

Supply Chest

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Ready - Resourceful - Responsive!

Vol. 56 No. 8

Duty in Iraq provided many challenges for FISC officer



*By Jim Kohler and Lt. Cmdr. Les Huffman
FISC Norfolk*

When Lt. Cmdr. Les Huffman joined the Navy, there was a popular recruiting slogan that said, "It's not just a job, it's an adventure." Last August, he received a telephone call that sent him on the ultimate adventure.

He was told that FISC Norfolk had been tasked to provide an officer to work as a comptroller for the Coalition Military Assistance Training Team (CMATT) in Baghdad, Iraq. CMATT, commanded by Army Maj. Gen Paul Eaton, is a unit of the Coalition Provisional Authority. CMATT's mission is to equip and train the new 27 battalion-strong Iraqi Army. They are also training and equipping the new Iraqi civil defense corps, as well as anti-terrorism protection forces. These units will be comprised of more than 80,000 Iraqis once fully formed.

In preparation for his seven-month assignment in Iraq, Huffman was first sent to Fort Bliss, Texas for a week of indoctrination training. "It's mainly to prepare you for what you are about to get into over there and to outfit you with the uniforms and equipment that you'll need prior to flying to Iraq," he

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Lt. Cmdr. Les Huffman waits for a helicopter launch. While in Iraq, he traveled extensively throughout the country and the region, conducting site evaluations of future military facilities to determine the need for base camp support services. He also managed a budget that exceeded \$1.6 billion for the Coalition Military Assistance Training Team (CMATT) in Baghdad.

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Army National Guard unit helps NRMCC Norfolk with the fleet mail

PFC Thomas Henry, USAR, sorts mail at the FISC Norfolk, Navy Regional Mail Center. He is one of seven Soldiers from the 877th AG Postal Company of Mesa, Az. They were performing their two weeks of active duty at the FISC Norfolk, Regional Mail Center.



From the Executive Director ... Great Opportunity - CMDP I

I wanted to use this article to announce the opening of the Corporate Management Development Program I (CMDP I). This program is open to all GS-11 and GS-12 NAVSUP employees. Its sister program, CMDP II is open to GS-13s and GS-14s. As the CMDP I announcement says "the primary purpose of the Corporate Management Development Program is to develop leaders who will enable NAVSUP to operate as a high performing organization that delivers combat capability through logistics." This is an excellent opportunity for employees to participate in wide-ranging, career-broadening work experiences and training opportunities.

If selected for the program, employees remain in their current positions, but as participants are required to successfully complete United States Department of Agriculture's (USDA) Executive Leadership Program (ELP). CMDP I members have 18 months from their initial ELP Orientation to complete the requirements of the program. Please note that as a CMDP I member, you will be required to complete two 60-day DEVOPS, Developmental Opportunities.

Additionally, attendance of the NAVSUP Academy and Face the Fleet is also required during this 18 month period.

This is all NAVSUP funded and while there is no referral program associated with successful completion of the CMDP I, this program affords the members opportunities that in turn enable them to better position themselves for promotion opportunities as they become available through normal recruitment processes. The training in addition to the DEVOPS provide the CMDP I members with lasting professional relationships as well as a valuable network of NAVSUP "contacts."

The program is open from 1 April through 3 May 2004. If you are interested in more information please to <http://grad.usda.gov> and click on Leadership Development Academy and then Executive Leadership Program. This is an excellent training and development opportunity.

Copies of the application package are available on line on the MyNAVSUP Website on the NAVSUP Enterprise page, People tab, under Training. Additionally a copy of the



Ms. Sidnia Etherington

package is in each Department Director's Office. I encourage all eligible employees to complete the application and return it to Linda Walls in our FISC Norfolk HRO /Satellite office (W-143 6th floor) by COB 3 May 2004.

Congratulations to all on NAVSUP's Meritorious Unit Commendation

Congratulations to the entire Naval Supply Systems Command's workforce. Your dedicated and professional efforts during the 2003 fiscal year have earned the officer, enlisted and civilian personnel of NAVSUP the Secretary of the Navy's Meritorious Unit Commendation.

During fiscal year 2003, you effectively executed our strategic mission of providing Navy, Marine Corps, Joint, and Allied Forces quality supplies and services on a timely basis while successfully

implementing a series of transformational actions across the enterprise.

Even with the added requirements of Operations *Enduring Freedom/Iraqi*

Freedom, you demonstrated superb mission performance despite demand surge peaking at 150 percent in the forward-deployed arena and 400 percent here at home.



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Supply Chest

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explained. There were classes that taught people like Huffman who were destined for Iraq about Iraqi culture. There were classes on security issues in Iraq. There was also weapons training and weapons qualification. Soon, it was time to go. "It felt like anytime you go into something new, explained Huffman. "You don't know what to expect, you don't know how serious it is over there because you're not living in it every day. I went into it cautiously, not understanding the full level of activity I was getting into."

After processing through Kuwait, Huffman finally arrived in Baghdad. CMATT was located in a palace once occupied by one of Saddam Hussein's sons, Uday. When he found his desk, he noticed it was labeled "contracting." He quickly found out that even though he was sent there as a comptroller, he would also be writing statements of work for goods and services that would be used for outfitting the new Iraqi forces. He also found out that he needed to learn more about the Army, and fast!

"I worked for a two-star Army general there," said Huffman. "The first staff meeting I went to, the general told me, 'we need to put together a 27 battalion army. I need to know how our budget can make that work.' I didn't know how Army budgeting worked, and I had no clue what a 27-battalion army consisted of. For the first two weeks I was there, I was up every night studying budget profiles, and also studying the Army way of life." Huffman had to become familiar with the makeup of different units and the sizes of different types of units. He also had to become familiar with Army terminology, rank structure and Army acronyms. "It was a whole new lifestyle that I wasn't accustomed to," he explained. "I wasn't called lieutenant commander there, I was called major. My whole thought process had to change."

Logistics challenges such as finding enough of the right material were the most difficult. The CMATT logistics team quickly flooded every possible marketplace with requirements, overwhelming both domestic and foreign sources. It seemed that everyone from every corner of the world wanted to provide material and services in support of the new Iraqi army, but only a few could meet the immediate demand, requiring a lot of quick fixes. Despite their lack of ability to adequately provide for their needs, most Iraqis were eager to participate in the process.



Lt. Cmdr. Les Huffman stands in front of the Hands of Victory monument in Baghdad. The colossal Hands of Victory monument has dominated Baghdad's skyline since the end of the Iran-Iraq war. Built in duplicate, it marks the entrances to a large new parade ground in central Baghdad, towering 140 feet above the highway. The triumphal arch is shaped as two pairs of crossed swords, made from the guns of dead Iraqi soldiers that were melted and recast as the 24-ton blades of the swords. Captured Iranian helmets are in a net held between the swords. Surrounding the base of the arms are another 5,000 Iranian helmets taken from the battlefield. The fists that hold the swords aloft are replicas of Saddam Hussein's own hands.

"Most of the people I met and dealt with everyday were what I call typical Iraqis, said Huffman. "They want to work, they want to do things, and they want to be a part of what's going on."

One significant problem was procurement options. There was no supply system in place from which to order. Contracting was the only option. The contracting office was overwhelmed by the demands. Congressional as well as Federal Acquisition Regulations (FAR) restrictions added more challenges to my job of supporting the rebuilding of the New Iraqi Army. Restrictions such as the Barry Amendment, restrictions on non-coalition members, and numerous FAR requirements resulted in many challenges for meeting CMATT's aggressive schedule to rebuild the Iraqi Army by September 30, 2004. But everyone forged ahead tackling each challenge head on as it surfaced.

"They don't have equipment, they don't have uniforms, they don't have vehicles – they have nothing," explained Huffman. "Then you put this gigantic demand not only on Iraq, but on neighboring countries, Euro-

pean countries, the U.S. – no one can meet their needs as fast as they need to be met. We couldn't find anyone who could do what we needed, as quickly as we needed, in the volume that we needed. The Iraqis have a long way to go before they are going to meet that kind of demand. They didn't have that kind of opportunity under the old regime, so they're not prepared for it. We have to help them learn how to meet that demand, where to go to get help, and that's going to be through many other sources other than just us."

Another major obstacle towards rebuilding Iraq is the Iraqi people have to learn how a free economy works. Many of the people there just don't know where to begin because they've never been equipped to function in a free economy. Many of them have never lived in that type of society. "We had to show them how to use computers," explained Huffman. "Only certain people had access to computers under the old regime. One of our missions in CMATT, and with all

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of the ministries, was to integrate with the Iraqis so when it's time to turn over, you can take what you are doing and hand it over to them so they can continue to do the job. People don't know how to use the technology that we have. They're not accustomed to it so we have to train them. We're starting from scratch on everything basically in order to be able to turn over to them."

While in Iraq, Lt. Cmdr. Huffman had the additional task to conduct site evaluations of future military facilities throughout Iraq. The purpose of these evaluations was to determine the need for base camp support to include food, bulk water, waste management, intermediate maintenance facilities, recreational services, transportation services, retail and barber services, billeting, and cleaning services. During these visits he had the opportunity to see how Iraqis were living in Southern Iraq in Shiite areas, Northern Iraq in Kurdish areas, and in the Sunni Triangle areas around Baghdad.

"I didn't see a lot of the anti-American sentiment," he explained. "I had a lot of positive interaction with Iraqis. I met with Christians, Shiites and Sunnis. I went up to the Kurdish region and interacted with the Kurds. In every situation I had a positive experience. Everywhere I went, everyone I met with, I asked questions based on what I had heard about their situation to find out what was really going on in their area. They are the ones who are really in danger, because they didn't have the protection that I had. They were honest and would tell us if they were being harassed or threatened and some were. Towards the end of my tour there I was told that some had quit working with the coalition because they had been threatened, or because members of their family had been killed."

He was also tasked by the CMATT's commanding general to travel to Jordan to negotiate costs for a training program in which the Jordanian Armed Forces would



While in Iraq, Lt. Cmdr. Les Huffman had a chance to do some sightseeing. He is shown here with some lions that once belonged to Saddam Hussein's son Uday. The lions may look docile, but Uday had a brutal use for them. Locals claim that condemned Iraqis were forced into the lion enclosure. Uday would then invite friends to watch with him as the lions feasted on the condemned Iraqis. Human bones were found in the lion enclosure, supporting this claim.

train Iraqi officer candidates in Jordan.

Since returning from Iraq, Huffman has had time to reflect on his time there. He watches current news coverage, and worries about the messages that we see broadcast from there. "I think the news coverage is pretty much on target," he explained. "Some people think that some events that are covered are over dramatized to a certain degree and not enough of the positive stories are told. In a way, I guess I agree with that. I was over there working with the Iraqis and interacting with them on a daily basis so I saw the positive things that you're not seeing on the news here. I didn't run into the hostilities that are being depicted on TV. The people I saw were very friendly and opened their arms to us. One of the friendliest areas was the Kurdish region. They were very pro-American when I was there and I always had positive experiences with them."

Huffman also believes that while he and his colleagues in Iraq made a positive im-

pact there, a free economy won't be realized soon. "First, you have to bring security to that country," said Huffman. "New infrastructure won't do you a bit of good unless you have a good security infrastructure. That is very slow going. You're trying to build a security infrastructure against many elements that don't want that in their country. There's a long road ahead for them. There is a lot that Americans don't understand about what they don't have over there – just how little they do have."

Despite all of the challenges he faced, Huffman thought his time there was a rewarding experience. "The experience gained from this tour in Iraq will benefit me in future duty assignments and has peaked my interest in additional assignments in the joint duty arena," he said. "I learned a lot, I really enjoyed it. I would do it again."

Shortly after returning from Iraq, Huffman left FISC Norfolk and transferred to Defense Supply Center, Richmond, Va.

Free tour offered by FFSC for Hampton Roads area newcomers

Welcome to Hampton Roads is a 90-minute, narrated bus tour of the world's largest naval installation conducted by the Fleet and Family Support Center and Morale, Welfare and Recreation. The tour is free and open to all military and their family members. The tour departs from the FFSC Norfolk at 10 a.m. on scheduled tour days. FFSC and MWR representatives guide participants through the Naval Station Norfolk complex identifying the location and providing a comprehensive description of all the various services

and resources available throughout the Naval Station. Tour participants will also receive information on FFSC's free classes and workshops; available local resources; and local area and school information. Door prizes and other giveaways will also be awarded to tour participants. This bus tour is a must for all new arrivals to the area. Call FFSC Norfolk at 444-2102 to make a reservation. Remaining available dates are May 13, May 27, June 9, and June 24.

Speaking for the Fleet ... Loyalty - when to speak

By *FLTCM(SW/AW) "Buck" Heffernan*

Have you ever been trusted with a tidbit of information that wasn't supposed to be known to the others until a formal announcement by someone else? If you were, someone placed in you a certain trust. They counted on you. They counted on your loyalty.

Many have said information is power. Unfortunately, power — like money — can burn a hole in your pocket. Holding secrets or closely guarding information often proves too difficult for some. These people who prematurely spill the beans, cause those who trusted them to doubt their loyalty and integrity. People who fail to safeguard information are often not asked to participate in processes again because they cannot be trusted. I'm not talking about classified information; I'm speaking about information that you have that is not really yours to share.

The more senior you are, the more you will be solicited to sit on panels, provide input, and work potential solutions to difficult situations. How often you get asked for an opinion or are invited to participate is directly proportional to the level of integrity you demonstrate when people ask you to not discuss information until an official decision has been made, which is normally announced by someone senior.

Take, for instance, Sailor of the quarter board results. If you were a board member, you obviously know the recommendation of the board when you leave the room. Is it proper to discuss the recommendation with your peers? The candidates? I don't believe

it is. By doing so, you undermine the integrity of the board, and you speak out of turn. Keep in mind boards usually make recommendations to a commanding officer.

On more than one occasion, the recommendation of a board has been overridden. If you unofficially notify a candidate they are the winner, and the results change, you place the individual and yourself in a very awkward position. A situation like this should never happen.

Loyalty is a byproduct of honor, courage and commitment. Its significance is rooted in all three of our core values. Every time you speak, you demonstrate your loyalty to the Navy, whether you are speaking positively or negatively, in or out of uniform. Obviously, we all have our own opinions about serving in the Navy and the policies that we live by. However, there is a difference between our opinion and our official position based upon our rank and job.

When you are asked to join a process to make recommendations, you should take some gratification from the proposition. The request should also be an impetus to weigh your role in the process and, perhaps, to consider how others will view your loyalty to the process. Trust me, it's easier said than done. If others know you are involved in a decision-making process, they will inevitably ask you for information regarding the progress and potential outcomes. Resisting the temptation to divulge information can be difficult.

Once information is leaked, it almost never stops. Once a person who is not involved in



FLTCM(SW/AW) "Buck" Heffernan

the process learns information, he often repeats it with no conflict. The beneficiary of the information, after all, was not sworn to any process. It doesn't take long before many are talking about that leaked information in the same certainty as fact, whether it's true or not.

The Navy is changing fast. The amount of input needed from the fleet is great. More and more Sailors are being asked their opinions and being brought into decision-making processes at junior pay grades. My challenge to each of you is to get involved as often as you can, but keep in mind the expectations placed upon you. Loyalty has many degrees. Make sure your loyalty is on par with the task before you.

Gate opening times change to reduce traffic congestion

The following traffic/gate modification and adjustment information is provided to ease both early morning and afternoon traffic flow and to provide vehicle operators with a variety of options during the gate 3A closure period:

Morning patterns have 24 lanes open for inbound traffic:

- a. Gate 1: 4 inbound 5-8 a.m. (M-F)
- b. Gate 2: 6 inbound (3 are 24/7), 3 lanes on outbound side 5-8 a.m. (M-F)
- c. Gate 3: 3 inbound 5-8 (M-F)
- d. Gate 3A: Closed
- e. Gate 4: 3 inbound (24/7)
- f. Gate 5: 2 inbound (24/7)
- g. Gate 6: 2 inbound 5-8 a.m. (M-F)
- h. Gate 10: 2 inbound 5-8 a.m. (M-F)
- i. Gate 22: 2 inbound 5-8 a.m. (M-F)

Afternoon patterns have 16 outbound lanes:

- a. Gate 1: 2 outbound 2-5 p.m. (M-F)

- b. Gate 2: 3 outbound 24/7 (except during morning rush)
- c. Gate 3: 2 outbound 8 a.m.-5:30 p.m. (M-F) (except 5-8 a.m. when there is only one outbound lane)
- d. Gate 3A: Closed
- e. Gate 4: 3 outbound 24/7
- f. Gate 5: 2 outbound 24/7
- g. Gate 6: closed
- h. Gate 10: 2 outbound 3-5 p.m. (M-F)
- i. Gate 22: 2 outbound 5 a.m.-5:30 p.m. (M-F)

Gate 3 is open for outbound traffic from 5 a.m.-5:30 p.m. The only restriction is a single lane during the 5-8 morning rush hour to enable 3 inbound lanes.

It is recommended that commuters exiting to Taussig Blvd/I-564 use gate 1, which is now open for egress from 2-5 p.m. and provides easier access to Taussig Blvd/I-564.

On weekends gates 2, 4, and 5 are open (24/7).

Volunteer for Clean the Bay Day

Clean the Bay Day is a Hampton Roads community event with thousands of volunteers participating annually. The event provides aid to improve the Chesapeake Bay watershed area. The 16th annual Clean the Bay Day will be held from 8 a.m. until noon on June 12, 2004.

Volunteers are needed not only for the cleanup of trash from shorelines and tributaries, but collection of valuable data on the amount of trash collected. These efforts foster a cleaner environment for wildlife and provide information that helps officials find ways to prevent future pollution.

As the Chesapeake Bay coordinator for DoD installations, Commander, Naval Region Mid-Atlantic (CNRMA) encourages all active duty and civilian employees and their families to participate.

Clean the Bay Day is a combined community and government demonstration of concern for the future of the Chesapeake Bay. With 66 military installations in the Chesapeake Bay watershed area, a strong Navy presence in events such as Clean the Bay Day shows the Navy's commitment to environmental stewardship. Your contributions will help make this 16th anniversary event the most successful Clean the Bay Day ever.

Local area commands are encouraged to designate a command coordinator. Command coordinators will be responsible for seeking



Easter Bunny visits FISC Norfolk

FISC Norfolk Commanding Officer Capt. L.V. Heckelman greets the Easter Bunny (David Ball) during his annual visit to Building W. 143. The Easter Bunny had treats for everyone, and said that he visited FISC Norfolk early because he wanted to make sure that all of the hard workers received the treats they deserved.

command volunteers and support, act as a zone coordinator the day of the clean up, answer questions on Clean the Bay Day and help publicize the event.

Installation coordinators include: Naval Station Norfolk GSCM Steven Shaw at 444-1484 or email ctbd@nsn.cmar.navy.mil, NAS Oceana Lt.j.g. Todd Sullivan at 433-4612 or

email: Todd.sullivan@navy.mil, NMC Portsmouth Bob Walls at 953-6992 or email rmwall@mar.med.navy.navy.mil, Norfolk Naval Shipyard Steve Milner at 396-9550 or email milnersb@nnsy.navy.mil. If you have any questions please contact the regional coordinator, John Ballinger at 444-3009 ext. 393 or email, ballingerjw@pwcncorva.navy.mil.



Science fair judge

Lt. Cmdr. Paul Armstrong records his observations during a science fair at Oceanair Elementary School. The fair was held for students in grades kindergarten through fifth grade. More than 40 entries were judged by volunteer parent judges and by other volunteers from the community. Armstrong judged 14 fourth grade entries with the help of a parent volunteer. FISC Norfolk and Oceanair Elementary School have enjoyed a close-working partnership for more than 10 years. Volunteers from FISC Norfolk assist Oceanair Elementary School teachers and students with a variety of holiday events, birthday celebrations, and other events, like the science fair, throughout the school year.

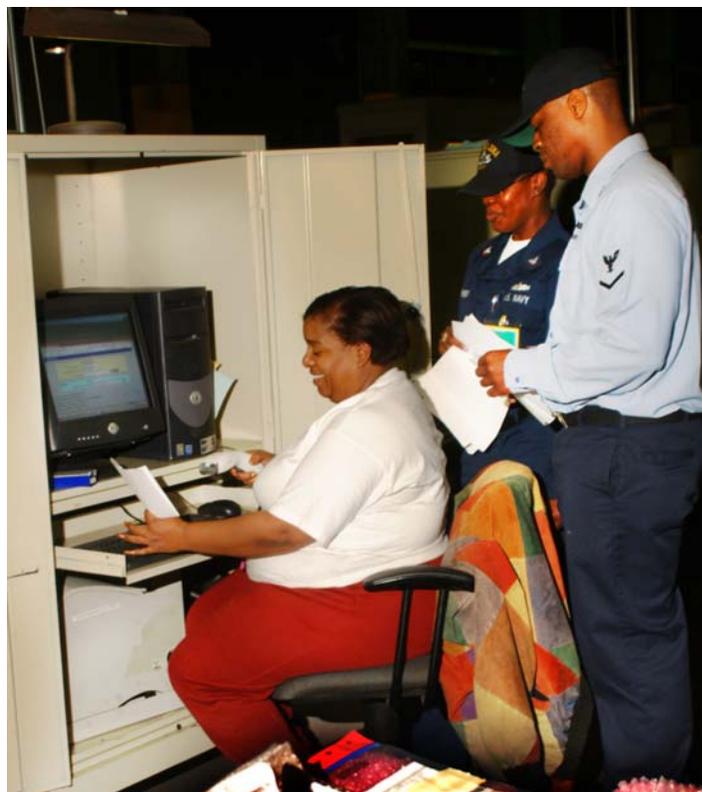
ATAC offers new “Up-Front” processing for SURFLANT

The Advance Traceability and Control Program (ATAC) on April 5 began offering COMNAVSURFLANT ships and activities in the Norfolk area a new “up-front processing” service as an alternative to the current turn-in process for retrograde repairable equipment. In the presence of the ship’s representative, ATAC will screen all incoming retrograde to ensure part number to National Item Identification Number (NIIN) match, and that all required documentation (DD1348-1a, 2 Kilo/MAF, non-RFI tag) is attached to the item. Any ATAC exclusions, misidentified or items that lack required documentation will be returned to the ship for correction. ATAC will generate the DD1348-1a BC2 document and the corresponding Transaction Item Report (TIR). ATAC will then provide a copy of the signed and dated BC2 document to the ship’s representative as proof of ATAC receipt and to release the ship from carcass and financial responsibility for the turned-in item.

This new process will validate that what is turned in matches the information on the paperwork. However, this process does not match up what you are turning in with what NAVICP says you owe them. This new service should help reduce carcass charges and NIIN re-identifications from ships turning in parts that do not match their paperwork. The existing procedures will continue to be an option.

Just for clarification, if you ordered NIIN “X” under document number 2365-W004, NAVICP is waiting for you to turn in NIIN “X” under document number 2365-W004. If you turn in a part with NIIN “Y” and it is not a substitute for NIIN “X” under document number 2365-W004, ATAC will accept what you have, NIIN “Y” will show up on your D6a list and you will receive a “BK” for NIIN “X” since this is the NIIN NAVICP is waiting for. The new process just ensures that your paperwork matches what you are turning in. The ship still needs to ensure they are turning in the proper carcasses for items ordered.

Up-front processing is available in building SP-237, 8:00 a.m.-2:30 p.m. daily, Monday through Friday excluding holidays. Ships must schedule times to drop off retrograde Depot Level Repairables (DLR’s). Appointments can be made up to 72-hours in advance, but not less than 24-hours, except in emergent situations. Ships requesting up-front processing should call ATAC at 444-8172, ext. 118. Ships must provide ship’s name and UIC, number of DLR’s being turned-in, any special requirements, such as ATAC pickup or



SK3(SW) Tara Johnson and SK3(SW) Kelly Dozier, USS Iwo Jima S-6 Division, review paperwork at the ATAC Hub with Juanita James, FISC Norfolk ATAC Hub materials examiner. The new “up-front processing” of incoming retrograde allows material to be processed faster. All documentation is checked by an ATAC employee at the time of drop-off. Any material that is not properly documented is not accepted and returned to the ship’s representative prior to their departure from the ATAC Hub.

special weight or dimensions, and point of contact (POC) name, telephone number and e-mail address. Up-front processing requires a ship’s representative to be present during the ATAC processing.

For more information, questions or concerns contact Lt. Cmdr. Spangler at 757-836-3351.

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At the same time, your transformation initiatives drove down the cost of our Navy’s infrastructure and improved business practices. These efforts will generate \$1.8 billion in savings to our Navy over the five-year defense plan, \$490 million over the program of record. This series of initiatives was fostered in direct support of the Navy’s Sea Power 21 vision, and has allowed us to better structure and align our organization to deliver even greater logistics support in the future.

All members of the NAVSUP Team (active duty, Reserves, and civilians) who were permanently assigned or attached to the command at any time during the period October 1, 2002 to September 30, 2003, are authorized to wear the appropriate symbol permanently as a result of this award. I hope you will do so proudly.

Your accomplishments have proven to be of enormous significance to both the Navy’s combat effectiveness and its pursuit of its Sea Power 21 vision. They were accomplished during a volatile and challenging period characterized by severe resource

constraints and the Global War on Terrorism. Your innovative approaches to logistics and organizational management have placed NAVSUP at the forefront of the Navy’s transformation efforts. You are most deserving of the recognition accorded by the award of the Meritorious Unit Commendation. Congratulations and thanks to all NAVSUP personnel for this well deserved recognition of your efforts.

J. D. McCARTHY
Rear Admiral, SC, USN



Eduardo Marcial, leading chief of the Ships Store Fleet Assistance Team of the Fleet and Industrial Supply Center, Norfolk, is frocked to Master Chief by FISC Norfolk Commanding Officer Capt. L.V. Heckelman.



DDNV Commander Capt. Bob Howard recently presented three DDNV Code PW employees with command coins. They are (left to right) David Graddy, Herbert Brown, and Thomas Banks.



DDNV Commander Capt. Bob Howard congratulates DDNV Deputy Commander Bill Weissner after presenting him with his certificate of retirement. Weissner, a graduate of the U.S. Naval Academy, had combined federal service of more than 40 years including his civilian service, active duty and reserve service.



Cafeteria almost ready to open

In case you haven't heard yet, the FISC Norfolk Cafeteria renovations are almost complete. At press time MWR maintenance workers like Greg Garner (above) were busy putting the final touches on the eatery. It features a new layout as well as new paint, wallpaper, lights, tables and chairs. There are also exciting new food choices like Block & Barrel deli products, pizza, and Starbucks (yes, that Starbucks) coffee products. Stop by and see what all the buzz is about.

