of the major Acquisition Reform initiatives promulgated by OSD, essentially start right here at the teaching level: cost as an independent variable, total ownership cost, single process initiative, commercial specs and standards — all of these must become the routine ways of doing business in today's defense environment. And our students become familiar with these concepts on a day in, day out basis.

Our location, and its proximity to power and policy makers, ensures that we will have almost all of them here at one time or another. They participate as distinguished guest lecturers, panel members, individual class instructors. Our students get a firsthand, unabridged version of the current thinking throughout all walks of DoD. One of the most powerful educational experiences is talking directly to the information source. And these people have told us that they get as much out of it as the students, in terms of dialogue and feedback, a real win-win situation.

Q. *How can DSMC influence the total cost of weapons system ownership?*

A. There is a thrust by OSD to make the program manager responsible for ensuring product support is properly carried out over a system's life cycle. In our Advanced Program Management Course, we touch upon and teach about every facet and function of the system of acquisition management. Through the process of education and integration of functional information, I believe we can get people to think about how they can use information in an integrated sense across the total life cycle of a weapons system. In our courses, we cover acquisition, development, production, fielding, operation, and then taking it out of use. Through education and enlightenment, our students understand the entire system, not just their individual part.

"... commanding officers ... believe their supply officers are some of their best officers ... THE best."

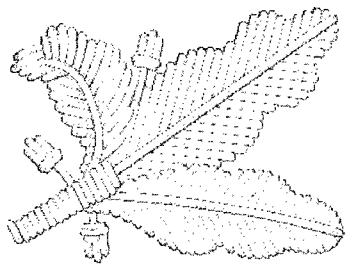
Research, consulting, and information dissemination are also important parts of our mission. We can get involved with program managers, service components, and OSD to research various aspects of the process. We also consult with the services and others to bring our knowledge and skills to bear on a particular problem or issue. In addition, we publish a great deal of information, including our research projects, on the Internet, which is helpful to those involved in this area.

There is no magic pill or instant answer. The bottom line is that we will bring to bear knowledge of the system to help drive down costs, through better awareness and understanding of the entire process.

Q. *Your latest assignment was with the Pacific Fleet. From that perspective, how are things going in the supply community today?*

A. From the personnel side, I must say that I found all the supply officers to be highly motivated and doing a very good job. When I talk to their commanding officers, they believe their supply officers are some of their best officers. In many cases . . . THE best. We've trained well and we perform well.

From the supply and logistics side, you'll get various answers depending on whom you talk to. We're experiencing constant budget pressures along with the need to reduce inventories. That creates turmoil due to the uncertainty and fear that we will not have the part when we need it. I believe this is more a perception than reality. All of the statistics that you see say the supply system is working —material is flowing the way it should yet there is a perception that all is not well. We haven't gotten to that point, but we need to keep our eyes on those forces further



out in Japan, Guam, Singapore, Diego Garcia, Korea, and the ships in WESTPAC. They are at the tip of the sword — the end of the pipeline. We need to be vigilant that material is flowing and available. I worried a lot in terms of the thrust to reduce spares and its ultimate impact on the ability to support the war fighters. However, the reality and expectation is that we will move more toward the commercial environment ... contracting out, outsourcing supplies and services. Not manage inventory, but manage those contractors who will own inventories. We will depend more and more on commercial air, prime vendor, etc. As we work toward those goals, we'll always have to be vigilant that the forward-deployed Navy has the ability to sustain itself. I found that most don't know really how big the Pacific is until or unless they serve out there!

Q. *What career guidance would you give today's new Supply Corps officer?*

A. I believe you can have a great career in the Navy Supply Corps whether it's 20 years or 30 years, whether you retire as a commander or as an admiral. Coming into the Navy as an enlisted person in the reserves, I was fortunate enough to be commissioned and then fortunate enough to be in the Supply Corps. I would encourage those coming in to learn our basic business very well and be flexible in everything they do, especially assignments. They need to be mobile to the extent that they can, and always realize that in any organization, military or civilian, they need to take on the challenging jobs

They need to build their reputation, both personal and professional, every day. Our reputations have a cumulative effect over our careers — the better they are, the greater the opportunity for challenging assignments. And then when they get to those challenging assignments, they need to do the best they can.

It's also important to maintain balance and perspective, in both your professional and personal life. You need to balance daily professional activities with the personal and try to do something to maintain a healthy lifestyle.

Sometimes I think our new Supply Corps officers are facing more challenges today — maybe they're just different than some of us have faced, myself included. Some things won't change, but there are more of them. Competition among peers is necessary and may be keener in a shrinking Navy. Those who do it and do well will be rewarded. As far as a particular tour, I think all assignments can be good, certainly some more than others, but it's what you do once you're in them that counts. You need to integrate yourself, within your work group, and create an environment you'd like to have. For those who are married, my advice is to make your family part of the career decision process. It has to be a family thing. For most of us who have chosen a career in the Navy, we don't look at it as a job — it's what we do. It ***is*** our way of life. If part of the assignment or career decision process includes a spouse's job or children's school situation, that's OK. If those decisions are made for the right reasons, then you will have a great career. I've always enjoyed mine, from ensign to admiral.

Q. *Do you have any hobbies or could you share with our readers what you like to do in your time away from the job?*

A. You need some way to relieve job stress. Mine has been athletics. I've always been somewhat of a frustrated athlete — never quite as good as I thought I was but I played or tried to play a variety of sports. As I've gotten older, I still try to exercise several times a week, jogging, working out with weights, racquetball (at 5:30 this morning!), tennis, or golf as time and weather permit. Essentially, I exercise when I can. It's part of my psyche, so if I don't do it, I don't feel right.

Balance is critical — there are only so many hours in a day and we need to balance work, family, and personal time. You need to juggle your time to make sure your balance is there. ⚓

NAVSUP Electronic Commerce in Contracting for Beginners

By Matt Nielsen, NECO Project Manager, Naval Supply Systems Command

The world is moving to the Internet. Television commercials tell us we need a web site. You can find what you need at "anything-dot-com." On the bottom of every print advertisement is an Internet address. We are in the information age, whether we like it or not. This new world provides great opportunities for electronic commerce (EC). The ease of access that comes with this new technology provides distinct benefits for the commercial world and for Naval Supply Systems Command's business. Rather than be a follower in this world, NAVSUP is a leader.

The NECO system, which is now in early production at the Naval Inventory Control Point (NAVICP), provides a powerful tool to Navy users to increase vendor access to procurement opportunities and to give vendors a low cost way to do business electronically with the Navy.

The Navy Electronic Commerce Online (NECO) system opens procurement opportunities to any interested, qualified vendor with electronic access. It's a low cost alternative to formal electronic data interchange (EDI). It is important because it gives very wide exposure to Navy solicitations. It reaches the small vendor community that did not get involved with electronic commerce because it was too expensive. It allows those vendors who have small profit margins to respond to solicitations electronically with no large expense. It is important to the Navy because, once it is implemented widely, the time to solicit, respond and award will be reduced, making support to the war fighter more timely. It also maintains the existing system for doing EDI between the Navy and the vendor community, vendors using EDI through value added networks (VANs) can continue to do so with NECO.

All right, I'm done with broad proclamations about the system. Now for some detail on how it works. I have to be careful not to lose you by getting too deep in the detail. If I use too many more acronyms you'll go on to the next article. So, here's a plain English explanation of how NECO works and how it can benefit both the warfighter and businesses interested in doing business with the Navy. This is in question and answer format reflecting issues and questions that have been posed.

What does this system do?

It posts solicitations to procurement sites on the Internet that can be browsed by interested, qualified vendors. These are the full text of solicitations put into a plain English format.

It posts amendments just like it posts solicitations. The amendments are total solicitations including changes. This keeps the vendor from having to track down all amendments before he or she can provide a quote.

It sends a daily message to registered vendors to inform them of procurement opportunities that have been posted. This lets the vendor decide if he or she wants to go to the site that day. If the message does not contain any buys he or she is interested in, he or she can pass that day and try again the next day.

It allows the vendor to print or save the solicitation information for off-line review. NECO takes advantage of the PC and software that the vendor uses. The vendor can save solicitations, quotes and orders as he or she sees fit on his or her own machine.

It allows vendors to input an offer through the Internet. NECO uses a form to prompt the user for required information and then sends an electronic message to the buyer with that information.

It has security adequate to protect information such as quoted price and delivery to prevent disclosure and hacking.

It sends purchase orders and delivery orders as electronic mail messages to the successful vendor. This is a plain text version of the order.

It eliminates paper for several very paper intensive functions, especially the printing of multiple copies of solicitations. This is a definite cost savings for the government sites using the system.

It uses commercially available software. No downloads or configuration of software are required. As explained below, all that is required is an online PC and Internet browser.

It supports the existing electronic commerce system by providing electronic document information in EDI formats.

It provides information to other systems in an electronic format that they can

Navy Electronic Commerce Online (NECO)

The Afloat Purchase Card Program: Decentralizing Purchasing for the Fleet

By CDR Francis X. Tisak, SC, USN, Student, U.S. Naval War College

Introduction

Prior to World War II, much of the Navy's purchasing function was centralized in Washington. The significant demands placed on this system during the war made centralized purchasing impractical, and in late 1942, almost all activities within Naval Districts were granted "small purchase" authority for buys up to $500.[1]

Over the past 55 years, the trend towards gradual decentralization of purchasing continued in the Navy. Nonetheless, even as purchasing authority migrated closer to the customer, the purchasing process of generating manual requisition forms and associated supporting documentation remained relatively unchanged. This labor intensive and time consuming process was adding limited value to procurement actions, especially those that are low dollar buys.

Fairly recently however, the Naval Supply Systems Command began to advocate significant purchase reengineering initiatives based on innovative business practices and electronic commerce. The intent was to not only continue with decentralization efforts, but also to streamline the procurement process. The engine to facilitate changing this process is being fueled by the Navy's Purchase Card Program.[2] This article will discuss the Navy's Purchase Card Program from an afloat perspective, by providing a short background, a brief description on how the program works, some purchase card statistics and success stories, and also some issues that need to be addressed so that the Navy's Afloat Purchase Card Program can be le-

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NECO

(Continued)

use to update their databases without rekeying of information.

It allows greater vendor access to Navy procurements.

What do vendors need to use NECO?

A personal computer, modem and an online Internet service, including electronic mail. NECO is designed to work with Netscape and Explorer browsers, both of which are available at no charge over the Internet.

The vendor needs to register with the Central Contractor Registration (CCR) System. This is the single system that contains vendor information for the Department of Defense. Vendors, whether or not they intend to do Electronic Data Interchange or just Internet Electronic Commerce, must register at http://ccr.edi.disa.mil.

The vendor needs to register with the NECO web site (http://ecic.abm.rda.hq.navy.mil). This provides additional information needed by NECO to operate and allows the vendor to register for the procurement opportunities message.

What do sites need to use NECO?

An automated procurement system that generates and accepts the appropriate files and the ability to send and receive electronic files. The automated information system must be compliant with current EDI standards. Precise information on what systems will work with NECO can be obtained by sending an information request to the "Submit Feedback" screen on NECO.

Where can I find NECO?

NECO is posted at http://ecic.abm.rda.hq.navy.mil.

What about vendors that already use EDI?

They can continue to use their current system. NECO will send solicitations and orders and will receive responses via the existing value added networks (VANs). NECO provides basic information to vendors about Navy procurements. If the vendor requires other services then a VAN is probably required.

What kind of training is available for the system?

Vendor and buyer training materials are being developed by the West Chester Electronic Commerce Resource Center. These materials will be available from NECO when they are complete.

How does this impact the supply system?

NECO increases the exposure and availability to Navy solicitations. This is projected to reduce the amount of time a procurement takes to be awarded and thus reduces cost. Since it requires no rekeying of information, it also speeds up the buyer's ability to advertise procurements. This tool will help to fulfill the expectations of earlier electronic commerce initiatives by providing the benefits of electronic tools to the procurement process.

How can I get more information about NECO?

Request information through the "Submit Feedback" function on the web site. Provide your electronic mail address and what information you are interested in. ⚓

Matt Nielsen is part of the NAVSUP Contracting Directorate Special Projects Division. He is responsible for procurement automation and electronic commerce in contracting for NAVSUP. Nielsen has been at NAVSUP since 1993. He came from the inventory control point in Philadelphia, where he had spent 10 years. He is a 1981 graduate of Allentown College of St. Francis De Sales. He resides with his wife Elaine and son Ben in Dillsburg, Pa.

veraged even further.

Background

Navy ships previously had direct control over the bulk of purchasing requirements well before the Afloat Purchase Card Program was implemented. The various shipboard divisions and department would generate their open purchase requisitions and route them to the Supply Department, where storekeepers[3] would complete the paperwork needed to make the buy.[4] Unfortunately, in the early 1980's, personnel from a few Navy ships abused their contracting authority by using taxpayer dollars to procure items for personal use. As a fallout, purchasing authority became severely limited at the shipboard level. In essence, ships could only exercise their contracting authority in the case of emergencies or when visiting non-Navy supported ports. The bulk of fleet purchasing activity shifted ashore to Pierside Procurement Offices, where teams of buyers would process open purchase requisitions brought over from the ships. This centralized purchasing arrangement provided the following advantages:

- It established teams of professional purchasing agents who were very knowledgeable about the vendor base as well as procurement regulations,
- It afforded opportunities for pier side procurement buyers to conduct volume buys through combining requisitions from more than one ship, and
- It allowed purchasing agents to conduct buys for the ship while the ship was at sea.

However, along with these advantages came a critical disadvantage: Ships lost control over their procurements. By passing their open purchase requisitions to Pierside Procurement Offices, ships had to deal with seemingly long procurement lead times. This is a particular concern to ships where work stoppages resulting from awaiting parts can potentially impact operational schedules.[5]

Thus, what was needed was a customer focused, user friendly program with sufficient (but not overly burdensome) controls with which the ships would be able to regain control over their open purchases. This need was met with the Navy's Afloat Purchase Card Program.

The Navy's Afloat Purchase Card Program is a program through which Navy ships can effect micro-purchases[6] with a commercial VISA card. This "Purchase Card[7]" is also sometimes referred to as an IMPAC[8] Card. Purchase cards have been used in the Navy at shore commands since the late 1980's. For example, well before the program was expanded to the fleet, Navy Public Work Centers (PWC) had been issuing purchase cards to some of their repair and maintenance personnel. These cards enable PWC repair and maintenance workers to make buys in the field in support of their projects. This then negated the need for these workers to lose valuable time returning to the shop to either search for, or order simple piece parts and consumables needed on the job. By using purchase cards, Navy PWCs have been able to reap the benefits of reducing their inventories while minimizing the time repair and maintenance personnel spend waiting for parts to complete a job.

By June of 1996 the Afloat Purchase Card Program was available to all ships like the USS Enterprise *(CVN 65), above, streamlining their procurement process and significantly reducing procurement lead time. (Photo from Defense Image Digest.)*

In conjunction with Vice President Al Gore's campaign to reinvent government, the Federal Acquisition Streamlining Act (FASA) of 1994 expanded the authority to use purchase cards. FASA established the micro-procurement category for purchases less than $2,500, and reduced some of the administrative workload previously required to effect these purchases. For instance, so long as the buyer determines the price to be fair and reasonable, the administrative burden of having the buyer obtain three bids was rescinded for micro-procurements. Yet the most notable impact of FASA was that it supported expanding the Navy's Purchase Card Program to ships.

However, since the program was originally designed for shore commands, its administrative and accounting procedures were not conducive to the supply and financial systems used onboard ships. Therefore, the Pacific Fleet and Atlantic Fleet Naval Surface Force staffs wrote instructions and procedures to facilitate implementing the Afloat Purchase Card Program for the fleet. These standard operating procedures were tested on four ships[9] from November 1995 through April 1996. Throughout the test phase, the prototype ships reported that the Afloat Purchase Card Program and its associated shipboard procedures streamlined the procurement process and significantly reduced procurement lead time. Following this successful prototype, the program was expanded to all Surface Force ships in June 1996.

How It Works

Purchase cards work in the same way as one's personal charge card works: The buyer can either make purchases at the place of business in person, or place an order over the telephone for subsequent delivery to the ship. The business takes the card account number and charges the purchases to the commercial bank that issues the purchase cards.

At the end of each billing cycle, the bank generates an invoice that reflects all purchases made with that card during the 30 day billing cycle. This invoice is sent to the ship in two ways: The original hard copy invoice is mailed, and an additional electronic copy is transmitted to ships via the Streamlined Alternative Logistics Transmission System (SALTS). The invoice is then certified and sent to the supporting Defense Finance and Accounting Service (DFAS) Center.[10]

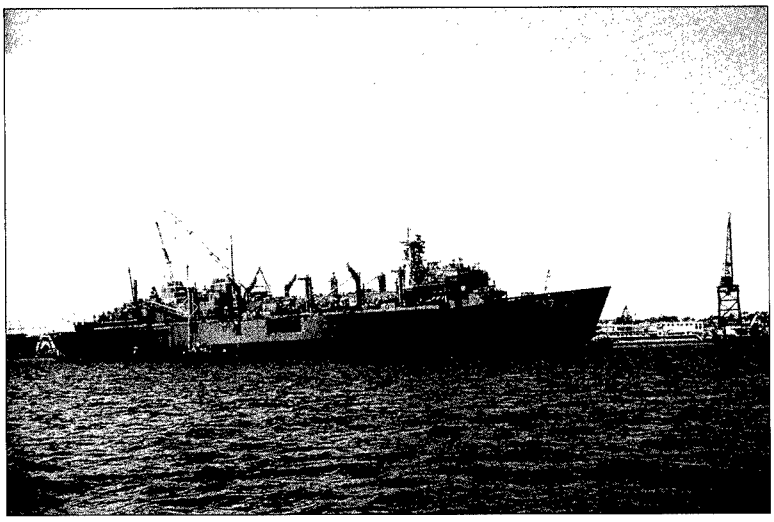
With a completed certification package in hand, the DFAS Center will pay the bank the certified amount. As with most charge cards, if the invoice is not paid by the due date, the customer incurs interest charges. This can be an issue of great concern to ships, particularly when they are deployed, as mail service to ships at sea can be very irregular. Thus the electronic copy of the bank's invoice is especially useful, as ships can receive and process their invoice, and then submit the certified package for payment to DFAS, also via SALTS with follow up via fax or Naval message.

The purchase card streamlines the purchasing process and reduces procurement lead time in a number of ways. Most notably, much time is saved since the ship can go directly to the vendor or service provider without first having to go to Pierside Procurement Offices.[11] As such, rather than waiting as long as a week or two for a routine requirement to be contracted by Pierside Procurement, ships having purchase cards can conduct buys in a matter of minutes. And as another time saver, since purchase card transactions are micropurchases, documentation is simpler to assemble. Moreover, as stipulated through FASA, only one bid (vice three) is required for micro-procurements.

Whereas the purchase card makes the purchasing process more efficient for the ship, the program also maintains effective, but relatively unobtrusive controls. These control features were critical in getting the Afloat Purchase Card Program implemented; during the test phase, there were a few officers both ashore and on ships who appeared reluctant to implement this program. For the most part, they were worried that giving ships purchase cards might lead to a recurrence of improper purchasing on ships. Thus, in order to garner further support for this program, controls were incorporated into the operating procedures to help minimize the potential for abuse. Some of these controls include:

- A provision for documentation,
- Spending limits and vendor limits built into the coding of the cards,[12] and
- Auditing procedures.

In addition to these limits, copies of all transactions made with their purchase cards are submitted to the ship along with their invoices. Moreover, duplicate copies of these documents are also provided to the fleet staffs who can then spot check the purchases being made by their ships. Finally, at this early stage in the Afloat Purchase Card Program, purchase cards are only being issued to storekeepers, who are the shipboard experts on procurement.[13]



Success stories from ships using the Afloat Purchase Card spurred the growth in the fleet's implementation of the program. (Photo above of USS Rainier *(AOE 7) from Defense Image Digest.)*

Afloat Purchase Card Program Statistics and Success Stories

By the end of fiscal year 1996, 11 Surface Force ships in the Pacific Fleet had fully implemented their onboard Purchase Card Programs. These ships conducted 387 transactions valued at nearly $200,000 with their purchase cards. As these ships became more and more comfortable with this program, purchase card usage increased, as did the level of interest being paid to the program from other ships.

By the first half of FY '97, the number of Pacific Fleet Surface Force ships with Purchase Card Programs increased to 53 (out of a total surface force of 90 ships). During the first six months of FY '97 these ships combined to conduct 1,489 purchase card transactions valued in excess of $720,000. Similar results were also being achieved in the Atlantic Fleet.

In essence, while Navywide purchase card usage increased by approximately 25% from FY '96 to FY '97, the fleets realized a growth rate in excess of 500 percent during this same period!

Growth in fleet purchase card usage was also being fueled by the number of purchase card success stories ships were accruing. The success stories that follow

typify how the Afloat Purchase Card Program enabled some ships to streamline the purchase process and reduce procurement lead time:

USS *Princeton* (CG 59) conducted several stateside purchase card buys while on deployment. Throughout late 1996 and early 1997, *Princeton* was deployed in the Eastern Pacific in support of counter narcotic operations. Given that there is limited organic Navy support in Central America, the ship relied heavily on stateside support. With their purchase card, the ship was able to call in numerous buys to the states. Their ordered material was then shipped to San Diego where it was transshipped to the *Princeton* via one of the Navy's oilers that was assigned to bring fuel to ships operating in the Eastern Pacific.

USS *Curtis Wilbur* (DDG 54) transacted several high priority purchase card buys during a short port visit. In 1996, *Curtis Wilbur* was ordered to shift her home port from San Diego, Calif., to Yokosuka, Japan. En route to her new home port, the *Curtis Wilbur* stopped in Pearl Harbor, Hawaii, for a few hours to refuel before continuing on her journey. While in Pearl Harbor, the ship was able to easily satisfy a number of requirements with their purchase card during their short time in port.

USS *Dubuque* (LPD 8) was able to reduce fire finder repair turnaround time by 75 percent. *Dubuque*, home ported in Sasebo, Japan, includes fire finders as part of their critical damage control gear. Whenever these units needed servicing, the ship had to endure a turnaround time of about four months, as only one company was willing to do the work based on a purchase order.[14] However, once *Dubuque* received their purchase cards, they were able to cut this turnaround time to approximately four weeks as other vendors were willing to provide the service so long as they were paid via a VISA card.

These success stories all demonstrate in some way the flexibility that the Afloat Purchase Card Program brings to the ship when it comes to satisfying procurement requirements.

Afloat Purchase Card Program Issues

While the Afloat Purchase Card Program has streamlined the purchase process and significantly reduced procurement lead time, there remains a number of issues which need to be addressed. As these issues are resolved, the Purchase Card Program can be leveraged so that fleet and field customers may obtain even higher levels of success. Within the Department of Defense, the under secretary of defense (comptroller) and the deputy under secretary of defense (acquisition reform) established teams to address various Purchase Card Program issues and to make recommendations regarding the use of government purchase cards.

"... proposals seek to streamline the procurement process ... by minimizing pre-purchase documentation requirements and eliminating restrictions on the card ..."

These teams, comprising members from throughout DoD, put forth 46 specific recommendations. These recommendations can be summarized into seven categories.[15] These different issue areas and their relation to the Afloat Purchase Card Program are briefly described as follows:

Eliminate Inefficient Pre-purchase Approvals: These proposals seek to streamline the procurement process even further by minimizing pre-purchase documentation requirements and eliminating restrictions on the card that currently prohibit cardholders from buying certain commodities (i.e., Hazardous Material). At the shipboard level, documentation requirements are already being streamlined. As an example, previously required urgency of need statements are no longer necessary for purchase card buys. Moreover, any remaining justification needs only to be handwritten on the reverse side of the requisition form.

Maximize the Use of Automation: Recommendations to maximize automation promotes the use of automated systems with which cardholders can select vendors, receive and process their invoices, and reconcile their accounts. This area is of special interest to ships, as the Afloat Purchase Card Program is largely manually driven. This is so because even though there are automated purchase card software programs available, they do not interface with the supply and financial management software currently used on ships. NAVSUP is presently working to integrate a module that manages purchase card transactions into shipboard automated supply management systems.

Additionally, as ships continue to gain access to the Internet, they will be able to increase their field of vendors dramatically; this in turn may help save taxpayer dollars as shipboard Supply Department personnel will be able to engage in comparison shopping to an even greater degree.

Streamline the Reconciliation Process: This category strives to make reconciling the monthly invoice as simple as possible. In this area, many ships have been successful in automating their invoice receipt and reconciliation process. As explained earlier in this paper, the Navy's SALTS facilitates transmitting the invoice and certification package from the ship to the supporting DFAS Center.

Streamline Accounting and Bill Paying for Purchase Card Transactions: Recommendations in this category focus on maximizing summary level accounting and accelerating the bill paying process. Maximizing summary level accounting has an added value in that it helps reduce the bill the services pay to DFAS for processing invoices. Under the purchase order sys-

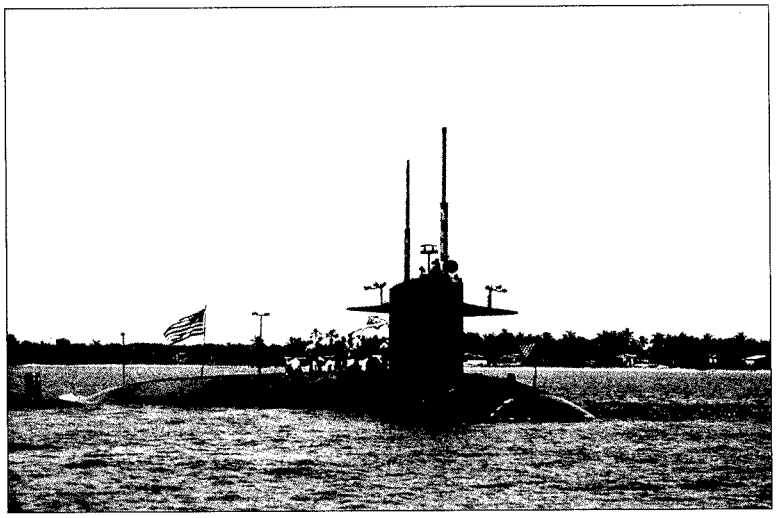
tem, each requisition has its own unique requisition number. As DFAS matches each requisition number to an invoice to effect payment, it charges the services for each of these lines of accounting. With summary level accounting, the lines of accounting are reduced (ideally to one).

While the shore establishment is experiencing great difficulty in reducing their lines of accounting,[16] the fleets have enjoyed success in this area. In fact, most ships are using at most two separate lines of accounting: One line for all repair part purchases and one line for all consumable purchases. Hence, this supports reducing the invoice processing bill that the Navy pays DFAS each year; with the ship citing a master line of accounting, DFAS charges for only one transaction, even if the purchase card invoice contains over 100 individual requisitions.[17]

Establish Internal Controls Oriented Towards Risk Management Versus Risk Avoidance: Under the purchase order system, it was commonly derided that the military had incorporated $50 worth of controls to save five dollars. Recommendations in this category seek to reverse this picture by establishing unobtrusive, yet effective controls. While some of the controls in place for the Afloat Purchase Card Program were discussed previously, the next natural step may be to develop a methodology and sampling techniques for screening random transactions for misuse vice a 100% check.

Train, Promote and Expand Use of the Purchase Card: This category contains a number of recommendations designed to increase interest in the Purchase Card Program and to support future plans to expand the use of purchase cards.[18] On ships, purchase cards are presently being used to procure shipboard material, consumables and services. However, there are numerous other commodities that can be procured with the purchase card. For instance, food consumed in shipboard galleys and sundry items sold in shipboard retail stores are currently procured through purchase orders. Yet these types of purchases can be obtained just as easily (if not easier) via the purchase card.

Another opportunity for expanding the Purchase Card Program lies in the submarine community. Currently, purchasing requirements for submarines are attended to by their tenders. However, with purchase cards, submarines may be able to cut this middle man out of the procurement loop.



Expanding the Afloat Purchase Card Program to the submarine community would cut the tender middle man out of the procurement loop.

Investigate Future Business Practices: One of the key recommendations in this category involves increasing the micro-purchase threshold from $2,500 to $10,000. It is estimated that raising this threshold would allow DoD to effect approximately 96 percent of its procurement transactions with the purchase card. As a matter of interest, this 96 percent of all procurement transactions represents less than 6 percent of total procurement dollars spent. Hence, it makes business sense to streamline the multitude of low dollar value purchases. From a shipboard perspective, raising the micro-procurement threshold will also facilitate using the purchase card to pay for charter and hire services (i.e., tugs and pilots).[19]

The Purchase Card Program and the Defense Logistics Agency (DLA)

While the services, the Navy and the fleet have reaped a variety of benefits from the Purchase Card Program, DLA has expressed some misgivings with this program. One of their principle concerns relates to DLA's loss of buying power. By consolidating requirements for all services, DLA is able to wield considerable buying power through which it has been able to achieve volume discounts. However, an increasing number of purchase card procurements in the fleet and field may in turn erode this buying power.

On a related note, an increased use of the purchase card also impacts DLA's inventory levels. Since DLA inventory levels are largely demand based, their inventory models need to be recomputed as demand patterns change.[20]

A final issue of concern for DLA is the impact that the purchase card will have on their surcharge. DLA levies a surcharge against every issue they make from their wholesale system. This surcharge helps fund the logistics overhead in place to support the services. However, as fleet and field activities increase the number of purchase card buys, DLA will have less issues from stock for which they would be able to apply the surcharge to. This in turn serves to increase the surcharge rate, as DLA is left with fewer transactions to which they can spread over their overhead costs.

Solutions to these DLA issues will not be easy to come by, and may require a combination of some or all of the following:

• DLA shedding inventories of those materials commonly available in the local

market (i.e., office supplies, consumables),

• DLA downsizing to reduce their surcharge (in consonance with workload reductions), and

• Mission funding for core DLA functions to reduce their surcharge.

Summary

A 1994 civilian interagency study showed that internal costs were often cut by more than half when using purchase cards versus purchase orders. Recent studies and reviews conducted by the Army and the Navy substantiated these interagency findings, and also revealed that savings within their respective organizations have been significantly greater. The Navy study additionally found that the average lead time for receiving needed items dropped from 30 or more to 6 days.[21] And for ships, this lead time in many cases dropped to a matter of minutes. The purchase card has proven to be an extremely effective procurement tool for the fleet, as shipboard personnel appreciate the added flexibility and increased efficiency that the program offers. As some of the issues related to the Purchase Card Program are worked to satisfaction, the program can be leveraged to support the fleet and the Navy even further. ⚓

End notes

[1] Commander Richard M. Deschauer, "The Navy Purchase Card Program ... A Bigger Picture", The Navy Supply Corps Newsletter, July/August 1997, 11.

[2] Ibid.

[3] In the Navy, personnel in the storekeeper rate are responsible for supply management, to include procurement of general stores and services.

[4] Each and every requisition had its complete package of supporting documentation. In some cases it was not uncommon that several labor-hours would be invested in putting together a requisition package needed to justify buying a five cent washer!

[5] It became common practice for ships to inflate the priority on their requisitions in an attempt to get their requirements processed ahead of those from other ships. Since upgrading priorities required additional paperwork and justification, this lack of "logistics discipline" soon became counterproductive as more and more ships began to upgrade their priorities.

[6] Micro-purchases/micro-procurements are those purchases with a threshold less than $2,500.

[7] The cards are referred to as purchase cards as opposed to credit cards, because with credit cards, the buyer may maintain a running balance. With purchase cards, the invoices are paid in full each month.

[8] International Merchant Purchase Authorization Card.

[9] The test ships included USS *Nassau* (LHA 4) in Norfolk, and USS *Essex* (LHD 2), USS *Princeton* (CG 59) and USS *John Paul Jones* (DDG 53) in San Diego.

[10] Commander, Naval Surface Force, U.S. Atlantic Fleet/Commander, Naval Surface Force, U.S. Pacific Fleet, Draft Afloat Purchase Card Program Instruction, COMNAVSURFLANT/COMNAVSURFPACINST 4400.2.

[11] This feature is extremely valuable when purchasing requirements occur after normal business hours, or on weekends.

[12] The magnetic strip on the back of charge cards contain various codings. For purchase cards, that coding will only allow the card to be valid at certain types of businesses (i.e., hardware stores, department stores, waterfront service companies). The coding also contains purchase limits; if a cardholder attempts to make a buy that exceeds these limits, the card becomes invalid.

[13] As the Afloat Purchase Card Program matures, purchase cards may eventually be issued to other personnel (i.e., engineers, technicians, etc.) onboard ships.

[14] Many vendors and service providers (especially those to whom cash flow is critical) do not like to work under the purchase order system because it involves having to wait for their payment. Moreover, in cases where documentation is missing, payment is further delayed.

[15] Department of Defense, Draft Purchase Card Financial Management and Integrated Product Team Report, 1 July 1996, v.

[16] It is harder for shore Commands to reduce their lines of accounting as their accounting system is based on a job order number system that demands complete visibility over all transactions.

[17] Note that DFAS workload is relatively unaffected by the number of transactions on the invoice; rather, their workload is associated with matching obligated dollar amounts to requisition numbers. To the extent that a shipboard invoice has but one (or two) lines of accounting to match, DFAS accounting technicians can process a ship's purchase card invoice in a matter of minutes.

[18] Expanding the use of purchase cards saves the Defense Department resources in two ways: For one, it allows centralized purchasing staffs to be reduced. Secondly, as discussed in the streamlined accounting section, it reduces the bill that DFAS charges DoD for invoice processing.

[19] Commander in Chief, U.S. Atlantic Fleet, Comments on Department of Defense Purchase Card Draft Report, 31 July 1996.

[20] Demand for many consumable products will likely decrease as fleet and field activities buy locally with their purchase cards.

[21] Department of Defense, Draft Purchase Card Financial Management and Integrated Product Team Report, 1 July 1996, 4.

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NAVICP Group Receives Hammer Award

By Margaret A. Kenyon, Logistics Manager, F-14 IWST, Naval Inventory Control Point

Innovative cost-saving initiatives such as Readiness Based Sparing (RBS), Total Requirement Validation, and Premium Transportation earned the Naval Inventory Control Point (NAVICP) Fleet Support Division, Code 0341, the coveted Hammer Award.

"This was the right recognition going to the right people for the right thing. This shows your smart thinking and courage to go do something. This was not something done in the short term," commented RADM Ray Archer, SC, USN, commander, NAVICP, during the award presentation at the ICP site in Philadelphia earlier this year.

The Hammer Award is Vice President Al Gore's special recognition of teams that have made significant contributions in the President's National Performance Review principles of putting customers first, cutting red tape, empowering employees and getting back to basics.

The Hammer was awarded to Code 0341 for pioneering the reinvention of the process used to determine the number of spare parts that are positioned at Naval and Marine Corps activities to support aircraft maintenance and flight operation.

This group was instrumental in implementing several initiatives to reduce the spare parts inventory levels while still maintaining equal or better customer service. These actions allowed the Navy to realize savings in the amount of $202 million from fiscal year 1997 through 1999.

The key means of achieving such high dollar savings was RBS coupled with a mix of innovative methods of inventory reduction.

RBS is a process of calculating levels of inventory using specified chief of naval operations (CNO) mission goals to support customer aircraft operations.

Initially used by Code 0341 to calculate requirements for aircraft carriers, this approach is expanding to Naval Air Stations and Marine Corps activities. The overall savings from this initiative alone will exceed $100 million.

NAVICP's Fleet Support Division was instrumental in implementing several initiatives to reduce the spare parts inventory levels while still maintaining equal or better customer service earning them Vice President Al Gore's Hammer Award.

Total Requirement Validation efforts came about due to the changing world threats as well as shrinking defense budgets. In response, NAVICP undertook a comprehensive review of its total inventory support profile.

Partnering between NAVICP customers and resource sponsors was key to the review's success. For example, the level of inventory held in Japan to support the Western Pacific fleet requirements was reduced as was material stored in remote areas in support of special operations.

And, finally, the Premium Transportation project is taking advantage of direct delivery techniques, such as overnight air, enabling NAVICP to guarantee customers' shipments in 28 to 48 hours.

Not only has NAVICP realized $11 million in cost savings, but customer service has been improved.

Even after winning the Hammer Award, Code 0341 will continue to pursue innovative techniques, added Jim Stabilito, Customer Operations Department, deputy director.

In addition, the team will build on its efforts in the premium service arena, but with their Consumable Allowance (CAVCAL), they will completely re-engineer the approach to determining and providing consumable allowances on ships.

Improving the inventory stock turn, meaning how much stock is actually used by a ship, to greater than 50 percent vice the present 20 percent is one of the CAVAL program's important goals, emphasized Stabilito.

"We were quite flattered by the win. We just felt it was the right thing to do, not for recognition or award. The Navy had a need ... for methods to reduce inventory and cost. (What we were already doing) fit neatly into the Navy's initiative," said Stabilito.

Individual award recipients included Stabilito, LtCol. Jim McCusker, Brian Averell, Fran Beck, Liz Comer, CAPT Bubba Harper, AK1 Steve Kennedy, Chris Letts, Jim Marcinkus, Paul Masich, AKC Paul Metevia, Frank Murphy, Vanessa Owens, Lee Rabinowitz, Lesley Shannon, Claire Szymczak, Kate Tangent, and LCDR Dave Watt. ⚓

Margaret Kenyon, a Logistics Manager with the NAVICP F-14 Integrated Weapon Support Team, is on a special detail with the NAVICP Public Affairs Office. A Temple Univeristy graduate, she has six-and-a-half years of public service.

TRIDENT LDS Client/Server System

... Improving Access to Maintenance and Logistics Support Data

By CDR Brian Keefer, SC, USN, Director,
FMSO TRIDENT System Support Department

Incorporating proven integrated logistics support concepts, the TRIDENT Logistic Data System (LDS) has been supporting Ohio-class submarine maintenance and logistics requirements for nearly 20 years. Working closely with TRIDENT LDS users and the LDS functional manager (director, Strategic Systems Programs (SP 206)), the Navy Fleet Material Support Office (FMSO) recently completed a multiyear project to migrate the LDS from mainframe computer platforms to an open systems client/server environment.

The LDS team has leveraged technology to ensure the viability of TRIDENT LDS well into the next century while providing unprecedented ease of access to submarine maintenance and logistics data.

LDS Overview

From the inception of the TRIDENT program in the early 1970s to the present, maintenance has been recognized and emphasized in the TRIDENT system as ***the*** force that drives all other logistics elements and determines the range and scope of logistics resource requirements. The key component of the TRIDENT system that ***integrates*** all of the pertinent logistics factors required to support Ohio-class submarine maintenance is the TRIDENT LDS.

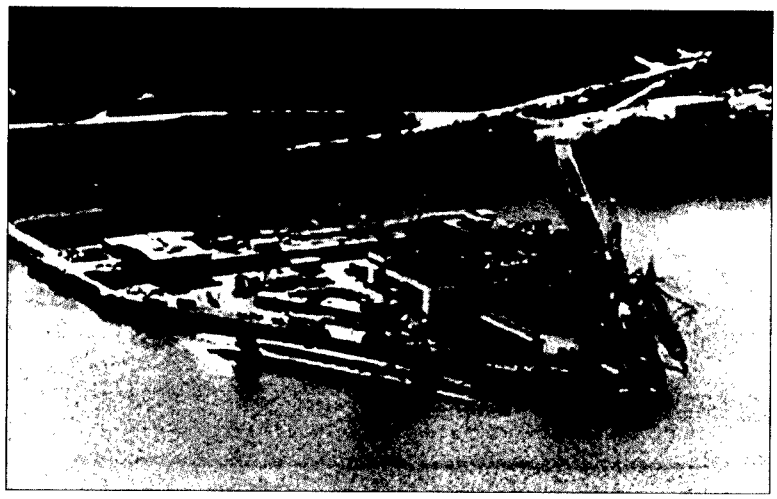
TRIDENT LDS is used at the Navy's TRIDENT Refit Facilities (TRIREFFACs) at Bangor, Wash., and Kings Bay, Ga., to manage the maintenance and replenishment of Ohio-class fleet ballistic missile submarines during brief periods in port between strategic deterrent patrols. The Naval Inventory Control Point (NAVICP) at Mechanicsburg, Pa., also uses LDS applications to accomplish a variety of functions including shipboard configuration status accounting, shipboard spare and repair parts allowance determination, and inventory management of major ship system components.

While its core function is submarine maintenance management, TRIDENT LDS applications also provide tightly integrated support for:

- Maintenance workload forecasting and "what if" analysis
- Maintenance material identification and requisitioning
- Technical documentation management
- Support and test equipment management
- Calibration for test and measurement devices
- Progressive replacement and overhaul of major ship system components
- Logistics support monitoring
- Industrial plant equipment maintenance
- People and dollar resource management
- Submarine OPTAR accounting
- Interfaces to external logistics and engineering information systems

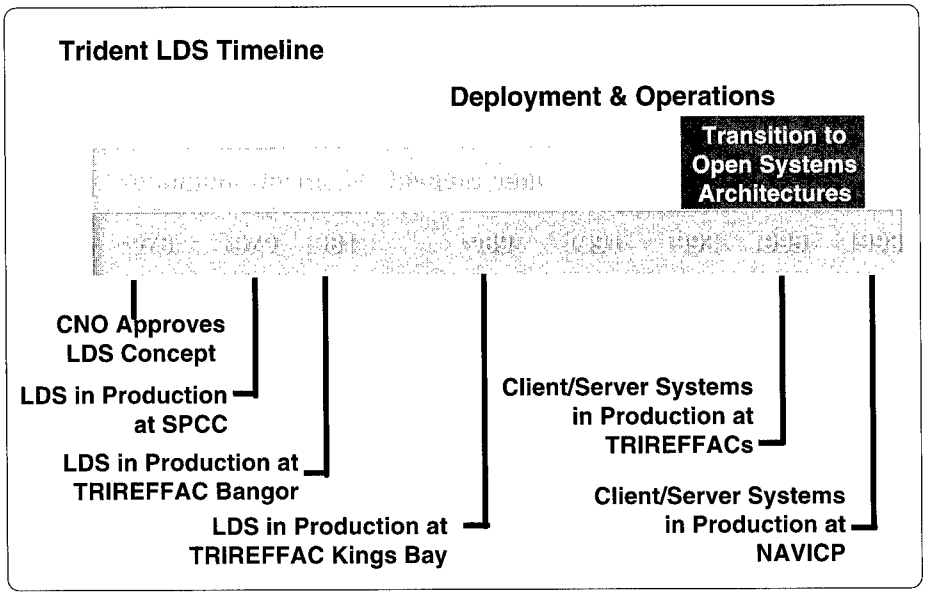
FMSO's TRIDENT System Support Department serves as the TRIDENT LDS Central Design Agent (CDA) and Office of Technical Responsibility (OTR). FMSO has supported the TRIDENT system in this capacity since the inception of the program in the early 1970s. In addition to CDA responsibilities related to the design, development and maintenance of TRIDENT LDS software, FMSO is also responsible for managing the LDS operating environment, coordinating network and data communications, administering system security, and acquiring information technology.

FMSO's development and deployment of TRIDENT LDS began in 1973. LDS applications supporting inventory control point functions were placed in production at the, then, Navy Ships Parts Control Center in 1979. Production implementation of TRIDENT LDS maintenance management applications at TRIREFFAC Bangor followed in 1981, in time to support the first refit of USS *Ohio* (SSBN 726) in the fall of 1982. The initial deployment of TRIDENT LDS was completed in 1989 with the activation of a second TRIDENT submarine base at Kings Bay, Ga.



Trident Refit Facility at Bangor, Wash.

TRIDENT LDS Timeline



Leveraging Technology

Like all large, complex information systems of the 1980s, TRIDENT LDS was designed to operate from mainframe computer platforms. By the early 1990s, advances in microcomputer and networking technologies prompted a thorough reconsideration of the long-held belief that the TRIDENT LDS could be operated effectively only on mainframe computers. Mainframe technology was expensive. A microcomputer-based system offered the potential for comparative cost savings as well as an opportunity to make LDS more flexible, responsive and user-friendly. A successful pilot project conducted by FMSO demonstrated the technical feasibility of operating TRIDENT LDS from microcomputer processors. By 1993, FMSO and the TRIDENT LDS user community were teamed in a joint venture to rehost TRIDENT LDS to a client/server architecture. The transition of TRIDENT LDS operations to client/server processors at the TRIREFFACs was completed in 1995. The client/server system at NAVICP went into production late in 1997.

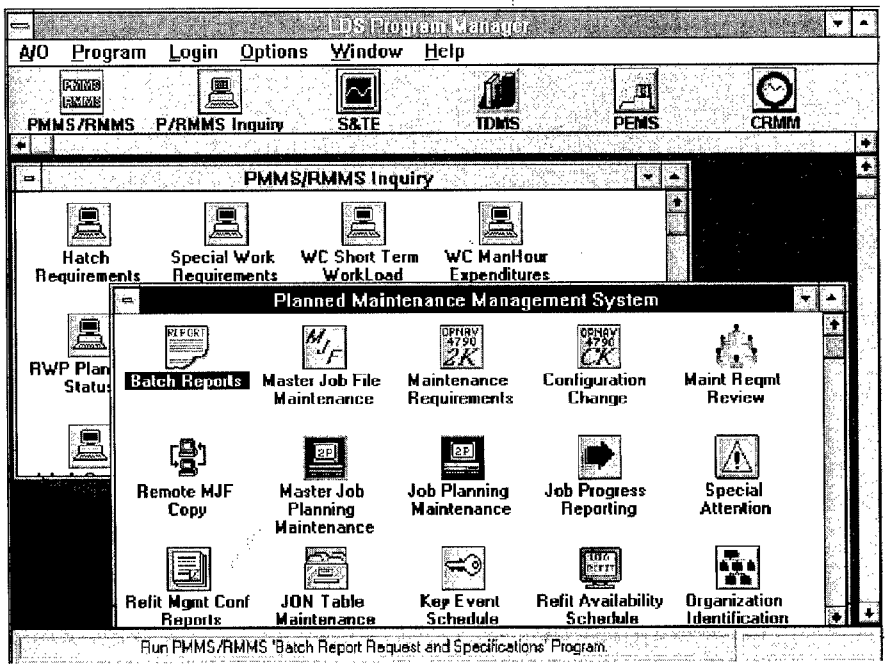
In order to migrate TRIDENT LDS to a client/server architecture, all of the application software modules had to be reengineered for the new technology. This provided FMSO software engineers with an opportunity to redesign and streamline software processes – and generally, make the entire system more user-friendly. From a user perspective, the most dramatic change in LDS is the incorporation of a Microsoft Windows graphical interface. TRIDENT LDS is now a Windows application with the same look and features as the commercial Windows applications LDS users have on their desktop personal computers. The client component of TRIDENT LDS will operate under Windows 3.11, Windows 95, or Windows NT.

TRIDENT LDS Windows Interface

In addition to providing LDS users with a more responsive, easier to use system, the client/server rehost is providing substantial benefits in other important areas such as:

Improved Access to Data. TRIDENT LDS users now enjoy unprecedented ease of access to LDS data. A relational database management system, with structured query language support, makes it possible for users to perform ad hoc queries with ease, as well as create and modify recurring reports for specific management requirements. The new client/server architecture has brought the LDS users "closer" to their data and improved workflow automation by providing intuitive, user-friendly computing capabilities at the desktop. The system's ease of use in the hands of TRIREFFAC maintenance planners and technicians in waterfront repair shops has substantially improved their efficiency and productivity. They are performing more maintenance actions per unit of time and with better quality results.

Enhanced software maintainability. By taking advantage of the latest software engineering technology, FMSO designers have greatly improved the maintainability characteristics of TRIDENT LDS software and shortened the turnaround times for



LDS Program Manager

Service Members Arrange Their Own Moves

By Patrick D. Del Grosso, FISC Puget Sound Public Affairs

One of the most stressful and often agonizing experiences a service member and his or her family has to endure is "Household Goods Moving Day." Usually their household goods, shipped from one duty station to another, often halfway around the world, arrive intact. Others can tell you horror stories about extensive damage, missing items and hassles of filling out paperwork in triplicate to file a claim. But now a program called Servicemember Arranged Move, or SAM, provides service members with direct input in selecting the household goods carriers, in-transit visibility of the shipments, and, most important, full value repair/replacement protection for lost or broken items.

The SAM program was developed by Fleet and Industrial Supply Center (FISC) Puget Sound. "The SAM program is designed to increase the service members' involvement in their move thus improving the process and eliminating to the maximum extent, those who experience a bad move," said FISC Puget Sound's Customer

Naval Submarine Base, Bangor's Petty Officer 1st Class Dennis Birzes, center, signs the first SAM documents for his move to San Diego. FISC Puget Sound officials, Kathie Neville, personal property traffic manager, and CAPT Carl Bright, commanding officer, look on.

Trident LDS

(Continued)

software maintenance and enhancement projects.

Application software portability. The LDS client/server architecture is substantially compliant with the Navy's current Information Technology – 21st Century (IT-21) standards, making it possible to economically "export" all or part of the TRIDENT LDS to other Navy users – ashore or afloat.

Team Effort

The dedication and cooperation of FMSO TRIDENT System Support Department personnel, the Strategic Systems Programs staff, and the LDS user community made the successful transition to a client/server environment possible. This project involved adapting to an entirely new technology, rapidly acquiring and applying new skills, developing the confidence necessary to successfully overcome technical hurdles, accepting and dealing with the risks inherent in a project of this nature and, most certainly, a lot of hard work! The TRIDENT LDS client/server rehost project typifies FMSO's commitment to teaming with customers to exploit technology to meet changing needs. Continuing, frequent interaction between FMSO software engineers and LDS users – in the form of functional design reviews and prototype demonstrations – enabled users to participate actively in all phases of the software development process.

The end result of several years of effort on the part of those involved in the TRIDENT LDS client/server rehost project is a modern, responsive information system that is intuitively easy to use and costs less to operate and maintain than its predecessor. Most importantly, it's a system the LDS users love!

To learn more about TRIDENT LDS features and functions, you can access the TRIDENT LDS Handbook at FMSO's web site: http://www.fmso.navy.mil/trident/cover.htm. ⚓

CDR Brian Keefer is the director of the TRIDENT System Support Department at the Navy Fleet Material Support Office. He received his master's degree in business administration from Old Dominion University. Previous assignments include USS Davis *(DD 937); USS* Julius A. Furer *(FFG 6); Navy Ships Parts Control Center; USS* Emory S. Land *(AS 39); NAVSUP's Office of Director of Supply Corps Personnel; and Submarine Warfare Division, Chief of Naval Operations, N87.*

Services Officer and Director of Personal Property LT Dick Cowan, SC, USN.

The first member-arranged move took place in Bremerton when Naval Submarine Base Bangor's Petty Officer 1st Class Dennis Birzes's family moved on Feb. 24, followed shortly thereafter by LT Scott Garvey, SC, USN, USS *Archerfish* (SSN 678) supply officer, on Feb. 27. Like each service member interested in SAM, Birzes and Garvey contacted the local Personal Property Shipping Office (PPSO), which provided "tailored counseling" for the program.

FISC Puget Sound's PPSO provided each member with a complete listing of participating carriers and documentation of their past performance records relative to on-time pickup, on-time delivery, damage, loss claims and overall customer satisfaction.

"Both service members used different carriers and were elated over the service they received," said Cowan. SAM participants may use the local PPSO phone lines to interview carriers or may elect to do business at their own leisure. They may contact as many carriers as they wish but must call at least a minimum of three as required under the SAM program. Once service members have made their selection, the PPSO "books" the shipment for them and makes arrangements for payment to the company using the government purchase card.

LT Scott Garvey, USS Archerfish *(SSN 678) supply officer discusses loading of his household goods with an American Van Services SAM carrier representative.*

SAM's goal is to improve and simplify the moving process.

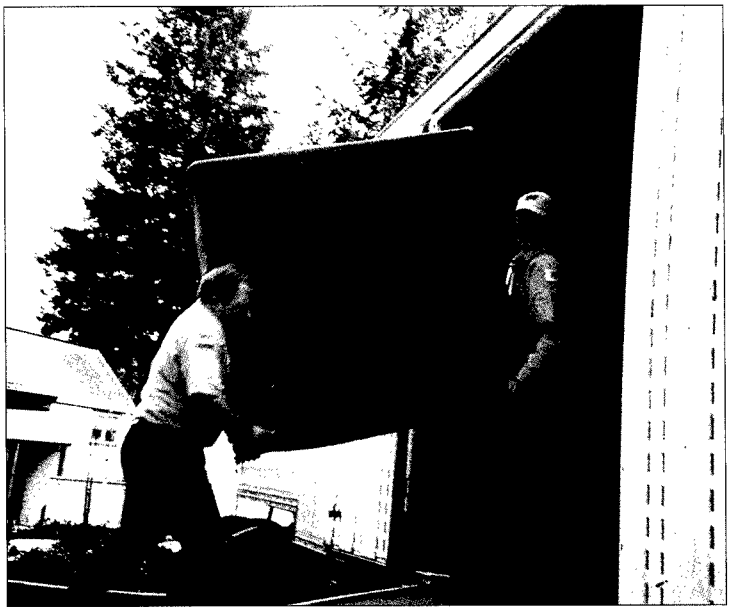
"We believe by empowering the military customer with new checks and balances and overall control on the location, condition and date of arrival; of their household goods, we will eliminate experiencing a bad move. At the same time the amount of damages will be reduced along with losses and related claims providing members of the military services peace of mind during a move," said FISC Puget Sound Commanding Officer CAPT Carl T. Bright, SC, USN.

Secretary of Defense William Cohen included the SAM initiative as one of his nine Best Business Practices in his Defense Management Reform Initiatives Report in November 1997. Cohen stated that SAM represents an important Quality of Life improvement for military and dependents of the Department of Defense in the movement of their household goods. Plans are already being made by the Naval Supply Systems Command to expand the program quickly to other sites, as DoD has targeted Jan. 1, 2000, for every service member to have the option to select member-arranged movement of household goods.

SAM is currently available for household goods moves originating from Puget Sound to San Diego, Calif.; Pensacola and Jacksonville, Fla.; Norfolk, Va.; and New London, Conn. Participation in the program is currently limited to household goods moves of at least 3,000 pounds, with no boats or mobile homes. All Navy members with Permanent Change of Station orders to any of the above mentioned destinations are eligible for the SAM program, stated Cowan.

The SAM program is voluntary for carriers and both traditional government moves and DITY moves are still available for those relocating.

For more information on the SAM program contact the NAVSUP Household Goods Helpline toll free at 1-800-444-7789. The Helpline operates Monday through Friday, 8:00 a.m to 5 p.m. Eastern time. ⚓



United Moving and Storage Inc. of Bremerton, Wash., load the household goods of ET1 Dennis Birzes.

Transportation Metrics Analysis System

By LCDR Brian H. Bialas, SC, USN
Research & Analysis: Special Projects, Naval Transportation Support Center

The Naval Transportation Support Center (NAVTRANS) is tasked with ensuring that naval forces receive quality transportation services in peace and war. NAVSUP's continued dedication to customer support in the ever-changing world environment is critical. Taking advantage of new and improved technology, where feasible and cost effective, is a solid commitment for customers. Development of an analytical transportation system that can provide trend analyses on all modes of shipments will help strengthen the confidence in the Defense Transportation System (DTS) and improve customer service.

As a result, NAVTRANS has accepted the challenge to develop a system that will provide trend analyses on all shipment modes. As project manager for this new system, entitled "Transportation Metrics Analysis System" (TMAS), NAVTRANS has already completed the requirements analysis and has begun production of TMAS.

The key to the success of TMAS is the utilization of data currently residing in the Global Transportation Network (GTN) central repository. GTN integrates transportation data from over 15 feeder systems (i.e., CAPS II, DAAS, WPS) to provide a complete transportation picture. (See "TMAS Design" diagram at right.) TMAS will extract and process selected data elements from GTN on a daily basis, providing in-depth systems analyses of the DTS, rather than individual Transportation Control Number (TCN) tracing and tracking. With this analysis, NAVTRANS can identify trends, solve current problems, foresee potential bottlenecks, and initiate corrective action, as required. Additionally, TMAS will include trend analyses on NAVTRANS' World Wide Web site, providing analytical transportation information to customers as needed.

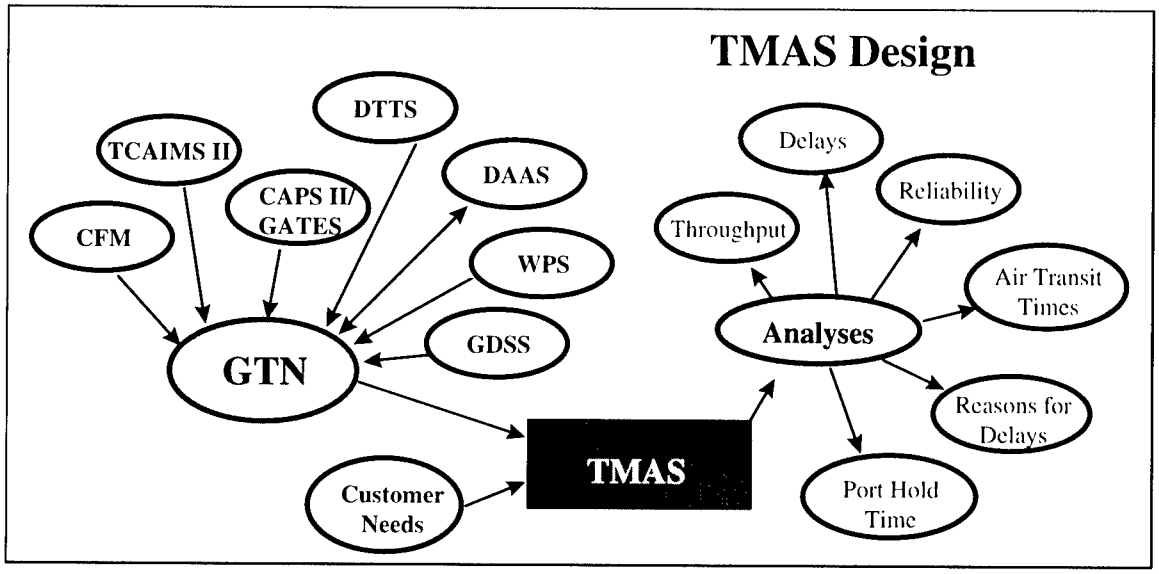
To accomplish the above, GTN data will be downloaded nightly to TMAS, which consists of a pair of powerful servers (one managing an Oracle database and the other the application). During this overnight process, TMAS data will be updated, erroneous/illogical data will be filtered (i.e., receipt prior to shipment), and preset designed thresholds will trip predetermined alerts. Additionally, upon receipt of updated data, users will be able to run a set of prewritten reports and/or create their own on-the-fly analyses via the ad hoc options.

Using software tools and modeling techniques, an air prototype will be developed, followed by water and other surface modes. Additionally, timely modifications will ensure that labor-hours and resources are effectively utilized. The prototyping process is incremental and frequent, which means that problems surface early and are resolved as they occur.

TMAS is being developed to enhance transportation customer service and build confidence in the DTS. NAVTRANS identified a need to be more proactive in citing transportation problems and wants to help you, the customer, in every way possible.

Questions or comments about TMAS can be forwarded to LCDR Brian Bialas, NAVTRANS Code 049, (757) 443-5482, DSN 646-5482, e-mail: Brian_H_Bialas@navtrans.navy.mil. ⚓

LCDR Brian Bialas has served at Naval Postgraduate School, Monterey, Calif.; Naval Station Rota, Spain (inventory/QA/fuel); Navy Supply Center Charleston as a fuel intern; Navy Transportation Management School, Oakland, Calif.; and USS Mount Hood *(AE 29).*



TMAS is being designed to meet the needs of our customers and improve transportation customer service. By linking to GTN, which funnels data from numerous transportation systems, TMAS will be able to provide thorough analyses on the Defense Transportation System.

Women in Today's Supply Corps

By Philip Lucius, Public Affairs Specialist, Naval Supply Systems Command

The percentage of women in the U.S. Supply Corps officer grades has increased in the last few years. In 1997 alone, women ensigns accounted for 19 percent of that grade group. When compared to 1987 when only 10 percent of recruited officers were women, the strides in the last 10 years are significant. Previously, the retention rate for women in the Navy was low due, in part, to the lack of opportunities for women to have a broad Navy experience.

The Supply Corps is one area of the Navy where women have viewed opportunities to be equal to men. Four common factors prevail. A woman's Supply Corps career path is the same as her male counterpart. In addition, the Supply Corps offers the same opportunities for promotion, qualification for senior leadership positions, and advanced education.

"I am convinced the opportunities in the Supply Corps, even 24 years ago, for a female, are why I am still here today," said CAPT Linda Bird, SC, USN, deputy commander of financial management/comptroller, Naval Supply Systems Command. "From the very start, with the exception of sea duty, I had the same career opportunities as my male contemporaries."

Notable to LCDR Dianne Archer, SC, USN, assistant supply officer, USS *Kitty Hawk* (CV 63), is the expansion of opportunities for women. "When I was a first class midshipman at the Naval Academy, trying to decide what to do for service selection, opportunities were somewhat limited, especially in the warfare communities and specialties. I found that supply was one of only a few communities where men and women did the same jobs, in basically the same places ashore and afloat, and had relatively comparable promotion opportunities."

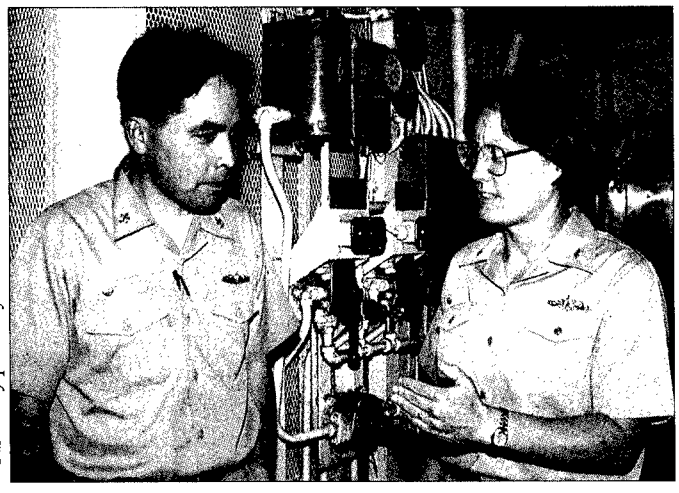
CAPT Linda Bird now serves as deputy commander of financial management/comptroller at NAVSUP.

Bird confirms that the Supply Corps has been in the lead for career opportunities for women. "Today, if you look at two LCDR Supply Corps officers' records, one male and one female, it is very hard to distinguish the gender of the officer," said Bird. "I think this is a real testament to the Supply Corps. We have been at the forefront in opening up career opportunities, including getting women to sea."

The 1990s have seen women serving the Navy in every manner. Women's experiences may now include tours on surface combatants as supply officers. Women also have the same opportunities as men to qualify for warfare pins, surface warfare experience and specialty codes.

LCDR Sharon Chapman, SC, USN, a student at the College of Naval Command and Staff, Naval War College, attests. "As a supply officer for VA-42, I was afforded the opportunity to ride on board the *Teddy Roosevelt* for a one-week carrier qualification detachment," said Chapman. "I also flew to El Centro, Calif., to observe A-6 bombing training. These were two highlights of my career because I think it is critical for supply officers to thoroughly understand the rigors faced by the people they support."

According to Bird, "Once sea duty opened up for Supply Corps women, then everyone was truly on equal footing. Sea



U.S. Navy photo by PH3 Kevin R. Cheesman.

LCDR Dianne Archer goes over the business of the day with personnel in Supply Administration onboard USS Kitty Hawk (CV 63) while under way off the Southern California coast.

duty for women was a significant change for the Supply Corps and the Navy as a whole." These opportunities enable more women to earn qualifying experience for the senior officer positions. Bird, NAVSUP's first woman to be named a deputy commander, is joined by CAPT Gigette Caldwell, SC, USN, who takes the helm this summer at Fleet and Industrial Support Center Pearl Harbor, in high level NAVSUP assignments.

In addition to achieving higher ranks, women have honed their leadership skills in the Navy.

"The number of people in the Navy, and in the Supply Corps, will be smaller than in the past in view of recent right sizing," said Archer. "The best thing we can do for our Sailors is give them incentives to stay. We as officers need to ensure that we have enough well-trained, disciplined Sailors as we move into the 21st century. Women can make a big contribution to this."

Archer has especially enjoyed the responsibility associated with being a Supply Corps officer. "Nowhere else are you offered the opportunity, at a young age, to lead people and affect so many," said Archer.

In her early experiences in the Navy, Chapman had the great fortune to work for a supply officer who motivated and trained his junior supply officers and, in general, made her proud to be in the Navy.

LT Linda Garner, SC, USN, who recently served on board PCU *Porter* (DDG 78), agrees to the importance of officer support. "I was very fortunate to spend my first tour on the USS *White Plains*, a platform whose mission is supply," said Garner. "I learned a lot from the officers I worked for and with."

Now the privilege of mentoring junior officers provides these

LCDR Sharon Chapman is currently a student at the College of Naval Command and Staff, U.S. Naval War College.

women opportunities rich in growth and potential.

"My recent tours have given me the opportunity to try my hand at leadership of junior officers," said Chapman. "I am now in the position to motivate and train the officers who work for me."

"By far the most exciting part of my job as a supply officer has been to watch junior officers learn and grow and take pride in being supply officers. I found the most fulfilling part of having officers and enlisted personnel work for me was motivating and training them and watching them become self-sufficient."

LT Linda Garner recently completed a tour at Naval Supply Systems Command Headquarters.

The greatest challenges Garner has faced have occurred doing something she enjoys - managing people. "Motivating a division to help in an important stores load, counseling personnel who have daughters older than myself, and trying to set a positive example are all challenges I've encountered."

Bird's advice for a junior officer – male or female: "Identify your long-term goals but recognize there are multiple paths to achieve these goals. Be flexible and willing to adjust your path to take advantage of new opportunities. Seek out different mentors: people who know you as well as those you respect but who might not know you well. They could give you a totally new perspective. There is not enough time in a career to do everything, so look for billets that satisfy a number of opportunities, such as a master's degree while obtaining Joint Professional Military Education or an overseas subspecialty coded billet."

Important to a Supply Corps career is continuing education. When Archer entered the Navy, she was looking forward to attending a military school, receiving a degree, serving this country and doing something she considered meaningful, and having the opportunity to travel and see new places. In other words, said Archer, "an exciting career. I have not been disappointed.

"The education I've received from the Naval Academy to the Naval Postgraduate School to the Naval War College has been invaluable," said Archer. "This education has helped make me a more well-rounded supply officer."

Archer highly recommends pursuing higher education as an officer because it does more than just give you another degree to hang on the wall. "My time in school has exposed me to different services and communities within the Navy and has given me a greater appreciation for the demands faced by other officers in the Department of Defense," said Archer.

Garner recognizes the numerous opportunities for professional growth she has had in the Navy.

"The Navy has given me my education, work experience, and continued opportunities to excel," said Garner. "And I've seen more countries in the past couple of years than the vast majority of the population."

These views of women serving in the Supply Corps are four individual stories but they represent the wide range of opportunities found by women in the Supply Corps. ⚓

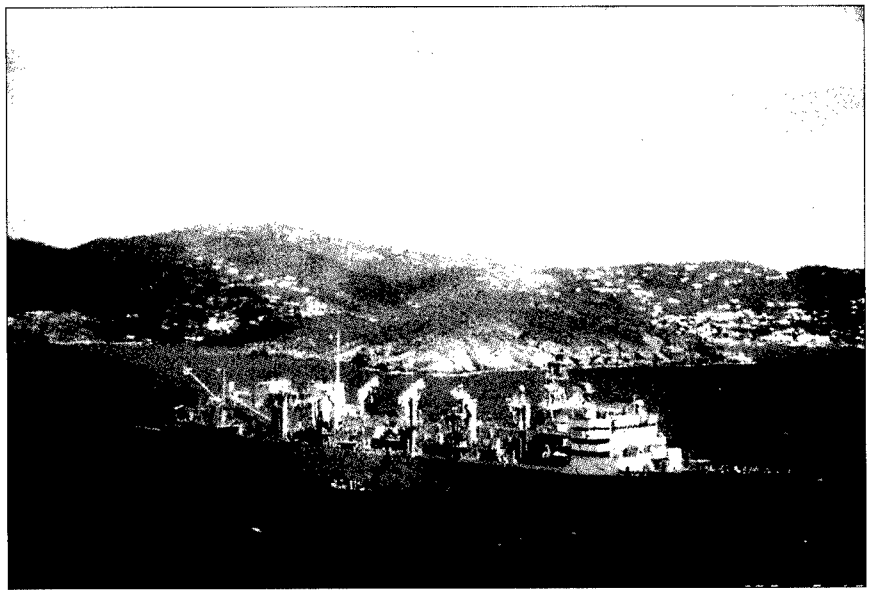
Supply Returns From COMPTUEX

By LTJG Brad Fagan, USS **Supply** *(AOE6) Public Affairs Officer*

The fast combat support ship USS *Supply* (AOE 6) recently returned from a one-month Composite Task Unit Exercise held in the Puerto Rico operating area.

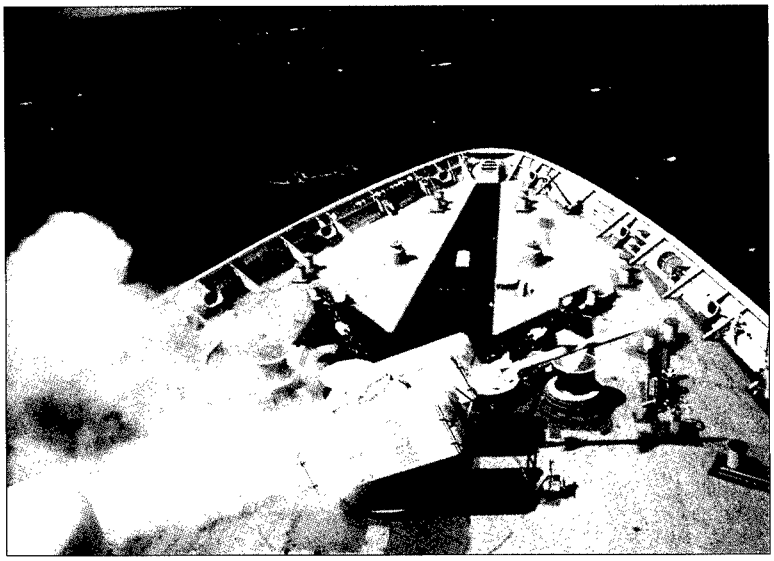
The exercise was designed to test fleet units in the areas of command and control, electronic warfare, anti-air warfare, and logistics support. During the missile exercise, *Supply* successfully fired two NATO Sea Sparrow missiles and conducted numerous Close-in-Weapons Svstems shoots. Other operations included visit, board, search and seizure drills with Seal and EOD teams and 2Smm and 50 caliber small arms firings.

With Helicopter Combat Support Squadron Eight - Detachment Three embarked, *Supply* transferred 800 pallets of ammunition, 112 pallets of cargo, and over 6.3 million gallons of fuel to participating fleet units.



USS Supply *sits at anchor in St. Thomas, U.S.Virgin Islands.*

Throughout the exercise, *Supply* conducted over 20 underway replenishments while working with members of the USS *Eisenhower* (CVN 69) Battle Group. *Supply* even conducted a nighttime replenishment with the Canadian destroyer HMCS *Iroquois* (DDG 280).



A NATO Sea Sparrow missile is launched from USS Supply.

Highlights of the underway period included port visits to Naval Station Roosevelt Roads Puerto Rico and St. Thomas, U.S. Virgin Islands.

While in Puerto Rico, *Supply* crew members helped to provide comfort to grade school students at the Adolfo Veve School in the coastal village of Ceiba. The volunteers, headed by *Supply's* Commanding Officer CAPT David R. Bryant, installed a series of electric and two ceiling fans in classrooms where students typically attend classes in 100 degree heat.

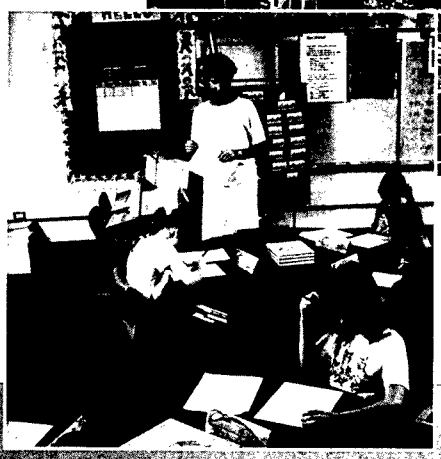
"The expressions of joy, on the faces of the students, teachers, and staff were very obvious. They were pleased at the significant improvement we were able to make to their lives and working conditions," *Supply*'s Chaplain LTJG James Riggs said, "It was great to have so many crew members interested in doing something special for those in need."

Crew members also enjoyed trips to San Juan and local rain forest and diving areas. While in St. Thomas, the crew had the chance to enjoy some of the most beautiful beaches in the world.

On the return transit to Naval Weapons Station Earle, the ship celebrated its fourth birthday. *Supply* was commissioned on Feb. 24, 1994. ⚓

Milton Hershey School ... A Great Resource

In 1909, chocolate magnate Milton S. Hershey and his wife signed a Deed of Trust devoting a major portion of their fortune to providing a sound education and wholesome, secure, rural environment for orphaned boys. Today, both boys and girls from a diverse population representing 30 states, from families of limited income, benefit from the school's unchanged mission to "nurture and educate needy children."



Located in Hershey, Pa., Milton Hershey School covers 3,200 acres and provides a residential program for boys and girls ages 4 to 15 at the time of enrollment. With class sizes of 10 to 15 students, the school provides educational and vocational training opportunities to students from elementary through high school. In addition to the scholastic program, training is offered in seven vocational areas, including automotive, business education, carpentry, computer-aided drafting and design, health occupations, horticulture, and printing and graphic arts. The ultimate goal of MHS is to prepare students to succeed on their own as adults, whether they are entering the job market or pursuing higher education upon graduation.

Throughout their years at MHS students live in homes with 8 to 14 other children and are guided by a house parent couple whose job is to teach and mentor. The surrogate families work to model the day-to-day life of a natural family.

Children qualify for MHS if they are in families of limited income, have at least an average ability demonstrated by their current academic record and scores on national achievement or intelligence tests, if they demonstrate age-appropriate behavior at school and at home, and are able to participate in the program offered.

The Naval Supply Systems Command is initiating a partnership with the school, to provide mentoring and other assistance to the students.

The Newsletter brings this school to your attention because it provides a program that could be a valuable resource to many of our military members. Additional information can be obtained by contacting the Admissions Office at 1 (800) 322-3248 or writing to Milton Hershey School, PO Box 830, Hershey, PA 17033-9948. Visit the school on the Internet at www.hershey.pvt.k12.pa.us or e-mail them at mhs-admissions@hershey.pvt.k12.pa.us. ⚓

Photos: Top to bottom, Milton Hershey Memorial Hall Elementary school; children in an elementary classroom; MHS Founders Hall and Visitors Center; children playing Monopoly in a family-like home; exterior of one of the homes where children live.

Photos by Peter Finger.

A Centennial Perspective

The Importance of Logistics and the Role of the U.S. Navy Pay Corps in the Spanish-American War

(Second of a three-part series)

By RADM Frank J. Allston, SC, USNR (Ret.)

On the morning of May 1, 1898, Dewey's U.S. Asiatic Squadron was achieving a spectacular victory over the Spanish Pacific Squadron at Manila Bay. At precisely that time, the Spanish Atlantic Squadron under Captaincy-General, Admiral Pascual Cervera y Topete, was making its way laboriously across the open ocean to strengthen Spain's control of Cuba. The squadron had assembled at the friendly Portuguese colonial port of St. Vincent in the Cape Verde Islands off the west coast of Africa. Cervera had departed for the Caribbean on April 29 and envisioned a trans-Atlantic sailing at 10 to 21 knots. But, Cervera was saddled with mechanical problems in at least two of his men-of-war and the squadron moved at only 6.5 knots. His ships were also desperately short of provisions and supplies of every kind.

Cervera estimated his forces at a three-to-one disadvantage compared with the U.S. Navy. In a letter written on Feb. 25 to Marine Minister Segismundo Bermejo, he pointed out that the United States possessed powerful industries and stores.

"This lack of industries and stores on our part renders it impossible to carry on an offensive campaign, "the respected admiral advised his superior. Bermejo would have none of Cervera's constant predictions that disaster lay ahead when his forces finally got under way.

Cervera's four cruisers and three destroyers had been filled with coal before departing Cape Verde — ships of the *Teresa* class took on 1,080 tons each, *Colon* 1,270, and the destroyers 140 tons each, 34 in excess of bunker capacity. This gave the Spanish commander a theoretical range of 2,800 miles at 10 knots. Recoaling at the first possible moment on the far side of the Atlantic was an absolute necessity. To meet this need, the Marine Ministry placed an order in London for 5,000 tons of the vital fuel to be sent immediately to Curacao in the Netherlands West Indies. Plans for Spain's Atlantic mission originally included the battleship *Carlos V* and armored cruiser *Pelayo*, both still fitting out in Spanish shipyards, but Marine Minister Bermejo refused to allow Cervera to delay his departure to await their availability. The Spaniards considered sending *Carlos V*, further along in her completion than *Pelayo*, to accompany Cervera's other ships with shipyard workmen aboard as far as the Cape Verde Islands. They hoped this would allow completing installation of her 10-inch turrets. That idea was dropped as impractical, so Cervera went west without the two new ships he had been promised — a glaring deficiency in his squadron's makeup.

The Spanish squadron also suffered a severe shortage of biscuits, the staple of maritime diets of the day. Taking on provisions at both Barcelona and Cadiz in March and April, commissary officers could obtain only 17,637 pounds, just half the amount ordered. Desperate to improve the odds in what was rapidly becoming a mission of death, Spanish sailors attempted to repair the boiler tubes of *Ariste* and take her along. That element of the plans, too, was dropped when the repairs could not be completed on time.

On May 10, Cervera sent the destroyers *Terror* and *Furor* ahead of the main body to Fort de France, Martinique, to obtain coal for the squadron and to learn the latest news. Misfortune quickly overtook *Terror* when her boilers gave out and she floated helplessly on Atlantic swells until the squadron took her in tow again on May 12. Maintaining neutrality, the governor of Martinique refused to provide coal for the Spanish ships. There was no sign of the two promised colliers — the Spanish *Alicante* and an English steamer — with a total of more than 3,000 tons of coal. Martinique authorities permitted *Terror* to repair her boilers. She departed on May 26 to rejoin the squadron, which had sailed on westward to find the expected 5,000 tons of coal at Curacao.

Paradoxically, Cervera had cabled Madrid of safe arrival at Martinique, the desperate shortage of coal and other supplies, and the absence of the colliers. He had been rebuffed by the Ministry of Marine so often that he did not await an answer. Had he lingered a little longer in the French port, he would have been aware that Marine Minister Bermejo had changed his mind. The minister cabled in reply to Cervera, "Situation changed since your departure. Your instruction amplified so that if you do not believe that your squadron can operate successfully, you may return to the Peninsula, choosing route and destination, preferably Cadiz. Acknowledge receipt and indicate decision." These instructions never reached Cervera, whose desperate search for more coal remained his major immediate goal although Bermejo had actually given Cervera the out he so desperately desired.

The Spanish admiral made for Curacao, to take on the 3,000 tons of coal ordered from London and expected to be at the Dutch port. The Spanish commander was again frustrated upon arrival at Curacao on May 14. The Dutch governor at first refused to allow the Spanish ships

Photo at top of page, taken by RADM Allston during a recent cruise, is a view of the Strait of Magellan today.

to enter the Curacao harbor but later relented and allowed them to anchor for 48 hours. Cervera discovered that the expected collier from England had not arrived. Only 600 tons of coal were available for purchase on the island. Cervera was, however, able to obtain a 30-day supply of provisions for each ship. Thus, partially replenished, the Spanish ships departed for Cuba on May 16, arriving at Santiago de Cuba on the 19th, where Cervera expected to find needed coal and other supplies, as well as safety from the vastly superior American force.

Meanwhile, the U.S. Navy was having problems of its own. Theorizing that Americans ships could remain on station off blockaded Cuban ports with engines running dead slow indefinitely and with no head of steam up, the Navy Department did not authorize deployment of colliers with the squadron. Sampson's blockading ships, however, kept busy chasing and stopping vessels entering Cuban waters, requiring most of the blockading ships to keep their boiler fires burning constantly, along with a full head of steam to restrict ships from entering Cuban harbors. Coal consumption was considerably higher than bureaucrats in Washington had assumed.

Secretary John D. Long had acted upon the belief that the 90-mile trip to re-coaling facilities at Key West or the Dry Tortugas would represent a negligible loss of time on station. But, at an average cruising speed of 10 knots, round-trip travel time to refuel was 18 hours, not including the actual refueling time. This exercise required a ship's absence from its assigned patrol station for at least a day. Had colliers been assigned to the squadron from the start of the blockade, they could have re-coaled blockading ships in a fraction of that time.

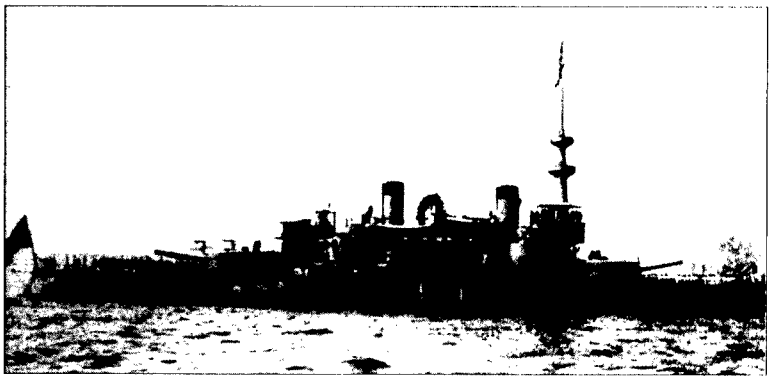
Supply of fresh water to the blockaders was another major U.S. Navy problem. Battleships and cruisers had condensers, but gunboats, converted yachts, and other small craft depended upon the service of water barges from Florida bases. Until a saltwater condensing plant under construction at Key West was completed, these smaller, yet important fleet units, relied largely on water supplied by flat-bottom boats from Tampa. The need for major repairs to blockading ships was also a vexing problem until a floating machine shop was finally fitted out and sent to Cuban waters to provide on-the-spot mechanical repair service.

Before the outbreak of hostilities, Paymaster General RADM Edwin Stewart believed that much of the combat would take place in the Far East, putting a great strain on logistical pipelines, particularly supplying fresh provisions. To address this problem, Stewart was the principal force behind the development of refrigerated ships to support fleet operations in the Philippine theater. American ships only carried minimal supplies of fresh fruits and vegetables because of assumed ready availability in nearby Florida. However, the limited amount of refrigerated storage at the small Key West base had a capacity for storage of only a few of these perishables. This lack of fresh fruits and vegetables created a severe morale problem aboard ships in Cuban waters. Ample supplies of hardtack and such canned foods as beef and tomatoes to feed hundreds of men in dozens of ships scattered across thousands of miles of ocean filled squadron storerooms. Unfortunately, the supply of canned tomatoes had been sitting in storehouses since the American Civil War.

Lacking definitive intelligence on the destination of Cervera's squadron, American ships searched in vain for the elusive Spanish Atlantic Squadron on both sides of Cuba but were able to confirm that the Spaniards were not at Havana. The search was then concentrated at ports on the southern coast of the island, primarily at Cienfuegos since it was closer to Havana via railroad than any other southern port on the south shore. The Americans also searched off Santiago de Cuba, which features a secluded harbor that offered Cervera opportunity for re-coaling, re-provisioning, and repairs, but did not locate the Spanish ships.

As the search continued for the elusive Cervera's ships, concerned U.S. Navy officials determined to improve their chances in combat with the overrated Spanish ships when the two forces finally made contact. RADM William T. Sampson, commander of the combined U.S. Atlantic Fleet, buttressed by the addition of Commodore Winfield Scott Schley's Flying Squadron, eagerly awaited arrival of the new first-class battleship USS *Oregon* (BB 3), reported to be nearing Florida on its 69-day dash from San Francisco around South America.

Following the explosion and sinking of USS *Maine* in Havana harbor on Feb. 15, Assistant Secretary of the Navy Theodore Roosevelt decided it would be a good idea to order *Oregon*, the newest American battleship, to sail for Callao, Peru, and to await further orders. The *San Francisco Examiner*, reflecting strong American public desire for revenge, demanded action. *Oregon's* departure date from San Francisco, where she was then in port, was set for March 18, but her commanding officer became ill. The important mission of *Oregon* could not be postponed, so the Navy ordered a junior Navy captain, Charles E. Clark (later RADM), to relieve the ailing CAPT Alexander H. McCormick on March 17. Two days later, *Oregon* hoisted anchor, sailed through the Golden Gate, and headed south with a



USS Oregon *was the newest American battleship.*

crew of 30 officers and 438 men.

America's newest and most formidable man-of-war rode low in the water as she cruised south through the Pacific Ocean at a steady speed of 12 knots. *Oregon* was loaded with 1,600 tons of coal in her bunkers and several hundred more in sacks stored on and below decks, 500 tons of ammunition, and supplies to last several months. Aboard, Paymaster Samuel R. Colhoun, assisted by Paymaster's Clerk J.A. Murphy, faced enormous logistical challenges in obtaining an ample supply of quality coal and suitable provisions at reasonable prices from commercial sources along *Oregon*'s course.

According to CAPT Clark, "Our run from San Francisco to Callao was uneventful. However, as we approached the tropics, life below decks became almost intolerable — not only because of the weather, but also from the heat generated by the ship's boilers." During this first stage of the voyage, the Navy Department decided to have *Oregon* continue beyond Callao around South America to join Sampson's squadron off Cuba.

Oregon was halfway to Peru on March 26 when Secretary Long received a report that the Spanish torpedo boat *Temerario* had departed Montevideo for parts unknown. Although the two nations were not yet at war, Long feared that the warship might be en route to the Strait of Magellan to intercept the American battleship, Long ordered the gunboat *Marietta*, in port at San Jose, Guatemala, to hasten to Panama. The gunboat reached Panama on March 21 and, on the following day, was ordered to Callao, where she was to make arrangements for coal lighters to await arrival of *Oregon*. Long was concerned over the potential threat posed by *Temerario* for the two American ships. Assistant SECNAV Theodore Roosevelt suggested it would be safer to route *Oregon* and *Marietta* around Cape Horn rather than risk tactical disadvantage in the narrow confines of the Strait of Magellan. Long and Roosevelt eventually concluded to leave the decision to Clark.

Meanwhile as *Oregon* continued south, the chief engineer informed his skipper that he thought they should be using freshwater in the boilers instead of saltwater. Clark believed it was asking too much of the crew to reduce their supply of freshwater for drinking. Their commanding officer had underestimated the dedication of his crew. "When I explained to the men that saltwater in the boilers caused scale — and scale would reduce our speed and might impair our efficiency in battle

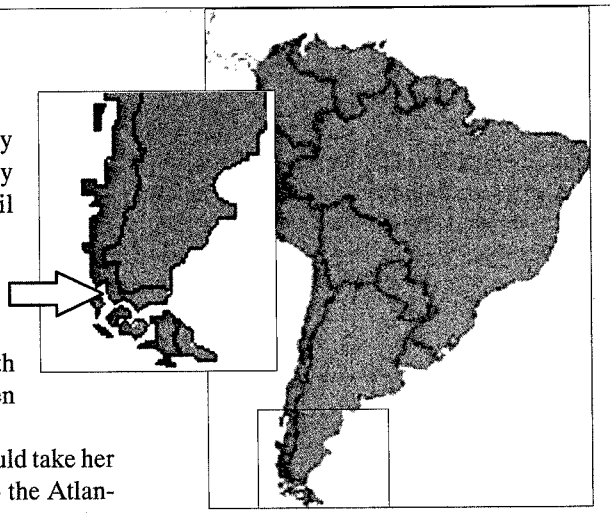
On the Track of the Oregon

By RADM Frank J. Allston, SC, USNR (Ret.)

Editor's note: While researching this series of articles, Rear Admiral and Mrs. Barbara Allston travelled about 2,500 miles in the winter of 1997 along the track of USS Oregon's 1898 voyage around South America. The Allstons sailed from Valparaiso, Chile, around Cape Horn to Buenos Aires, Argentina, in MV Pacific Princess, the original television "Love Boat." One of the attractions of their cruise was the opportunity to parallel part of the adventure of American Sailors in 1898, albeit enjoying a degree of comfort and technological advancement not known a century earlier.

Much has been recorded about the important role played by the "yellow press" of the day in propelling the United States 100 years ago into a war with Spain that neither nation really wanted. But, once the vague prospect of war became real, patriotism came to the forefront and Americans avidly followed every published word at a time when there was no radio or television. No event captured the sustained attention of the nation more than the daily newspaper accounts of the dramatic 69-day odyssey of the first-class battleship USS *Oregon*. On March 15, 1898, more than a month before the official start of the threatened war, the Navy Department ordered the newly commissioned *Oregon* to sail from San Francisco south around the South American continent to Key West and to join the Atlantic Squadron preparing for a possible battle with a Spanish fleet known to be en route to the Americas.

The journey of *Oregon* would take her down the Pacific coast and up the Atlantic coast to the Florida Keys. Up to that time, the few American ships transiting from one ocean to the other, traditionally sailed the shorter route through the narrow confines of the Strait of Magellan. Assistant Secretary of the Navy Theodore Roosevelt was concerned, however, that the rapidly escalating animosity between the United States and Spain might place *Oregon* in jeopardy from a sudden attack by Spanish forces along that constricted waterway. He suggested that the battleship be ordered to sail around Cape Horn at the southernmost point of South America. Roosevelt and Secretary John Long eventually decided to leave that decision up to her skipper, CAPT Charles E. Clark.



The author followed the path of USS* Oregon *around South America and through the Strait of Magellan.

Even though the two countries were not yet at war, Clark wanted to complete the journey as rapidly as possible in order to be at the scene of any naval action. So he chose to navigate the more constricted route through the strait, a trip he had made as midshipman 32 years before. Clark, always planned to purchase as much coal as he could along the way and knew that Punta Arenas (Sandy Point) was the southernmost town in South America. He also knew that coal was available there and might not be as he steamed up the Atlan-

— the crew accepted the deprivation of freshwater without a murmur."

On March 27, when smoke was detected coming from one of *Oregon*'s bunkers, firemen dug through the coal supply. After more than four hours, Sailors located the source of the combustion fire and quickly extinguished it. The incident would be remembered years later as debate continued over the cause of *Maine*'s sinking at Havana — was it sabotage or spontaneous combustion?

Oregon anchored at Callao early in the morning of April 4 after a continuous run of 4,000 nautical miles in 19 days and had consumed 900 tons of coal. At Callao, Clark was warned about the *Temerario* and was reported to have said his ship was prepared to sink the Spanish torpedo boat, "War or no war." Even though April 6 was pay day, the captain did not permit the crew to take liberty. *Oregon*'s crew worked around the clock loading coal, water, and provisions over the next two days. Security was a paramount concern. A double watch was set at all times and sharpshooters were posted in the fighting tops.

At 4 a.m. on April 7, *Oregon* departed Callao and set course for the Strait of Magellan with about 2,000 tons of coal loaded in her bunkers and another 100 or more tons packed in sacks on her decks. That day *Marietta* anchored at Valparaiso, Chile, to take on coal and provisions. While ashore, an accompanying *Boston Herald* correspondent cabled his newspaper that he had found "a great deal of hostility among Spanish sympathizers ... We overheard several threats made about 'blowing the Yankees up.'" *Marietta* set up a special watch to thwart any attempt to do so as she awaited the arrival of *Oregon* off the Chilean coast. When the battleship sailed past Valparaiso, the gunboat moved out, and fell in about 15 miles astern.

As the two ships neared the Strait of Magellan, weather conditions took a turn for the worse and they encountered extremely rough seas. Just after *Oregon* entered the Strait, a violent gale struck. According to Clark, "The thick, hurrying scud obscured the precipitous rockbound shores, and with night coming on, it seemed impossible to proceed; yet with the ship driven before the gale, as she was, it was impossible to obtain correct soundings." Neither could Clark locate a safe anchorage, but he decided to anchor in the channel as the lesser of the risks. Fortunately, the anchors held despite the raging gale. When *Oregon* prepared to get under way at daylight, deck personnel discovered that one of the ship's anchors had held fast but another been lost in 50 fathoms of water.

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tic coast. The fact that the route through the strait would reduce time to complete his mission by at least a day was another important consideration.

The gunboat USS *Marietta* was often unable to keep pace, accompanied the battleship from Valparaiso, Chile, to Bahia, Brazil. As a result, *Oregon*'s voyage was frequently unaccompanied. This mission was regularly reported by news observers on both the Pacific and Atlantic coasts of South America along *Oregon*'s route, especially from ports where she made calls for coal and other necessary supplies. Daily stories of the battleship's race to join the blockade and eventual battle off Cuba thrilled Americans across the country, even when days went by and there was no actual news to report.

It was not uncommon for newsmen of the day to resort to poetry to enhance their stories. The *New York Times* published a short piece on *Oregon*'s progress by reporter Arthur Guiterman, who penned:

"Six thousand miles
To the Indian Isles
And the Oregon rushed home,
Her wake a swirl
Of jade and pearl,
Her bow a bend of foam."

A number of accounts of the daring voyage, including that of Clark, chronicle the hazards of the rough seas along the rugged Chilean Pacific coast, but several incorrectly mention that *Oregon* sailed "around Cape Horn," as *Pacific Princess* did on our cruise. In his book, My Fifty Years in the Navy, CAPT (later RADM) Clark provides details of raging seas, high winds, and extremely limited visibility, but as we cruised along 1,600 miles of the 2,700-mile Chilean coast in bright sunlight through gentle seas, the mostly snow-capped mountains provided spectacular vistas. Clark elected to await a break in the weather before venturing farther into the narrow, treacherous Strait. After more than a day of delay, conditions improved slightly and Clark determined to take a chance that he could make it safely through. Whereas *Oregon* was bounced around violently, *Pacific Princess* sailed serenely through calm seas as passengers congregated on deck to appreciate the beauty of the Andes Mountains. Clark's book does not include mention of exiting the Strait en route from the Pacific into the Atlantic, but he does recall concern over the possibility of encountering Spanish torpedo boats in the narrow environment of the Strait.

When we boarded *Pacific Princess* at Valparaiso, crew members told us that conditions had been abominable on her inbound trip, marked by several days of fog, rain, snow, and heavy running seas. Conditions reportedly were so bad passengers could not even see Cape Horn when they passed by. As we listened to these reports, we were reminded of CAPT Clark's description of the severe conditions *Oregon* had encountered on his 1898 southward voyage. Suddenly we wondered if making this

USS* Oregon *in the Strait of Magellan, April 1898, while en route to join the fleet assembled for the Spanish-American War. Colored lithograph, published as the frontispiece of Deeds of Valor by the Perrien-Keydel Co., Detroit, Michigan, 1907. U.S. Naval Historical Center Photograph.

In late morning, a heavy snowstorm chased the American man-of-war through the narrowest part of the strait, less than mile in width, with sheer cliffs on either beam and fathomless depths below. "I think there was no man on board that did not feel the thrill of it," Clark recalls. The weather broke later in the day and sun came out to highlight the spectacular beauty of the Andes Mountains. During the night, *Oregon* anchored off Punta Arenas (Sandy Point), Chile.

The captain went ashore the next morning, April 18, to the settlement he had last visited 32 years earlier. As a midshipman, he had passed through the strait in *Monadnock*, the first American ironclad to sail around the South American continent. The purpose of going ashore this time was to make arrangements to acquire coal and other supplies. Clark had remembered Sandy Point as "a handful of scattered houses populated by wild Patagonians, " but it had become a town of about 4,000 residents whose homes lined streets where there had only been footpaths in 1856.

The agent from whom coal had been purchased was a "canny Scot" who was wary of dealing with Americans. The coal had to be removed from a partially sunken hulk and separated from wool that had been dumped on top. This caused considerable extra effort for already overworked American Sailors. The agent compounded the workload by insisting that each bucket of coal be weighed separately. To top off *Oregon*'s bunkers required 800 tons of coal and took more than a day and a night. *Marietta* also required coal, but the coal merchant would only sell the gunboat 40 tons. Clark responded by ordering the gunboat alongside the merchant's property and training the battleship's main battery of 13-inch guns on the Scotsman's facilities. The message was clear; the merchant quickly filled *Marietta*'s bunkers.

There was no sign of a Spanish man-of-war as Sailors loaded coal, provisions and other supplies. Meat and canned foods were tossed in coal buckets and hoisted onto decks. As a result, the ship and everything on deck was covered with coal dust. During the three day-stay at Sandy Point, crew members stripped the big battleship for action. In early morning on April 21 — 33 days after *Oregon* had departed San Francisco — the two American ships weighed anchor and warily headed for the Atlantic Ocean. *Marietta* led the way, scouting ahead for the reported Spanish torpedo boat, but its slower speed impeded the battleship's progress.

The American ships sighted no Spanish torpedo boat or any other threatening

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cruise had been a wise decision.

We were fortunate! On our 1997 cruise, as *Pacific Princess* glided down the Chilean coast and through the Inside Passage, we encountered calm seas, moderate winds, and excellent visibility. The time of year of the two voyages probably made a significant difference. Our entry into the Strait of Magellan was on March 5 (late summer in the Southern Hemisphere), but Clark entered in early April (fall in the far South). Cruising through the Strait on the same eastward course as *Oregon*, it was not difficult to imagine the uneasiness with which American sailors 100 years ago sailed deeper into the Strait. As they huddled on deck, the forbidding snow-covered mountains towering over the narrow waterway, especially in rough weather with extremely limited visibility, certainly must have made the threat of encountering Spanish torpedo boats frightening for the young American mariners.

During my research for the accompanying article, I encountered several references to the port at "Sandy Point," but I could not locate such a port in my world atlas. When *Pacific Princess* called at a charming Chilean port, our shore excursion guide greeted us, "Welcome to Punta Arenas, or as you Americans say, 'Sandy Point.'" That solved one problem of my research, although had my high-school Spanish been better, I could have translated it myself. That evening, we departed from *Oregon*'s track and sailed southward through an archipelago. During the night, *Pacific Princess* entered the Beagle Channel, through which famed naturalist Charles Darwin had sailed aboard HMS *Beagle* in 1831 as he collected information on rocks and life of southern South America. We made a port call in Tierra del Fuego ("Land of Fire") at Ushuaia, Argentina, a city that did not exist until the 20th century. When we exited the Beagle Channel into the Atlantic Ocean east of Cape Horn, *Pacific Princess* reversed course and sailed west past the cape, then reversed course again and passed the cape a second time. It was a photographer's dream. At that point, *Pacific Princess* then sailed off into the Atlantic to call at Stanley in the Falkland Islands.

We rejoined *Oregon*'s track north of the Strait of Magellan east portal a day later and sailed up the Argentine coast for another 950 miles the battleship steamed. Experiencing rougher seas than we had in the Pacific off Chile, our evening's entertainment — an acclaimed classical pianist — was canceled when he became seasick. We followed *Oregon*'s track to the mouth of Rio Platte, where we turned west to call at Montevideo, Uruguay, and ended our cruise at Buenos Aires. *Oregon* continued north to refuel and resupply at Rio de Janiero, en route to completion of her mission.

The highly publicized successful mission of *Oregon* not only played a major role in the outcome of the second sensational U.S. Navy victory of the war in early July, but it had an additional important result. Former Assistant Secretary of the Navy Theodore Roosevelt, later vice president and still later president of the United States, frequently related *Oregon*'s experiences to audiences across the country. His strong advocacy of construction of an American canal across the Isthmus of Panama, buttressed by his constant reminders of the battleship's long and difficult voyage, eventually succeeded in convincing Congress to approve the project in the interest of national security. Completion of the Panama Canal in 1914 — 16 years after *Oregon*'s eagerly followed journey around two continents — reduced inter-ocean transit time to less than a day. *Oregon* had made the case for a canal as no other single event could possibly have done. ⚓

vessel as they completed their transit of the strait. Tensions in the tired crew mounted as they entered the turbulent South Atlantic. Once into open ocean, Clark ordered battle stations sounded, "just to shake the boys up" and *Marietta* conducted target practice. After five days at sea in rough waters, nerves of crew members were further frayed as *Oregon* continued to prepare for action. According to one crewman, "Boxes, benches, and all extra mess chests have been stowed away. We have no place to sit down except on the bare deck and then let our feet hang over the side. The men can't seem to get enough fresh water and the cook's sourdough bread could be used as shrapnel."

Teddy Roosevelt led the Army's Rough Rider's during the Cuban Campaign. Photo courtesy of the Navy Supply Corps Museum.

The two ships dropped anchor in the harbor at Rio de Janiero, Brazil, on April 30, after *Oregon* had been at sea for 43 days. The American consul rushed out to the ships immediately upon their arrival and advised them that the United States and Spain had been at war for five days. Sailors and officers cheered the news and *Oregon*'s band suddenly appeared on deck and played the national anthem and other patriotic music. The celebration was tempered with news that the Spanish *Temerario* might be en route to Rio. Although Brazil was a neutral country, Clark was concerned that the torpedo boat's captain might attack *Oregon* in complete disregard of international conventions.

Clark decided to speed up his departure from Rio and to continue a run up the coast of Brazil at high speed. He made a brief port call at Bahia, leaving *Marietta* to steam independently at her slower speed. Clark departed for Barbados on May 9, unaware that Cervera was headed in his direction and would cross his track two weeks later en route to Curacao. The two forces were never in contact. *Oregon* arrived at the British colonial possession on the 19th, where Clark was given permission to stay 24 hours. After taking on another 250 tons of coal and other supplies, the American battleship sailed for Key West by a circuitous route to avoid encountering the supposedly superior Spanish squadron. After 69 days at sea, *Oregon* sailed triumphantly into waters off the remote Florida naval station on May 26.

On the following day, 60 Naval Reservists arrived from Chicago and were assigned to *Oregon*, which was promptly dispatched to join the blockade of Santiago harbor. The battleship sailed on May 28. Her decks were still piled high with coal and the crew covered with coal dust as *Oregon* passed the lined-up American ships to take the salutes of their comrades, who cheered themselves hoarse as bands played rousing music. Clark reported that his officers and men felt "proud and dirty."

Although the relative proximity to domestic sources of supply at Key West, Port Royal, and Hampton Roads was an obvious advantage for the American steam-powered fleet, low coal supply, and the shortage of colliers remained a serious impediment to ships in the Sampson and Schley squadrons. The collier shortage was compounded by rudimentary, time-consuming, and labor-intensive re-coaling at sea procedures. The few available colliers often were too small to provide effective re-coaling. Larger combatant ships — battleships and armored cruisers — often consumed precious coal at rates up to 100 tons an hour when moving at flank speed. The huge ships frequently smashed into and damaged the smaller colliers as they drew alongside for coal transfer in even moderately rough seas. This situation had a significant impact on American tactics. Re-coaling often took up to a week when ships of the line were forced to leave station for return to American bases to replenish fuel supplies. Coal capacity of Sampson's ships varied widely, resulting in different lengths of time each could remain on blockade station or would be required to re-coal. Among the battleships and cruisers in the squadron, coal capacity varied widely as shown in Table 1.

For nearly a month, the American reinforced squadron searched for Cervera's squadron on both sides of Cuba — RADM Sampson's force along the north coast and COMO Winfield Scott Schley's force along the south coast. Schley's ships, farther removed from American bases, ran low on coal, so the commodore ordered them to withdraw from the search and to return through rough sea to Key West for re-coaling. An infuriated Sampson sent courier boats to order Schley and his ships back to their stations. Before Sampson's orders could be delivered, Schely's Flying Squadron encountered calm waters and the accompanying collier was able to transfer the necessary coal. Schley's ships then returned to blockade duty.

When *Oregon* arrived near the western entrance to the Bahama Channel, she joined the northern force and *Indiana* broke off to leave for re-coaling. The following day Sampson took the ships, including the powerful *Oregon,* replacing *Indiana*, for a 700-mile run to take up station off Santiago to continue the watch for Cervera's elusive squadron.

From the beginning of the war, it was widely anticipated that the United States would send an expeditionary force to expel the Spaniards from Cuba. It was equally clear that Washington had done little to prepare for this eventuality. Theodore Roosevelt was correct in assessing that

no effective overall planning had been done in the nation's capital. He was quick to point out that the Navy's solid planning had proved its value in Dewey's success at Manila. A lack of comprehensive logistics planning, particularly for the Army, proved to be the weakest link in the American strategy.

Pressured by public opinion and vociferous members of Congress, Secretary of War Russell A. Alger promised on May 2 that the Army would be ready to land 30,000 to 40,000 troops in Cuba within in a month. While Key West was the closest American port to Cuba, it had no land connection with the rest of the North American continent, a fact that ruled out that outpost as the port of embarkation for American troops. As a result, Tampa, more than 250 miles farther away from Cuba, was the port of choice, even though it offered only a single pier that could accommodate just two ships at a time. There was one single-track railroad line coming from the north and only two tracks on the pier. These factors subsequently escalated the expeditionary force's logistics problems from troublesome to nearly disastrous.

When the loadout process began in mid-May, there was utter chaos. As trains from the north arrived at Tampa with troops, horses, mules, wagons, food, ammunition, and other supplies, pierside facilities became congested to the point of gridlock. No advance planning had been done to coordinate arrival of Army units and their equipment on different trains with docking of the ships to which they were assigned.

The Army's Commanding General Nelson A. Miles arrived in Tampa from Washington to observe conditions and reported, "I found Tampa crowded with indiscriminate accumulation of supplies and war material. The sidings from the Port of Tampa for perhaps 50 miles into the interior were blocked with cars." Railroad cars arrived without manifests to identify contents. The only solution to determine what was in them was to break open seals and search each car to identify its contents.

Table 1
Coal Capacity — Major Combatants U.S. Atlantic Squadron (In tons)

USS Texas	battleship	850
USS Brooklyn	armored cruiser	1,461
USS Indiana	battleship	1,527
USS Oregon	battleship	1,596
USS Iowa	battleship	1,795

Most of the Army troops had been ordered in from forts and camps in northern climates and from western frontier outposts where the wearing of dark blue, wool serge uniforms was required. They had not been issued lighter clothing suitable to the tropical territory for which they were destined. Upon reaching the hot, humid southern climate, the troops were miserably uncomfortable as both troop and freight trains idled for weeks on side tracks, including a 15-car train of lightweight Army uniforms. Off-duty sailors and marines in lightweight linen uniforms lounged on decks, taking advantage of cooling sea breezes in relative comfort as their ships awaited clearance to tie up at the limited dock space.

Further complicating freight movements, the Plant Railroad System ran frequent passenger trains, crowded with sightseers, over the single-track line between Tampa and the port, where Henry Plant's resort hotel was conveniently located nearby. In another major glitch, two major Army units were assigned to the same ship. The total number of troops, and quantity of equipment, far exceeded the capacity of the ship.

The departure of the American invasion fleet was originally set for War Secretary Alger's date of late May, but that was never within the realm of possibility. Feeding troops on the delayed trains became an urgent task. Messing facilities at Tampa were also severely overtaxed. Regular and volunteer Army officers, many of whom were billeted and well fed in Plant's resort hotel, often dug into their own pockets to feed their troops. Officers also had to exercise considerable initiative in order to make it to their assigned ships at the assigned time. Lt. Col. Teddy Roosevelt, who had resigned his post as assistant secretary of the Navy and joined the volunteer Rough Riders as second-in-command, moved in typical T.R. fashion. He brazenly commandeered a train assigned to another unit and broke through the clogged port facilities to reach the pier for his troopers to embark.

As the forces comprising the expeditionary force straggled into the overcrowded port at Tampa, the whereabouts of the Spanish Atlantic Squadron remained a mystery. Concern over the possibility of fully loaded slow transports en route to Cuba being subject to attack by an allegedly strong enemy battle fleet weighed heavily on Army commanders as they tried to sort out the nightmare on Tampa's sole pier. The Navy, wanting to get its ships out of Tampa Bay and into the coming fray, continued to pressure the Army to get its evolution under way so the armada could sail for Cuba promptly.

When American warships finally located Cervera's squadron at Santiago de Cuba on May 28, a serious threat by Spanish ships to the expeditionary force no longer existed. Next, a shortage of U.S. troop-carrying ships became the major concern. This dearth of transport led the Army to order cavalry units to leave their horses behind as troopers boarded the few available waiting transports where they could contemplate the prospect of fighting in Cuba as infantry. When each overloaded ship pulled away from pierside, it anchored in the harbor as another ship took its place to load men and material. Inadequate mess-

Table 2
Monthly Food Consumption
Selected Items
USS Brooklyn

Bread	6,000 lbs.	Ham	900 lbs.
Coffee	900 lbs.	Liver (fresh)	800 lbs.
Tea	100 lbs	Tinned meat	800 lbs.
Beef (fresh)	8,000 lbs.	Rice	300 lbs.
Butter	1,000 lbs.	Liver (fresh)	800 lbs.
Ketchup	480 qts.	Eggs	1,500 ea.
Milk (condensed)			300 pts.

ing and inappropriate clothing continued to plague the embarked troopers as they waited in the harbor for sailing orders. Rarely had an expeditionary force been so poorly prepared for a landing to fight on foreign shores.

Out in the Pacific, the U.S. Asiatic Squadron remained in Manila harbor, awaiting the arrival of the 5,000 soldiers Dewey had requested in order to occupy and police the city of Manila, still held by the Spanish. On May 25, the cruiser *USS Charleston* departed San Francisco for Manila, escorting three transports with 2,500 men aboard, along with supplies to last a year, and a cargo of ammunition and naval stores. There no were troops aboard *Charleston,* but she carried ammunition and supplies, and a force of machinists and engineers to repair damage to Dewey's ships. Washington, eager to expand American influence in the Far East, eventually dispatched a total of 11,000 troops to the Philippine Islands. The United States was about to launch two major expeditionary operations on foreign shores in two countries thousands of miles apart.

En route to the Philippines, on June 20, *Charleston*'s convoy put in at the small Central Pacific island of Guam, a Spanish outpost that had no contact with the outside world. The governor of the island and its 34-man garrison had no idea that their country was at war and mistook a short shore bombardment as a salute. A small force of U.S. Marines landed to take possession of the island and quickly made the Spaniards prisoners of war. The Navy, always on the lookout for available real estate on which to establish a coaling station, had obviously located an excellent Central Pacific candidate in Guam.

Back in the Western Hemisphere with the major American force off Santiago, smaller units continued to blockade Havana, Cienfuegos, Guantanamo, and lesser Cuban ports. Supply of blockading units became a major challenge as the U.S. Navy succeeded in shutting down Spanish commerce with their prized Cuban dependency. The advance logistical planning by Paymaster General Stewart was put into practice as the fleet went from peacetime status to wartime operations.

Table 3
Paymasters Serving with Blockading Force

Pay Director George W. Beaman, *USS New York*
Paymaster R.T. Mason Bell, *USS Cincinnati* and *USS Detroit*
Pay Director Edward Bellows, *USS Baltimore*
Paymaster Lawrence G. Boggs, *USS Massachusetts*
Pay Director Arthur Burtis, *USS New York*
Paymaster John S. Carpenter, *USS Texas*
Paymaster Samuel R. Colhoun, *USS Oregon*
Pay Inspector Ichabod G. Hobbs, *USS Brooklyn*
Paymaster Leeds Kerr, *USS Minneapolis*
Paymaster Robert P. Lisle, *USS San Francisco*
Paymaster Charles W. Littlefield, *USS St. Paul*
Paymaster Arthur Peterson, *USS Monacacy*
Paymaster Theodore S. Thompson, *USS Massachusetts*

In addition to having to hold pay days, averaging $20,000 monthly, for the crew of 427 sailors, 22 petty officers, and 33 officers, Paymaster Ichabod Hobbs, of the armored cruiser *USS Brooklyn* was concerned with a host of logistical challenges. For example, feeding the 482 officers and men required large quantities of food as shown in Table 2.

Identified as serving with the American blockading forces were 13 Navy paymasters, senior among whom was Pay Director Arthur Burtis, fleet paymaster in Sampson's flagship *USS New York.* Table 3 is a list of paymasters known to have served in the primary blockading force, including Paymaster Henry T.B. Harris who later became a rear admiral and served as paymaster general.

Table 4
Typical Monthly Purchases
by Crew Members
USS Brooklyn

Soap	2,000 lbs.
Tobacco	500 lbs.
Flannel cloth	300 yds.
Cap ribbons	100 each
Underwear	50 suits
Shoes	50 pr.
Overshirts	25 each
Trousers	25 pr.

With Cervera's squadron known to be bottled up in the harbor at Santiago, the threat to the Army expeditionary force was downgraded, but Navy intelligence was uncertain over whether they could account for all of the Spanish squadron's ships. June 8 was the new scheduled sailing date for the invasion fleet, but late on the 7th, a Navy report of the sighting of a Spanish cruiser and torpedo boat caused the War Department to delay the departure. The report proved incorrect when, on June 13, the Navy confirmed that all of Cervera's force was at Santiago. The Army's invasion force was finally permitted to depart Tampa after "loitering" in the harbor for a week.

Jammed into 32 assorted old ships were 16,058 enlisted men, 819 officers, 30 civilian clerks, 272 teamsters and packers, 107 stevedores, 89 correspondents, and 14 foreign observers. Although the cavalry's horses had been left behind, there were a few aboard for the artillery and some of the officers, but all of the Army's mules were embarked. As one contemporary author put it, "What would an Army do without its mules?"

Canned meat, not intended for consumption in the tropics, turned bad as soon as it was opened. Onboard cooks were hampered by not being familiar with the rations supplied or did not have the proper equipment to prepare meals. Despite the delay and discomfort, morale aboard the ships remained high. The young Sailors and Soldiers were off to a great adventure in the name of freedom.

The convoy sailed off to Cuba at night with total disregard for security and lights ablaze. It was a slow trip at a leisurely six knots. Tugs, yachts, and other assorted craft, chartered by members of the press, showed up alongside the ships from time to time. When this strange, and not-so-fearsome looking assemblage arrived off

the small Cuban town of Daiquiri, 12 miles east of Santiago, accompanying Navy ships unleashed a barrage of shore bombardment. Onshore structures, mostly huts, fell apart under the barrage, but there was no answering fire. The Army made no attempt to launch a surprise landing. At midmorning, when the Navy's big guns were quiet, a Cuban rebel in tattered clothing came out to welcome the *Yanquis*.

The landing was a hit-and-miss affair. The metal pier at Daiquiri was too high for the landing launches, so the boats headed for the smaller wooden one, although some of the troopers jumped out and waded ashore. Steam launches, originally intended as landing craft, ended up as tugs. Landing of the horses and mules presented a unique problem. Army personnel believed that the animals' inherent sense of survival would result in their heading straight for the beach, so they were simply kicked out of open ports into the sea. Most did swim to shore, but others swam out into the open sea and not every one could be rescued. Those that could be saved were herded ashore with sailors in launches acting as "cowboys." The landing operation started at 10:25 in the morning, and by evening, 2,000 troops were ashore with only two men lost by drowning.

From the beginning of the Americans' time ashore in Cuba, logistical problems abounded. As more and more Army men, horses, mules, wagons, and assorted supplies came ashore over the next few days, things became increasingly chaotic. Maj. Gen. William R. Shafter neglected to establish a supply depot near the front, so the Army rarely had more than a 24-hour supply of food, ammunition, and other supplies near the scene of action. Despite frequent spring rains that turned roads in quagmires, accompanied by oppressive heat, thick and treacherous undergrowth, snakes, mosquitoes, and other assorted obstacles, the American Army cut through brush, slogged through mud, and crossed dangerous open fields, and fought its way toward Santiago. Progress was often halted to await the arrival of needed supplies.

The Navy and Army engaged in a continuing, often rancorous, dispute over the tactics to be employed in the taking of Santiago. RADM Sampson insisted that Shafter order his troops to storm the forts overlooking the narrow harbor and render them harmless before his ships were forced to run the gauntlet of point blank fire from above. Shafter, on the other hand, countered that the Navy's big guns should be employed to blast the ships' way into the harbor and to destroy Cervera's ships as Dewey had done to Montojo's squadron at Manila.

Despite the strong difference of opinion on how to terminate what was becoming a stalemate, the Navy steadily landed increasing numbers of men and quantities of material in support of the land campaign. Roosevelt, renowned for his strong support of the Navy, was fast becoming a hero in the Army. By his valor, he proved that he could back his strident opinions with stirring action as he assumed command of the Rough Riders when Col. Leonard Wood was wounded. The popular New Yorker led them in the charge that was a major factor in the eventual defeat of Spanish forces before Santiago.

After the Army had taken the San Juan Heights, the troops were discouraged as they looked down the hills at long lines of barbed wire fronting heavily-manned rifle pits guarding the land approach to Santiago. But, by June 30, Army troops were on the outskirts of the isolated food- and medicine-short city. Repeated messages were exchanged and meetings were held between leaders of the two opposing forces, but little resulted as the Americans demanded unconditional surrender. The Sampson/Shafter dichotomy over tactics regarding the ill-fated Spanish squadron in the harbor continued. The two American leaders knew that many sailors in the moribund ships had been sent to the front to fight, but neither was aware of the extent that their enemy's readiness had been severely impacted.

Meanwhile other Navy and Marine units secured Guantanamo Bay at the eastern end of the island after a furious fight and began setting up a U.S. Navy coaling station. At the end of June, it was obvious to both Americans and Spaniards that it was only a matter of time before Santiago would be in American hands and that Cervera's squadron would either have to surrender or try to escape. Both the Navy and Army were tightening their strangle hold on the doomed Spaniards, who obviously knew the end was near. ⚓

End Notes

Sources utilized in addition to those noted in Part 1:

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Graham, George Edward, Schley and Santiago, W.B. Conkey Company, Chicago, 1902.

Hasted, Morat, Full Official History of the War With Spain, The Dominion Company, Chicago, 1899.

Navy Edition Supplement, Scientific American, , Munn & Co., Publishers, New York, 1898

White, Trumbull, Pictorial History of Our War With Spain, Monarch Book Company, Philadelphia, 1899.

RADM Frank J. Allston, SC, USNR (Ret.), had 34 years of active and reserve duty when he retired in 1985. He was commissioned an ensign in the Naval Reserve Supply Corps in 1952. Returning to civilian life in 1954, he served in management positions with General Electric Company, Bunker Ramo Corporation and IC Industries before retiring in 1989 as vice president of corporate affairs for Illinois Central Railroad.

As a Naval Reservist Allston has served as commanding officer of reserve units in New York City; Greenville, S.C.; and Chicago. He is founder of the Recruiting District Assistance Council program for the Naval Recruiting Command, wrote the bicentennial history of the Supply Corps and served as president of both the Navy Supply Corps Association and the Chicago Council of the Navy League of the United States.

DCMDI Debuts International Virtual Library

By Lieutenant Commander Ernest Fagan, SC, USN
Contingency CAS Officer, Defense
Contract Management District International

The Defense Contract Management District International (DCMDI) has created an online reference library for the international civilian and military traveler. This library composed of hyperlinked State Department, international, and commercial sites, is designed to provide the government traveler with a collection of web pages that answer almost all of their travel questions.

DCMDI is the Defense Logistics Agency's initial point of contact for international contract management. They administer all types of contracts for the Department of Defense, other Federal agencies, and foreign governments worldwide. With 56 sites in 22 countries, and another 25 nations supported on an "itinerant basis" with fuels and contingency contract administration, they are probably operating very near where agencies are planning to award, or have already awarded a contract.

The DCMDI team is very familiar with international contract management issues, including a special awareness and understanding of local business practices, foreign contracting procedures, foreign government requirements for customs and country clearances, multinational contractors' concerns about dealing with U.S. customers and currency fluctuations.

CAPT Dennis Wright, SC, USN, DCMDI commander, envisioned the library as "an extremely powerful tool and excellent resource for anyone traveling or conducting business overseas." The site was constructed by LCDR Ernest Fagan, SC, USN.

"The online library matches the mission of the Foreign Affairs section perfectly since we serve as Defense Contract Management Command's focal point and reference center for all issues relating to international operations," said Wright.

The Library has 15 links that give travelers plenty of valuable information on every country imaginable, including travel advisories, currency exchange rates, passport and visa data and per diem rates.

Broadening its scope, the page also educates about topics such as the Eurodollar, international law, and global holidays. It puts all this information in one central location. It also serves as a tool to update our information before we deploy government personnel to a foreign country, either for a real contingency operation, TDY, or an exercise.

Visit our site at: http://www.dcmc.hq.dla.mil/Cassites/Intl/xvirlib.htm

Some of the links include:

State Department Country Offices — A listing of the office symbol and telephone number of each country desk/expert at the State Department in Washington, D.C.

Background Notes — Lists cultural, demographic, religious, historical, and geographical information on every country.

Commercial Country Guides — Gives data on business practices of a country ... economic trends, monetary policies, trade regulations, political environment, tariffs, etc.

Travel Advisories — For review by anyone traveling outside CONUS. Includes State Department sourced advisories on potential hot spots and areas to avoid.

Embassies Online — A list of embassies' home page addresses (all hot linked), so you can select real time data on a region of particular interest. Some sites include e-mail addresses.

Embassy Directory & Key Officers — Lists the complete U.S. Embassy staff in every country in the world – including missions and consulates. Also includes phone numbers, faxes, e-mail, and local addresses.

International Items of Interest — This page has travel tips, an online foreign phrase book, and links to the NATO and U.N. home pages.

Go Global — It includes worldwide information on current temperatures, time zone conversions, voltage requirements, global distances between cities, and telephone dialing instructions.

The capacity of the International Virtual Library to provide useful information will grow as more government personnel discover this great web site. Feel free to bookmark it and use it often. Recent additions to the IVL are the SITES pages, which is a directory of every military installation across the world, and a global weather link.

If you have a topic or site that might add value to the IVL, or want to know more about DCMDI, please e-mail us at our home page: http://www.dcmc.hq.dla.mil/Cassites/Intl/Intl.htm ⚓

LCDR Ernest Fagan recently served as contingency contract administration officer at DCMDI Headquarters in Fort Belvoir, Va. He is now assigned to Commander Naval Surface Group, Mid Pacific. His previous tours include USS Okinawa *(LPH 3), NAS North Island, and supply officer, USS* Frederick *(LST 1184).*

From the Schoolhouse

NSCS Celebrates Supply Corps' 203rd Birthday

This year staff, students and guests of the Navy Supply Corps School celebrated the Supply Corps' 203rd birthday in style, with an elegant dinner and ball at the Georgia Center for Continuing Education Ballroom. After an hour of socializing, the guests were called to dinner by the playing of bagpipes.

Guest of honor, RADM Leonard Vincent, commandant of the Defense Systems Management College, spoke to the audience recalling his days in Athens and addressing the current condition and future outlook of the Navy and the Supply Corps. Following a wonderful dinner, toasts, and the traditional cake cutting, a local live band provided entertainment. The event was a resounding success.

Cutting the cake are, from left, LT Nelson Nicolaus, USN, (Ret.); Vincent; ENS Stuart Day; and CAPT John Drerup, NSCS commanding officer.

CAPT Walton and OP Roadshow Team at Home in Athens

CAPT Dave Walton and the OP Team of LCDR Jeff Pritchard and LT Kerry Pearson recently visited Athens for this year's annual OP Roadshow.

Walton briefed the staff, students and spouses about current issues in the Supply Corps and the Navy.

The Roadshow was followed by a luncheon held in Scott Hall, where Walton, pictured left, briefed attendees on additional issues affecting the Supply Corps.

NSCS Instructors Qualify as Master Training Specialists

The five instructors pictured at the right recently distinguished themselves by earning their Master Training Specialist (MTS) qualification. After successfully passing an oral board, they were formally presented their MTS insignia by CDR Scott Bethmann, second row, academic director. Recipients, left to right, are LT Jason Scarlett, SKC (SW) Douglas White, LT Mark Escoe, LT Jerry Burch, and LT Chris Anderson.

VADM Stockdale Award Winner Speaks to NSCS

CAPT (Sel.) Mark W. Kenny, the VADM James Bond Stockdale Leadership Award winner, visited NSCS to speak to staff and students about leadership and the importance of line and staff communities working together to meet the missions of the Navy.

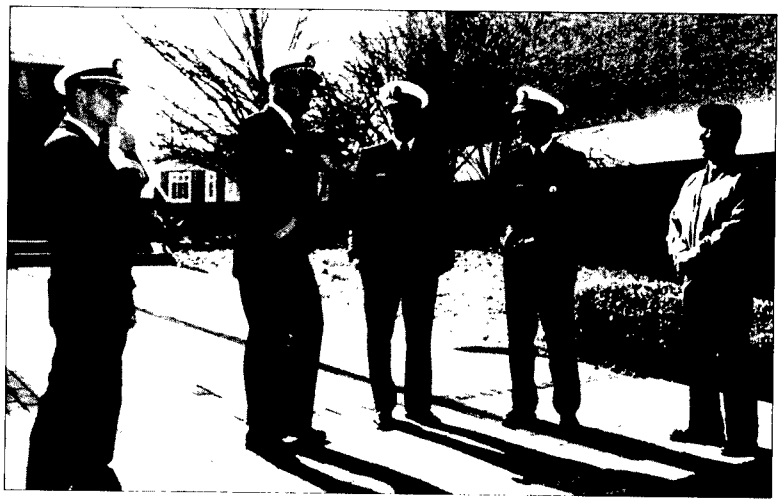
As the recent commanding officer of the USS *Birmingham* (SSN 695), Kenny emphasized to the young supply officers in his audience the criticality of ensuring that the job is not only completed but done well. In closing, he reiterated that without our greatest assets, we can do nothing ... take care of your people!

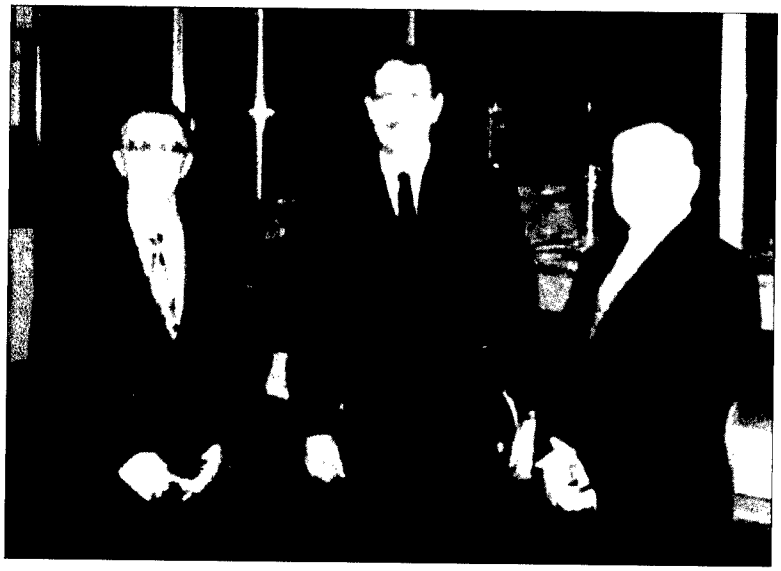
Kenny, pictured at the lectern in George Auditorium, is the prospective commanding officer instructor at Commander Submarine Forces, U.S. Pacific Fleet.

Prospective SUBPAC Visits "The Cradle of the Corps"

RADM Albert H. Konetzni, commander, Submarine Group Seven, and prospective commander, Submarine Forces, U.S. Pacific Fleet, visited the Navy Supply Corps School on Feb. 24. He received a tour of the facilities and the command brief. A luncheon was held on his behalf where he enlightened staff and students and answered questions on logistics and leadership issues from a flag line officer's perspective.

Pictured on Royar Square are, left to right, CDR Scott Bethmann, academic director; Konetzni; CAPT John Drerup, commanding officer, NSCS; CDR Henry Conde, executive officer, NSCS; and LtCol. Phillip Newman, NSCS Marine representative.





CAPT Cook Visits NSCS for BQC Students

During Fleet Day, NSCS students were briefed about Supply Corps officer billets on each of the Navy's platforms.

CAPT Dave Cook, Military Sealift Command Logistics Directorate, Code N4, spoke to the Basic Qualification Course students on the MSC's purpose, ships and operations.

Pictured in front of the model of the USS *Rigel* (AF 58) in Russell Hall are Don Lins, MSC instructor; Cook; and Rich Slaney, MSC instructor.

Promotion Board Reminder

The FY 99 Lieutenant Supply Corps Selection Board and Post Graduate Board will convene July 27, 1998. All those lieutenant junior grades in zone (YG 95) for selection to lieutenant, all lieutenants in YGs 90-94 not yet selected for PG School, and all lieutenants wishing to have their records rescreened for the 810 program should ensure their personnel records are accurate, reflecting the most current fitness reports, qualifications, and medals.

All lieutenants screening for PG School should also ensure they have a computed, eligible APC (Academic Profile Code) of at least 345 and PG preferences on file. You ***must*** have an eligible APC and PG preferences on file in order to have your record screened for PG School.

FY 98 Roadshow

The NAVSUP OP Roadshow For FY 98 drew to a close in May.

OP Relocation & Move to Memphis

The Director of Supply Corps Personnel and Officer Plans Division have initiated the OP and P3 relocation to Crystal City, Crystal Square 4, Suite 501. The following numbers apply (area code 703):

OP	Director of Supply Corps Personnel	CAPT Dave Walton	607-3294
OPA	Special Assistant	CDR Tom Callan	602-0117
OPC2	Administrative Assistant	SH3 Jessamy	607-3288
P3	Director, Officer Plans Division	CAPT Rod Turk	607-3299
P32	Head, Manpower Planning/Requirements	LCDR Jeff Pritchard	607-3298
P32A	Officer Programs Office	LT Jeff Rathbun	607-3298
P32C	Program Analyst	Lisa White	602-3933
P32D	Program Analyst	LT Frank Futcher	602-0170

Detailing Division (P1), Reserve Division (P2), and Career Counselor (P31) will be moving with BUPERS to NSA Millington Tenn. Scheduled moves began in May and will be completed in August. Stay tuned to the web page for the latest details.

Congratulations to Our New LDO and CWO Selects

RANK	DESIG	DATE
CWO2 Francis Fuller Jr	LTJG 6510	9810
CWO2 Damon Heemstra	LTJG 6510	9810
CWO2 Ronald Woodall	LTJG 6510	9810
SKC Karen Allred	ENS 6510	9906
MSC Scott Auterson	ENS 6510	9906
SKC Garry Bernier	ENS 6510	9903
SH1 Sheila Boyd	ENS 6510	9903
SKC Robert Brown III	ENS 6510	9810
AKC David Glover	ENS 6510	9810
DK1 Carrie Kimble	ENS 6510	9906
AKC Rafael Medina	ENS 6510	9810
SKC Todd Sullivan	ENS 6510	9906
AK1 Horacio Tan Jr	ENS 6510	9903
MSC Antonio Ting	ENS 6510	9810
SKCS Romulo Maliksi	CWO2 7510	9903
MSC Lori Ellis	CWO2 7520	9903

Captain and Commander Orders Announced

Captains	*From*	*To*
Mike Augustine	USS KEARSARGE (LHD 3)	FISC NORFOLK (50)
Bill Barnes	NAVSUP 43	NSSF GROTON
Dennis Belt	NAVSEA 04MS	COMNAVSURF-GRUMED
Linda Bird	NAVSUP OP1	NAVSUP 01
Brian Blanchfield	HQ, MTMC	MSC WASH DC
Rick Boyd	NAS SIGONELLA	DLA HQ
Bill Bristow	OPNAV N41B	FMSO (CO)
Greg Brown	DOD IG	NAVAUDSVC
Mark Brown	ASN (FM)	NTSC (CO)
Gigette Caldwell	NAVICP MECH	FISC PEARL HARBOR (CO)
Dave Cook	MSC WASH DC	CINCLANTFLT
Mike Darby (CO)	USACOM	NRCC NAPLES
John Drerup	NSCS ATHENS (CO)	NAVICP MECH
Mark Easton	ASN (FM)	DFAS OPLOC HONOLULU (CDR)
Pat Elliott	NAVSUP	MTMC HQ
Scott Ensminger	MTMC OAKLAND	NDU (staff)
Keith Fantroy	NAVINSPGEN	DFAS CLEVELAND
Rich Feierabend	USS BELLEAU WOOD (LHA 3)	DLA SDC (CDR)
Charlie Frey	CINCLANTFLT N413	FOSSAC (CO)
Stu Funk	OPNAV	NAVPETOFF (CO)
Julius Gostel	NAVY GAIN	COMNAV-MARIANAS

John Graham	COMSEVENTHFLT	SPAWAR
Richard Gray	FISC NORFOLK	COMTHIRDFLT
Jim Hagarty	USNS CONCORD (TAFS 5)	CINCUSNAVEUR
Brian Haller	COMNAVRESFOR NORL	DLA
John Hensley	COMNAVAIRESFOR NEW ORLEANS	COMNAVRESFOR NEW ORLEANS
Ed Hering	CINCLANTFLT (SUP MGT)	CINCLANTFLT (FLT COMPT)
Kurt Huff	NRCC NAPLES (CO)	NAVICP PHILA
Diana Huntress	SACLANT	USCINCEUR
Jack Jackson	NAVICP MECH	NAVY IG
Terry Johnson	COMNAVSURFGRUMED	NAVSEA O4MS
Joe Kenney	NAVSUP 41	DDSP-D SUSQUE (CDR)
Chris Knaggs	STRATCOM	SUBPAC
Bruce LaLonde	NAVSUP 09B	MTMC CONUS
Steve Maas	SUBLANT	OPNAV N41
Dave Maddon	NEXCOM NORFOLK	NSWCD CRANE
Bill Maguire	DUSD (AR)	NAVICP PHILA
Ron Mathieu	SUBPAC	NSCS ATHENS (CO)
Steve McCann	NAVSEA 026	DCMD INTL (CDR)
Bob Milligan	FISC YOKOSUKA (CO)	DLA HQ
Lonnie Mitchell	NEXCEN NORFOLK	NEXCOM NORFOLK
Jay Mullally	DCMC MICHOUD-STENNIS (CDR)	CNET
Bob Nanney	FISC PEARL HARBOR (CO)	NAVSUP
Rich Parker	CTF 53	COMNAVFOR-CENTCOM
Phil Pfeil	COMNAVFORCENTCOM	FISC NORFOLK
Jim Poe	NRCC SINGAPORE (CO)	SUBLANT
Jeff Pottinger	USS INCHON (MCS 12)	NAVSUP
Tony Prince	USS J C STENNIS (CVN 74)	BRAC
John Rausch	DLA HQ	OPNAV (N88)
Pete Raymond	DLA HQ	NAVAIR
John Ripperton	COMNAVAIRPAC	FISC YOKOSUKA (CO)
Dave Ruff	USS BATAAN (LHD 5)	NAVSUP OP1
Ralph Scherini	USS BRIDGE (AOE 10)	NSY PUGET SOUND
Mike Schoedler	COMFAIRWESTPAC	CINCLANTFLT
Al Sligh	FISC NORFOLK	NRCC SINGAPORE (CO)
Don Smith	NAVSURFWARCEN	NAVICP PHILA
Tony Steigelman	OPNAV (N88)	CBC PORT HUENEME
John Stephens	FOSSAC ANNEX	OIC CHEATHAM
Al Thompson	OPNAV N412 (CO)	FISC NORFOLK
Cris Toledo	OIC CHEATHAM ANNEX	NAVSUP
Jerry Twigg	USS GUAM (LPH 9)	NAS SIGONELLA
Paul Varner	ICAF (student)	COMNAVAIRRES-FOR NORL
Ron Verostek	NAVTRANS (CO) (CDR)	DCMC LOCKHEED
Ken Wenzel	NAVSUP WASH	NAVAL DISTRICT
Roy Werthmuller	COMTHIRDFLT LITTORAL WARFARE	PEO CARRIERS, AND AUX SHIPS
Bruce Woolnough	COMNAVSURFRES-FOR NEW ORLEANS	NWC (student)
Bill Wright	DSC COLUMBUS	USCINCSOC
Mark Young	FISC NORFOLK (CO)	AIRLANT

Commanders

	From	*To*
Sly Abramowicz	NAS LEMORE (CVN 70)	USS CARL VINSON
Larry Arcement	NEXCOM	NS ROTA
Dave Baucom	ICAF (student)	DLA
Chris Barber	NAS NORTH ISLAND	AIRPAC
Andy Benson	NAVICP MECH	NAVSUP
Karl Bernhardt	USS DETROIT (AOE 4)	ASN (FM)
B.J. Bjelland	AFTG WESTPAC YOKO	NAVICP MECH
Jimmy Bobbitt	DFAS HDQTRS	NTC ORLANDO
Don Brown	COMFAIRMED	NSWC CRANE
Marty Brown	USS TARAWA (LHA 1)	ASN (RD&A)
Robin Brown	USS SAIPAN (LHA 2)	NRCC NAPLES (OIC)
Herb Byrns	NRCC NAPLES	NSWC PORT HUENEME
Rich Campbell	COMUSJAPAN	NWC (student)
Steve Carver	USNS SAN JOSE (TAFS 7)	DCMC DENVER (CDR)
Brian Cerwonka	USMTM RIYADH	NAS JAX
Joe Clements	ICAF (student)	DSC COLUMBUS
Henry Conde	NSCS ATHENS (XO)	PCU BRIDGE (AOE 10)
Dale Cottongim	NAVSEA	NAVSUP OP
Matt Culbertson	USNS SATURN (TAFS 10)	NAVSUP
Bill Curtis	NS ROOSEVELT RDS	USS SAIPAN (LHA 2)
Jim Dargan	MARFORLANT	SUBASE KINGS BAY
Doug Deets	ARMY WC	FISC NORFOLK
Pete Demann	NAVICP PHILA	DPSC PHILA
Billy Dodson	OPNAV	NAVELSF
Dave Douglas	USS SACRAMENTO (AOE 1)	COMSEVENTHFLT
Darby Duchow	NAVSUP	DD PUGET SOUND
Bernie Dunn	BUPERS FLD COMP ROADS	NS ROOSEVELT
Ken Dunscomb	DISC PHILA	NAVAIR
Dave England	NOC INDIAN HEAD	ICAF (student)
Mike Fabish	NAVICP PHILA	NAVSUP
Bob Fink	COFLITLOT SAN DIEGO	AFTG PAC SAN DIEGO
Heather Fraser	FISC YOKOSUKA (XO)	FMSO
Marco Furforo	FISC JAX	SUPSHIP GROTON
John Gebhart	DDRC JACKSONVILLE	NSY PORTSMOUTH NH
Domingo Gonzales	CNATRA	BUPERS
Rick Gonzalez	ICAP (student)	USACOM
Mike Gordon	SUPSHIPS NEW ORLEANS	NAVAIR
Alma Green	NAVSUP OP	JCS
Bruce Green	AFTG PAC	SPAWAR
Dennis Greene	CHRESFOR	DFAS-CL
Vince Griffith	NAVICP PHILA	OPNAV (N81)
Jim Grimm	USS CARL VINSON (CVN 70)	ACLANT
Pat Hassler	NAVSUP	FMSO
Travis Hayes	OLA	DSC RICHMOND

Rich Heimbaugh	NAVSUP	NOC IMSD MECH
Pete Herold	USS LEYTE GULF (CG 55)	NOC IMSD MECH
Mike Hickinbotham	CINCUSNAVEUR	CB CEN PORT HUENEME
Jim Holland	NAVSUP	USS NASSAU (LHA 4)
Robin Husson	USS NORMANDY (CG 60)	COMNAVSURFLANT
Michele Jackson	DDRE NORFOLK	NAVICP PHILA
Jim Kerber	NPGS MONTEREY	DSR PAC ALAM
Joel Kernen	DSC COLUMBUS	OPNAV N43
Phil Kirchoff	PEO TAD W DC	SUPSHIP SAN DIEGO
Darl Kline	COMUSNAVCENT	CTF 53
Glen Kohlhagen	NAVELSF	ONI SUITLAND
Dan Kruml	NAVSUP	COMUSNAVCENT
Marie Lambert	USCINCEUR	MTMC CHARLESTON
Dave Larson	NWC (student)	CINCUSNAVEUR
Bruce Lemler	NRCC SINGAPORE (XO)	CINCPACFLT
Matt Lawless	MCB 133	OPNAV (N41)
Mike Laurent	AIR WC (student)	FISC PEARL
Diana Lendle	HQ MIL TRAFMGMT	FOSSAC
Jim Lepse	ICAF (student)	JCS
Larry Lewis	USCINCEUR	USMTM RIYADH
Gary Lovgren	DLA HQ	FISC NORFOLK
Mike Lyden	USS VINSON (CVN 70)	OPNAV (N41)
John Lantelme	COMLOG WESTPAC	USS SACRAMENTO (AOE 1)
Andy Mackel	NWC (staff)	NAS KEFLAVIK
Jesus Malgapo	FISC YOKOSUKA	NAVTRANS TRAVIS AFB
Carol Marcinek	FISC PEARL HARBOR (XO)	FLILOT SAN DIEGO (CO)
Greg Martin	BUPERS	HQS NDW
Michelle McAtee	ICAP (student)	USNS SIRIUS (TAFS 8)
Molly McClellan	NAVAIR	NSWC CARDEROCK
Jerry McEnerney	FMSO	NAVSUP
Laurie McKee	JCS	USS SUPPLY (AOE 6)
Paul McNeill	ACLANT	CTF 53
Walt Melton	PEOCPD PAX RIVER	COMFAIRWESTPAC
Rich Mendez	SIMA SAN DIEGO	SPAWAR
Mike Metts	USS E S LAND (AS 39)	CINCLANTFLT
Jon Miller	COMTHIRDNCB	MARFORPAC
Ron Mosley	NAS CORPUS CHRISTI	NAVSEA
Jim Naber	NAVICP MECH	ARMY WC (student)
Craig Nostrant	COMSECONDNCB	NAVSPECWAR-GRU TWO
Doug Osbourn	DDRE JAX	DDRE JAX (CO)
Rob Palmquist	FISC PUGET (XO)	USS TARAWA (LHA 1)
Lindsey Perkins	NAVAIR	NRCC BAHRAIN (OIC)
Mike Plunkett	COMNAVAIRPAC	USS JOHN C STENNIS (CVN 74)
Jack Prendergast	NAVSUP (EA) (CVN 71)	USS T ROOSEVELT
Jim Pullen	DSC RICHMOND	USS BATAAN (LHD 5)
Don Reidy	USCINCSOC	NAVSPECWARCOM
Don Reiter	ASN (RD&A)	DAU
Douglas Roark	ASN (RD&A)	ICAP (student)
Mike Robinson	CMD & STAFF COLLEGE (stu)	SURFLANT
John Roggen	COMNAVSUFPAC	USCINCPAC
Steve Romano	DLA	USS BELLEAU WOOD (LHA 3)
Gil Rosado	CB CEN PORT HUENEME	COMTHIRDNCB
Tim Ross	NAVICP PHILA	CINCLANTFLT
Diane Saggus	USNS SIRIUS (TAFS 8)	ICAF (student)
Mark Sakowski	NRCHTB WILLIAMSBURG (CO)	NAVCHAPGRU (CO)
Don Santos	USS GETTYSBURG (CG 64)	AIR WC (student)
Bob Schwaneke	COMNAVSURFLANT	USNS SATURN (TAFS 10)
Bob Scott	COMNAVAIRPAC	NAS LEMORE
Bob Snyder	NAVSUP	ARMY WC (stu)
Sue Spangler	NRCC DET BAHRAIN	USNS SAN JOSE (TAFS 7)
Ed Spillman	USS S CAROLINA (CGN 37)	PEO THEATER AIR DEF
Tom Steffen	OPNAV	NAVICP MECH
Rich Sweeney	ICAF (student)	JSF
Terry Smith	USACOM	NAVSUP
Dale Sprow	COMNAVAIRPAC	NUSWCD KEYPORT
Paul Stanfield	COMNAVAIRLANT	USS KEARSARGE (LHD 3)
Chris Stream	NAVAIR	NTC GREAT LAKES
Charlie Sullivan	NAVICP MECH	DSC RICHMOND
Connie Thornton	USS SUPPLY (AOE 6)	NAVSEA
Tom Tichy	COMSUBPAC	NAVICP MECH
Pat Tillson	OPNAV (N43)	FISC PUGET SOUND (XO)
Frank Tisak	NWC (student)	USCINCSOC
Tom Traaen	NAVSUP OP	FISC YOKOSUKA (XO)
Greg Trojan	BUPERS	NAVAUDSVCHQ
Mike Tryon	USS CAMDEN (AOE 2)	DCMC HUGHS (CDR)
Cindy Varner	GEORGETOWN UNIV	SUPSHIPS NEW ORLEANS
Ed Victoriano	NTC GREAT LAKES	USS INCHON (MCS 12)
Ben Viellieu	JCS	USS DETROIT (AOE 4)
Steve Waite	DSC RICHMOND	USS EMORY S LAND (AS 39)
Kevin Walter	ARMY WC (student)	USNS CONCORD (TAFS 5)
Julie Webb	NSWCD PORT HUENEME	USS CAMDEN (AOE 2)
Marv Wenberg	USS SAIPAN (LHA 2)	STRATCOM
Craig Wheeler	NSF DIEGO GARCIA	DCMC SAN DIEGO
Ted Whiteman	US STRATCOM	MTMC BEAUMONT
Eric Wilson	USS LINCOLN (CVN 72)	COMSC WASH DC
Randy Wolf	NAVACTS GUAM	US STRATCOM
Janet Zucker	SPAWAR	DLA HQ

Medals

Meritorious Service Medal

CDR **James F. Holland II**, SC, USN (Gold Star in lieu of Third Award), leader, NAVSEA/SPAWAR Integrated Logistics Support Team, Naval Supply Systems Command, Mechanicsburg, Pa., August 1996 to January 1998.

CDR **Michael T. Madden**, SC, USN, Navy Working Capital Fund Budget Formulation and Execution and Cash Branch head, Naval Supply Systems Command, Mechanicsburg, Pa., November 1994 to February 1998.

CDR **Steven M. Nagorzanski**, SC, USN (Gold Star in lieu of Second Award), branch head, Ship and Air Station Allowance Section, and director, Aircraft Engine Division, Naval Inventory Control Point, Philadelphia, Pa., January 1995 to October 1997.

LCDR **W.P. "Pat" Ryan**, SC, USN (Gold Star in lieu of Second Award), force supply carrier readiness officer for Commander, Naval Air Force, U.S. Pacific Fleet, August 1996 to December 1997.

Joint Service Commendation Medal

LCDR **Jeffrey J. Cox**, SC, USN, program manager, Electricity Procurement Initiative, Alternative Fuels Commodity Business Unit, Defense Energy Support Center, Defense Logistics Agency, April 1997 to January 1998.

Navy and Marine Corps Commendation Medal

CDR **John H. Deasy**, SC, USNR (Gold Star in lieu of Second Award), commanding officer, Naval Reserve Fleet and Industrial Supply Center East 104, Naval Reserve Center, Syracuse, N.Y., October 1995 to September 1997.

SKCM (SW) **Jesus L. Guerrero**, USN (Gold Star in lieu of Second Award), assistant supply officer, Mine Countermeasures Rotational Crew Delta, USS *Guardian* (MCM 5) and USS *Warrior* (MCM 10), October 1995 to February 1997.

LCDR **Craig P. R. Perri**, SC, USN (Gold Star in lieu of Fourth Award), director, Storage Division, and director, Requirements Division, Fleet and Industrial Supply Center, Pearl Harbor, Hawaii, June 1995 to October 1997.

LCDR **Scott R. Thon**, SC, USN (Gold Star in lieu of Fourth Award), assistant supply officer, USS *Kearsarge* (LHD 3), April 1996 through February 1998.

MSCS (SW) **Robert E. Winn**, USN (Gold Star in lieu of Fourth Award), instructor, Navy Food Management Team, Norfolk, Va., October 1994 to October 1997.

Navy and Marine Corps Achievement Medal

SK2 (SW) **Jermaine B. Brooms**, USN (Gold Star in lieu of Second Award), accounting assistant to the Budget Officer, Mine Warfare Training Center, Ingleside, Texas, August 1997 to October 1997.

SK2 **Levi E. Chapman**, USN (Gold Star in lieu of Second Award), Depot Level Repairable (DLR) and Maintenance Assistance Modules (MAMS) custodian, USS *Spruance* (DD 963), May 1993 to April 1997.

SK1 **Johnny R. Clark**, USN, logistical support, Naval Research Laboratory Field Site Detachment, Port Hueneme, Calif., July 1993 to June 1997.

LT **Patrick M. Ferraro**, SC, USN (Gold Star in lieu of Third Award), assistant special projects, administration, and mobilization officer, NR Naval Regional Contracting Center, Naples, Detachment 106, NAVMARCORESCEN, Washington, D.C., October 1994 to June 1997.

LT **Rose E. Jimenez**, SC, USN, budget analyst, Bureau of Naval Personnel, Washington, D.C., April 1995 to May 1997.

LT **Arthur T. Rowe**, SC, USN (Gold Star in lieu of Third Award), assistant supply officer, USS *Detroit* (AOE 4) October to December 1997.

SKC (AW) **Michael A. Walker**, USN (Gold Star in lieu of Third Award), stores division officer, USS *Detroit* (AOE 4), November 1996 to May 1997.

SKC (SW) **Donald A. Wenner**, USN (Gold Star in lieu of Fifth Award), Cargo Division officer, USS *Detroit* (AOE 4), November 1997.

Retirements

CAPT Dennis S. Parry

CAPT Dennis S. Parry, SC, USN, completed 28 years of active service and retired on April 1, 1998, after serving at the Office of the Under Secretary of Defense (Acquisition &Technology), Washington, D.C. He received his bachelor's degree from the University of Washington and his master's degree from the Naval Postgraduate School. His previous duty stations include Naval Air Systems Command, Arlington, Va.; Office of the Assistant Secretary of Defense, Washington, D.C; Naval Sea Systems Command, Arlington, Va.; USS *Camden* (AOE 2); Naval Air Systems Command, Arlington, Va.; USS *Fanning* (FF 1076); U.S. Naval Security Group Activity, Edzell, Scotland; U.S. Naval Forces, Vietnam/Naval Advisory Group, USMACV, Saigon, Vietnam; and U.S. Naval Support Activity, Danang, Vietnam.

CAPT Francis X. Poole

CAPT Francis X. Poole, SC, USN, completed 29 years of active service and retired on May 1, 1998, after serving at the Defense Contract Management Command Lockheed Martin, Delaware Valley, Camden, N.J. He received his bachelor's degree from the U.S. Naval Academy and his master's degree from the University of

Pennsylvania. His previous duty stations include Commander Naval Air Force, U.S. Atlantic Fleet, Norfolk, Va.; Naval Aviation Supply Office, Philadelphia, Pa.; USS *Nimitz* (CVN 68); Naval Supply Systems Command, Arlington, Va.; USS *Eisenhower* (CVN 69); Navy Ships Parts Control Center, Mechanicsburg, Pa.; Naval Supply Center, Pearl Harbor, Hawaii; and Naval Academy Preparatory School, Naval Training Center, Bainbridge, Md.; and USS *O'Hare* (DD 889).

CDR Gerald A. Burleigh

CDR Gerald A. Burleigh, SC, USN, completed 25 years of active service and retired on April 1, 1998, after serving at the Military Sealift Command, Washington, D.C. He received his bachelor's degree from the University of Maine and his master's degree from the Naval Postgraduate School. His previous duty stations include USS *Wainwright* (CG 28); Naval Air Station, Adak, Alaska; Defense Construction Supply Center, Columbus, Ohio; USS *Halyburton* (FFG 40); Navy Ships Parts Control Center, Mechanicsburg, Pa.; and USS *Belleau Wood* (LHA 3).

CDR William M. Fink

CDR William M. Fink, SC, USN, completed 20 years of active service and retired on April 1, 1998, after serving at the Commander Naval Shore Activities, U.S. Atlantic Fleet, Norfolk, Va. He received his bachelor's degree from Ohio State University and his master's degree from the Naval Postgraduate School. His previous duty stations include Commander Naval Air Force, U.S. Atlantic Fleet, Norfolk, Va.; USS *Emory S. Land* (AS 39); Naval Air Systems Command, Arlington, Va.; Naval Supply Center, Pearl Harbor, Hawaii; Naval Supply Systems Command, Arlington, Va.; Navy Finance Center, Cleveland, Ohio; and USS *James K. Polk* (SSBN 645).

CDR Coy D. Hewett

CDR Coy D. Hewett, SC, USN, completed 20 years of active service and retired on May 1, 1998, after serving at the U.S. Army Logistics Management College, Fort Lee, Va. He received his bachelor's degree from North Carolina State University. His previous duty stations include Defense Distribution Depot, Richmond, Va.; USS *Wichita* (AOR 1); Commander Naval Surface Force, U.S. Pacific Fleet, San Diego, Calif.; USS *Brewton* (FF 1086); Naval Magazine Lualualei, Hawaii; and USS *Caron* (DD 970).

CDR James C. Hoge

CDR James C. Hoge, SC, USN, completed 22 years of active service and retired on May 1, 1998, after serving at the Commander in Chief, U.S. Pacific Fleet, Pearl Harbor, Hawaii. He received his bachelor's degree from Miami University and his master's degree from the Naval Postgraduate School. His previous duty stations include USS *Long Beach* (CGN 9); Commander Submarine Force, U.S. Pacific Fleet, Pearl Harbor, Hawaii; Commander Submarine Squadron Seven, Pearl Harbor, Hawaii; Naval Submarine Training Center, Pacific Fleet, Pearl Harbor, Hawaii; and USS *John C. Calhoun* (SSBN 630).

CDR Gary E. Kelly

CDR Gary E. Kelly, SC, USN, completed 20 years of active service and retired on May 1, 1998, after serving at the Commander in Chief, U.S. Naval Forces, Europe. He received his bachelor's degree from the Baptist College at Charleston and his master's degree from the University of Florida. His previous duty stations include U.S. Naval Activities, London, United Kingdom; Fleet and Industrial Supply Center Yokosuka Detachment, Tsurumi, Yokosuka, Japan; USS *Orion* (AS 18); Defense Fuel Region, Mideast, Awali; Commander Naval Support Force, Antarctica; USS *Patrick Henry* (SSN 599); and USS *Ethan Allen* (SSN 608).

Officer Warfare Qualifications

Surface Warfare Officer

LTJG **Heather M. Coldren**, SC, USN
USS *Supply* (AOE 6)

LTJG **Donald C. Tyer**, SC, USN
USS *Oak Hill* (LSD 51)

ENS **Anthony D. Yanero**, SC, USN
USS *Simon Lake* (AS 33)

CWO2 **Danny R. Bacon**, SC, USN
USS *Simon Lake* (AS 33)

Supply Corps Officer Strength

As of April 7, 1998

	Regular	Selected Reserve	LDO	TAR	Total
Flag	12	7			**19**
CAPT	176	95	1	7	**279**
CDR	440	293	7	31	**771**
LCDR	585	472	30	43	**1130**
LT	954	317	57	26	**1354**
LTJG	437	32	27		**496**
ENS	264	50	23	2	**339**
WO	80	2			**82**
Total	**2948**	**1268**	**145**	**109**	**4471**

Obituaries

The photo, above, of RADM G. W. Bauernschmidt, SC, USN, appeared in the June 1955 Newsletter *with the announcement of his retirement.*

RADM **George W. Bauernschmidt**, SC, USN (Ret.), passed away April 18, 1998, in Annapolis, Md., and was buried at the Naval Academy in Annapolis on April 20, 1998. He is survived by a son, George W. Bauernschmidt Jr., and daughter, Sarah Murray.

CAPT Jeff Wagner, SC, USN, interviewed Bauernschmidt in 1995 and highlighted the admiral's career as follows:

"RADM Bauernschmidt began his naval career in 1918 as a U.S. Naval Academy midshipman. After graduating in the line service in 1922, he was assigned to Pearl Harbor in the submarine service. His neighbor was a fellow who was to become a lifelong friend - CDR Chester Nimitz, who later became fleet admiral and led America's naval forces during the Pacific War.

"After he had served about 12 years, which included command of his submarine, the Navy began testing its officers for color blindness. Bauernschmidt promptly failed the test and the Bureau of Naval Personnel just as promptly informed him that his career was over. The rear admiral loved the Navy and appealed to his friend, RADM Nimitz for help. Nimitz, who was then serving as chief of Naval Personnel, offered him a transfer into the Supply Corps.

"World War II provided Bauernschmidt with some of the most vivid memories of his naval career. His most notable assignment, which lasted eight months, called for him to establish a Naval Supply Depot in Oran, Algeria, located on the shores of the Mediterranean in North Africa (about 500 miles from Casablanca). Much of his work force was composed of 300 Italian POWs. A humanitarian, Bauernschmidt provided the Italians with a full Navy ration (minus the ice cream), a policy which led his fellow officers to criticize him. He was later vindicated by the Geneva Convention, which supported his humane treatment of the POWs.

"Following the Algeria assignment, he was reassigned to London and was one of the most junior officers among those who planned the Normandy invasion. He was later wounded during a German bombing attack on London.

"After the war, he was assigned to Guam, where he consolidated various wayward depots into one command - the Guam Naval Supply Center.

"On the day after Christmas 1951, Bauernschmidt took command of Fleet and Industrial Supply Center, [then Naval Supply Center, Pearl Harbor ... where] his 25 months of service were remembered ... the plaza fronting Building 475 was named in his honor."

Baurnschmidt transferred to Naval Supply Depot Clearfield, Utah, in 1954 and retired the following year."

Other career assignments included USS *Relief* (AH 1); USS *Nevada* (BB 36); USS *Beaver* (AS 5); USS *New York* (BB 34); Navy Yard, Philadephia; staff, commander, Destroyers, Pacific Fleet; Naval Supply Depot, Mechanicsburg, Pa.; and Bureau of Supplies and Accounts, Washington, D.C

His decorations include the Legion of Merit; Victory Medal, World War I; American Defense Service Medal with bronze "A"; American Campaign Medal; European-African-Middle Eastern Campaign Medal with one bronze star; Asiatic-Pacific Campaign Medal; Victory Medal, World War II; National Defense Service Medal; Korean Service Medal with one bronze star; United Nations Service Medal; and the Korean Presidential Unit Citation.

Letters of condolence may be sent to Bauernschmidt's daughter at 24 Robinhood Drive, Gales Ferry, CT 06335.

CAPT **Henry Skipper**, SC, USN (Ret.), passed away Feb. 19, 1998, in Tuscaloosa, Ala. He retired in June 1969. He was buried in Tuscaloosa Memorial park with full military honors provided by the Ceremonial Guard from Naval Air Station Meridian. He is survived by his wife, LaVerne Porterfield Skipper of Tuscaloosa; daughters and sons-in-law, Nancy Skipper Jones and Edward Campbell Jones II of Tuscaloosa, and CAPT Sarah Skipper McCullom, USN, and CAPT Hugh J. McCullom, USN, of Alexandria, Va.; grandchildren Edward Boykin Jones II and Virginia Skipper Jones of Tuscaloosa, Dawn Shannon McCullom and Hugh David McCullom of Alexandria, Va.; a brother, Arthur Miller Skipper of Atlanta, Ga.; and a sister Sarah Maxie Skipper Shuman of San Antonio, Texas.

CAPT **Grover D. Fogle**, SC, USN (Ret.), passed away March 30, 1998, in Springfield, Va. He retired in April 1982. He is survived by his wife, Mary F. Fogle, who resides in Springfield, Va. Services were held April 8 at the Old Chapel, Fort Meyer, Va., with interment at Arlington National Cemetery, Arlington, Va.

CAPT **William Daeschner**, SC, USN (Ret.), passed away April 21, 1998. He retired in 1991. He is survived by his wife, Alice Daeschner; son, Michael; daughter, Deborah Hughes; granddaughter, Meaghan Hughes; mother, Kathryn; and brother, Larry. Funeral services were held at St. Stephens Methodist Church, Burke, Va. A military service was conducted at the Visitor Center, Arlington National Cemetery, Arlington Va.

CDR **Charles J. Collins**, SC, USN (Ret.), passed away on Feb. 15, 1998, in St. Petersburg, Fla. He retired from the Navy in 1971. He is survived by his wife, Anna; three daughters, Jennifer Thomas, Franklin, Tenn., Lucy Graham, Papillion, Neb., and Bernadette Glasco, Bradenton, Fla.; three sons, Charles J. Jr., Gulf Breeze, Fla., Gregory M., Jackson, Miss., and Timothy L. St. Petersburg, Fla.; a sister, Frances Morris, Akron, Ohio; and 11 grandchildren. Funeral services were held at St. Paul's Catholic Church with interment at Bay Pines National Cemetery, St. Petersburg. Donations may be made to the American Heart Association, PO Box 21203, St. Petersburg, FL 33742-1203, or Hospice of the Florida Suncoast, 300 East Bay Drive, Largo, FL 33770-3770.

CDR **Frank Maugans**, SC, USN (Ret.), passed away on May 5, 1998. He retired from the Navy in 1996. He is survived by his wife, CAPT Katherine Maugans, SC, USN (Ret.), and his sisters Flora Freeman of Delaware, Ohio, and Louise Lewis of Portola Valley, Calif. In accordance with his family's wishes there were no services. Letters of condolence may be sent to CAPT Katherine Maugans, 6251 Old Dominion Drive, Apartment #52, McLean, VA 22101-4803. *

Pipeline

AKCM (AW) Ted Kyle, USN
Master Chief Petty Officer of the Supply Corps

Just a short column this month. I'd like to take this opportunity to congratulate all of our Sailors who are making rate from the March exam cycle and those eligible for chief petty officer this summer.

You have reason to take pride in your accomplishments. I would also hope that you take a moment to thank all of your shipmates who helped make it possible for you.

If you are putting on the crow of a petty officer third class, thank those who assisted you along the way. Thank your LPO and your chief for answering your questions and insisting that you were prepared for your test. Whether by formal training, OJT, or informal question and answer periods, they helped get you there.

If you made first or second class, or are up before the CPO board you have even more people to thank. How about those bluejackets who work for you? Their hard work makes you look good. And what about that division officer and department head? They struggled over writing your evaluations, took the time to counsel you, and have listened to your suggestions and complaints.

We all need to remember how we got to the positions we are in today. We certainly worked hard but, without help, we wouldn't have succeeded.

A special "Thank You" from me to Aviation Storekeeper 1st Class Doug Iverson, my first LPO. He taught me everything I know about being a Sailor and a storekeeper. I have never forgotten him. Also thanks to everyone with whom I have ever served. You taught me something that I carry with me each day. *

"A" School Honor Graduates

Class 9806
AKAN Uoni Lazaro
USS *Constellation* (CV 64)
San Diego, Calif.

Class 98070
AKAR Alex Jeangilles
Naval Air Station
Sigonella, Spain

Class 98080
AKAA Maria Avila
Naval Air Reserve Center
Santa Clara, Calif.

Supply Ratings Named as Sailors of the Year

Ship's Serviceman 1st Class (AW) Radino Fernando Santos, NAVSUP Sailor of the Year
Ship's Serviceman 1st Class (SW) Craig D. Kendle, NEXCOM Sailor of the Year
Disbursing Clerk 1st Class Ray D. Hobbs, Atlantic Fleet "Sea" Sailor of the Year

Ship's Serviceman 1st Class (AW) **Radino Fernando Santos** smiles when asked if 1997 and the first few months of 1998 haven't been a little unusual. He and his wife became the proud parents of their first child. He earned an associate's degree from the University of Maryland. He became a naturalized U.S. citizen. He was recognized several times by the commanding officer, Fleet and Industrial Supply Center, Yokosuka, for carrying out his duties in a way that displayed FISC pride.

And, oh, by the way: the 31-year-old, whose dream came true when he was accepted into the Navy in 1989, received a message recently from RADM D.E. Hickman, the commander, Naval Supply Systems Command, congratulating him for being named the 1998 NAVSUP Shore Sailor of the Year. He was attending a TQL Team Skills class when the message was read aloud. When the ovation died down, you had to strain to hear the quiet "Thank you."

"My best memories of my time in Japan have been working with the FISC team," he said recently. "I like the people. I can always depend on my co-workers up and down the chain of command, including Japanese Master Labor Contract employees and members of the U.S. Civil Service."

"Outstanding petty officer ... meticulous and hardworking ... resourceful and confident ... excellent military bearing ... supply system expert and professional ... all around team player ... customer service oriented" were a few of the attributes cited in the citation that CAPT Robert L. Milligan, SC, USN, FISC commanding officer, forwarded to NAVSUP

More highlights from the citation include "Petty Officer Santos' performance and attitude are 'outstanding.' Totally dedicated and highly motivated, he coordinates the processing of over 23,000 requisitions in support of NSF Diego Garcia, USNS *Spica* (T-AFS 9), USNS *Niagara Falls* (T-AFS 3), USNS *San Jose* (T-AFS 7), USNS *Sirius* (T-AFS 8), USNS *Guadalupe* (T-AO 200) and Singapore Ready Supply Store. He set a new standard in requisition and status processing. His thorough knowledge of the Uniform Automated Data Processing System (UADPS) enabled him to provide critical feedback to programmers and schedulers in support of the UADPS - U2 migration and FISC partnership efforts."

Santos' personal awards include the Navy and Marine Corps Commendation Medal, Navy and Marine Corps Achievement Medal, five Letters of Commendation, and three Letters of Appreciation.

Off duty, Santos is involved both in the Japanese and Yokosuka Navy communities. He volunteered as the treasurer's assistant during the Yokosuka Schools Oriental Bazaar. He is a supporter of the Sullivans School Adopt-a-School Program. He is an active member of the local Roman Catholic parish, serving as a eucharist minister and usher. He is a volunteer income tax assistant. And he is an active member of the FISC Yokosuka First Class Petty Officer Association.

In October, Santos will report to USS *Higgins* (DDG 76), a pre-commissioning ship now under construction in Bath, Maine. His future goal is to become a commissioned officer.

"I'm going to miss the Japanese culture because it is so interesting," Santos says. "But what I'll really miss is the friendships and wonderful relationships I have developed here at FISC."

Professionalism, dedication and superior performance are the qualities that led Ship's Serviceman 1st Class (SW) **Craig D. Kendle** to be named the Navy Exchange Service Command's (NEXCOM) 1997 Sailor of the Year. Kendle is currently the assistant leading petty officer and ship store specialist for NEXCOM's Fleet Assistance Team.

"Petty Officer Kendle is the most technically professional Ship's Serviceman the Fleet Assistance Team has," said RADM Paul O. Soderberg, commander, NEXCOM. "His dedication to the ship's serviceman rating and the supply community is evident in what he and his team accomplish daily aboard Atlantic Fleet ships. He truly sets the standard with his stellar military appearance and demeanor."

At the Fleet Assistance Team, Kendle is directly involved in the supervision of 15 permanent and temporarily assigned duty military personnel who provide service to over 200 shipboard customers per month in a highly professional manner. He has conducted over 252 shipboard assistance visits and 29 training clinics that supported over 200 ship's servicemen and sales officers. This resulted in improved shipboard performance of all Ship Store personnel and a significant reduction in accountability errors. Kendle provided technical advice on the development of the second generation of electronic Resale Operations Management (ROM-11) Program. As the Fleet Assistance Team's lead investigator, Kendle identified and resolved $30,000 in shortages aboard Atlantic Fleet ships. He also reconciled SURFLANT/AIRLANT ships' records to resolve over $40,000 in unmatched expenditures.

Kendle joined the U. S. Navy in Janu-

ary 1985. During his career, he has been awarded the Navy Achievement Medal with three gold stars, Meritorious Unit Commendation, the Battle E Ribbon with two bronze stars, three Good Conduct Medals, the National Defense Service Medal, the Southwest Asia Service Medal, the Armed Forces Expeditionary Medal, the IJSCG Law Enforcement Operation Award, the Joint Meritorious Unit Award, the USCG Special Operations Service Ribbon, the Combat Action Ribbon and the Sea Service Deployment Ribbon with two bronze stars. In 1995, Kendle was selected as Sailor of the Year, USS *Anzio* (CG 68).

Kendle is also active in the Hampton Roads community. He participates twice a week in the Little Creek Elementary School Mentor/Tutoring Program and is the team coach in the Virginia Beach Youth Football Association. Kendle has taken numerous courses to further his naval career and is currently enrolled at New Horizon Regional Education Center, Hampton, Va.

Disbursing Clerk 1st Class **Ray D. Hobbs**, attached to a Mayport, Fla.-based cruiser, was one of two selected as one of the Atlantic Fleet's top Sailors during a ceremony April 16 in Chesapeake, Va., as reported by the Navy Wire Service.

ADM J. Paul Reason, commander-in-chief, U.S. Atlantic Fleet, named Hobbs the 1998 Atlantic Fleet "Sea" Sailor of the Year.

As Sea Sailor of the Year, Hobbs, stationed aboard USS *Vicksburg* (CG 69), will be meritoriously advanced to chief petty officer and reassigned to serve a two-year tour as special assistant to the Atlantic Fleet master chief, starting in July. He'll travel throughout the fleet, serving as a role model for Sailors.

"I've worked with some of the best Sailors in the Navy. It's because of them that I am here today," the 15-year veteran said of his selection. "I hope I can be an example to all the Sailors that come after me."

*

What's New at NEX

New Khaki Uniform Offers More Comfort and Durability

The Navy Exchange Service Command's (NEXCOM) Uniform Program is introducing a new khaki uniform this summer. The new uniforms will be available in selected uniform centers and through the Uniform Support Center beginning July 15, 1998.

"The new khaki uniform is not a replacement for the certified Navy twill (CNT) or the wash khaki uniform," said Becky Adkins, director of NEXCOM's Uniform Program. "We wanted to give chiefs and officers another option when purchasing a khaki uniform." The CNT uniform is made from 100 percent polyester while the wash khaki is made from 35 percent cotton/65 percent polyester.

The new khaki uniforms are made of a 75 percent polyester/25 percent wool blend. "The wool gives the uniform its durability," said Adkins. "The fabric also gives the uniform a very professional appearance and is more comfortable to wear. The wool lets the fabric breathe, which means the uniform will be cooler in the summer and warmer in the winter." The new uniform is machine washable, wrinkle resistant and has a permanent military crease in the shirt and pant. In addition, the new fabric is resistant to snags, pulls and runs, which increases the life of the uniform.

Khaki pants, shirts, skirts, belts, garrison caps and covers will all be available in the new fabric. The cost of a uniform in the new fabric will be about $20 more than the CNT fabric. The cost includes free tailoring on the new khaki uniforms. "The durability of the uniform will offset the slight price increase in the long run," said Adkins. "The addition of the permanent military crease will save on pressing costs and because the uniform can be machine washed, you'll save on dry cleaning costs."

The new uniform items will be available in uniform centers at Naval Station Norfolk, Va.; Naval Amphibious Base Little Creek, Norfolk, Va.; Naval District Washington, Arlington, Va.; Naval Education and Training Center Newport, R.I.; Naval Air Station Pensacola, Fla. Naval Air Station, Jacksonville, Fla.; Naval Support Activity, Memphis, Tenn.; Naval Training Center, Great Lakes, Ill.; Naval Station San Diego, Calif.; Naval Base, Pearl Harbor, Hawaii; Fleet Activities, Yokosuka, Japan; Naval Support Activity, Naples, Italy; Naval Forces Guam; Naval Shipyard Bremerton, Wash.; and Marine Corps Air Station Miramar, Calif.

Customers can also order the new uniform by calling the Uniform Support Center 24-hour toll-free at:

CONUS, Hawaii, Virgin Island and Puerto Rico	1-800-368-4088
Local Virginia	1-757-420-7348
Alaska	1-800-368-4089
Bahrain	800-447
Canada	1-800-231-6289
Germany	0130-82-9342
Italy	1678-72441
Japan	0031-11-4026
Singapore	1100-198
South Korea	0078-11-958-8272
Spain	900-98-1292
United Kingdom	0800-89-4372
Overseas Autovon	680-8586
FAX CONUS	1-800-551-6289
FAX	1-757-420-7987

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NEWS You Can Use

DLA DSS Requisition Status

The Defense Logistics Agency (DLA), in its constant effort to streamline its operations, has made requisition status information available via the Internet. Using DLA's Distribution Standard System (DSS) Requisition Status Web site, provides customers with real-time access to the current status of the Materiel Release Order (MRO) for their requisition.

The idea for an MRO Status application came from the Defense Distribution Systems Center (DDSC), headquartered in Washington, D.C. Jim Sanchez, the Director of DDSC, requested the DLA Systems Design Center (DSDC) to handle the system's design and development. DSDC began work on the application in the fall of 1997. The application is being developed in three phases.

Phase 1 and 2 of the Distribution Standard System (DSS) Requisition Status Web site, are completed. Phase I allows customers to enter a requisition number and see which depot is handling their order; when the depot received and shipped their order; how much of their order was shipped; and which commercial carrier is handling their order. DSS currently contains information about requisitions processed by DLA depots only. However, most military depot operations are being transferred to DLA, and the application has been designed so that data from transferred depots is immediately available for query by the customer.

Phase 2 interfaces the MRO Status system with the commercial carriers' web tracking systems to provide even more visibility into the current location of a customer's shipment.

Targeted for completion in the fall of 1998, Phase 3 will add an interface with Standard Automated Materiel Management System (SAMMS) data from DLA's inventory control points (ICPs). Since requisitions are processed by SAMMS prior to being sent to the depots, this step will provide the customer with additional status information.

This is just one of the many efforts DLA is pursuing to make timely and accurate legacy system information more readily available to its customers.

The web site is available to all customers in the .MIL and .GOV domains and is located at http://mrostatus.ogden.disa.mil/mrostatus. *

A "Closed Loop" Re-refined Oil Program is here!

Defense Supply Center Richmond (DSCR) has taken another step towards accomplishing its mission of giving the customer "What it wants, when it wants it, and at the best value." This progressive new program called Closed-Loop involves re-refined oil with an added value — when customers order re-refined oil from DSCR, they will have pick-up of their used oil included as part of the service provided by our contractor. This is a great benefit to the customers who now have to deal with cumbersome disposal contracts, contract administration, delinquent contractors, environmental concerns surrounding disposals, and additional costs for disposal of used oil. In many instances, customers are paying for disposal of their used oil. A Closed-Loop program helps the customers as it will stop them from having to pay twice — once for buying re-refined oil and again for disposing of it.

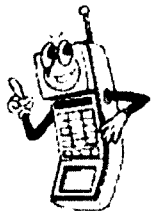
The DSCR "Closed-Loop" program does away with the need for separate contracts for disposing of used oil and with the hassle of administering such contracts, takes environmental burdens off the customer, and saves the customer money.

DSCR's Closed Loop program offers 10W30 in accordance with a Commercial Item Description, 15W40 in accordance with a Commercial Item Description, and 15W40 in accordance with Military Specification Mil-L-2104. Another added advantage to this program will be the introduction of bulk deliveries in addition to the already established packaged offerings. This gives the customer more options in support of their missions.

Also, it is important to note that this program specifies that the used oil will go to a re-refiner for re-refining, vice to a burner. Although some bases currently "sell" their used oil to burners or simply burn in their own facilities, this is not considered recycling. Executive Order 12873 specifies that "the Nation's interest is served when the Federal Government can make more efficient use of natural resources by maximizing recycling and preventing waste wherever possible." Burning used oil is not maximizing recycling and preventing waste because once oil is burned, it can no longer be used again. On the other hand, re-refining oil presents an indefinite recycling loop and therefore maximizes recycling of this precious product. It does this in two ways. First, the base stock oil is refined back to its original status and can be used again and again. Secondly, the "bottoms" removed during this refining process can be used in asphalt blends.

POCs for the Closed-Loop Program are Robin Champ at DSCR: e-mail rchamp@dscr.dla.mil or phone (804) 279-4908/DSN 695-4908, and Kim Holland at DSCR: e-mail kholland@dscr.dla.mil or phone (804) 279-3855/DSN 695-3855. *

***Don't forget** to check out the new phone numbers for the Mechanicsburg, Pa. Navy activities inside the back cover.*



NAVSUP Announces Claimancywide Surcharge Reduction Program

As many of you know, the Navy Working Capital Fund (NWCF) Supply Management surcharge for FY '98 is 57.5 percent, up from 27.4 percent in FY '97 and 14.0 percent in FY '96. Current projections indicate it will be 44.3 percent in FY '99. A surcharge this high is not acceptable and as the Navy's business managers, NAVSUP must find ways to bring it down to a more acceptable level.

As the situation improves, it's important to understand the history of the surcharge. The NWCF is a revolving fund that replaced the Navy Stock Fund in 1991. Originally known as the Defense Business Operations Fund (DBOF), DBOF represented the consolidation of the nine stock and industrial funds managed by the services and the Defense Logistics Agency.

The NWCF operates very much like a commercial business, procuring material to satisfy customer needs, stocking it until sold and using the cash received from these sales to pay for all associated operating costs including procurement of replacement material. The NWCF is not intended to be a profit-making entity and operates with the long-term objective of "breaking even."

The surcharge, which, in part, recovers the costs of operating the entire Navy supply system, is understandably viewed by some as a measure of supply system efficiency. When the surcharge climbs to high levels, the supply system is perceived as inefficient and unaffordable.

With this background, RADM Donald E. Hickman, commander, Naval Supply Systems Command, established a surcharge goal of less than 25 percent to be achieved by FY '00.

There are many ways to reduce the surcharge and there is much discussion about transferring funding from NWCF to O&MN; although this will reduce our surcharge it will not reduce Navy costs. Our goal must be to reduce, not just realign, our costs. No area that makes up the costs involved in the surcharge is too small to escape review.

We have established a team at NAVSUP, reporting to commander, NAVSUP, on a monthly basis, to evaluate each element of the surcharge and identify efficiencies that will drive down the surcharge. Further, we are not waiting until the next POM review which will set rates to reflect a lower surcharge, and are finding ways to reduce the costs in FY '98 and FY '99 with these savings returned to our customers. The magnitude of the total amount of the surcharge is about $950 million a year. We have a goal of $25 million reduction in FY '98 and $100 million in FY '99 to be returned to our customers.

In addition to the NAVSUP in-house efforts, a Surcharge Reduction Awards Program has been initiated throughout the supply system. Hickman strongly encourages submission of your thoughts and ideas via e-mail (surcharge_busters @navsup.navy.mil) on ways to reduce the surcharge. "I am committed to rewarding each and every individual for their contributions to this effort," said Hickman.

Additional information on the Surcharge Reduction Awards Program is available on the NAVSUP Home Page at www.navsup.navy.mil under Corporate Services - (01) Financial Management/ Comptroller Directorate - "Surcharge." *

Ruth Sanders

New Executive Director Named at FMSO

Ruth L. Sanders has been named to the highest ranking civilian position at the Navy Fleet Material Support Office (FMSO) in Mechanicsburg, Pa. She succeeds James E. Stine as the command's executive director.

She will be responsible for providing technical expertise and long range planning to guide FMSO into the 21st century.

FMSO, a Naval Supply Systems Command field activity, employs more than 860 people and is responsible for the design, development, integration, implementation, and maintenance of automated supply, financial, maintenance, and logistics systems deployed worldwide.

Sanders served previously as the director, Process Analysis and Integration Division, and chief information officer, Defense Security Assistance Agency, and the program manager for the Defense Security Assistance Management System.

Her government service dates from 1972, when she worked as an Army supply management intern and inventory management specialist with the Army Communications Electronics Command. Subsequent assignments include program manager, Security Assistance Directorate NAVSUP; and Management Information Systems for International Logistics (MISIL) system manager during the MISIL ADP Replacement Project.

In April 1994, Sanders moved to the Defense Security Assistance Agency, where she initially served as special assistant to the comptroller before assuming her duties as division director, CIO and program manager.

Sanders, a native of Philadelphia, holds a master's degree in business administration from Fairleigh Dickinson University and a bachelor's degree in business administration from Temple University. She has completed the Federal Executive Leadership for a Democratic Society course and is a member of the Acquisition Professional Community (Computer Systems Management Career Field).

Her personal recognition includes the OPM Director's Award for Improved Government Operations and a NAVSUP Special Act or Service Award *

Fleet Logbooks Miniaturized to Button Size Micro-Chip

The Naval Supply Systems Command successfully completed two prototype tests involving contact memory button (CMB) technology that will make equipment record keeping easier, faster, and more accurate for Navy operations and maintenance personnel. The prototypes were the result of a partnership among NAVSUP, the Naval Air Team, and the Atlantic Fleet.

NAVSUP's Automatic Identification Technology (AIT) Steering Group successfully demonstrated CMB prototypes in the Sidewinder missile maintenance history-tracking process, and in creating digital logbooks in life-limited aviation components. The computerized button gives the Sailor ready access to a component's maintenance history and eliminates the need for a hard-copy logbook that could become lost or separated from the part.

The CMB technology involves writing data on an encased micro-chip. That data can then be stored, read back or updated as required. For example, the memory button connected to a Sidewinder missile includes its serial number and entire Airborne Weapons Analysis Recording System, or AWARS, database pertaining to the missile.

In both prototypes maintenance history and logbook information was placed on an eight-kilobyte contact memory chip housed in a metal case that resembles a button. The button was attached to the item being tracked, Sidewinder missile containers, and aviation components such as helicopter blades. Operations and maintenance personnel use a hand-held computer with a flexible probe to transfer data back and forth from the micro-chip to the designated database, enabling them to update the maintenance records and logbooks as required.

The prototype testing was designed to demonstrate the button's durability and evaluate the accuracy and survivability of the data in an operational environment. The tests substantiated that the technology can provide long-term cost avoidance in both aviation maintenance costs and missile maintenance along with improved timeliness, completeness, and accuracy of maintenance and configuration data for each.

NAVSUP conducted the Sidewinder missile maintenance prototype test aboard the USS *George Washington* (CVN 73), and the life-limited aviation component prototype test with two active Norfolk-based helicopter squadrons (HC-2 and HCS-4).

The Naval Sea Systems Command and the Naval Air Systems Command expect to implement the CMB technology throughout the fleet in about 18 months, when more extensive prototype tests are completed. *

SECNAV Announces Winners of RADM Peoples Award

WASHINGTON (NWSA) — The Secretary of the Navy recently announced the Supply Department, Naval Training Center, Great Lakes as one of the winners of the RADM Christian J. Peoples Award.

This award is given to Navy activities who have demonstrated effective initia-

tives in support of the Javits-Wagner-O'Day (JWOD) Program during a fiscal year. The JWOD program empowers thousands of Americans who are blind or otherwise disabled by providing vocational opportunities.

The other winner of this year's award is Engineering Field Activity, Northwest. Other nominees were Fleet and Industrial Supply Center Norfolk, Va.; Space & Naval Warfare Systems Center, Charleston, S.C.; Naval Public Works Center, San Diego, Calif.; and Naval Facilities Engineering Command, Southern Division.

"The Department of the Navy has a long and honorable tradition of support for the JWOD program," said Secretary of the Navy John H. Dalton. "These contributions assist in the continuation of this long-standing tradition of providing support to the blind and severely handicapped." *

SUP Manager Selected for a Top 100 Honor

She's one in 100 in a select leadership field and was honored for the accomplishment recently in Washington, D.C. Helen Greene of the Naval Supply Systems Command traveled to the capital March 25 to receive a Federal 100 award given by the publishers of *Federal Computer Week.*

Greene was recognized as one of 100 leaders who have made a difference in the federal information technology arena during fiscal year 1997.

She was nominated for the honor by NCR Corporation for her contributions in building the ATMs-At-Sea II (ATMs II) Commercial Banking Afloat (CBA) Prototype.

"This project is an example of the Navy's ability, embodied ... in Ms. Greene, to establish a working partnership with a commercial company, focus all efforts on the primary goal, and build a successful prototype in record time," NCR's nomination states. "The overall costs were reduced greatly with the use of COTS [commercial off the shelf] software and the existing knowledge of the financial industry."

Greene manages the NAVSUP ATMS-At-Sea Program, which began in 1988.

The program automated onboard pay delivery and revolutionized the way the Sailors got their pay. ATMs-At-Sea Systems, which include more than 330 automated teller machines, are located on 160 Navy ships.

The successful CBA prototype expands the ATMS-At-Sea II system by linking ATMs on broad the aircraft carriers USS *Constellation* and the USS *Theodore Roosevelt* via satellite and the Armed Forces Financial Network to their banks and credit unions ashore, allowing them access to their funds at home seven days a week, 24 hours a day even from the middle of the ocean.

RADM Donald E. Hickman, commander, NAVSUP, congratulates Helen Greene during a recent ceremony for her selection as one of Federal Computer Week's top 100 leaders who have made a difference in the federal information technology arena during fiscal year 1997.

A morale boosting initiative, CBA improves quality of life for the Sailor, moves the Navy to the use of commercially available software and has the capability to move pay delivery responsibilities to commercial financial institutions.

Greene was nominated for the award based on the speed with which the CBA concept was developed and implemented. The CBA prototype was developed in a 10-month time frame and protected the government's investment in the existing ATMs II system.

"The primary reason for success has been, and continues to be, the unequivocal dedication of all parties to a team effort," award documentation states. *

Focus on Competition Results in NOPPO Name Change

Achieving savings by conducting Office of Management and Budget (OMB) Circular A-76 commercial activities studies, instead of directly outsourcing functions, has always been the Navy and NAVSUP's goal. To emphasize the command's focus on competition as a tool, the NAVSUP Outsourcing and Privatization Project Office (NOPPO) has changed its name to the "NAVSUP Competitive Sourcing Business Office (NCSBO)."

NCSBO is implementing NAVSUP's competition strategy for A-76 commercial activities studies. Several A-76 studies are under way across the claimancy, including all Fleet and Industrial Supply Center (FISC) Fuel Divisions, the Advanced Traceability and Control (ATAC) program, and the Naval Inventory Control Point (NAVICP) Base Operating Support functions.

The chief of naval operations has also approved A-76 studies for all FISC Household Goods (HHG) and Hazardous Material (HAZMAT) functions, which are included in an ongoing Navy-wide HHG and HAZMAT regionalization and A-76 process managed by NCSBO.

NAVSUP's point of contact for competitive sourcing is CDR Walt Paskey at (717)-605-7582, DSN 430-7582, or e-mail at Walt_J_Paskey@navsup.navy.mil. *

203rd Supply Corps

Washington Area Navy Supply Corps Association

Former Senator Bob Dole celebrated the Supply Corps' birthday with the Washington Area Naval Supply Corps Association. Pictured at left, left to right, during the cake cutting ceremony are RADM Donald E. Hickman, commander, Naval Supply Systems Command and chief of Supply Corps; ENS Paul Cairns, youngest Supply Corps officer in attendance; Dole; CAPT Al Thompson, from the chief of Naval Operations staff; and CAPT Royce Daniel, (Ret.), the oldest Supply Corps officer in attendance.

Philadelphia Area Supply Corps Association

Celebrating the Supply Corps' birthday in Philadelphia in the picture on the right, were, left to right, RADM Raymond A. Archer, commander, Naval Inventory Control Point; LTJG Pamela Theorgood, the youngest Supply Corps officer present; CAPT John Mulhern, SC, USNR (Ret.), the oldest Supply Corps officer present; and Thatcher Longstreth, keynote speaker.

Supply Corps Officers at U.S. Strategic Command

The U.S. Strategic Command Supply Corps officers, left, celebrated the corps' birthday with a cake cutting ceremony. Presiding over the ceremony was RADM Richard A. Buchanan, USN, director, operations and logistics, USSTRATCOM, third from right, who thanked the five Supply Corps officers assigned to USSTRATCOM for their outstanding work in logistics planning and weapons systems readiness. Pictured with Buchanan, from left to right, are CDR (Sel.) Rich Huntoon, CDR Bill Feay, LCDR Dave Hellman, CAPT Chris Knaggs, and CDR Ted Whiteman.

Birthday Celebrations

USS McKee *Supply Officers*

RADM Justin McCarthy, the new commander in chief, U.S. Pacific Fleet deputy chief of staff for logistics, second from right in the photo on the left, took time to celebrate the Supply Corps' birthday with the officers of USS McKee *(AS 41) on a recent visit with the fleet in San Diego. Pictured cutting the cake with McCarthy, from the left, are CAPT Jay Donnelly, McKees's commanding officer; ENS Kerri Gray, the ship's youngest Supply Corps officer; CWO3 Joy Mejia, the ship's oldest Supply Corps officer; and CDR Mike LeValley, the ship's supply officer.*

USS West Virginia

The USS West Virginia *(SSBN 736)(Gold) celebrated the Supply Corps Birthday with a ceremonial cake cutting. Pictured at the right, left to right, are MS1(SS) Chris Bartek; SKC(SS) Jesse Hubbart; CDR Douglas Fremont, commanding officer; LT Scott Eberwine, supply officer; MSCS(SS) Paul Petroski; and MS1 Larry Arnold, master cake decorator.*

USS Seattle

USS Seattle *(AOE 3) celebrated the Supply Corps' 203rd Birthday under way, after completing its 130th underway replenishment on its recent deployment in support of Operation Southern Watch. Getting ready for the birthday celebration on Seattle's flight deck, left, are, left to right, LT Ken Desjardins; SKC(AW) Linda Tavenner; MSCS(SW) Lorin Schehl; ENS Debra Denson; LTJG Pat Brame; CDR Fred Kuhm, supply officer; SHC(SW) Marvin Watson; CAPT Steve Firks, commanding officer; LCDR (Sel.) Dave Wasberg, SKC(SW) Oscar Menosaba; LTJG John Duffy; and LTJG Jacob Miller.*

DCMC St. Louis

The Defense Contract Management Command Boeing St. Louis Supply Corps organization, above, held a traditional cake cutting ceremony celebrating the Supply Corps' birthday while simultaneously electronically accepting delivery of a new F-18D aircraft. The Supply Corps team, picture left to right starting third from the left, includes LTJG Shawn Weidert, SLAM-ER ACO; CDR Rich Deschauer, director of contract and business operations; and LT Roger Kee, Missile Team ACO. Looking on are CDR "Scoop" Rogerts, director of program integration; AZC Kim Doson of Delivery Assessment; CDR "JR" Brown, director of flight operations; Glenn Weedin and Mrs. Dennis Rudroff, both of Delivery Quality Assurance.

New London-Thames River Supply Corps Association

The New London-Thames River Supply Corps Association, below, celebrated the Corps' 203rd birthday at the Naval Submarine Base in Groton. Pictured, left to right, are LT Eric Pagal, youngest Supply Corps officer present; CDR Ruth Graham, senior supply officer present; and CAPT Paul Normand, commanding officer, Naval Submarine Support Facility.

U.S. Naval Station, Roosevelt Roads

Supply personnel at U.S. Naval Station Roosevelt Roads, left, cut a birthday cake in honor the the Supply Corps' birthday. Roosevelt Roads personnel pictured, left to right, are CDR W.E. Curtis, supply officer; LTJG E.A. Stenzel, ASD officer; SKCM(SW) D.K. Warner, Supply Department master chief; and CAPT J.K. Stark, commanding officer.

Phone numbers are changing in Mechanicsburg!

The phone numbers with 790 and 791 local exchanges on the Navy installation in Mechanicsburg, Pa., will change beginning June 21. The new local exchange will be 605. This includes the Naval Supply Systems Command, Naval Inventory Control Point, Navy Fleet Material Support Office, Naval Sea Logistics Center, all Defense Information Systems Agency Mechanicsburg offices and any other activities with 790 or 791 as their local exchange. Make a note of our new number!

717-605-xxxx

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The Supply Department of the U.S. Naval Air Facility Misawa, Japan, received the Blue "E" for sustained superior performance in all areas of supply support awarded by the commander, Naval Air Force, Pacific. Officers, chief petty officers, and some members from the department gathered for a picture and include LT Chuck Agu, supply officer, November 1997 - present; MSCS Pineda, leading chief petty officer; AKC Lagman; SKC Rivera; SKC Vitug; and LCDR Garry West, (Ret.), supply officer, June 1995 - October 1997.

Periodical

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