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MONTEREY, CALIFORNIA

THESIS

AN ANALYSIS OF THE LOGISTICS REQUISITION PROCESS

by

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June 2011

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AN ANALYSIS OF THE LOGISTICS REQUISITION PROCESS

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ABSTRACT

The business of supporting a globally dispersed naval force is fraught with challenges and complexity. Services for warships of differing mission and size must be sourced and provided at ports all over the world. U.S. Navy ships use a formatted report called a Logistics Requisition (LOGREQ) to acquire those necessary services. The unconnected nature of the stakeholders that own specific portions of the process increases complexity as well, which include NAVSUP, Numbered Fleets, and Type Commanders (TYCOMs). The objectives of this thesis are to analyze the LOGREQ process in its current implementation and make recommendations that will foster standardized procedures across the Fleets, improve customer service to the deployed ships, provide cost controls for the TYCOMs, and facilitate increased communication among all LOGREQ participants.

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LIST OF ACRONYMS AND ABBREVIATIONS

AIRFOR	Commander Naval Air Force
AOR	Areas of Responsibility
COMFISCS	Commander, Fleet and Industrial Supply Centers
CHT	Collection, Holding and Transfer
COR	Contracting Officer Representative
CTF	Commander Task Force
DAO	Defense Attaché Office
DESC	Defense Energy Support Center
DLA	Defense Logistics Agency
DoD	Department of Defense
DoD-SCOMS	SEA Card Order Management System
FFP	Firm Fixed Price
FISC	Fleet and Industrial Supply Center
FMA	Financial Management Analyst
GDSC	Global Distance Support Center
GLSE	Global Logistics Support Execution
HSP	Husbanding Service Provider
HTML	Hypertext Markup Language
IDIQ	Indefinite Delivery Indefinite Quantity
KO	Contracting Officer
LCE	Lead Contracting Executive
LOGREQ	Logistics Requisition

LogSSR	Logistics Services Repository
LSC	Logistics Support Center
LSR	Logistics Support Representative
MSC	Military Sealift Command
NAVSUP	Naval Supply Systems Command
NEXCOM	Navy Exchange Service Command
NIPR	Non-Classified Internet Protocol Router Network
OPA	Online Pricing Application
OPSEC	Operations Security
OTS	One Touch Support
PII	Personally Identifiable Information
PVCR	Port Visit Cost Reporting
QASP	Quality Assurance Surveillance Plans
SIPR	Secret Internet Protocol Router Network
SPV	Subsistence Prime Vendors
SUBFOR	Commander Submarine Force
SURFOR	Commander Naval Surface Force
SUPPO	Supply Officer
TYCOM	Type Commander
USA	U.S. Army
USCG	U.S. Coast Guard

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I. INTRODUCTION

The U.S. Navy fleet size currently consists of 284 ships (U.S. Naval Sea Systems Command, 2010). Throughout the year, the Navy maintains a global presence with ships deployed all over the world. Port-visits vary from routine visits at strategic locations with established logistical support to locations with minimal support capability. In 2010, there were 1,875 visits made to 287 different ports consuming a total of \$186M in support services (U.S. Naval Supply Systems Command, 2011, May 19).

Ships use the logistics requisition (LOGREQ) process to acquire the necessary services needed to support the crew and the ship while in port. The logistics support requirements for each ship varies by several factors that include: ship type, mission, how long the ship has previously been at sea, how long the ship is expected to be out at sea before her next replenishment, and the vulnerability of the ship at the port location. Because port-visits are mission dependent, they are often scheduled on short notice, susceptible to continuous schedule changes, and planned at various locations. As a result of these factors, the prices of port-visits have been steadily increasing year after year.

The LOGREQ process is complicated and involves many dynamic components. As such, a thorough analysis of the process is useful for determining areas of improvement.

A. BACKGROUND OF THE PROBLEM

There are four separate commands involved in the LOGREQ process. Their distinct responsibilities include: 1) scheduling the port-visits, 2) budgeting for port-visits and paying the bills, 3) contracting for husbanding support services, and 4) ordering and using logistics in port. Detailed instructions exist specifying how a ship is to submit a LOGREQ message and how the ship is to submit the Port Visit Cost Reporting (PVCR) message after the port-visit. However, no instructions could be found that specify how the four commands interact with each other to complete the process. Instead, the

commands operate from locally produced standard operating procedures. This results in different procedures and levels of service provided to the customer in the different regions across the world.

In 2010, the Naval Supply Systems Command (NAVSUP) listed Global Logistics Support as a strategic focus area in their Commander's Guidance for that year (U.S. Naval Supply Systems Command, 2009). NAVSUP's stated goal is to establish and distribute policy that focuses on its ability to support the other commands involved in the LOGREQ process while standardizing the procedures across all regions resulting in improved service while offering more predictable and reduced port-visit costs (U.S. Naval Supply Systems Command, 2009).

B. PURPOSE OF STUDY

The purpose of this research is to analyze the current Logistics Requisition (LOGREQ) process in order to provide recommendations for standardized global support that provides improved reliable service with increased predictability of costs.

C. SCOPE AND LIMITATIONS

The primary focus of this research concentrates on the LOGREQ policies and procedures of the Type Commander (TYCOM) and the NAVSUP enterprise. While the Numbered Fleets and the ships using the port services are integral components of the LOGREQ process, the majority of recommendations for improvement are for policies and procedures of the TYCOMs and the NAVSUP enterprise.

Only active U.S. Navy ships and TYCOMs are discussed in detail. The policies and procedures of the Military Sealift Command (MSC) and other military branches are not included.

D. OUTLINE OF REMAINDER OF THESIS

The research is composed of three subsequent chapters. Chapter II provides background information on the four commands involved in the LOGREQ process and

how they operate within the overall organization of the Navy. Husbanding service contracts and methods for procuring products and services in port are defined.

Chapter III provides the methodology used to gather research and provide recommendations. The chapter also provides an in-depth analysis of both the current LOGREQ process and proposed initiatives to change the process. Current publications, instructions, policies, and data collection methods along with proposed publications and training are analyzed for consistency and process review.

Chapter IV provides recommendations for improvement.

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II. LITERATURE REVIEW

A. ORGANIZATION OF THE NAVY

It is important to understand the organization of the Navy to be cognizant of how the different commands in the LOGREQ process relate to each other. The Navy has two simultaneous organizational structures: operational and administrative (Cutler, 2008). "The operating forces commanders and fleet commanders have a dual chain of command. Administratively, they report to the Chief of Naval Operations and provide, train, and equip naval forces. Operationally, they provide naval forces and report to the appropriate Unified Combatant Commanders (U.S. Navy, 2010a). The significance of this is that ships can be tasked to complete a mission by a command that is separate from the commands that provide funding and support for the mission.

1. Operational

Commander Fleet Forces Command commands and controls fleet assets on both the Atlantic and Pacific coasts for inter-deployment training cycle purposes. Normally, the type command controls the ship during its primary and intermediate training cycles and then it moves under the operational control of a fleet commander. As units of the Navy enter the area of responsibility for a particular Navy area commander, they are operationally assigned to the appropriate Numbered Fleet. (U.S. Navy, 2010a)

Figure 1 illustrates the U.S. Navy Operational Chain of Command.

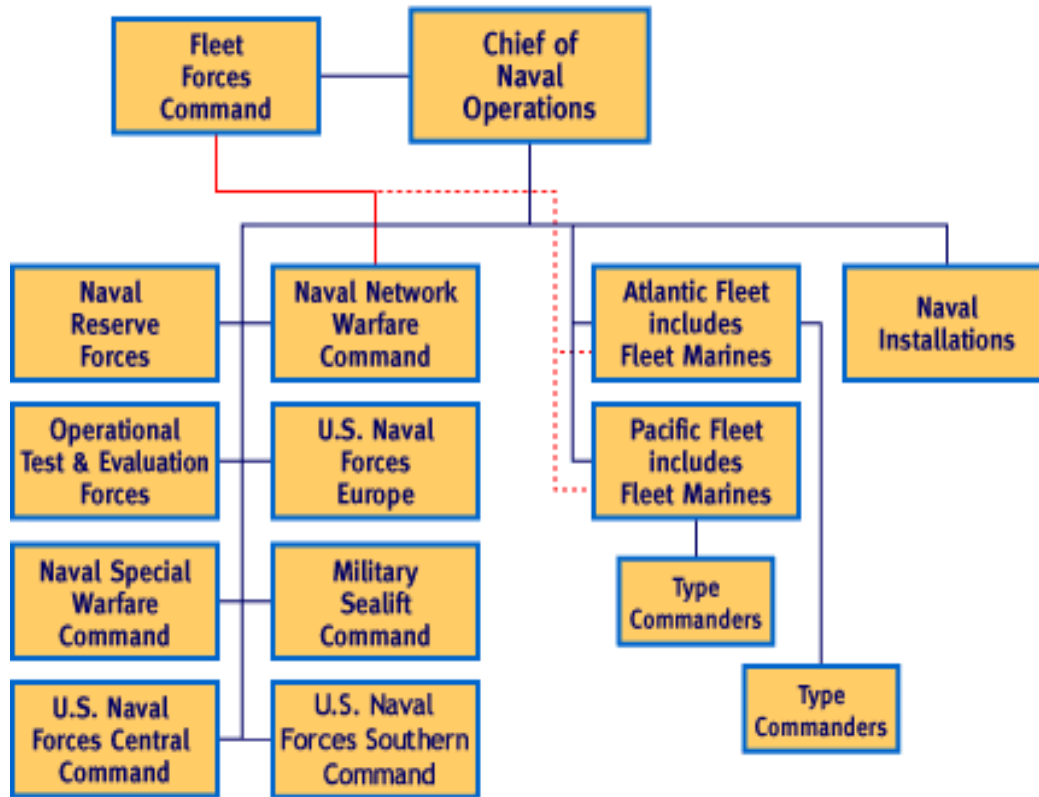


Figure 1. U.S. Navy Operational Chain of Command (From U.S. Navy, 2010a)

The Unified Combatant Commands are operationally aligned under the Secretary of Defense and are at the head of the Navy's operational command (Cutler, 2008). The commands are divided between six regional commands (Africa Command, Northern Command, Southern Command, Pacific Command, European Command and Central Command) and four functional commands (Special Operations Command, Strategic Command, Transportation Command, and Joint Forces Command) (U.S. Department of State, 2011).

Each Unified Combatant Command is comprised of Combatant Commanders from each branch of military service (Cutler, 2008). The operational level of command for Navy forces is the Numbered Fleet commander via the Navy Combatant Commander (Wade, 2010). The Navy is divided into six Numbered Fleets. Each of the Numbered Fleets is operationally assigned to a Combatant Commander. Figure 2 illustrates the areas of responsibility (AOR) for the Unified Combatant Commands and the Numbered

Fleets. The Numbered Fleets are further broken down into task forces. Each Commander Task Force (CTF) is responsible to the Fleet Commander for certain functions related to the assigned units (Wade, 2010). A standard numbering system is used across the Fleets. The first number represents the Fleet and the second number represents its functional responsibility. For example, CTF-73 is the Commander Task Force for 7th Fleet Logistics.

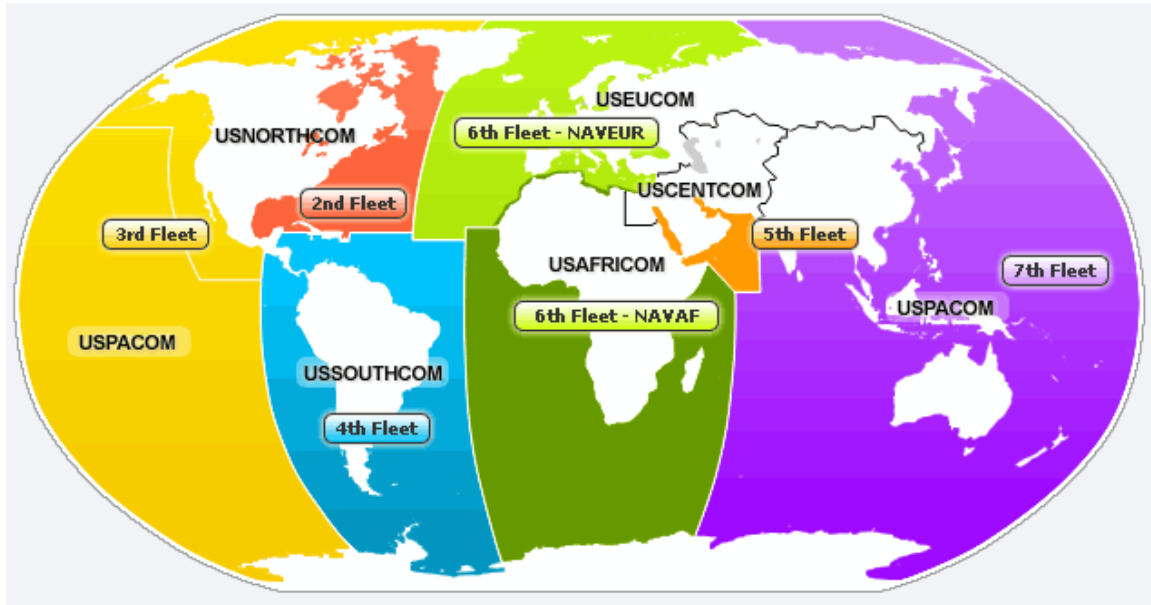


Figure 2. Unified Combatant Command and Numbered Fleet Geographic Regions
(From U.S. Naval Supply Systems Command, 2010, November)

2. Administrative

All Navy units also have an administrative chain of command with the various ships reporting to the appropriate Type Commander. All ships are organized into categories by type. Aircraft carriers, aircraft squadrons and air stations are under the administrative control of the Commander Naval Air Force (AIRFOR). Submarines come under the Commander Submarine Force (SUBFOR). All other ships fall under Commander Naval Surface Force (SURFOR). The Atlantic and Pacific Fleets mirror one another. (U.S. Navy, 2010b)

Figure 3 illustrates the organization of the Type Commanders (TYCOMs). While the operational chain of command issues tasking and assigns missions, the administrative chain of command provides the necessary resources and support that Navy units require to complete operational requirements.

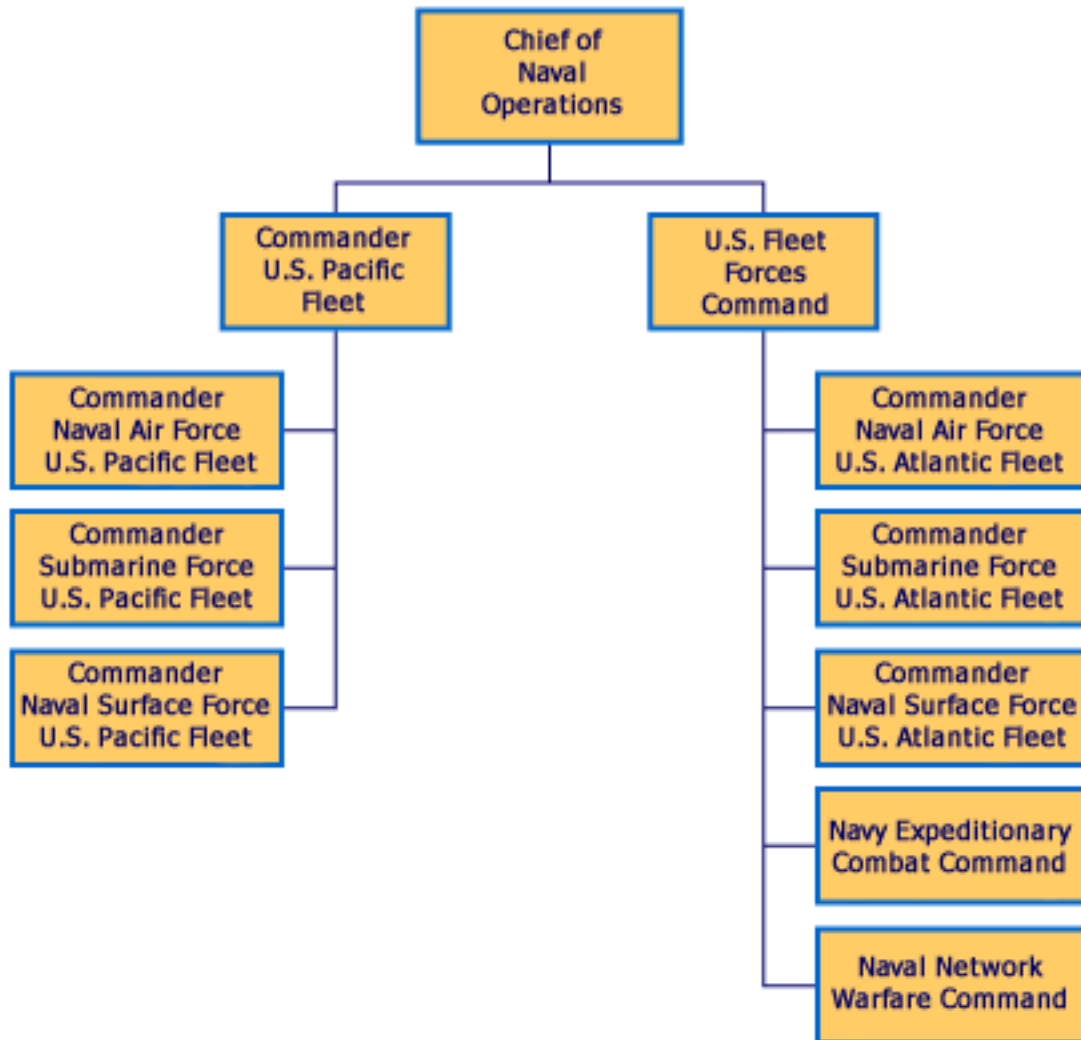


Figure 3. U.S. Navy Type Commander Organization (From U.S. Navy, 2010b)

3. The Shore Establishment

"The shore establishment provides support to the operating forces (known as 'the fleet') in the form of: facilities for the repair of machinery and electronics; communications centers; training areas and simulators; ship and aircraft repair;

intelligence and meteorological support; storage areas for repair parts, fuel, and munitions; medical and dental facilities; and air bases (U.S. Navy, 2010c). Figure 4 illustrates the shore establishment organization. While not directly in the fleet's chain of command, the shore establishment commands provide essential support needed by the fleet to carry out their operational commitments. Additionally, some provide policy for executing unit operations within their area of expertise. For example, NAVSUP promulgates policy relating to the supply operations onboard ships, submarines, and aircraft squadrons. Each unit uses NAVSUP policy in executing their daily routines. The TYCOMs also use NAVSUP policy to assess each unit's adherence to the policy to determine readiness for operational tasking.

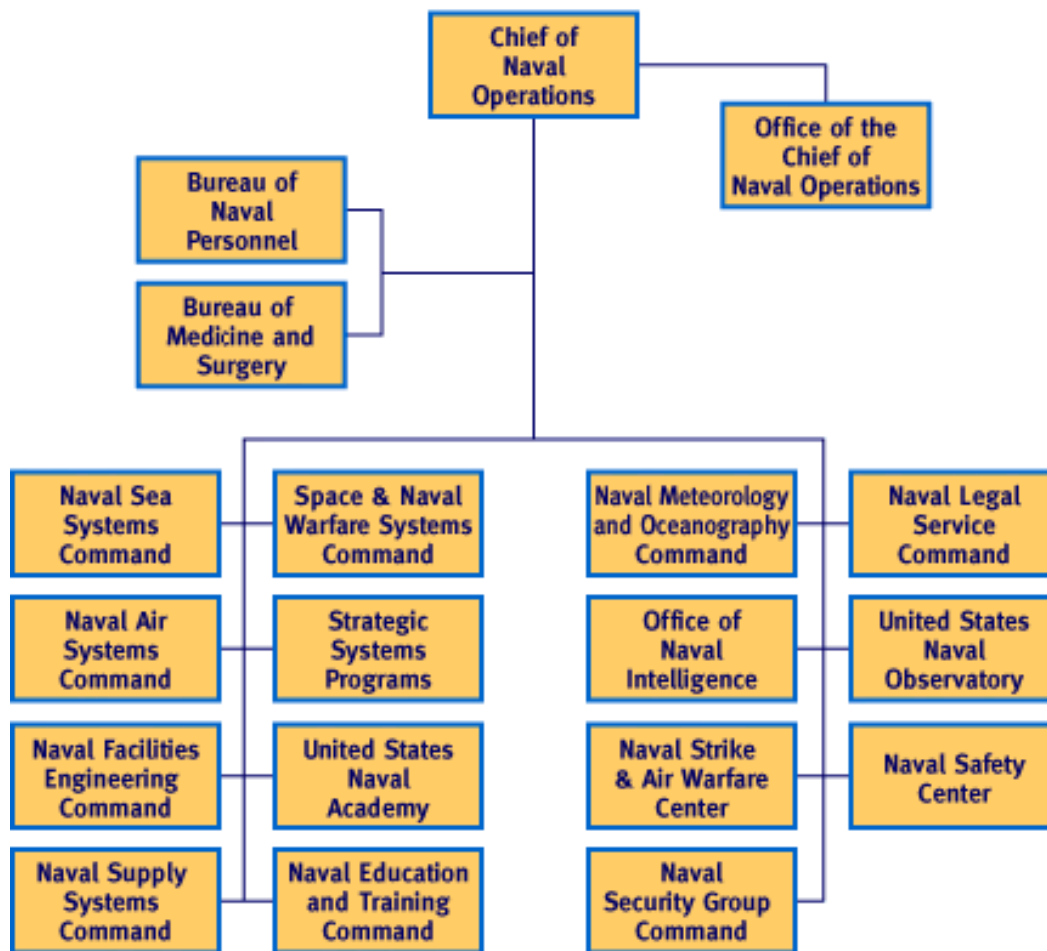


Figure 4. U.S. Navy Shore Establishment (From U.S. Navy, 2010c)

4. NAVSUP

The Naval Supply Systems Command (NAVSUP) is part of the Navy shore establishment. They are neither in a ship's operational or administrative chain of command. However, the support, material and services they provide enable the fleet to carry out their day-to-day missions (U.S. Naval Supply Systems Command, 2009). They manage supply chains, provide centralized inventory management for Navy's non-nuclear ordnance stockpile, and provide a wide range of base operating and waterfront logistics support services.

In addition to performing direct operational support functions, NAVSUP is responsible for many of the policies, procedures, and business systems that govern Navy's global logistics support system. (U.S. Naval Supply Systems Command, 2009)

An important support role they fulfill is in their designation of Head Contracting Activity for the fleet, the regional commanders and their subordinate activities (U.S. Naval Supply Systems Command, 2010, April). As such, NAVSUP provides contracting authority, technical policy guidance, and contracting compliance oversight to the Navy Field Contracting System, which includes the Commander, Fleet and Industrial Supply Centers (COMFISCS) and Navy Exchange Service Command (NEXCOM) (U.S. Naval Supply Systems Command, 2011, February, a).

5. COMFISCS

In 2003, the Commander Fleet and Industrial Supply Centers (COMFISCS) was created to head the individual Fleet and Industrial Supply Centers (FISCs) to oversee field contracting operations, optimize the performance of base supply functions and standardize levels of service (U.S. Naval Supply Systems Command, 2011, February, b). On August 1, 2006 COMFISCS was formally established to focus on global logistics and contracting issues and to drive best practices across the seven FISCs.

Husbanding services are among the specialized logistics services under the purview of COMFISCS. Husbanding services refers to the support services that a ship receives during a port-visit (U.S. Naval Supply Systems Command, 2010, April).

COMFISCS uses two separate product areas to provide husbanding services to the fleet, 1) Global Logistics and Husbanding Services and 2) Contracting (U.S. Naval Supply Systems Command, 2011, February, b).

a. Global Logistics and Husbanding Services

Global Logistics and Husbanding Services are two interrelated efforts that provide waterfront support to the U.S. Naval Fleet Forces and visiting foreign ships (U.S. Naval Supply Systems Command, 2011, February, b).

(1) Global Logistics. The Global Logistics program provides information, logistics, assistance, supply and personnel support, 24 hours a day, 365 days a year through two key components; One Touch Support (OTS) and the Global Distance Support Center (GDSC) (U.S. Naval Supply Systems Command, 2011, February, b). OTS is a 24 hour online website that offers requisition input, technical screening, and requisition and shipping status review (U.S. Commander, Fleet and Industrial Supply Centers, 2009, June). GDSC is a virtually connected call center that operates 24 hours a day out of FISC Norfolk and FISC San Diego. The GDSC serves as a single entry point to the global network of Logistics Support Centers (LSC) and provides after hours support for all LSCs worldwide. Call center personnel provide supply logistics and general support assistance either directly or through requests for help through the appropriate provider (U.S. Naval Supply Systems Command, 2011, February, b). LSCs are discussed in the following paragraph.

(2) Husbanding Services. Husbanding services are provided as part of a logistical support package offered by the LSC (U.S. Naval Supply Systems Command, 2011, February, b). LSCs were established in 2000 to provide permanent waterfront logistics support centers that expertly integrate support services, move workload off ships and provide afloat Supply Officers with a shore-based resource (U.S. Commander, Fleet and Industrial Supply Centers, 2005, June). LSCs are located in every major fleet concentration area as well as a number of locations around the globe. Table 1 displays the LSC locations.

(3) LSCs. LSCs are staffed to provide a wide range of logistical support. However, it is the Logistics Support Representative (LSR) that is responsible for working directly with the ships for all aspects of shipboard support in their local area (U.S. Commander, Fleet and Industrial Supply Centers, 2005, June). It is the LSR that coordinates logistical support services for a ship while the ship is in port (U.S. Naval Supply Systems Command, 2011, February, b).

(4) NAVSUP instructions. Four different NAVSUP instructions listed below describe the LSC's responsibility in providing husbanding support. The instructions do not state which support is provided for Navy ports and non-Navy ports. However, the LSCs typically provide husbanding service coordination for Navy ports, while the FISC contracting office provides husbanding services for non-navy ports (U.S. Naval Supply Systems Command, 2011, February, b).

- COMFISCS instruction 4081.1, COMFISCS Logistics Support Centers Policies and Procedures, dated June 2005, lists husbanding support as a service provided by the LSC. Specifically it states that the LSC husbanding support is "the single point of entry for face-to-face logistics related services. The LSC will anticipate and resolve shipboard logistics issues, acting as an intermediary between afloat units and service providers. (p. 1).

- The COMFISCS instruction, Appendix K to the Naval Logistics Integration Playbook, dated June 2009 states that the LSR will act as the Contracting Office Liaison (p. K-3-1).

- The NAVSUP Publication 4, Global Logistics Support Execution (GLSE), dated April 2010 states the LSC will provide husbanding service provider (HSP) coordination and reach back to the FISC contracting officer (p. E-1).

- The NAVSUP Husbanding and Ordering Officer Guide, dated January 15, 2011, states that ships may contact their LSR for guidance or details of specific support for their planned port-visits (p. 15).

FISC	Location
FISC Jacksonville	Mayport, FL
FISC Norfolk	Groton, CT
FISC Norfolk	Norfolk, VA
FISC Pearl Harbor	Pearl Harbor, HI
FISC Puget Sound	Bremerton, WA
FISC Puget Sound	Everett, WA
FISC Yokosuka	Okinawa, JA
FISC Yokosuka	Sasebo, JA
FISC Yokosuka	Yokosuka, JA
FISC Yokosuka	Guam
FISC Yokosuka	Singapore
FISC Sigonella	Bahrain
FISC Sigonella	Djibouti
FISC Sigonella	Naples, IT
FISC Sigonella	Rota, SP
FISC Sigonella	Sigonella, IT
FISC Sigonella	Souda Bay, GR
FISC San Diego	San Diego, CA

Table 1. Logistic Support Center (LSC) Locations (From U.S. Naval Supply Systems Command, 2010, April)

b. Contracting

The military does not maintain personnel and the necessary infrastructure to support ship visits to every port in the world. Therefore, civilian HSPs are contracted to support ships visiting non-navy ports. COMFISCS is responsible for the contract solicitation, award, and monitoring of services for all husbanding contracts used by the U.S. Navy. In addition to the U.S. Navy, the Military Sealift Command (MSC), U.S. Coast Guard (USCG) and U.S. Army (USA) also use husbanding services that are contracted by COMFISCS. Of the 1,875 non-navy port-visits made in 2010, roughly 67 percent belonged to USN, 18 percent to MSC, 13 percent to USCG, and 2 percent to USA (U.S. Naval Supply Systems Command, 2011, May 19). FISC receives some reimbursable support from MSC for use of husbanding contracts (U.S. Naval Supply Systems Command, 2010, November 8).

COMFISCS Lead Contracting Executive (LCE) serves as the lead for contracting support provided by the FISCs (U.S. Naval Supply Systems Command, 2011, February, b). The LCE has field management cognizance over FISC contracting operations. Only three FISCs are responsible for husbanding contracts across the globe, FISC Norfolk, FISC Sigonella, and FISC Yokosuka. It is with these FISC contracting offices that most ships correspond regarding husbanding services for non-navy ports.

6. FISCs

There are seven Fleet Industrial and Supply Centers (FISC) strategically located throughout the United States and overseas. Each FISC is aligned with the Number Fleets to provide support for each AOR (U.S. Naval Supply Systems Command, 2011, February, b). The FISCs with their associated Numbered Fleets are listed below:

- FISC Norfolk - 2nd Fleet
- FISC San Diego - 3rd Fleet
- FISC Jacksonville - 4th Fleet
- FISC Sigonella - 5th and 6th Fleets
- FISC Yokosuka - 7th Fleet
- FISC Pearl Harbor - supports FISC Sand Diego when 3rd Fleet units are in their AOR
- FISC Puget Sound - supports FISC Sand Diego when 3rd Fleet units are in their AOR

The areas of responsibility for the FISCs responsible for husbanding contracts are described below.

a. FISC Norfolk

FISC Norfolk supports 2nd, 3rd, and 4th Fleets husbanding contracts (U.S. Naval Supply Systems Command, 2011, February, b). Areas and countries supported are listed below.

- **Caribbean** - Antigua, Bahamas, Barbados, Bermuda, Cacos, Cayman Islands, Dominica, Dominican Republic, Grenada, Guadeloupe, Guadeloupe, Guyana, Haiti, Jamaica, Martinique, Miquelon, Montserrat, Nevis, Nicaragua, Saint Vincent, St. Kitts, St. Lucia, St. Pierre, Suriname, The Grenadines, Tobago, Trinidad, Turks, and UK Virgin Islands.
- **Central America** - Belize, Costa Rica, El Salvador, Guatemala, and Honduras.
- **Mexico**
- **Panama**
- **South America** - Argentina, Aruba, Bonaire, Brazil, Chile, Colombia, Curacao, Ecuador, Falkland Islands (UK), French Guyana, Nicaragua, Peru, St. Maarten, Suriname, Uruguay and Venezuela.
- **U.S. East Coast** - Maine to Texas and East Territories (Puerto Rico, U.S. Virgin Islands).
- **U. S. West Coast Region** - Alaska, California, Hawaii, Oregon and Washington
- **U. S. West Territories** - American Samoa, Commonwealth of the Northern, Guam, Johnston Atoll, Marianas (Saipan), Midway Islands, and Wake Island.

b. *FISC Sigonella*

FISC Sigonella supports 5th and 6th Fleets husbanding contracts (U.S. Naval Supply Systems Command, 2011, February, b). Areas and countries supported are listed below.

- **Africa Region** - Angola, Benin, Cameroon, Cape Verde Islands, Democratic Republic of Congo, People's Republic of Congo, Equatorial Guinea, Gabon, Ghana, Guinea, Guinea Bissau, Ivory Coast, Liberia, Madagascar, Mauritania, Mozambique, Namibia, Nigeria, Principe, Sao Tome, Senegal, Sierra Leone, South Africa, The Gambia, Togo, Western Sahara, and Tanzania
- **Black Sea Region** - Bulgaria, Georgia, Romania, Russia, Turkey (Black Sea ports only), and Ukraine
- **Faroe Islands (Denmark)**
- **Mediterranean Region** - Albania, Algeria, Croatia, Cyprus, Egypt, France, Gibraltar, Greece, Israel, Italy, Lebanon, Libya, Malta, Montenegro, Morocco, Portugal (including Azores &

Madeira), Serbia, Slovenia, Spain (Including Canary Islands), Syria, Tunisia, and Turkey (including the Sea of Marmara).

- **Monaco**
- **Northern Europe Region** - Belgium, Denmark, Estonia, Finland, Germany, Great Britain, Greenland, Iceland, Lithuania, Latvia, Netherlands, Northern France, Northern Ireland, Northern Spain, Norway, Poland, Sweden, Republic of Ireland, and Russia.
- **Southwest Asia Region** - Bahrain, Djibouti, Egypt, Eritrea, Ethiopia, Iraq, Iran, Jeddah, Jordan, Kenya, Kuwait, Mauritius, Oman, Pakistan, Qatar, Saudi Arabia, Seychelles, Somalia, Sudan, United Arab Emirates, and Yemen
- **St. Helena (UK)**

c. FISC Yokosuka

FISC Yokosuka supports 7th Fleet husbanding contracts (U.S. Naval Supply Systems Command, 2011, February, b). Areas and countries supported are listed below.

- Australia
- Bimet - Brunei, East Timor, Indonesia, and Malaysia
- U.S. Pacific Territories - Includes American Samoa (supported by FISC Norfolk), Atoll, Commonwealth of Northern Marianas Islands, Guam, Johnston, and Wake Island.
- Hong Kong
- Japan
- Pacific Islands - Fiji, French Polynesia, Kiribati, Marshall Islands, Micronesia, Nauru, New Caledonia, New Zealand, Palau, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu, and Western Samoa.
- Philippines
- Singapore
- South Asia - Bangladesh, India, Maldives, and Sri Lanka
- South Korea
- Thailand
- Vietnam/Cambodia

B. COMMANDS INVOLVED IN THE LOGREQ PROCESS

1. Numbered Fleets

The U.S. Navy is a global force that operates deployed units throughout the world 365 days a year. Because of this, port-visits play an essential role in mission accomplishment. Port-visits are used for a variety of reasons including recreation, logistical replenishment, diplomatic relations, nation building, training, humanitarian assistance, and disaster relief. Because the Numbered Fleets have operational control of the fleet and are responsible for carrying out the mission of the Combatant Commanders, they have the responsibility of scheduling port-visits.

Some port-visits, such as routine replenishments, recreational visits, and training assignments can be scheduled with significant advance notice, giving everyone involved sufficient notice for preparations. However, operational requirements to respond to developing global situations can and often times do change these planned port-visits. Other port-visits such as response to conflict, crisis, or humanitarian assistance are often scheduled with little advance notice (7th Fleet Logistics Planner, personal communication, December 10, 2010).

The Numbered Fleets schedule port-visits based on mission requirements. However, they do not pay for the costs of port-visits. This does not mean that they operate with a blank check and pay no attention to costs. Because of limited resources, planners know that increased port costs reduce the ability to complete missions. Therefore, logistics planners on the Numbered Fleet staff track and analyze port costs. The planners use this information to assist in port-visit scheduling and to make cost saving recommendations to ships. For example, 7th Fleet found that a large cost driver for port-visit costs was the collection, holding and transfer (CHT) of bacteriological/chemical liquids, also referred to as sewage (7th Fleet Logistics Planner, personal communication, December 10, 2010). The dumping of sewage is typically not authorized in port. Therefore, ships must pay to have sewage removed during the port-visit. If a ship does not empty the CHT tanks at sea before pulling into port, this can lead

to higher port-visit costs, especially for large ships. As a result, 7th Fleet has informed ships of this and has recommended they empty CHT tanks prior to pulling into port when possible.

2. TYCOMs

The Type Commanders (TYCOMs) are responsible for port-visit budgeting and bill paying. There are three TYCOMs: 1) Naval Air Forces, 2) Naval Submarine Forces and 3) Naval Surface Forces. Each TYCOM has a Pacific Fleet and Atlantic Fleet component (U.S. Navy, 2010b). Figure 3 illustrates the organization of the TYCOMs.

The TYCOMs are in a ship's administrative chain of command. While operational control is given to the Numbered Fleets, the TYCOMs retain the administrative responsibility for funding ship operations. Therefore, even though the TYCOMs do not schedule the port-visits or have authority to control the type or frequency of port-visits, they are responsible for budgeting for and paying the costs of all port-visits. At any given time, the TYCOMs have ships operating in each of the Numbered Fleets.

In August of 2006, the TYCOMs released a joint PVCR message that details the requirements for ships to submit port-visit costs after each port-visit (U.S. Commander Naval Surface Forces). Ships are required to submit the PVCR message within 5 days after completing the port-visit. Each of the TYCOMs use the PVCR messages to track port costs and to budget for future port costs. However, each TYCOM uses different methods and software for tracking and projection. Specific methods and software are discussed in later sections. In addition to the TYCOMs, all other commands involved in the LOGREQ process are also sent a copy of the PVCR message. The PVCR is the primary report that is used to collect port-visit cost information across all commands involved in the LOGREQ process.

Costs for services that ships use in port are broken down into different fund codes. Fund codes typically fall into three categories: 1) Funds managed by an organization other than the TYCOM, 2) Funds centrally managed by the TYCOM, and 3) Funds managed by the ship. SURFOR designates categories to be managed by the individual

ships as a cost savings measure (U.S. Commander Naval Surface Forces, 2010, September 10). By separating costs into fund codes, the TYCOMs can track costs that are relevant to them, while enabling other commands the ability to track total costs for each port. The different cost categories are listed below. Knowing how port costs are categorized and which are relevant to the TYCOMs is important in the design of databases used to track port costs.

- Centrally Managed by TYCOM
 - o Charter and Hire (fund code K)
 - o Ships Utilities (fund code W)
 - o Anti-terrorism/Force Protection (fund code L)
 - o Other not defined by above (fund code C)
- Centrally Managed by TYCOM or Ship
 - o Purchased Services (fund code U)
 - o Passenger Vehicle Rental (fund code D)
 - o Communications (fund code S)
- Not Centrally Managed by TYCOM
 - o Fuel
 - o Provisions

3. FISCs

As stated previously, three Fleet Industrial Supply Centers (FISCs) are responsible for husbanding contracts across the globe, FISC Norfolk, FISC Sigonella, and FISC Yokosuka. FISC Norfolk contracts cover 2nd, 3rd, 4th Fleets, and U.S. territories. FISC Sigonella contracts cover 5th and 6th Fleets. FISC Yokosuka contracts cover 7th Fleet except U.S. territories.

In the past, husbanding contracts were awarded on a port-by-port basis or in small regional contracts for ports that were frequently visited (U.S. Fleet Industrial Supply Center Norfolk, 2010, May). In 2006, with the establishment of COMFISCS, a focused effort on standardizing the husbanding contracting process began. Husbanding contracting was consolidated to three FISCs in 2010 (U.S. Naval Supply Systems Command, 2011, January). The three FISCs have been consolidating hundreds of individual and small regional husbanding contracts into 20 large regional contracts across the globe. Figure 5 displays the current global regional husbanding contracts by FISC.

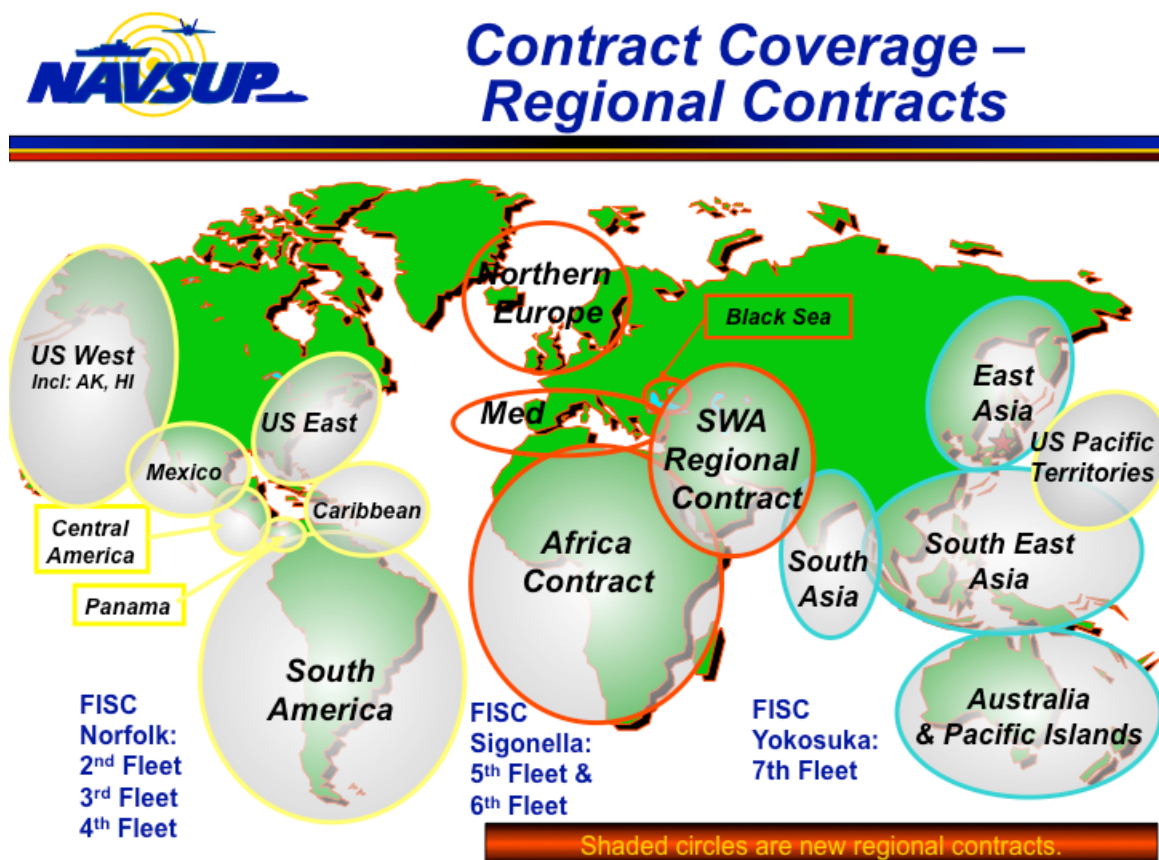


Figure 5. FISC Regional Husbanding Contracts (From U.S. Naval Supply Systems Command, 2010, November 8)

The contracting officer (KO) at the FISC is responsible for solicitation and awarding of husbanding contracts (U.S. Naval Supply Systems Command, 2011, January). In addition, KOs analyze costs, perform contract changes and modifications, obligate funds for the contract, monitor contractor performance, and track metrics.

The contracting officer representative (COR) works with the KO to assist in the administrative duties of the contract. The COR does not have contracting authority and cannot direct changes or contract modifications. In the past, the COR's main duties were limited to assisting the KO in administrative duties involved with managing the contract. Due to the small number of personnel in the contracting offices and the large number of contracts awarded, it was difficult to provide consistent and standardized contract oversight and customer support (U.S. Commander Fleet and Industrial Supply Centers, 2010, May). In 2010, the role of the COR has been broadened and additional COR positions are being added to the FISCs. This will be detailed in Chapter III.

4. Individual Ships

The ship's Supply Officer (SUPPO) is the person that handles logistic matters for each individual ship. The SUPPO is generally a Lieutenant with one previous ship tour and an average of six-years' experience as an Officer. Some exceptions are, submarine SUPPOs that are first tour Ensigns, Joint High Speed Vessel SUPPOs that can range from Ensigns to Lieutenants, Littoral Combat Ship SUPPOs that are Chief Petty Officers with a Logistics Specialist rating, and large deck SUPPOs that are senior Commanders with at least two prior ship tours and an average of 19 years of experience as an Officer (U.S. Naval Supply Systems Command, 2008).

The SUPPO is designated as the Ordering Officer on the husbanding contract. The SUPPO is not a KO and does not have contracting authority. The SUPPO, however, is the person who orders services with task orders on existing contracts and authorizes performance. The SUPPO works directly with the HSP to procure the necessary services and products needed to support the ship in port (U.S. Naval Supply Systems Command, 2011, January).

Prior to pulling into port, the SUPPO will either contact the appropriate FISC to receive the HSP contact information or be sent the information by the FISC, depending on the FISC's standing operating procedures (U.S. Fleet Industrial Supply Center Norfolk, 2011, January). Depending on the port and the FISC, the SUPPO may also receive port specific information describing services and products available (U.S. Fleet Industrial Supply Center Yokosuka, 2011, January). The SUPPO is not sent contract or pricing information.

As per Naval Warfare Publication, 1-03.1, Operational Reports, ships send LOGREQ messages prior to the port-visit detailing the services required (U.S. Navy Warfare Development Command, 1991). As per the instruction, LOGREQs are normally classified as "Confidential" depending on message content (p. 7-2). Therefore, classified messages are sent using Department of Defense's Secret Internet Protocol Router Network (SIPR). Unclassified naval messages are sent using the Non-classified Internet Protocol Router Network (NIPR). The HSP does not have access to naval message traffic on either SIPR or NIPR. Information on the SIPR is not transferable to the NIPR. As a result, SUPPOs must retype classified LOGREQs and send them to the HSP in unclassified e-mails (U.S. Commander Naval Surface Forces, 2006). SUPPOs must remove all classified information prior to sending the e-mail to the HSP.

After receiving an e-mail, the HSP is required to send the SUPPO a cost estimate for requested services (U.S. Commander Naval Surface Forces, 2006). After the ship pulls into port, the HSP works directly with the SUPPO to ensure all services and products are delivered as requested and to fulfill any new requirements the SUPPO may have. Prior to the ship leaving, the HSP delivers the invoices. The SUPPO verifies the invoices against services and products received against the HSP provided cost estimate. Depending on the ship type, the SUPPO will either pay the invoices before departure or provide authorization to the appropriate activity designated to pay invoices for the ship (U.S. Naval Supply Systems Command, 2011, January). The SUPPO then submits the PVCR. The PVCR includes prices for services and products and an evaluation of the HSP's performance (U.S. Commander Naval Surface Forces, 2006).

C. HUSBANDING SERVICE PROVIDER CONTRACTS

Husbanding contracts are the primary support for U.S. ships in non-Navy ports (U.S. Naval Supply Systems Command, 2011, January). These contracts are awarded by the FISC in advance of a port-visit. The contracts are Firm Fixed Price (FFP) Indefinite Delivery Indefinite Quantity (IDIQ), which include both priced and non-priced items. The Ordering Officer, normally the SUPPO, places task orders on the husbanding contract to obtain the necessary services and products needed in port.

D. PORT-VISIT SERVICES

There are a variety of port-visit services and products that a ship might request when in port. They are generally referred to in one of eight different categories. Major services most often requested are listed below. Items that do not fall into these categories are grouped into an "other" category that provides for miscellaneous items. Definitions for port-visit services are provided below and can be found in the Draft Husbanding Standardization Policy except where noted (U.S. Naval Supply Systems Command, 2010, July).

1. Charter and Hire

a. First Day/Subsequent Day Husbanding Fees

The HSP responsibility to the ship starts prior to arrival and continues after departure. Husbanding fees are charged to compensate the HSP for time provided in coordinating all logistics to meet the requirements of the ship. The first day a ship is in port is generally more time consuming for the HSP. Therefore, first day fees are generally higher than subsequent day fees.

b. Trash Removal

Trash removal services include the collection and disposal of refuse both pier side and at anchor.

c. Fleet Landing Services

Ships at port and at anchor require a place to set up a checkpoint to restrict access to the ship to authorized individuals. Items needed for this may include, tents, portable toilets, electric generators, refrigerators, tables, and chairs.

d. Brow Services

Even though most ships carry their own brow, it might not be usable depending on dimension of the port. Therefore, ships typically rent a brow. A crane and a forklift are used to assist placing the brow. The crane and forklift can only be used for brow placement. If a crane and forklift is required for movement of parts and/or provisions, the fees are charged under Purchased Services.

e. Ship Movement Services

Services include pilots, tugs and line handlers. Pilots are expert mariners of their port and are used to help navigate the ship to port or anchor. Tugs are used to safely maneuver a ship into port. Line handlers and mooring lines are provided to safely secure the ship pier side.

f. Water Ferry/Taxi Services

Water taxis are used when a ship is at anchor. Safety guidelines for water taxis are outlined in Office of the Chief of Naval Operations Instruction 2100.19E, Volume II, Surface Ship Safety Standards (2007).

g. Fenders

Yokohama or comparable type fenders are the used to protect a ship from damage from the pier due to movement of the water. These are typically high-pressure floating pneumatic rubber fenders that are placed between the ship and the pier.

h. Camels, Breasting and Fendering Barges

Camels, breasting and fendering barges are used to assist a ship in the safe mooring to a pier or to provide a steady landing area for passengers to disembark the ship and transfer to a water taxi.

i. Oily Waste Removal

Oily waste is defined as any liquid petroleum product mixed with wastewater and/or oil in any amounts, which if discharged overboard, would cause or show sheen on the water. Oily waste removal is performed both pier side and at anchor.

j. Oily Spill Prevention and Removal of Spills

Oil booms are intended to act as a precautionary measure in case of inadvertent leakage from equipment. They can also be used for containment, concentration diversion, and exclusion of oil floating on water.

k. Port Dues

Some countries charge port fees to the visiting ship. HSP must present only final invoices from the port and may not charge a surcharge fee for port dues.

l. General Services

Other general charter and hire services include interpreter services, pratique (also known as quarantine services), and customs and agricultural inspections.

2. Ships Utilities

a. Collection, Holding and Transfer (CHT)

Collection, holding, and transfer (CHT) refers to the bacteriological/chemical liquids on a ship. It is more commonly known as gray water or sewage. The HSP is responsible for providing all necessary equipment, personnel, and facilities to collect, remove, and dispose of CHT both pier side and at anchor.

b. *Potable Water*

Potable water is fresh drinking water as defined by current drinking water standards set forth by the United States Environmental Protection Agency.

c. *Shore Steam*

Shore steam may be provided to the ship by boiler or generator. Charges include the boiler or generator, fuel for the generator, mobilization/demobilization, hoses, and adapters appropriate to the vessel type and water for the generator or boiler.

d. *Shore Power*

Shore power can be provided using port-provided, permanent connection system or diesel generators with fuel. Shore power includes the cables, connections, fuel, and operators needed to provide the ship with power.

3. *Anti-terrorism/Force Protection*

a. *Barriers and Fencing*

Barriers consist of both land and sea barriers. Land barriers provide a secure perimeter around the ship that is capable of stopping a vehicle. Land barriers can be concrete, water filled or CONEX boxes. Sea barriers refer to floating lines of demarcation. They are equipped with anchors and lighting for night visibility.

Depending on the layout of the port, fencing might also be required for pedestrian control.

b. *Waterborne Patrol*

Manned waterborne motorized patrol craft is used to provide force protection at sea. Patrol craft are required to have working radios to communicate with both the ship and local authorities.

c. *Security Guards*

Security guards provide vehicle and personnel access to the pier.

d. Guard Shack and Lighting

Guard shacks, lighting, and energy required for lighting may also be required if security guards are required.

e. Signs

The purpose of warning sign is to delineate the secure area around ships and to warn unauthorized personnel not to enter. Signs are required to be both in the local language and in English.

4. Purchased Services

Purchased services are all other services and products that a ship might need to procure. Included in this category are: cranes and forklifts (used for services other than brow placement), tents, table and chairs (used for services other than force protection), paint floats, and crew repatriation.

5. Passenger Vehicle Rental

Passenger vehicle rentals include busses, cargo vans, passenger vans, and sedans.

6. Communication

Communication services include cellular telephone services, landlines, and calling cards.

7. Fuel

Fuel contracts are managed by the Defense Energy Support Center (DESC). The SUPPO uses the SEA Card Order Management System (DoD-SCOMS) website to order fuel for a port-visit (U.S. Defense Energy Support Center, 2008). Fuel can be delivered by pipeline, truck, or barge. The HSP is expected to work with the DESC contractor to ensure delivery of requested fuel. The DESC contractor will provide invoices and payment is made through the SEA card. The HSP does not bill the ship for these services

or for fuel. If there is no DESC contractor available, the SUPPO is authorized to work with the HSP to obtain fuel. In that case, the HSP would provide the SUPPO with invoices for fuel.

8. Provisions

The Defense Logistics Agency (DLA) is responsible for maintaining the subsistence supply chain support throughout the Department of Defense (DoD). DLA uses Subsistence Prime Vendors (SPV) to supply food and beverages to operational units globally. Navy ships are required to use SPV contracts to obtain provisions in port. The HSP for that port is expected to work with the SPV contractor to ensure delivery of requested provisions. The HSP does not bill the ship for these services or for provisions.

If there is no SPV contractor available, the SUPPO is authorized to work with the HSP to obtain provisions. The HSP is required to use approved sources as listed on the U.S. Army Veterinary Command's Domino Web Page (U.S. Naval Supply Systems Command, 2010, July). The HSP charges a fee and provides the SUPPO with invoices for provisions.

III. METHODOLOGY AND ANALYSIS

A. CASE STUDY APPROACH

The research provided in this paper follows a case study approach. Both the current and proposed initiatives for the LOGREQ process were detailed by command. Each command's specific publications and policies for the LOGREQ process were detailed. NAVSUP released new and draft publications in 2011. These were compared for a detailed report on consistency and adherence to standardization of the new process across the Fleets. Recommendations are made in Chapter IV based on each command's ability to implement the suggestions and influence on increased customer support and communication between all commands involved in the LOGREQ process.

B. TYCOMS

In August 2006, SURFOR, along with SUBFOR and AIRFOR, released a joint PVCR message (U.S. Commander Naval Surface Forces). The message details how ships are to submit their port-visit costs after each port-visit. There is an additional section on the message that requires the SUPPO to evaluate the HSP's performance during the port-visit. All commands involved in the LOGREQ process receive a copy of the PVCR message. Information from the PVCR messages is used to populate various port-visit cost databases. It is the primary source of port-visit cost data.

1. AIR FORCES

a. Responsibility

AIRFOR is responsible for the smallest quantity and least diverse class of ships. Table 2 lists AIRFOR's number and class of ships by Atlantic and Pacific Fleet.

Ship Type	Class	Atlantic	Pacific
Aircraft Carrier	CVN 65	1	
Aircraft Carrier	CVN 68	4	6
Total		5	6
TYCOM Total			11

Table 2. AIRFOR's Number and Class of Ships (From U.S. Naval Sea Systems Command, 2011)

b. Current Processes

(1) Budgeting. AIRFOR uses information from PVCR messages to populate a Microsoft Excel spreadsheet to estimate and budget for port costs (AIRFOR Comptroller, personal communication, November 9, 2010). AIRFOR has two financial analysts, one on the east coast and one on the west coast, who track costs for their respective fleet ships. Based on port-visit data, Excel is a cost effective method for tracking port costs because of the relatively small number of aircraft carriers and port-visits made yearly by them. In fiscal year (FY) 2010, aircraft carriers made a combined total of 19 port-visits totaling \$13.6M (U.S. Naval Supply Systems Command, 2011, May 19).

Even though aircraft carriers make fewer port-visits per year than other ships, their costs are significantly higher due to the size of the ship and crew. Care is taken to identify and control costs. For example, every week logistics representatives and port-visit analysts from Pacific Fleet, 7th Fleet, FISC Yokosuka and AIRFOR participate in a phone conference to discuss upcoming high risk port-visits being planned. High risk refers to ports that are not frequently visited by aircraft carriers or are known to have high costs. The meeting is designed to mitigate costs and resolve any logistical challenges prior to the ship pulling into port (AIRFOR Comptroller, personal communication, November 9, 2010).

(2) Paying Port Costs. The SUPPO and the AIRFOR comptroller work together prior to, during, and after the port-visit (AIRFOR Comptroller, personal communication, November 9, 2010). About one month prior to a scheduled port-visit, the SUPPO requests historical cost data from the AIRFOR comptroller. The AIRFOR comptroller uses information from past PVCs for historical data. The SUPPO compares this with the estimate received from the HSP. The SUPPO sends the cost estimate from the HSP to the AIRFOR comptroller. If the estimate is in line with past costs, the AIRFOR comptroller will send an augment to the SUPPO to pay for the port-visit. If there are questionable services and products requested or unusually high prices, the AIRFOR comptroller will work with Pacific Fleet, 7th Fleet, FISC Yokosuka and the SUPPO to reach a resolution before the ship pulls into port (AIRFOR Comptroller, personal communication, November 9, 2010). The SUPPO then sends the PVC message within 5 days after completing the port-visit (U.S. Commander Naval Surface Forces, 2006).

2. SUBMARINE FORCES

a. Responsibility

Similar to AIRFOR, SUBFOR is responsible for a relatively small number and diverse class of ships. Table 3 lists SUBFOR's number and class of ships by Atlantic and Pacific Fleet.

Ship Type	Class	Atlantic	Pacific
Ballistic Missile Submarine	SSBN 726	6	8
Guided Missile Submarine	SSGN 726	2	2
Fast Attack Submarine	SSN 668	18	25
Fast Attack Submarine	SSN 774	4	3
Fast Attack Submarine	SSN 21		3
Total		30	41
TYCOM Total			71

Table 3. SUBFOR's Number and Class of Ships (From U.S. Naval Sea Systems Command, 2011)

b. Current Processes

(1) Budgeting. SUBFOR works with the representatives from the Fleet Task Forces (specifically CTF69 from 6th Fleet and CTF54 from 5th Fleet) to estimate port costs (SUBFOR Comptroller Atlantic, personal communication, November 24, 2010). SUBFOR obtains schedules and estimates of future year port-visits from the Task Forces. Data from prior PVCR are used to determine costs. Depending on future year budget controls, SUBFOR establishes a budget or not to exceed amount for port costs for each Fleet. Budgets are adjusted throughout the year as port costs are reported and port schedules change. In FY 2010, submarines made a combined total of 95 port-visits totaling \$9.8M (U.S. Naval Supply Systems Command, 2011, May 19).

(2) Paying Port Costs. The SUPPO sends the PVCR message within 5 days after completing the port-visit (U.S. Commander Naval Surface Forces, 2006). After receiving the PVCR, the SUBFOR comptroller will augment the submarine's budget to pay for the obligations (SUBFOR Comptroller Atlantic, personal communication, November 24, 2010).

3. SURFACE FORCES

a. Responsibility

SURFOR is responsible for the largest quantity and most diverse classes of ships. Because of this, SURFOR faces unique challenges in estimating and budgeting for port-visits. Table 4 lists SURFOR's number and class of ships by Atlantic and Pacific Fleet.

Ship Type	Class	Atlantic	Pacific
Cruiser	CG 47	10	12
Destroyer	DDG 51	28	31
Frigate	FFG 7	11	8
Amphibious Command Ship	LCC 19	1	1
Littoral Combat Ship	LCS 1		2
Amphibious Assault Ship	LHA 1	1	1
Amphibious Assault Ship	LHD 1	4	4

Ship Type	Class	Atlantic	Pacific
Amphibious Transport Dock	LPD 17	3	2
Amphibious Transport Dock	LPD 4	1	3
Dock Landing Ship	LSD 41	4	4
Dock Landing Ship	LSD 49	2	2
Patrol Craft	PC 1	10	
Mine Countermeasures Ship	MCM 1		14
Total		75	84
TYCOM Total			159

Table 4. SURFOR's Number and Class of Ships (From U.S. Naval Sea Systems Command, 2011)

b. Current Processes

(1) CMP. SURFOR created the Continuous Monitoring Program as a tool to monitor the readiness of its ships. CMP is a web database that collects information based on ship input. CMP collects information such as financial data, parts and subsistence inventories, training, and manning levels. In 2008, SURFOR incorporated port-visit cost data into CMP. As a result, SURFOR moved away from Excel based port-cost tracking and now uses the web based tool for estimating, budgeting, and tracking port-costs. Additionally, by using proprietary software, SURFOR no longer has to rely on someone else's database for access to information or software design. This lead to the CMP port-visit cost reporting being designed specifically for SURFOR needs. In FY 2010, SURFOR ships made a combined total of 1,078 port-visits totaling \$137.3M (U.S. Naval Supply Systems Command, 2011, May 19).

Because SURFOR experienced irregularities in PVCs, they created an Excel template that ships use to report port costs (U.S. Commander Naval Surface Forces, 2010, September 3). The Excel file also creates the required PVC Naval message. The Excel file is e-mailed to SURFOR and is used to populate the CMP.

(2) Budgeting. SURFOR uses the CMP to estimate and budget for port costs (SURFOR Comptroller, personal communication, November 10, 2010). CMP provides reports in a web-based or Excel format that can separate information based on the user's inputs (U.S. Commander Naval Surface Forces, 2009, June). Table 5 illustrates an example of the type of financial report available through CMP.

The user can create reports by:

- Class(es) of Ship (also known as CLASSRON)
- Ship(s) Name
- Fleet(s)
- Country(s)
- Port(s)
- Fund Code (s)
- Individual item(s) from Fund Code (s)

FLEET	Charter & Hire	Utilities	ATFP	Purchased Services	Passenger Vehicle Rental	Comms	OPTAR	GRAND TOTAL
2ND	\$2,063,778	\$1,178,309	\$771,511	\$34,684	\$178,252	\$24,449	\$42,678	\$4,293,661
3RD	\$624,236	\$405,586	\$67,236	\$34,261	\$81,368	\$24,316	\$16,119	\$1,253,121
4TH	\$2,971,263	\$3,372,216	\$336,298	\$722,153	\$532,127	\$27,404	\$703,863	\$8,665,324
5TH	\$3,850,102	\$3,408,611	\$1,639,458	\$500,357	\$794,104	\$114,767	\$307,420	\$10,614,818
6TH	\$8,627,442	\$3,364,089	\$4,603,899	\$328,689	\$1,178,827	\$178,935	\$151,132	\$18,433,012
7TH	\$13,915,643	\$7,354,129	\$5,832,076	\$348,965	\$2,016,787	\$325,527	\$304,570	\$30,097,697
Total	\$32,052,464	\$19,082,939	\$13,250,479	\$1,969,108	\$4,781,466	\$695,398	\$1,525,782	\$73,357,634

Table 5. CMP Port-Visit Costs by Fund Code for FY 2010 (From U.S. Commander Naval Surface Forces, 2011, March 24)

At SURFOR, the ship classes are separated into Class Squadrons (CLASSRON). Each CLASSRON has a lead Ship Operations Financial Management Analyst (FMA) (SURFOR Comptroller, personal communication, November 10, 2010). The FMAs pull data from the CMP to make linear projections about port-visit costs for the upcoming year. Based on total budget authority and port-visit cost estimates, SURFOR will give target port-visit budgets to the Numbered Fleets. This is a strictly

target as SURFOR does not direct port-visit schedules based on budgets. Estimates are updated at least monthly throughout the year so port-visit estimates are close to actual port-visit costs.

(3) **Paying Port Costs.** Every year, SURFOR issues port-visit financial guidance messages. These messages provide SUPPOs with lines of accounting data to be charged for port-visit costs. During the port-visit process, the SUPPO generally has no contact with SURFOR FMAs. PVCR messages are submitted within 5 days after the port-visit. If there are any questions about services or products ordered, they are addressed after the port-visit. The only exception to this is force protection requirements. SURFOR lists approved force protection items in the financial guidance message. If a ship needs to procure items other than what is listed, then the ship must first obtain approval from the force protection point of contact before procuring the items (U.S. Commander Naval Surface Forces, 2010, September 10).

C. NAVSUP

1. Responsibility

As stated previously, NAVSUP is the strategic leader for the NAVSUP contracting community (U.S. Naval Supply Systems Command, 2011, February, a). In 2006, NAVSUP began working with COMFISCS on the reorganization and standardization of the husbanding program (U.S. Naval Supply Systems Command, 2011, January).

The 2010 Commander's Guidance lists improving global husbanding support as an objective (U.S. Naval Supply Systems Command, 2009, November). The stated goal "is to streamline husbanding procedures, standardize support throughout all regions, increase reliability and timeliness of service, and provide the Fleet the ability to manage costs" (p. 6). Two deliverables are listed to achieve the goal: 1) a standardized policy and approach for global husbanding contracts for port-visits and 2) two major contracts that reduce port-visit costs.

The 2011 Commander's Guidance continues the improvement of global husbanding support as an objective (U.S. Naval Supply Systems Command, 2010, November 9). Specifically, the goals are to standardize global husbanding coverage with regional contracts and provide global consistency in husbanding service execution with clearly defined stakeholder roles and responsibilities. Three deliverables are listed to achieve the goals: 1) regional husbanding contracts awarded in Africa, Southwest Asia and the Western Pacific, 2) husbanding training incorporated into the Navy Supply Corps curriculum and 3) husbanding guides for Ordering Officers and Contracting Officer's Representatives.

2. Current Processes

a. *LogSSR*

(1) Creation. One of the first steps in achieving global husbanding support was the development of the Logistics Services Repository (LogSSR) (U.S. Naval Supply Systems Command, 2011, May 19). LogSSR is a NAVSUP managed web-based tool that captures all information needed for global husbanding support. It became operational in October 2009 and has since replaced all other NAVSUP legacy databases relating to husbanding support. (U.S. Naval Supply Systems Command, 2010, May, b). LogSSR was designed to capture port-visit information for Navy, Coast Guard, Military Sealift Command, Army and other government vessels (U.S. Naval Supply Systems Command, 2011, February 1). It was designed to be used by all commands involved in the port-visit process including the Numbered Fleets, TYCOMs, FISCs, and ships making port-visits (U.S. Naval Supply Systems Command, 2010, May, b).

(2) Features. LogSSR is different from other databases in that it includes: the husbanding contract, LOGREQs, HSP provided port-visit cost estimates, invoices that reflect actual costs, the PVCs submitted by ships and quality assurance surveillance plans (QASP) (U.S. Naval Supply Systems Command, 2010, May, b). PVCs have been proven to be inaccurate due to typing errors and the fact that invoices sometimes do not arrive until after the PVC has been submitted. The benefit to having

more than one data point for port-visit costs attached to each port-visit record in LogSSR is that it provides the opportunity to compare all documents and record the actual port-visit costs.

(3) Data Display. Data is arranged by fiscal year (U.S. Naval Supply Systems Command, 2011, February 1). There is a separate tab for each fiscal year. Each fiscal year tab displays port-visit information by Numbered Fleet. Quick links are provided in each Numbered Fleet that lead to the filtered data display that will allow the user to further drill down to specific port-visit information. The fiscal year tabs also provide total port-visit summary metrics for the year by Numbered Fleet. Figure 6 illustrates the data available on each fiscal year tab.

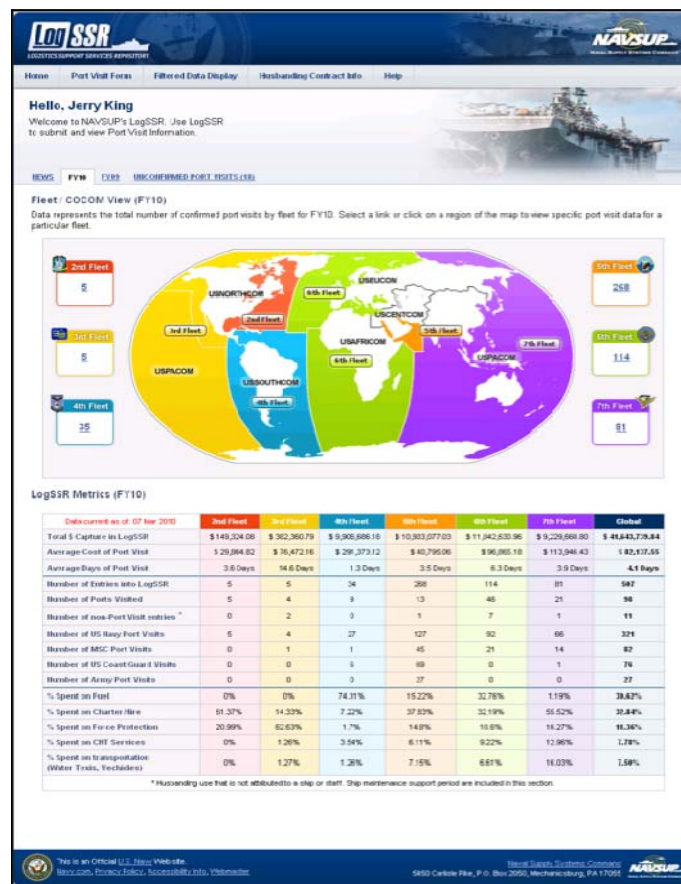


Figure 6. LogSSR Fiscal Year Display Tab (From U.S. Naval Supply Systems Command, 2010, May)

This type of data arrangement is useful to the Numbered Fleets who can use the information to analyze overall Fleet port costs, identify high cost locations and classify ports capable of supporting port-visits for future mission planning (U.S. Naval Supply Systems Command, 2010, May, b). The data is also useful to the FISCs who manage contracts by Numbered Fleet. Similarly, ships making port-visits are concerned with individual port information based on Fleet location (U.S. Naval Supply Systems Command, 2010, May, b). This type of data arrangement, however, is not conducive for use by the TYCOMs. The TYCOMs estimate and budget for port costs based on ship type and homeport coast location, not by port-visits made in geographical regions.

(4) Filtered data display. The filtered data display function allows the user to query the database by several criteria to find a range of port-visit information (U.S. Naval Supply Systems Command, 2010, May, b). Categories include: date range, Fleet, country, port, HSP, class of ship, name of ship, vessel organization, port service category, and individual port service line items. Users can view results on screen via hypertext markup language (HTML) or download results to an Excel spreadsheet.

Table 6 illustrates the data available via HTML and Table 7 illustrates the data available via an Excel spreadsheet. The tables were created using the filters for all aircraft carrier port-visits for FY10. There were a combined total of 19 port-visits for FY2010.

Port Visit ID	Fleet	Country	Port	Ship	Arrival	Departure	Total Cost
13428	5th Fleet	United Arab Emirates	Jebel Ali	USS HARRY S. TRUMAN (CVN-75)	10-Sep-10	14-Sep-10	\$514,240.95
				US Navy			
13417	7th Fleet	Philippines	Manila	USS GEORGE WASHINGTON (CVN-73)	4-Sep-10	8-Sep-10	\$2,141,183.66
				US Navy			
13342	7th Fleet	Singapore	Changi Naval Base	USS GEORGE WASHINGTON (CVN-73)	11-Aug-10	16-Aug-10	\$272,913.74
				US Navy			

Table 6. LogSSR Port-Visit Costs in HTML View (From U.S. Naval Supply Systems Command, 2011, May 19).

In the HTML view, LogSSR displays information by port. Table 6 displays information for the first three port-visits. The user can click on the name of the ship to drill down into the port costs by fund code. The total cost is for all fund codes, including those not paid by the TYCOM, such as fuel and provisions.

POR T VISIT ID	COUNTR Y	POR T	SHIP PREFI X	SHIP NAME	START	END	FUND CODE	TOTAL SERVICE COST
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_L	\$ 1,200
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_L	\$ 420
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_L	\$ 1,125
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_L	\$ 1,125
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_L	\$ 925
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_L	\$ 296
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_U	\$ 6,905
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_U	\$ 2,020
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_U	\$ 400
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_U	\$ 1,400
13428	UAE	Jebel Ali	USS	Harry S. Truman	10-Sep-10	14-Sep-10	_U	\$ 900

Table 7. LogSSR Port-Visit Costs in Excel View (From U.S. Naval Supply Systems Command, 2011, May 19).

In the Excel view, LogSSR displays information by port. Table 7 displays information for the first port shown in Table 6. Only the first eleven lines are displayed. There are a total of eighty-two lines for this one port-visit. There are several columns that are included in an actual Excel view that are not displayed in Table 7. The information is condensed to show a visual example of how the port cost information arranged in LogSSR is not conducive to use by the TYCOMs.

As Table 6 and 7 illustrate, this type of information is very useful for analyzing specific port costs. However, it would be difficult for a TYCOM to extract monthly or yearly port-visit cost information from these files. The total port costs include fund codes that the TYCOMs do not finance. Therefore, the financial analyst would have to compile information port by port from the HTML view or spend time

manipulating the data in Excel. For a TYCOM such as AIRFOR, with an annual total of 19 port-visits, the time necessary would be much less than for a TYCOM such as SURFOR, with a total of 1,078 annual total of port-visits. In addition, the data filter display does not let the user sort by TYCOM. The sorting choices are by branch of service, class of ship or individual ship. Therefore, SURFOR would have to run 11 different queries to extract information for all their classes of ships.

(5) Security. LogSSR is an unclassified database. However, because LOGREQs are sent in both classified and unclassified formats, all classified LOGREQs need to be declassified before posting to LogSSR. LOGREQs are labeled classified prior to a ship pulling into port when they contain information such as ship movement information, date and time arriving and departing port, and force protection requirements of the ship while in port. After the ship leaves port, this information is no longer classified. However, it is unacceptable to upload a classified LOGREQ to an unclassified database.

The current procedure is for HSPs to send LOGREQs via unclassified e-mail to a LogSSR administrative e-mail account. A LogSSR contractor then uploads the LOGREQs to LogSSR (U.S. Naval Supply Systems Command, 2011, January). There is no procedure in place that could be identified to ensure classified LOGREQs are declassified before uploading to LogSSR.

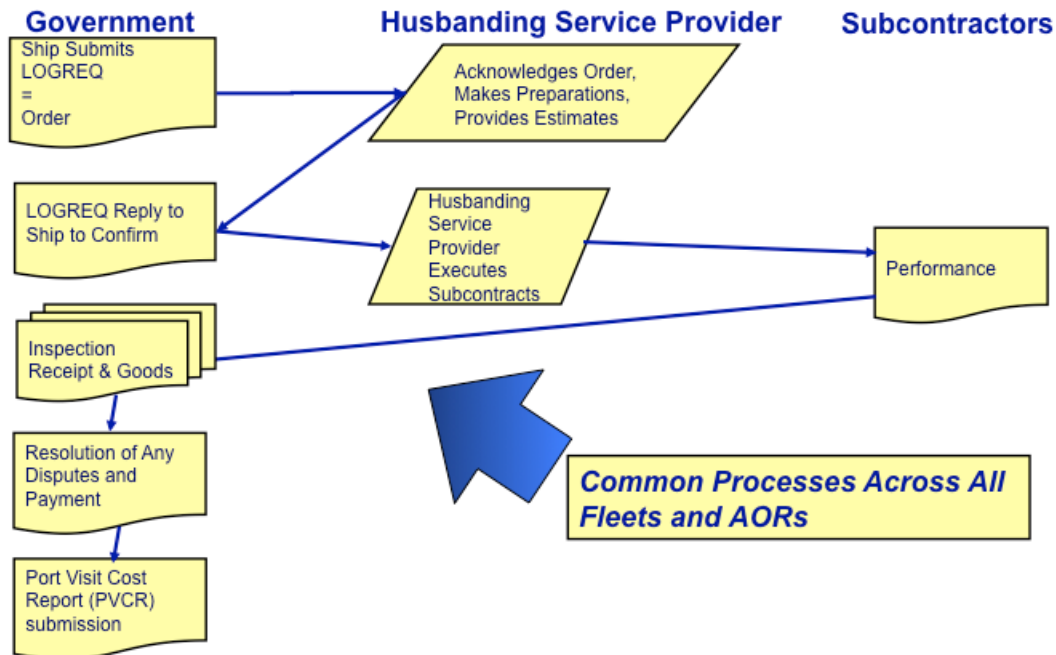
When classified LOGREQs were found in LogSSR, the database was shut down from February 2011 to April 2011 (LogSSR Program Manager, personal communication, May 17, 2011). During this time, over 8,000 documents were reviewed to ensure all classified markings and/or information were removed. The proposed short-term resolution is to not load LOGREQs to LogSSR. The proposed long-term resolution is to have HSPs upload LOGREQs to their online pricing application (OPA). The OPA process is discussed in later sections.

b. Current Port-Visit Process

The current port-visit process has changed little over the years. Aside from the Numbered Fleets scheduling the port-visits and the FISC awarding the

husbanding contract, the majority of interaction is between the Ordering Officer and the HSP. The current port-visit process is illustrated in Figure 7.

The Ordering Officer does not have access to contract information or pricing (U.S. Naval Supply Systems Command, 2010, December). The only information received from the FISC is the HSP point of contact. The Ordering Officer may or may not have access to previous port-visit cost information. The current HSP contract may differ from that on a previous PVCR. The Ordering Officer does not know what items are on contract. The Ordering Officer orders items based on port-visit need. All information on items available in that port and pricing comes from the HSP. The Ordering Officer has no reference material and no incentive to be a price conscience consumer of port services. Prices are validated by the FISC after the PVCR is sent. However, there is no internal check in place to ensure verification of port-visit pricing. COMFISCS reports that contracting is not adequately staffed to support new customer demands and ensure contracting regulatory compliance. Audits have revealed deficiencies in contract administration and oversight (U.S. Commander Fleet and Industrial Supply Centers, 2010, May).



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Figure 7. Current Port-Visit Process (From U.S. Naval Supply Systems Command, 2010, December).

3. Initiatives

a. New Port-Visit Process

The new port-visit process is a significant change from the current process (U.S. Naval Supply Systems Command, 2011, January). Figure 8 illustrates the new port-visit process. Although the new process has been described in NAVSUP publications released in 2011, the process has not been fully implemented. A date for full implementation has not been established.

The FISC KO and COR are more involved during the port-visit process and communicate both with the Ordering Officer and the HSP. The Ordering Officer now has access to contract information and pricing both through LogSSR and through the FISC. The KO and/or the COR are responsible for validating the HSP cost estimate with

contracted prices before the ship receives services. All items ordered on the LOGREQ are validated with items previously priced and placed on contract. Any items ordered that are not on contract will be subject to market research by the HSP. The KO is then responsible for fair and reasonable price determination using the online pricing application (OPA) (U.S. Naval Supply Systems Command, 2011, January).

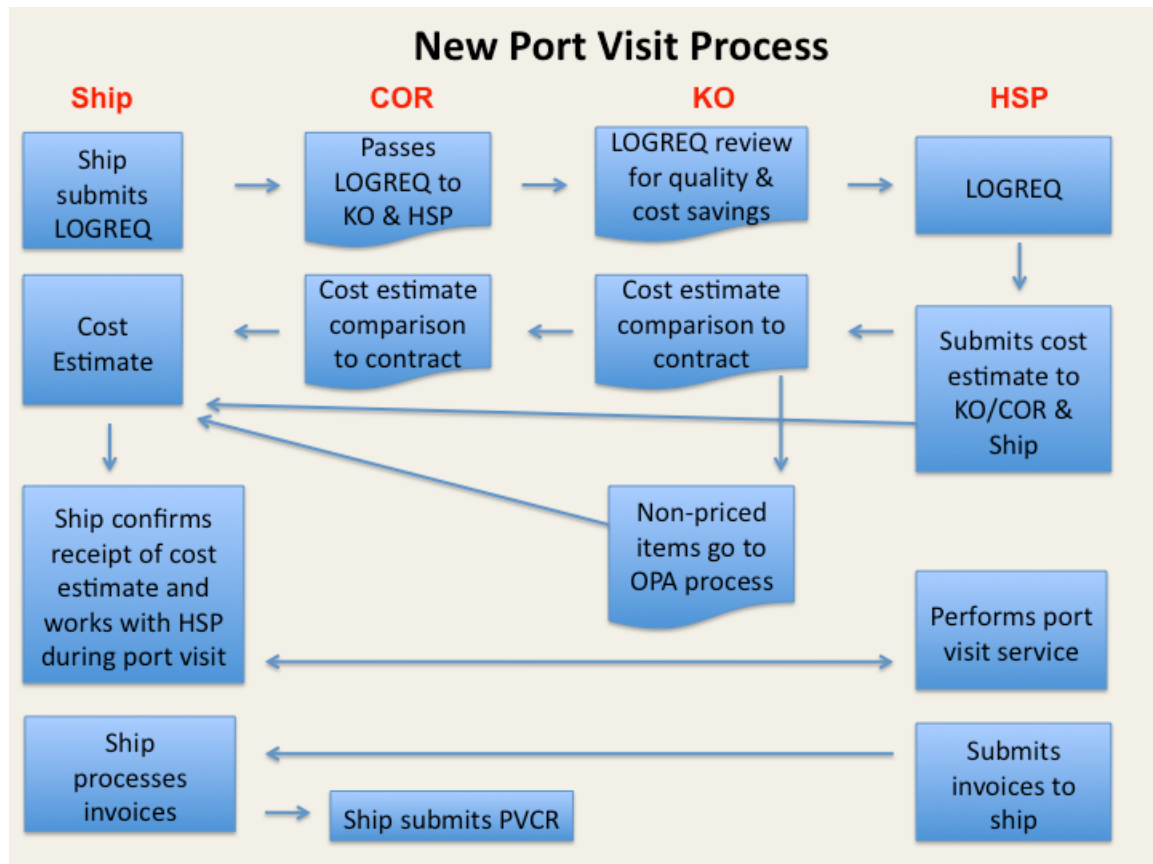


Figure 8. New Port-Visit Process

The new port-visit process requires the HSP to establish and use an OPA (U.S. Naval Supply Systems Command, 2010, July). The OPA is the technology that implements the process for review and approval of non-priced item purchases (p. 77). As of May 2011, three HSPs have made their OPAs available for use. All three HSPs are for husbanding contracts managed by FISC Norfolk (LogSSR Program Manager, personal communication, May 17, 2011).

The standardized husbanding contracts include priced items for the majority of products and services that a ship will require in port. However, items are occasionally ordered that are within the scope of the contract but the price has not been stated in the contract. These items are called non-priced items. The HSP is required to conduct market research for these items when ordered and provide three separate estimates. The HSP is required to upload this information in the OPA for review by either the KO or the Ordering Officer. The KO has the responsibility of making fair and reasonable price determinations on all items valued over \$3,000. The Ordering Officer has the responsibility of making fair and reasonable price determinations on all items valued under \$3,000 (U.S. Naval Supply Systems Command, 2011, January).

The different NAVSUP publications report different thresholds for the KO and Ordering Officer responsibility of making fair and reasonable price determinations. Additionally, market research is defined as both two and three estimates in the different publications.

- The Husbanding and Ordering Officer guide states that the KO is responsible for making fair and reasonable price determinations for non-priced items valued over \$3,000. HSPs are required to provide three quotes for non-priced items (U.S. Naval Supply Systems Command, 2011, January).
- The Draft Husbanding Standardization Policy states that the KO is responsible for making fair and reasonable price determinations for non-priced items valued over \$25,000. HSPs are required to provide two quotes for non-priced items (U.S. Naval Supply Systems Command, 2010, July).
- The Ordering Officer Training and Fleet Authority states that the Ordering Officer cannot determine fair and reasonable pricing and must engage with the contracting office. HSPs are required to provide three quotes for nonpriced items (U.S. Naval Supply Systems Command, 2010, December).

- The Contracting Officer's Representative (COR) Guide for Husbanding Contracts states that the KO is responsible for making fair and reasonable price determinations for non-priced items valued over \$25,000. (U.S. Naval Supply Systems Command, 2011, February 1).
- The FISC Norfolk Contracting Officer's Representative (COR) Training states the KO will monitor pricing for items over \$3,000 in OPA and will approve pricing for items over \$25,000 in OPA (The U.S. Fleet Industrial Supply Center Norfolk, 2011, January).
- The FISC Sigonella 5th/6th Fleet AOR Contracting Officer's Representative (COR) Training states that the KO is responsible for making fair and reasonable price determinations for non-priced items valued over \$3,000 (U.S. Fleet Industrial Supply Center Sigonella, 2010, October).
- The FISC Yokosuka WESTPAC AOR Contracting Officer's Representative (COR) Training states that the KO is responsible for making fair and reasonable price determinations for non-priced items valued over \$3,000 (U.S. Fleet Industrial Supply Center Yokosuka, 2010, October).

Definitions for simplified acquisition thresholds, also called micro-purchase threshold, and market research can be found in several references.

(1) Simplified acquisition threshold. NAVSUP Instructions 4200.85D (2005) and 4200.99 (2006) state that the simplified acquisition threshold is \$2,500 for supplies, equipment, and some services. This amount has been raised to \$3,000 with the Defense Act for FY 2005 (Pub L. 108-375). An exception can be made for purchases made Outside the Continental United States (OCONUS). The limit is \$25,000 for individuals with delegated contracting authority in writing on a Standard Form 1402, Certificate of Appointment.

(2) Market research. Federal Acquisition Regulation 15.403-1 states that adequate market research can be completed for items above the simplified acquisition threshold with two or more estimates (2011). However, the NAVSUP

Instructions 4200.85D (2005) and 4200.99 (2006) state that items above the simplified acquisition threshold should have at least three estimates or a sole source justification.

b. LogSSR Husbanding Service Provider User's Guide

NAVSUP released the 2nd Edition of the Husbanding Service Provider (HSP) User's Guide in April of 2010. This is a 35 page guide designed to assist HSP's in their duties and provide instructions on the use of LogSSR.

The new port-visit process requires the HSP to e-mail all documentation to include: LOGREQs, initial cost estimate report, validation of submission of cost estimate, final invoices, and supporting documentation required by the contract to a LogSSR administrative e-mail account. This requirement incorporates a possible information security risk because the HSP can receive both classified and unclassified LOGREQs. The HSP only has access to unclassified e-mail.

c. LogSSR Contracting Officer's Representative Guide for Husbanding Contracts

NAVSUP released the 2nd Edition of the Contracting Officer's Representative (COR) Guide for Husbanding Contracts in February of 2011. This is a 47 page guide designed to assist husbanding CORs in their duties and provide instructions on the use of LogSSR.

(1) References. The references listed in the guide are all contracting references. While the COR should be familiar with contracting references, the COR also needs to be familiar with the husbanding process.

(2) Roles and responsibilities. The roles and responsibilities of the COR are listed in three different areas of the guide under: 1) COR roles and responsibilities (p. 8), 2) Standard contract administration plan (p.30) and 3) Quality assurance surveillance plan (p.36). Each section lists different but not conflicting responsibilities of the COR.

(3) Training. As with the references, the training is concentrated on contracting courses. The COR is required to take several contracting courses to include those on both KO and COR responsibilities. What is not included is training on the husbanding and port-visit process.

(4) Port-visit process. The guide reports the new port-visit process. The guide does not discuss that this is a new process and does not discuss the current process. Some Ordering Officers that the COR will work with will only know the new process. However, others will be used to the current process and may not understand all the changes.

(5) Port-visit planning. The port-visit planning process is not discussed.

(6) Ordering (LOGREQ). The guide states that the COR is responsible for coordinating LOGREQ information. However, the guide does not discuss that both classified and unclassified LOGREQs will be submitted. The Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9, which lists the most updated LOGREQ submission procedures, is not referenced. There are no instructions for the COR to follow concerning the handling and discussing of classified information.

(7) Port visit cost report. The guide erroneously reports that the PVCRC is due within three days of the port-visit.

d. Husbanding & Ordering Officer Guide

NAVSUP released the 1st Edition of the Husbanding & Ordering Officer Guide in January of 2011. This is the first known publication of the port-visit process. It is a 43 page guide intended to provide government personnel with a better understanding of HSP contracts and the overall port-visit process (U.S. Naval Supply Systems Command, 2011, January).

(1) Roles and Responsibilities. As stated previously, a new port-visit process has been established. NAVSUP has created husbanding COR positions specifically to assist with the administrative duties involved with husbanding contracts

and to communicate with the KO, Ordering Officer and HSP throughout the port-visit process (U.S. Naval Supply Systems Command, 2011, January). The KO and COR are now required to provide assistance to the Ordering Officer during the port-visit. While the guide lists what services the KO and COR are to provide, it does not list time frames in which services are to be provided.

Further, the guide does not describe the roles and responsibilities of the HSP. The HSP has 24 hours to confirm receipt of the LOGREQ (U.S. Naval Supply Systems Command, 2010, July). The HSP has 48 hours to submit a cost estimate after receipt of the LOGREQ. The prices on the cost estimate should be the same as the prices on the contract. Invoices are to be provided to the ship prior to the ship leaving port. After each port-visit, the Ordering Officer is required to report HSP performance on the PVCR. Areas normally addressed in the PVCR are: timeliness, quality, costs, and customer service. PVCRs are the primary documentation KOs use to measure contractor performance (U.S. Naval Supply Systems Command, 2010, July).

(2) Port-visit process. The guide gives conflicting information about the port-visit process. Page 18 of the guide displays a basic flow chart of a normal port-visit process (U.S. Naval Supply Systems Command, 2011, January). This flow chart is similar to Figure 7. This flow chart is the current port-visit process. The guide does not explain that a new process is to be implemented. The new process is described in the roles and responsibilities of the KO and COR and in the Ordering (LOGREQ) sections. Therefore, the written words of the process differ from what is pictured on the flow chart. Additionally, on page 10, under the section Husbanding Contracts, the guide states that the HSP is responsible for providing three quotes for non-priced items. The guide does not make it clear that these three quotes are provided to the KO who will make the fair and reasonable price determination to the Ordering Officer for items valued over \$3,000. The HSP will provide the Ordering Officer three quotes for non-priced items valued under \$3,000.

(3) Port-visit planning. The port-visit planning process is not standardized. The guide is vague in this section. Procedures for planning differ by FISC. Differences by FISC are discussed in the following sections of this thesis. The guide

states that the when the Ordering Officer is notified of a port-visit, he should identify the points of contact and review the contract before sending the LOGREQ. However, some FISCs do not provide this information until after the LOGREQ is sent. Because the guide discusses LogSSR in a separate section, it is apparently assumed that the reader would know that point of contact and contract information is available via LogSSR. Lastly, the guide states that the FISC LSR and contracting office are the points of contact for port-visits. However, the guide does not make a clear distinction between Navy and non-Navy port-visits.

(4) Class packages for LOGREQs. The guide does not discuss that the HSP will provide cost estimates in standardized husbanding contract format. This format includes items that are priced by class of ship. A reference is not provided where Ordering Officers can look up their class of ship so that they know they are being quoted the correct price for the correct class of ship.

(5) Ordering (LOGREQ). The guide reports that the "ordering process is probably the most critical piece of port-visit and husbanding support. (p. 19). However, the guide uses three brief paragraphs to discuss the process. The information is general and does not give specific guidance on how a ship is to submit a LOGREQ.

There are no references to other publications that can give specific LOGREQ guidance. This is important because LOGREQs can be sent via SIPR message traffic. Then, either the COR or the Ordering Officer (depending on the current or new process) has to retype the information and send it via unclassified e-mail to the HSP. It is illegal to transfer files from a SIPR computer to a NIPR computer.

Different publications discuss different requirements for sending the LOGREQ. However, only the Operations Security, NTTP3-54/MCWP 3-40.9 publication discusses what information makes a LOGREQ classified or unclassified.

The Husbanding and Ordering Officer guide in the Force Protection section states that a ship "might be required to submit separate LOGREQs for force protection items due to de-classification needs. (U.S. Naval Supply Systems Command, 2011, January, p.20).

The Draft Husbanding Standardization Policy states that the ship will provide, via e-mail, a copy of the unclassified LOGREQ message directly to the HSP (U.S. Naval Supply Systems Command, 2010, July, p.22). The ship will also submit a classified LOGREQ for force protection (FP) requirements. The activity to which the message is addressed is responsible for sending force protection requirements to the HSP (p. 23).

The Ordering Officer Training and Fleet Authority states that the ship is to send an unclassified LOGREQ message in accordance with Fleet guidance (U.S. Naval Supply Systems Command, 2010, December, slide 32). The Ordering Officer then sends, via e-mail, the unclassified LOGREQ supplemental to the HSP, and copies the FISC, and Fleet points of contact. Separately, the ship releases the classified LOGREQ supplemental containing port-visit dates and time via SIPR message traffic to FISC and Fleet points of contact (slide 33). Slide 37 discusses the FP supplemental LOGREQ but does not discuss the message classification.

The Draft Logistics Support for Western Pacific Port Visits Instruction states that ships are to submit an “Unclassified For Official Use Only” LOGREQ 30 days prior to each scheduled port-visit or upon submission of a diplomatic clearance request for the visit, whichever is later (FISC Yokosuka Director, Operations Department, personal communication, December 9, 2010). FP requirements are referenced in the Commander Pacific Fleet Force Protection Instruction.

The Naval Warfare Publication 1-03-1, Operational Reports states that the security classification of the LOGREQ message depends on its contents, but in wartime it normally should not be lower than "Confidential. (U.S. Navy Warfare Development Command, 1991, p. 7-2).

The Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9 gives specific guidance on how a ship is to submit LOGREQs and what information makes them classified or unclassified (U.S. Navy Warfare Development Command, 2009). Paragraph 5-2 states that unclassified LOGREQs will not contain date and time of ship arrival. Diplomatic clearance requests specifies port-

visit dates and the FP LOGREQ supplement shall be used to specify date and time of ship's arrival. Both the diplomatic clearance request and FP LOGREQ supplement messages are normally classified at least Confidential. Defense Attaché Office (DAO) and embassies are authorized to provide HSPs the name of the ship, date and time of arrival from the diplomatic clearance message or FP LOGREQ supplement. Unclassified LOGREQ and FP LOGREQ supplemental messages will be transmitted immediately after release of the diplomatic clearance request message. Ships will submit the unclassified LOGREQ to HSPs over unclassified e-mail, but with no dates or times. "When passing ship's arrival information over non-secure circuits, including unclassified e-mail, ensure the following procedure. Refer to the LOGREQ by message date/time group; refer to data fields by line number. When discussing a specific ship's LOGREQ, individuals will not associate the ship's name, side number, or any other distinguishing characteristics with the information in the LOGREQ. (p. 5-2).

(6) Port-visit services. Only two port-visit services are listed in the guide; force protection, and rental vehicles. There are eight different categories of port services: 1) Charter and Hire, 2) Ships Utilities, 3) Anti-Terrorism/Force Protection, 4) Purchased Services, 5) Passenger Vehicle Rental, 6) Communications, 7) Fuel and 8) Provisions. Each category has specific information that is useful to an Ordering Officer. Some categories contain services that are fairly straightforward and do not need lengthy explanations. Others, however, are not so simple and require detailed explanation. For example, there are certain force protection items that SURFOR will fund and others that require written justification and prior approval (U.S. Commander Naval Surface Forces, 2010, September 10). Fuel is another category that requires detailed ordering information. In fact, there have been so many ships citing erroneous line of accounting on fuel orders, that SURFOR devotes almost a whole page in its FY 2011 Financial Advisory message to explain correct fuel ordering procedures and payment methods (U.S. Commander Naval Surface Forces, 2010, September 10). The Draft Husbanding Standardization Policy devotes 6 pages to discuss fuel ordering procedures and HSP responsibilities in delivering fuel to ships (U.S. Naval Supply Systems Command, 2010, July).

(7) Port visit cost report. The guide states the PVCR is due within seven days of departure. However, PVCR guidance states that the message is due within five days of departure (U.S. Commander Naval Surface Forces, 2006, August).

(8) Fleet specific guidance. The Fleet specific guidance lists geographic areas supported by FISC Norfolk, FISC Signonella and FISC Yokosuka. Because of the requirement to protect Personally Identifiable Information (PII), names and e-mail contacts are not provided. Contact information is provided in LogSSR. Only offices and telephone numbers are listed in the guide. Some telephone numbers are not provided and are filled in with x's. It is apparently assumed that phone numbers will be provided in an updated revision. The guide lists FISC husbanding points of contact along with Fleet Logistics Planners and Commander Task Force Logistics Planners. However, the guide does not provide an explanation of how the Fleet Logistics Planners and Commander Task Force Logistics Planners fit into the port-visit process or when and why they should be contacted.

e. Ordering Officer Training and Fleet Authority

The Ordering Officer and Fleet Authority training for port-visits is a new training guide designed for inclusion in the Supply Corps Officer Basic Qualification and the Supply Officer Department Head Courses at the Navy Supply Corps School. The training is a Power Point presentation consisting of 59 slides (U.S. Naval Supply Systems Command, 2010, December). It was first used in January 2011.

(1) Roles and Responsibilities. The training gives a 15 slide overview of general contracting rules and references. The training provides a 5 slide description of the Ordering Officer responsibilities but does not address the responsibilities of the KO, COR or HSP. Slide 43 tasks the Ordering Officer with being specific on rating HSP performance on the PVCR but does not indicate what the HSP is contractually obligated to provide.

(2) Port-visit process. The current port-visit process is described. No mention of the new port-visit process is made. New procedures for KOs and CORs are not included.

Four different slides discuss priced and non-priced items and place the responsibility of knowing the difference with the Ordering Officer. However, because the new port-visit process is not discussed, there is no discussion of comparing the HSP cost estimate with prices on the contract. In the current port-visit process, there is no method in place for the Ordering Officer to know what are priced and non-priced items on the contract. The Ordering Officer pays the prices stated by the HSP. In the new port- visit process, it is the responsibility of the KO and/or the COR to review the LOGREQ and the HSP cost estimate to verify contract prices with the HSP estimate and to identify non-priced items.

Slide 39 states that the Ordering Officer cannot determine non-priced items to be fair and reasonable and that the HSP is required to provide three quotes. The training does not mention that the KO is the person authorized to make fair and reasonable price determinations and is responsible to the Ordering Officer for providing this determination on non-priced items. The training also does not specify an amount threshold for which KOs must provide fair and reasonable price determination. The Husbanding and Ordering Officer Guide states that for all items over \$3,000 the KO must provide fair and reasonable price determination to the Ordering Officer using the OPA process.

(3) Port-visit planning. The port-visit planning process is not discussed. There is no mention of how an Ordering Officer should start the port-visit planning process or the FISC responsibilities in this process.

(4) Class packages for LOGREQs. The training does not discuss that the HSP will provide cost estimates in standardized husbanding contract format. This format includes items that are priced by class of ship. A reference is not provided where Ordering Officers can look up their class of ship so that they know they are being quoted the correct price for the correct class of ship.

(5) Ordering (LOGREQ). As mentioned previously, LOGREQ submission procedures differ by publication. The training lists procedures that are

different than in other NAVSUP husbanding publications. The Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9, which lists the most updated LOGREQ submission procedures, is not referenced.

(6) Port-visit services. Only four port-visit services are discussed: 1) Port Tariffs, 2) Force Protection, 3) Rental Vehicles and 4) Provisions.

(7) Port visit cost report. The most recent PVCR guidance message is referenced, however, the due date for submission is erroneously reported as due within 7 days of departure.

(8) Fleet specific guidance. The FISC points of contact for husbanding differ from those listed in the Husbanding and Ordering Officer Guide. The training gives phone numbers for the following:

- FISC Norfolk - Husbanding Lead
- FISC Sigonella Det Naples - FISCSI Det Naples
- FISC Sigonella Det Bahrain
 - Fleet Liaison Officer
 - Fleet Liaison Chief
- FISC Yokosuka Head Quarters - Point of Contact
- FISC Yokosuka Det Singapore
 - South Asia
 - Southeast Asia
 - Australia & Islands

f. Draft Husbanding Standardization Policy

The Draft Husbanding Standardization Policy is dated 29 July 2010. It is posted on the NAVSUP website used by NAVSUP, COMFISCS and FISC contracting personnel. At the writing of this thesis, the draft has not been released as an official

NAVSUP Publication. The current version of the draft is 175 pages. The draft states that it provides guidance for husbanding for both fleet activities and the NAVSUP enterprise (U.S. Naval Supply Systems Command, 2010, July).

(1) Roles and Responsibilities. The roles and responsibilities of the KO, COR, Ordering Officer and HSP are included. However, the HSP roles and responsibilities are located throughout the draft and are not included in the section specifically discussing roles and responsibilities. The roles and responsibilities of the KO, COR and Ordering Officer are those of the new port-visit process. However, the price threshold for KO responsibility to make fair and reasonable price determinations for non-priced items is listed as \$25,000. The Husbanding and Ordering Officer Guide reports the threshold as \$3,000 (U.S. Naval Supply Systems Command, 2011, January).

(2) Port-visit process. The draft reports both the current and new port-visit process for port-visit procedures in different sections of the draft. The roles and responsibilities of the KO, COR and Ordering Officer on pages 83-85 reports the new port-visit process. The ordering and invoice process on pages 85-86 reports the new port-visit process. The ship's logistic requirements (LOGREQ) section on pages 22-23 describe the current port-visit process in respect to the responsibility of the HSP. An exception is the new requirement for the HSP to send the cost estimate in a prescribed spreadsheet format, which reflects the new standardized husbanding contract pricing format. The pricing for incidentals on page 74 describes the current process of the HSP providing market research to for non-priced items to the Ordering Officer and does not discuss that this should be provided to the KO with the KO making the fair and reasonable price determination. The online pricing application section on pages 77-80 discusses duties of the HSP in the current port-visit process. The draft only discusses communication between the HSP and the Ordering Officer with respect to cost estimates and market research for non-priced items. The draft does not discuss the new process of communications with the KO and COR during this process.

(3) Class packages for LOGREQs. The standardized husbanding contracts place specific supplies and services into lot line items based on class of ship. The new port-visit process requires the HSP to send cost estimates in an Excel

spreadsheet that is in the format of the lot line items. Attachment 2 in the draft provides an example. Some of the lot line items are listed by class of ship in the format of Class 1A, 1B, Class II, etc. Attachment 1 of the draft lists ship hull types with physical dimensions and crew sizes. However, Attachment 1 does not provide corresponding ship classes used in the lot line item pricing format. A previous version of the draft included an attachment that provided a list of ships belonging to each class used in the lot line item pricing (U.S. Naval Supply Systems Command, 2010, May, a).

(4) Ordering (LOGREQ). The draft lists the current and new port-visit process in different sections of the guide. Page 22 reports the current port-visit process. The guide states that the ship will provide, via e-mail, an unclassified copy of the LOGREQ to the HSP. The classified force protection LOGREQ will be passed to the HSP by the activity to which the message is addressed. Page 86 reports the new port-visit process. The guide states that the ship will release a LOGREQ message through Naval message traffic and that the COR is responsible for passing the LOGREQ to the HSP.

The new port-visit process requires the HSP to e-mail all documentation to include: LOGREQs, initial cost estimate report, validation of submission of cost estimate, final invoices and supporting documentation required by the contract to a LogSSR administrative e-mail account. This requirement incorporates a possible information security risk because the HSP can receive both classified and unclassified LOGREQs. Having the HSP e-mail classified LOGREQs via unclassified e-mail is not advisable. The HSP is not trained to be knowledgeable of what information makes a document classified or unclassified. The HSP should not be required to submit classified LOGREQs to LogSSR via an unclassified e-mail.

D. COMFISCS

Each of the three FISCs responsible for husbanding contracts have submitted their individual COR training plan on the NAVSUP website under the Contracting Knowledge Site. The training plans report that there is a different port-visit process at FISC Norfolk than that at FISC Sigonella and FISC Yokosuka.

1. FISC Norfolk

The FISC Norfolk process differs from FISC Sigonella and Yokosuka in that the Ordering Officer contacts the FISC for HSP and port information (U.S. Fleet Industrial Supply Center Norfolk, 2011, January). The COR does not have regular access to a SIPR computer and does not monitor port schedules (FISC Norfolk Contract Specialist, personal communication, February 18, 2011). Another difference is in the KO threshold for providing fair and reasonable price determination for non-priced items. FISC Norfolk reports that the KO monitors non-priced items over \$3,000 and provides fair and reasonable price determination for items over \$25,000.

FISC Norfolk husbanding is divided into eight regional contracts (U.S. Fleet Industrial Supply Center Norfolk, 2011, January). There is one civilian COR assigned for all eight contracts. In 2010, there were a combined total of 250 port-visits made in 2nd, 3rd and 4th Fleets (U.S. Naval Supply Systems Command, 2011, May 19).

2. FISC Sigonella

The FISC Sigonella and FISC Yokosuka port-visit process in the COR training are the same. However, FISC Sigonella currently has not yet implemented the process of sending the ship and the HSP port-visit information 45 days in advance of the port-visit (PORTER SUPPO, personal communication, February 15, 2011). The current FISC Sigonella process is much like the FISC Norfolk process in that the Ordering Officer requests HSP information from the FISC. The FISC Sigonella KO threshold for providing fair and reasonable price determination for non-priced items is \$3,000 (U.S. Fleet Industrial Supply Center Sigonella, 2010, October).

FISC Sigonella husbanding is divided into 5th and 6th Fleets (U.S. Fleet Industrial Supply Center Sigonella, 2010, October). There are four regional contracts for 6th Fleet and one military Officer serving as the COR. There is one regional contract for 5th Fleet and one military Officer and one military Enlisted personnel serving as the CORs. In 2010, there were a combined total of 1,254 port-visits made in 5th and 6th Fleets (U.S. Naval Supply Systems Command, 2011, May 19).

3. FISC Yokosuka

Unlike FISC Norfolk and FISC Sigonella, FISC Yokosuka monitors ships schedules for port-visit planning (FISC Yokosuka Deputy Operations, personal communication, December 10, 2010). Specific port information is sent to the ship by FISC Yokosuka 45 days in advance of the scheduled port-visit. Like FISC Sigonella, the FISC Yokosuka KO threshold for providing fair and reasonable price determination for non-priced items is \$3,000 (U.S. Fleet Industrial Supply Center Yokosuka, 2010, October).

FISC Yokosuka husbanding is currently divided into three regions (U.S. Fleet Industrial Supply Center Yokosuka, 2010, October). Each region has a military Officer serving as the COR. The plan is to divide 7th Fleet into four regions and award a regional contract for each. Additionally, a COR will be assigned to each region. In 2010, there were a total of 371 port-visits made in 7th Fleet (U.S. Naval Supply Systems Command, 2011, May 19).

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IV. SUMMARY AND RECOMMENDATIONS

A. SUMMARY

The purpose of this research is to analyze the current Logistics Requisition (LOGREQ) process in order to provide recommendations for standardized global support that provides improved reliable service with increased predictability of costs. Current LOGREQ procedures, NAVSUP initiatives, TYCOM policies and Naval Warfare Development Command guidelines were reviewed for alignment and consistency. Recommendations from that analysis include formally adopting language from NTTP 3-54M “Operations Security,” updating the TYCOM Port Visit Cost Reporting requirements, detailed upgrades to the LogSSR website and modifying Contracting Officer Representative duties. Individual recommendations are provided below listed by command for improvements to both processes and changes to publications.

B. RECOMMENDATIONS

1. TYCOMS

a. PVCR

The TYCOMs should release an updated PVCR message. The current PVCR guidance requires the Ordering Officer to comment on HSP performance through a series of questions. Appendix A provides the most recent copy of the PVCR guidance message. These questions should be updated to reflect the new port-visit process and assess the performance of all those involved in the port-visit process. All commands involved have the ability to affect port-visit prices based on the performance of their duties. Because the PVCR is reviewed by all commands involved, an assessment of total performance provides the incentive for sustained customer support and price conscience ordering. Specific recommendations for updates are discussed below.

(1) The new port-visit process. Section 3 of the PVCR discusses procedures. This section should be updated to include the duties of the KO and COR

during the port-visit process. By providing contract information, contract price comparisons with cost estimates and fair and reasonable price determinations, the FISCs have established a method to contain costs.

(2) LOGREQ procedures. Section 3 of the PVCR also discusses LOGREQ procedures. The Navy Warfare Development Command Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9 LOGREQ procedures should be discussed and the publication referenced.

(3) PVCR addressees. The message addressee section should be updated to reflect the changes in management of the husbanding contracts. Specifically FISC Norfolk should be addressed for port-visits in 2nd, 3rd, and 4th Fleets, FISC Sigonella should be addressed for port-visits in 5th and 6th Fleets and FISC Yokosuka should be addressed for port-visits in 7th Fleet. Addressing the PVCR to the correct FISC ensures the appropriate COR receives the PVCR for upload to LogSSR.

(4) Command performance. The section used to comment on HSP performance should be updated with questions that comment on performance by all commands. The questions should be designed to provide both the total picture of port-visit support and reasons that costs may have been higher than anticipated. A sample of updated questions is provided below.

- Was the port-visit scheduled with at least 30 days' notice? If not, how many days' notice was given?
- Did this port have an existing husbanding contract? If not, did FISC provide a husbanding contract?
- Did the ship provide a LOGREQ 30 days prior to the port-visit? If not, provide days prior to port-visit LOGREQ was sent and reason.
- Did the HSP respond to the LOGREQ within 24 hours? If not, how long did it take the HSP to respond?
- Did the HSP provide a cost estimate within 48 hours? If not, how long did it take the HSP to send the cost estimate?
- Did the HSP cost estimate match contract prices? If not, what items were different and what was the amount?

- Did the COR provide a review of the HSP cost estimate with contract prices and submit to the Ordering Officer within 48 hours? If not, how long did it take the COR to send review?
- Were any non-priced items ordered? If so, what were they?
- If non-priced items were ordered, did the KO provide fair and reasonable determinations for items over \$3,000?

2. NAVSUP

a. *LogSSR*

(1) Data display. The design of the data on the fiscal year tabs is very useful to the Numbered Fleets, the FISCs and the ships making port-visits. Each of these commands analyzes information based on geographical regions and by individual ports. The TYCOMs, however, manage costs by ship type on each coast. In addition to the Fleet view, a TYCOM view should be included. A TYCOM display should total port-visits by TYCOM and provide quick links by TYCOM, ship class and coast. Summary metrics should be totaled by TYCOM and by fund code. This would facilitate easy access to information used by the TYCOMs.

(2) Filtered data display. There should be a filters established for pulling reports by TYCOM in addition to branch of service, class of ship and individual ship. There should be a filter to run summary reports that are sorted by fund code.

(3) Security. The current process of requiring HSPs to e-mail classified and unclassified LOGREQs via unclassified e-mail creates the potential for an information security risk. The temporary solution of not loading LOGREQs reduces the effectiveness of the LogSSR database. The temporary solution of having HSPs load LOGREQs to their OPA does not solve the security risk. For example, if a HSP loads a classified LOGREQ to their OPA and the KO, COR or Ordering Officer uses an unclassified computer to view the OPA, personnel would still be viewing classified information on an unclassified network. Rather than shifting responsibility from a NAVSUP sponsored database to a HSP sponsored database, recommend making the loading of LOGREQs into LogSSR the responsibility of the COR. This is further discussed in later paragraphs.

b. New Port-Visit Process

The new port-visit process is an improvement from the current process. The changes provide increased customer support to the Ordering Officer and implement cost minimization procedures. The following are recommendations to further improve the process.

(1) Timeline established. A timeline should be established and promulgated for implementation of the new process at each FISC. Publications have been released that detail the new process but procedures are not yet in place.

(2) COR point of contact. The COR should be the primary point of contact for Ordering Officers for non-navy port-visits. Because the COR is responsible for reviewing the LOGREQ, comparing HSP cost estimates with the contract and monitoring HSP performance, the COR will become the expert for the contracts which the individual is assigned. The COR will be knowledgeable of HSP point of contact, HSP performance, available logistics for specific ports and cost drivers in specific ports. The COR should not only be the primary point of contact for the Ordering Officer but should be a valuable source of information to all commands involved in the port-visit process. As discussed in detail in below sections, the CORs should have generic e-mail addresses that are published on the NAVSUP website, and NAVSUP publications to facilitate ease of accessibility to those needing port information.

(3) Passing of LOGREQ to the HSP. The COR should not be responsible for passing the LOGREQ to the HSP. This is an unnecessary step in the new port-visit process that does not serve to improve customer service to the Ordering Officer. If anything, it will slow down and complicate the process.

The new port-visit process should follow these steps:

- The Ordering Officer contacts the COR when informed of a port-visit.
- The COR sends the Ordering Officer contract information, a standard LOGREQ template for class of ship, past PVCs similar to class of ship, HSP contact information and any lessons learned or amplifying information the COR may have about that port.

- The Ordering Officer then prepares and submits the unclassified LOGREQ ensuring the appropriate FISC is addressed and sends a copy, via e-mail, to the HSP.

The rest of the steps in the new port-visit process should be followed with the exception that the COR should be responsible for uploading the LOGREQs to LogSSR, as discussed in the following paragraph.

(4) Uploading LOGREQs to LogSSR. The COR should be responsible for uploading LOGREQs to LogSSR. The new port-visit process assigns this responsibility to the HSP. As discussed in detail in later sections, the HSP can receive both classified and unclassified LOGREQs. The HSP receives no training on how to handle classified information and should not be responsible for uploading classified documents to an unclassified website. The COR should have access to both SIPR and NIPR computer networks so that the COR can receive both classified and unclassified LOGREQs. The COR should be familiar with the Navy Warfare Development Command Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9. The COR should be given detailed guidance on what information makes a LOGREQ classified and what information to remove before posting to LogSSR.

(5) Fair and reasonable price determination. The process for fair and reasonable price determination made by KOs needs to be standardized across all FISCs and publications. The threshold for KOs to make fair and reasonable price determinations for non-priced items should be \$3,000 for ports in the Continental United States (CONUS) and \$25,000 for ports OCONUS. The distinction should be clearly explained in each publication. Market research should be defined as three estimates to comply with both the NAVSUP Instructions 4200.85D (2005) and 4200.99 (2006).

c. PVCR

NAVSUP should engage with the TYCOMs to update the PVCR guidance message. NAVSUP should inform the TYCOMs of the changes made to the port-visit process and the increased customer service being offered in regards to husbanding

support. These changes both increase customer support to ships and offer cost saving measures. Recommendations for updates to the PVCR guidance message previously discussed should be recommended.

d. LogSSR Husbanding Service Provider User's Guide

Because the HSP can receive both classified and unclassified LOGREQs, the HSP should not be responsible for sending LOGREQs via unclassified e-mail to the LogSSR e-mail address. The HSP is not trained to be knowledgeable of what information makes a document classified or unclassified. This should be the responsibility of the COR. Additionally, the HSP User's Guide should include the LOGREQ information that is in the Navy Warfare Development Command Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9. To avoid possible OPSEC violations, it is imperative that the HSP is given specific instructions on how to handle classified information and how to discuss LOGREQ information over unclassified circuits.

e. LogSSR Contracting Officer's Representative Guide for Husbanding Contracts

(1) References. One of the COR's major responsibilities is to act as a liaison with the Ordering Officer and HSP during the port-visit process. Therefore, the COR should be familiar with the husbanding process. All husbanding references should be listed to include the Navy Warfare Development Command Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9, the NAVSUP Husbanding and Ordering Officer Guide, the NAVSUP Draft Husbanding Standardization Policy and the Commander Naval Surface Forces Port Visit Cost Report.

(2) Roles and responsibilities. The guide is designed to specifically list the duties of the COR. There should be one section, preferably the COR Roles and Responsibilities section, that lists the different areas in which the COR is expected to perform. Those duties can be expanded upon in each corresponding section. These specific areas include responsibilities to the KO, Ordering Officer and the HSP prior to and during in the port-visit, monitoring HSP compliance with terms and conditions of the

contract, monitoring HSP performance, and posting port-visit documentation to LogSSR. Placing the duties of the COR throughout the guide without a listing of responsibilities is confusing and might lead to oversight in certain areas.

(3) Training. The COR should be receive training on the port-visit process. The COR should be familiar with the duties and responsibilities of the HSP and the Ordering Officer so that the individual can provide the best customer service. The Navy Warfare Development Command Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9, the NAVSUP Husbanding and Ordering Officer Guide, the NAVSUP Draft Husbanding Standardization Policy, the NAVSUP Ordering Officer Training and Fleet Authority training for Navy Supply Corps School, and the Commander Naval Surface Forces Port Visit Cost Report should also be included in the COR training.

(4) Port-visit process. The guide should include a short discussion about the current and new port-visit process. The COR is a new position and plays a vital role in the port-visit process. Ordering Officers that are familiar with the current process may need guidance in understanding the new process and role of the COR. It is important that the COR understand the current and new process in order to be able to explain the changes. Ordering Officers may be resistant to change and the COR needs to understand this in order to most effectively provide customer support.

(5) Port-visit planning. The port-visit planning process should be standardized across the FISCs. The COR should be the point of contact for Ordering Officers making port-visits. The COR should understand that the Ordering Officer will contact the COR first prior to the port-visit. The COR will provide the Ordering Officer HSP contact information, contract information, previous PVCR and link to LogSSR if the Ordering Officer has internet capability.

(6) Ordering (LOGREQ). The guide should include the complete LOGREQ ordering process to include both classified and unclassified LOGREQs. The Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9 should be referenced to provide detailed instructions. It is essential that the COR understands what

information determines the classification of the LOGREQ. Additionally, the COR needs to understand the correct method of discussing classified information over non-secure networks. The COR should be the person responsible for uploading the LOGREQs to LogSSR. As such, the COR should know what information to remove from classified LOGREQs in order to upload to the unclassified LogSSR website.

(7) Port visit cost report. The guide should state that the PVCR is due within five days of departure from port as specified in the PVCR guidance message (U.S. Commander Naval Surface Forces, 2006, August). The guide should also list the reference.

f. Husbanding and Ordering Officer Guide

The Husbanding and Ordering Officer Guide provides basic information for the Ordering Officer on port-visit procedures. In order to provide the best customer service, it should be expanded to be a complete guide for the Ordering Officer for port-visits. It should not only discuss husbanding contracts but should be a detailed guide for how Naval Logistics works for the Ordering Officer in port.

(1) Roles and responsibilities. The guide should specify time requirements for the services provided by the KO and COR. Because the new port-visit process involves the KO and COR during the port-visit, timely service is required by the Ordering Officer. The KO and COR should be held to the same response times as the HSP to ensure standardized and efficient customer service. For example, the KO/COR should provide a review of the HSP cost estimate to the Ordering Officer within 48 hours of receipt from the HSP. The KO/COR should provide fair and reasonable price determinations for all non-priced items over \$3,000 to the Ordering Officer within 5 days of receipt of the HSP cost estimate. This should apply to port-visits that are planned with thirty days advance notice of the port-visit. Fair and reasonable price determinations should be made within the time requirements needed for port-visits that are planned on short notice or when emergent requirements emerge. The guide should include the roles

and responsibilities of the HSP. Since it is the Ordering Officer's responsibility to assess the HSP's performance on the PVCRR, the Ordering Officer should understand what is contractually required of the HSP.

(2) Port-visit process. The guide should include a flow chart of the new port-visit process. Either the flow chart describing the current process should be removed or a short discussion explaining the differences between the current and new processes should be included. Because the new process was introduced to standardize the port-visit process, improve customer service and reduce the price of port-visit services, it should be made clear to Ordering Officers what the new process is and the reason for the change. Additionally, Ordering Officers who are unaware of the new process and have only previously dealt with the HSP during a port-visit, need to know that Ordering Officers are now expected to work with the KO and COR along with the HSP. Coordination between Ordering Officer, KO, COR and HSP will only happen if all parties know what is expected of them. The section Husbanding Contracts needs to be updated to reflect the responsibility of the KO to make fair and reasonable price determinations for non-priced items.

(3) Port-visit planning. The port-visit planning process needs to be standardized across all FISCs. The guide should clearly explain the process. First, the distinction between Navy and non-Navy ports should be made. The point of contact for Navy ports is the LSR. The point of contact for non-Navy port-visits should be the COR. There should be COR points of contact listed for FISC Norfolk, FISC Sigonella and FISC Yokosuka. Since the COR has been established to be the liaison between the ship and the HSP, the COR should be the point of contact for all husbanding issues. Once the ship is notified of a port-visit, the Ordering Officer can either contact the appropriate COR (for which the contact information should be readily available) to receive contract and HSP information or access the LogSSR website if internet connectivity is available. Then the Ordering Officer should submit the LOGREQ.

(4) Class packages for LOGREQs. A listing of the ship class categories and which ships belong in each class for the standardized husbanding contract should be included in the Husbanding and Ordering Officer Guide and the Draft

Husbanding Standardization Policy. The training should list these references so Ordering Officers will have a reference to look up ship class types when reviewing HSP cost estimates.

(5) Ordering (LOGREQ). The guide needs to specifically describe the LOGREQ ordering process. The guide should list what information makes a LOGREQ classified and what information should be removed to make a LOGREQ unclassified. The Navy Warfare Development Command Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9 should be listed as a reference. The LOGREQ process should be listed with the steps described below. Using the process described below will help ensure that no one is expending unnecessary time coping classified information into an unclassified format or performing illegal file transfers from a SIPR computer to a NIPR computer.

- The ship submits classified diplomatic clearance request and FP LOGREQ messages that include the date and time of ship arrival. The activity to which the message is addressed is responsible for sending FP requirements to the HSP.
- The ship then submits an unclassified LOGREQ message to the FISC and Fleet points of contact in the format outlined in the U.S. Navy Warfare Development Command Naval Warfare Publication 1-03.1 Operational Reports. The unclassified LOGREQ will not contain date or time of ship arrival. This message can be forwarded to the HSP via unclassified e-mail.
- The Defense Attaché Offices (DAO) and embassies are authorized to provide the HSP with the name of the ship, date and time of arrival.
- When passing ship's arrival information over non-secure circuits, including unclassified e-mail, refer to the unclassified LOGREQ by message date/time group and refer to data fields by line number. When discussing a specific ship's LOGREQ, individuals will not associate the ship's name, side number, or any other distinguishing characteristics with the information in the LOGREQ.
- The COR shall be responsible for uploading all LOGREQs to LogSSR. The COR shall be responsible for removing classified information from the classified LOGREQ prior to

uploading to LogSSR. The procedures for this should be; 1) print the classified LOGREQ, 2) re-type only the services and products ordered on the classified LOGREQ. No classified LOGREQs are to be scanned or files transferred from SIPR to NIPR computers.

(6) Port-visit services. The guide should discuss more than just two categories of port services. The guide should list the eight categories of port services and describe the services available in each category. Both the husbanding contracts and PVCR are broken into these categories. Certain services require detailed information needed by the Ordering Officer. At the very least, references should be provided for services requiring lengthy explanations. Both fuel and provisions are items that have special ordering procedures and should be explained.

Fuel contracts are managed by DESC. A brief description of the process and DESC references should be included. Ships are required to annotate on the LOGREQ whether fuel is to be procured from a DESC contractor or from the HSP (U.S. Naval Supply Systems Command, 2010, July). Additionally, procedures should be listed for ordering fuel in ports where no DESC contract exists. HSP responsibilities in delivering fuel should be stated. The HSP fees for acquiring fuel and delivering fuel are priced items in the husbanding contract (U.S. Naval Supply Systems Command, 2010, July). Therefore, the HSP is authorized to charge these fees but is required to invoice fuel at cost and without a markup. It should be made clear if fuel provided by the HSP will be subject to the OPA, thus informing the SUPPO that a fair and reasonable price determination on the price of fuel is expected from the KO.

Provisions are managed through the SPV program through DLA. A brief description of the process and SPV and DLA references should be included. Additionally, procedures should be listed for ordering provisions in port where SPV support is not available.

(7) Port visit cost report. The guide should state that the PVCR is due within five days of departure from port as specified in the PVCR guidance message (U.S. Commander Naval Surface Forces, 2006, August). The guide should also list the reference.

(8) Fleet specific guidance. Many commands exist to provide support to deployed ships. The husbanding contract, which is managed by FISC, is one part of the total support that is given to ships in port. The Fleet staffs and Commander Task Forces also give logistical support. Along with the points of contact the guide should briefly discuss the roles these command play in port-visits and for what services they should be contacted.

(9) COR point of contact. The COR should be the one point of contact for husbanding. Part of the COR responsibility is to act as a liaison between the Ordering Officer, the KO and the HSP. Having one point of contact for husbanding would help ensure standardization across the fleets. Currently, FISC Norfolk has one COR (U.S. Fleet Industrial Supply Center Norfolk, 2011, January). FISC Sigonella has two CORs: one for 6th Fleet and one for 5th Fleet (U.S. Fleet Industrial Supply Center Sigonella, 2010, October). FISC Yokosuka has three CORs: one for Japan and Korea, one for Hong Kong and one for all other contracts (U.S. Fleet Industrial Supply Center Yokosuka, 2010, October).

(10) COR e-mail address. Due to the legal requirement to protect PII, the COR should have an e-mail address that is not the name of the COR. The e-mail address should be a position that does not change if there is a personnel change and could be listed in the guide. The COR e-mail accounts could be named something similar to FISCNORFOLKCOR@xxx or sigonellahusbanding@xxx. Additionally, the e-mail accounts should be group accounts that can be used by more than one COR so that there is no lapse in service. FISC Yokosuka uses one e-mail account that is managed by several people to provide continuity and full-time support to ships under the address husbanding@fe.navy.mil. This account is forwarded to mobile devices for monitoring outside working normal working hours (U.S. Fleet Industrial Supply Center Yokosuka, 2010, May). It is imperative that CORs and KOs provide enhanced services to the Ordering Officers during port-visits, that points of contact are made readily accessible, and communications be available 24 hours a day, 7 days a week.

g. Ordering Officer Training and Fleet Authority

The Ordering Officer Training and Fleet Authority training for Navy Supply Corps School should be a Power Point presentation of the Husbanding and Ordering Officer Guide. With recommendations outlined above, the Husbanding and Ordering Officer Guide will include all references, roles and responsibilities, processes and points of contacts that Supply Corps Officers need when making port-visits. The training should include the Husbanding and Ordering Officer Guide as a reference and the presentation should follow the content of the guide.

(1) Roles and responsibilities. The training should include not only the responsibilities of the Ordering Officer but also the responsibilities of the KO, COR and HSP during the port-visit process.

(2) Port-visit process. The new port-visit process should be included. The new responsibilities of the KO and the COR should be discussed. The process of comparing contracted prices with the HSP cost estimate should be included as that is an important part of the standardization and cost savings procedure. The responsibility of the KO to provide fair and reasonable price determination for non-priced items valued over \$3,000 should also be included.

(3) Port-visit planning. The port-visit planning process should be standardized across all FISCs and be listed in the training.

(4) Class packages for LOGREQs. A listing of the ship class categories and which ships belong in each class for the standardized husbanding contract should be included in the Husbanding and Ordering Officer Guide and the Draft Husbanding Standardization Policy. The training should list these references so Ordering Officers will have a reference to look up ship class types when reviewing HSP cost estimates.

(5) Ordering (LOGREQ). The LOGREQ submission process should be standardized and listed. The Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9, which lists the most updated LOGREQ submission procedures, should be referenced.

(6) Port-visit services. As mentioned previously, there are eight categories of port-visit services. The training should include all of them and discuss ordering considerations and price avoidance techniques in all categories.

(7) Port visit cost report. The training should state that the PVCR is due within five days of departure from port as specified in the PVCR guidance message.

(8) Fleet specific guidance. As stated previously, the COR should be the one point of contact for husbanding. A group e-mail should be established that is not in the name of the person holding the COR position so that it could be listed in the training. The points of contacts should be standardized across the three FISCs responsible for husbanding. The points of contact should be listed in the same way in every training and publication.

h. Draft Husbanding Standardization Policy

(1) Roles and Responsibilities. The roles and responsibilities of the HSP should be restated in the Roles and Responsibilities section. Even though the duties of the HSP are located throughout the draft, they should be restated next to those of the KO, COR and Ordering Officer for easy reference. The KO responsibility to make fair and reasonable price determinations for all non-priced items should be outlined for items valued at over \$3,000.

(2) Port-visit process. The draft should be consistent throughout the document and discuss the new port-visit process. A brief discussion should be included describing the current process and what changes are introduced by the new process. However, all references to roles and responsibilities and processes should clearly describe the new process.

(3) Class packages for LOGREQs. Previous versions of the draft included an attachment of ship classifications used in lot line items pricing along with hull types and physical characteristics (U.S. Naval Supply Systems Command, 2010, May, a). The draft should include ship classifications so that those reviewing the

contracted prices against the cost estimate can ensure that prices quoted are for the correct class of ship. The class types for FISC Norfolk and FISC Yokosuka differed from the FISC Signonella class types. However, both should be listed since ships typically make port-visits in different Fleets during a deployment and will need a reference providing information as to which class they belong for pricing estimates.

(4) Ordering (LOGREQ). The draft needs to be consistent with the roles and responsibilities of those involved during the port-visit process. The draft should describe the current and new processes and describe the changes. However, roles and responsibilities should only include the new port-visit process to avoid confusion. The Navy Warfare Development Command Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9 should be listed as a reference with respect to LOGREQs. A standard LOGREQ process that is in compliance with the NTTP 3-54M/MCWP 3-40.9 should be listed in the draft.

Because the HSP can receive both classified and unclassified LOGREQs, the HSP should not be responsible for sending this information via unclassified e-mail to the LogSSR e-mail address. This should be the responsibility of the COR. The COR should have access to both SIPR and NIPR Naval message traffic. The COR should have the responsibility of screening message traffic to look for both classified and unclassified LOGREQs. The COR should receive training on the Navy Warfare Development Command Operations Security (OPSEC) instruction number NTTP 3-54M/MCWP 3-40.9. The COR should have specific guidance describing what information makes a LOGREQ classified and what information needs to be removed before the LOGREQ can become unclassified. After following these procedures, the COR should be responsible for uploading the LOGREQs to the LogSSR website for the corresponding port-visit.

3. COMFISCS

a. Navy Port Vs. Non-Navy Port Clarification

There should be a clear distinction made between husbanding services provided for Navy ports at the LSC and husbanding services provided for non-Navy ports

by the contracting office. The description on the website and in publications do not make the distinction. This can be very confusing for personnel using these sources of information to distinguish the correct points of contact for different services.

b. Standardized Port-Visit Procedures

The port-visit process should be the same across all FISCs. COMFISCS should ensure that all FISCs adhere to one standard policy. While it might seem a minor difference in procedure whether the ship contacts the FISC or the FISC contacts the ship when a new port-visit is planned, the end result could be delays in the port-visit planning process, which could lead to increased costs. For example, an Ordering Officer accustomed to procedures 7th Fleet, would expect to automatically receive port specific information from the FISC 45 days in advance of a scheduled port-visit. Then when transiting from 7th Fleet to 5th Fleet, the Ordering Officer is now expected to notify the FISC in advance of the port-visit to request HSP information. The Ordering Officer might not know that the FISC will not initiate contact to provide HSP information. Advance planning is crucial to receiving quality port-visit support and delays in this process can affect ship operations.

Because deployed ships typically do not operate exclusively in one Fleet, it is important to have standardized procedures across all Fleets. Ordering Officers should expect to follow the same procedures across all Fleets.

c. Increased COR Positions

The current and proposed COR positions for FISC Norfolk, FISC Sigonella and FISC Yokosuka are listed below in Table 8. All CORs should be civilian positions. Military personnel are normally assigned a wide range of collateral duties that do not allow them to devote full time support to their primary duty. Additionally, military personnel transfer every couple of years. The responsibilities of the COR require full time support to be able to communicate with customers and provide quick turnaround. Furthermore, the COR will be expected to be the resident expert for ports under their respective contracts. Because civilian personnel tend to transfer less frequently than military personnel, they are more suited for the COR position.

There seems to be a disproportionate number of CORs assigned to regional contracts at the different FISCs. Some Fleets have higher port costs and thus require additional increased port service review. However, it seems unlikely that one COR would be sufficient to handle 250 to 456 port-visits a year.

FISC	Fleet	Total Number of Port-Visits in 2010	Total Port Cost \$(M)	COR
Norfolk	2nd	62	5.8	1 Civilian COR
	3rd	45	4.7	
	4th	143	30.8	
Total		250	41.3	
Sigonella	5th	798	31.8	2 Military CORs
	6th	456	55.6	1 Military COR
Total		1254	87.4	
Yokosuka	7th	371	57.2	3 Military CORs
				*4 Planned

Table 8. COR Assignment by FISC

C. RECOMMENDATIONS FOR FURTHER RESEARCH

As the new process is implemented and COR personnel become trained and fully engaged in their duties, further analysis can be conducted to find the optimum number of CORs needed at each FISC.

Additionally, the classified and unclassified LOGREQ policies of the Numbered Fleets could be analyzed to assess compliance with the Navy Warfare Development Command Operations Security instruction number NTTP 3-54M/MCWP 3-40.9 and standardization across the Fleets.

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APPENDIX A. PORT VISIT COST REPORTING MESSAGE

The following is the combined AIRFOR, SUBFOR and SURFOR Port Visit Cost Reporting Message dated 15 Aug 06.

R 151957Z AUG 06 ZDK PSN 046094S23

FM COMNAVSURFOR SAN DIEGO CA

UNCLAS //N07300//

MSGID/GENADMIN/COMNAVSURFOR/N41/2406//

SUBJ/PORT VISIT COST REPORTING (PVCR)//

REF/A/GENADMIN/COMNAVSURFPAC/020517ZNOV1999//

REF/B/GENADMIN/COMNAVSURFLANT/161647ZFEB2006//

REF/C/GENADMIN/COMSIXTHFLT/161719ZFEB2005//

REF/D/DOC/COMNAVSUBFOR 4406.1B/25MAY2006//

NARR/REFS A THROUGH D ARE PREVIOUS PVCR GUIDANCE MSGS/DOCS

RMKS/

1. THIS IS A COMBINED COMNAVSURFOR (CNSF), COMNAVAIRFOR (CNAF), AND COMSUBFOR (CSF) MSG.

2. EXECUTIVE SUMMARY: THIS MSG SUPERSEDES ALL PREVIOUS CNSF, CNAF, CSF, AND NUMBERED FLEET PORT VISIT COST REPORT (PVCR) FORMATS (REFS A THROUGH D) AND STANDARDIZES PVCR FOR CNSF, CNAF, AND CSF UNITS OPERATING IN ALL AREAS OF RESPONSIBILITY (AORS). THE NEW PVCR FORMAT IS EFFECTIVE IMMEDIATELY.

3. PROCEDURES:

A. EACH HUSBANDING SERVICE CONTRACTOR (HSC) IS RESPONSIBLE FOR ESTIMATING, COLLECTING, AND REPORTING COST DATA TO RESPECTIVE FISCS AND SHIP SUPPLY OFFICERS. THE SHIP SUPPLY OFFICERS ARE RESPONSIBLE FOR REPORTING PORT VISIT COST DATA VIA THE PVCR.

B. ALL AFLOAT UNITS SHALL SUBMIT LOGREQS IAW THEATER/NAVAL COMPONENT GUIDANCE. WHEN POSSIBLE, AN UNCLAS COPY OF LOGREQ

SHALL BE E-MAILED DIRECTLY TO THE REQUISITE HSC AT THE TIME THE OFFICIAL UNCLAS LOGREQ IS RELEASED. HSC SHALL PROVIDE EACH SHIP, VIA EMAIL, A COMPLETE PORT VISIT COST ESTIMATE, TO INCLUDE A BREAKDOWN OF ADDITIONAL CHARGES AND RECOMMENDATIONS FOR COST SAVINGS FOR ALL SERVICES/SUPPLIES REQUESTED IN THE LOGREQ. FOR SUBMARINES, EMAIL TO BE SENT TO THE APPROPRIATE FISC, DAO OR SERVICING ENTITY FOR FURTHER DISSEMINATION.

4. SUBMIT PORT COST REPORTS VIA NAVAL MSG IN THE FORMAT PROVIDED BELOW WITHIN 5 DAYS OF DEPARTURE FROM PORT:

NOTE 1 - ALL COSTS REPORTED WILL BE IN U.S. DOLLARS (USD); ROUND TO NEAREST CENT.

NOTE 2 - ONLY INCLUDE LINE ITEMS IN PVCR MESSAGE THAT WERE PROCURED.

NOTE 3 - LAST COLUMN (DOC NUMBER) IS ONLY REQUIRED TO BE REPORTED BY SUBMARINES.

-----BEGINNING OF MESSAGE FORMAT-----

FM USS

TO APPLICABLE TYCOM

INFO APPLICABLE NUMBERED FLEET COMMANDER APPLICABLE GROUP (SUBMARINES ONLY) ISIC APPLICABLE NSSC (SUBMARINES ONLY) FISC NORFOLK VA (FOR 2ND FLEET PORT VISITS) CTF 43 (FOR COMUSNAVSOUTH PORT VISITS) FISC SAN DIEGO CA (FOR 3RD FLEET PORT VISITS) FISC SIGONELLA DET BAHRAIN (FOR 5TH FLEET PORT VISITS) CTF 53 (FOR 5TH FLEET PORT VISITS) CTF 54//4S// (SUBMARINES- FOR 5TH FLEET PORT VISITS) COMLOGFORNAVCENT (FOR 5TH FLEET PORT VISITS) FISC SIGONELLA DET NAPLES IT (FOR 5TH AND 6TH FLEET PORT VISITS) CTF 63 (FOR 6TH FLEET PORT VISITS) FISC YOKOSUKA JA (FOR 7TH FLEET PORT VISITS) FISC DET SINGAPORE (FOR 7TH FLEET PORT VISITS) COMLOGWESTPAC (FOR 7TH FLEET PORT VISITS) CTF 73 (FOR 7TH FLEET PORT VISITS) CTF 74//N4S// (SUBMARINES- FOR 7TH FLEET PORT VISITS) APPLICABLE USDAO (FOR FOREIGN PORT VISITS) APPLICABLE LOGREQ RESPONDING ACTIVITY PRIORITY MATOFF BREMERTON WA//20// (SUBMARINES ONLY) PRIORITY MATERIAL OFFICE DET NORFOLK VA (SUBLANT UNITS ONLY)

SUBJ/PORT VISIT COST REPORT FOR "PORT NAME"/>
POC/"SUPPLY OFFICER NAME AND POC INFO"/>

1. PORT VISITED (LOCATION, CITY, COUNTRY):

2. DISCRETIONARY OR NON-DISCRETIONARY:

3. TIME & DATE OF ARRIVAL:
4. TIME & DATE OF DEPARTURE:
5. PIER SIDE OR ANCHORAGE:
6. LOCAL CURRENCY/EXCHANGE RATE:
7. PORT COST BREAKDOWN

XX
XXXXXXXXXXXXXXXXXXXX

A. CHARTER AND HIRE (FUND CODE _K)				TOTAL
COST CATEGORY	QTY	UI	UP	COST DOC NUMBER
TUGS (IN/OUT)	000	XX	0000	00000 XXXXXX-XXXX-XXXX
TUGS (OTHER, STANDBY)	000	XX	0000	00000 XXXXXX-XXXX-XXXX
BARGE (LANDING)	000	XX	0000	00000 XXXXXX-XXXX-XXXX
BARGE (OTHER)	000	XX	0000	00000 XXXXXX-XXXX-XXXX
PILOTAGE	000	XX	0000	00000 XXXXXX-XXXX-XXXX
DOCKING	000	XX	0000	00000 XXXXXX-XXXX-XXXX
UNDOCKING	000	XX	0000	00000 XXXXXX-XXXX-XXXX
KEDGE ANCHORS	000	XX	0000	00000 XXXXXX-XXXX-XXXX
GARBAGE/TRASH REMOVAL	000	XX	0000	00000 XXXXXX-XXXX-XXXX
BROW RENTAL	000	XX	0000	00000 XXXXXX-XXXX-XXXX
CRANE (BROW USE)	000	XX	0000	00000 XXXXXX-XXXX-XXXX
FORKLIFT (BROW USE)	000	XX	0000	00000 XXXXXX-XXXX-XXXX
CUSTOM INSPECTION	000	XX	0000	00000 XXXXXX-XXXX-XXXX
AGRICULTURAL INSPECTION	000	XX	0000	00000 XXXXXX-XXXX-XXXX
PORTABLE SANITARY FACIL	000	XX	0000	00000 XXXXXX-XXXX-XXXX
INTERPRETER SERVICES	000	XX	0000	00000 XXXXXX-XXXX-XXXX
INSTALL SEA SUCTION SCRNS	000	XX	0000	00000 XXXXXX-XXXX-XXXX
REMOVE SEA SUCTION SCRNS	000	XX	0000	00000 XXXXXX-XXXX-XXXX
OIL SPILL REMOVAL	000	XX	0000	00000 XXXXXX-XXXX-XXXX
OILY WASTE REMOVAL	000	XX	0000	00000 XXXXXX-XXXX-XXXX
HUSBANDING AGENT FEES (1ST DAY)	000	XX	0000	00000 XXXXXX-XXXX-XXXX
HUSBANDING AGENT FEES (SUBSQ DAYS)	000	XX	0000	00000 XXXXXX-XXXX-XXXX
HUSBANDING AGENT FEES (ADV. PARTY)	000	XX	0000	00000 XXXXXX-XXXX-XXXX
WATER TAXI	000	XX	0000	00000 XXXXXX-XXXX-XXXX
CAMEL RENTAL	000	XX	0000	00000 XXXXXX-XXXX-XXXX
CARGO DRAYAGE	000	XX	0000	00000 XXXXXX-XXXX-XXXX

CARGO LIGHTERAGE	000	XX	0000	00000	XXXXXX-XXXX-XXXX
BERTHING/ANCHOR FEES	000	XX	0000	00000	XXXXXX-XXXX-XXXX
FENDER RENTAL	000	XX	0000	00000	XXXXXX-XXXX-XXXX
FENDER RENTAL (YOKOHAMA)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
FLEET LANDING EXPENSES	000	XX	0000	00000	XXXXXX-XXXX-XXXX
LINE HANDLING	000	XX	0000	00000	XXXXXX-XXXX-XXXX
OTHER C&H COSTS (SPECIFY)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TOTAL C&H COSTS:					

B. SHIP'S UTILITIES (FUND CODE _W) TOTAL

COST CATEGORY	QTY	UI	UP	COST	DOC NUMBER
CHT REMOVAL	000	XX	0000	00000	XXXXXX-XXXX-XXXX
FEED WATER	000	XX	0000	00000	XXXXXX-XXXX-XXXX
GENERATOR RENTAL	000	XX	0000	00000	XXXXXX-XXXX-XXXX
GENERATOR FUEL COST	000	XX	0000	00000	XXXXXX-XXXX-XXXX
POTABLE WATER	000	XX	0000	00000	XXXXXX-XXXX-XXXX
SHORE POWER	000	XX	0000	00000	XXXXXX-XXXX-XXXX
OTHER UTILITY COSTS	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TOTAL UTILITY COSTS:					

C. ANTI TERRORISM/FORCE PROTECTION(FUND CODE _L)TOTAL

COST CATEGORY	QTY	UI	UP	COST	DOC NUMBER
BARRIERS, LANDSIDE (CONCRETE)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
BARRIERS, LANDSIDE (WATERFILL)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
BARRIERS, WATERSIDE DUNLOP	000	XX	0000	00000	XXXXXX-XXXX-XXXX
BARRIERS, WATERSIDE DEMARKATION (LODS)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
EOD (DIVING) SERVICES	000	XX	0000	00000	XXXXXX-XXXX-XXXX
FENCING, PEDESTRIAN CNTRL	000	XX	0000	00000	XXXXXX-XXXX-XXXX
GENERATOR (FP LIGHTING)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
GUARD SHACK, WEATHER RESISTANT	000	XX	0000	00000	XXXXXX-XXXX-XXXX
LIGHTING	000	XX	0000	00000	XXXXXX-XXXX-XXXX
PICKET BOAT	000	XX	0000	00000	XXXXXX-XXXX-XXXX
SECURITY GUARDS/SENTRY	000	XX	0000	00000	XXXXXX-XXXX-XXXX
SIGNS	000	XX	0000	00000	XXXXXX-XXXX-XXXX
OTHER ATFP COSTS (SPECIFY)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TOTAL FORCE PROTECTION COSTS:					

D. PURCHASED SERVICES (FUND CODE _U)				TOTAL	
COST CATEGORY	QTY	UI	UP	COST	DOC NUMBER
CRANE (NOT FOR BROW USE)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
CREW REPATRIATION	000	XX	0000	00000	XXXXXX-XXXX-XXXX
FORKLIFT (NOT FOR BROW)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
MISCELLANEOUS/OTHER (EXPLAIN IN REMARKS)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
PAINT FLOAT	000	XX	0000	00000	XXXXXX-XXXX-XXXX
PORTABLE CABIN/SHELTER	000	XX	0000	00000	XXXXXX-XXXX-XXXX
REFRIGERATION TRUCK	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TABLES/CHAIRS	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TENTS/CANOPIES	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TOLLS	000	XX	0000	00000	XXXXXX-XXXX-XXXX
VEHICLE RENTAL, TRUCK	000	XX	0000	00000	XXXXXX-XXXX-XXXX
VEHICLE RENTAL, DRIVER	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TOTAL PURCHASED SERVICES COSTS:					

E. PASSENGER VEHICLE RENTAL (FUND CODE _D) TOTAL

COST CATEGORY	QTY	UI	UP	COST	DOC NUMBER
BUS RENTAL	000	XX	0000	00000	XXXXXX-XXXX-XXXX
VEHICLE RENTAL, SEDAN	000	XX	0000	00000	XXXXXX-XXXX-XXXX
VEHICLE RENTAL, VAN	000	XX	0000	00000	XXXXXX-XXXX-XXXX
VEHICLE RENTAL, DRIVER	000	XX	0000	00000	XXXXXX-XXXX-XXXX
VEHICLE RENTAL, FUEL	000	XX	0000	00000	XXXXXX-XXXX-XXXX
OTHER VEHICLE RENTAL (SPECIFY)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TOTAL PASSENGER VEHICLE RENTAL COSTS:					

F. COMMUNICATIONS (FUND CODE _S) TOTAL

COST CATEGORY	QTY	UI	UP	COST	DOC NUMBER
TELEPHONE, LANDLINE	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TELEPHONE, LANDLINE, USAGE	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TELEPHONE, CELLULAR	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TELEPHONE, CELLULAR, USAGE	000	XX	0000	00000	XXXXXX-XXXX-XXXX
OTHER COMMUNICATIONS (SPECIFY)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
TOTAL COMMUNICATIONS COSTS:					

G. OTHER SHIP'S OPTAR (FUND CODE) TOTAL

COST CATEGORY	QTY	UI	UP	COST	DOC NUMBER
HAZMAT/HAZWASTE REMOVAL (_6)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
PETROLEUM, OIL AND LUBRICANTS (_9)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
OTHER SHIP'S OPTAR (SPECIFY)(__)	000	XX	0000	00000	XXXXXX-XXXX-XXXX

TOTAL OTHER SHIP'S OPTAR COSTS:

H. OTHER TOTAL

COST CATEGORY	QTY	UI	UP	COST	DOC NUMBER
FUEL (MGO/F76)	000	XX	0000	00000	XXXXXX-XXXX-XXXX
OTHER MISC COSTS (SPECIFY)	000	XX	0000	00000	XXXXXX-XXXX-XXXX

TOTAL OTHER COSTS:

I. PORT COSTS EXCLUDING PROVISIONS (TOTAL OF PARAS A-H):

J. PROVISIONS COSTS TOTAL

COST CATEGORY	QTY	UI	UP	COST	DOC NUMBER
PROVISIONS	000	XX	0000	00000	XXXXXX-XXXX-XXXX
FFV	000	XX	0000	00000	XXXXXX-XXXX-XXXX

TOTAL PROVISIONS COSTS:

K. TOTAL PORT COSTS (TOTAL OF PARAS I-J):

8. UNPAID, DISPUTED AND/OR ESTIMATED BILLS/AMOUNTS (CLEARLY INDICATE IF UNPAID, DISPUTED OR ESTIMATED; IF CHT RELATED INDICATE IF FLOW METER WAS USED):

9. OVERTIME CHARGES: (AMT/BRIEF DESCRIPTION):

10. PORT COST ESTIMATE RECEIVED: (YES/NO, WAS ESTIMATE RECEIVED WITHIN TWO WORKING DAYS AND WHAT WAS THE AMOUNT OF THE ESTIMATE):

11. HUSBANDING SERVICE CONTRACTOR (HSC) PROVIDED PORT TARIFFS IN ENGLISH (IF APPLICABLE): (YES/NO)

12. RESULTANT COST SAVINGS ACHIEVED (AMT/DESCRIPTION):

13. HSC PERFORMANCE: (GRADE AND COMMENTS). ASSIGN GRADE OF:

EXCEPTIONAL - MEETS CONTRACTUAL REQUIREMENTS & EXCEEDS MANY TO THE GOVERNMENTS BENEFIT; FEW MINOR PROBLEMS AND CORRECTIVE ACTIONS TAKEN WERE HIGHLY EFFECTIVE.

VERY GOOD - MEETS CONTRACTUAL REQUIREMENTS & EXCEEDS SOME TO THE GOVERNMENTS BENEFIT; SOME MINOR PROBLEMS AND CORRECTIVE ACTIONS TAKEN WERE EFFECTIVE.

SATISFACTORY - MEETS CONTRACTUAL REQUIREMENTS; SOME MINOR PROBLEMS AND CORRECTIVE ACTIONS TAKEN WERE SATISFACTORY.

MARGINAL - DOES NOT MEET SOME CONTRACTUAL REQUIREMENTS; SERIOUS PROBLEMS AND CORRECTIVE ACTIONS TAKEN WERE ONLY marginally effective or not fully implemented.

UNSATISFACTORY - DOES NOT MEET MOST CONTRACTUAL REQUIREMENTS; SERIOUS PROBLEMS AND CORRECTIVE ACTIONS TAKEN WERE INEFFECTIVE GRADES SHALL BE ASSIGNED FOR EACH OF THE FOLLOWING ASSESSMENT AREAS:

TECHNICAL (QUALITY OF SERVICE) - CONSIDER PROFESSIONALISM, COOPERATIVENESS, FRIENDLINESS OF CONTRACTOR REPRESENTATIVES; ADEQUACY OF MANPOWER PROVIDED; ADEQUACY OF EQUIPMENT PROVIDED.

SCHEDULE - CONSIDER AMOUNT OF NOTIFICATION PROVIDED TO CONTRACTOR; TIMELINESS OF SERVICES PROVIDED.

COST CONTROL - CONSIDER COMPLIANCE WITH CONTRACT AND PORT TARIFF PRICES; COMPETITIVE QUOTES PRESENTED FOR NON-CONTRACT ITEMS; RECOMMENDED COST SAVINGS INITIATIVES; FOREIGN CURRENCY EXCHANGE RATE UTILIZED

MANAGEMENT - CONSIDER CONTRACTOR REPRESENTATIVE RESPONSIVENESS; COORDINATION OF SERVICES BASED ON SHIPS IN PORT SCHEDULE; COORDINATION OF SUBCONTRACTS, OTHER CONTRACTS (FFV, FUEL), PORT SERVICES, HOST NATION SUPPORT, ETC.

PROVIDE NARRATIVE COMMENTS ABOUT HSC'S PERFORMANCE FOR EACH ASSESSMENT AREA. THESE COMMENTS PROVIDE VALUABLE INFORMATION FOR EVALUATING HSC'S PAST PERFORMANCE FOR FUTURE CONTRACT AWARD DETERMINATIONS.

14. OTHER CONTRACTORS' PERFORMANCE: (NARRATIVE COMMENTS ABOUT OTHER CONTRACTORS' PERFORMANCE SUCH AS FFV, MWR, AND/OR FUEL CONTRACTOR.)

15. GENERAL PORT VISIT COMMENTS:

*** PARAS 16 THROUGH 29 BELOW APPLY TO SUBMARINES ONLY ***

16. THE FOLLOWING CASREP/ANORS/HOT LIST REQUISITIONS WERE RECEIVED SINCE ____/____(DATE OF LAST VISIT/BSP): (LIST REQNS)

17. THE FOLLOWING DLRS WERE TURNED IN TO ____ (SPECIFY LOCATION):

(LIST REQNS)

18. THE FOLLOWING NRFI DLRS ARE BEING HELD ONBOARD: (LIST REQNS)

19. THE FOLLOWING CASREP/ANORS/HOT LIST REQUISITIONS ARE STILL OUTSTANDING: (LIST REQNS)

20. OPTAR:

FYTD REPAIR GRANT: ____

FYTD OTHER GRANT: ____

REPAIR BALANCE: ____

OTHER BALANCE: ____

LAST FINANCIAL TL NUMBER SUBMITTED: ____/ ____ MONTH OF LAST SFOEDL RECEIVED: ____ MONTH OF LAST SFOEDL POSTED: ____

21. DAYS OF PROVISIONS ONBOARD (FROZEN/DRY): ____/____

22. DATE OF LAST SLDB RECON COMPLETED: _____

23. DATE OF LAST DRA SUBMISSION: _____

24. DATE OF LAST REORDER SUBMISSION: _____

25. DATE OF LAST FITSDL SUBMISSION: _____

26. DATE OF LAST CMP SUBMISSION AND FILE MONTH SUBMITTED:

SK: _____, CS: _____

27. CMP SOFTWARE VERSION: SK: _____, CS: _____

28. # OF TUGS USED IN/OUT: _____/_____ (FOR SUBMARINES WITH BERTHING COSTS)

29. TOTAL NUMBER OF EMBARKED PERSONNEL: _____

NUMBER OF HOT BUNKERS: _____

NUMBER OF ROOMS PROCURED: _____

NUMBER OF SUPERVISORS ASSIGNED ROOMS: _____ -----END
OF MESSAGE FORMAT-----

5. ENSURE TO FOLLOW GUIDANCE AND RESTRICTIONS IN TYCOM CENTRALLY FUNDED LINE OF ACCOUNTING (LOA) REFERENCES FOR CONUS AND OCONUS PORT VISIT RELATED EXPENSES.

6. MOST COMMON ERRORS WITH REGARDS TO PORT COST MESSAGE IS NOT SUBMITTING WITHIN 5 DAYS OF LEAVING PORT, NOT SEPARATING CRANE AND/OR FORKLIFT SERVICES FOR BROW AND SHIP USE AND NOT IDENTIFYING A PORT AS DISCRETIONARY OR NON-DISCRETIONARY. IF YOU ARE WAITING ON FINAL INVOICES, PLACE A COST ESTIMATE ON THE INITIAL PORT COST REPORT AND SEND THE FINAL COST REPORT ONCE FINALIZED INVOICE IS RECEIVED.//

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APPENDIX B. OPERATIONS SECURITY ROLE

The following content is Chapter 5 of the Operations Security (OPSEC) publication NTTP 3-54M/MCWP 3-40.9

CHAPTER 5

Operations Security's Role in Operational Messages

5.1 SCOPE

Commands should give OPSEC key consideration when releasing operational messages or using email or chat in an official capacity. The judicious use of OPSEC reduces the risk of compromising sensitive unclassified information in a variety of messages and emails ranging from protocol to medical support requests. Applying the OPSEC process denies plan details, practices, and capabilities to potential enemies and others without a need to know. This chapter addresses the logistic request (LOGREQ), one of the most common shipboard operational messages, and provides guidance for safeguarding potentially sensitive but unclassified information. Other operational messages, (e.g., Operational Report-3 Navy Blue, Pinnacles and Unit Situation Reports) may result in some observable change within a command, but are governed by a separate set of instructions not addressed in this publication. Any actions resulting from an operational report message require OPSEC considerations.

5.2 LOGISTICS REQUEST

This LOGREQ guidance balances force protection (FP) and OPSEC requirements while maximizing host nation, and husbanding contractor flexibility in arranging logistics support for units. OPSEC's very situational nature enables applying similar procedures to other routine evolutions, e.g., mail routing instructions and morale, welfare and recreational events.

In view of the continued importance of FP, it is critical that action be taken to minimize unnecessary dissemination of port visit information. Planners should consider the following recommendations:

1. Unclassified (UNCLAS) LOGREQs will not contain date and/or time of ship arrival. Specific date/time of ship arrival is considered sensitive and therefore, shall not be included in UNCLAS LOGREQ messages. (Classification Policy for Ship and SSN Movements (CINCLANTFLT 311538Z DEC 01) is provided as Appendix J.) The diplomatic clearance request specifies port visit dates and the FP LOGREQ supplement shall be used to specify date and time of ship's arrival. Both the diplomatic clearance request and FP LOGREQ supplement messages are normally classified at least Confidential — Releasable to the Host Nation, and provide adequate mechanisms for conveying sensitive ship's schedule information to required contractors and organizations. Defense Attaché Offices (DAO) and embassies are authorized to provide husbanding contractors the name of the ship, date, and time of arrival from the diplomatic clearance or FP LOGREQ supplement. However, it should be stressed to each contractor/person that disclosure of these three pieces of information together (unit name, date and time of arrival) is sensitive information, and should not be divulged to subcontractors.

2. To raise awareness that even unclassified port visit information is sensitive, the following statement shall be included at the beginning of paragraph one in the LOGREQ: "Information concerning U.S. ships' operations, movements and activities are potentially sensitive and shall be passed only to the individuals who must know it in the performance of their duties. Only the minimum required information should be shared."

3. UNCLAS LOGREQ and FP LOGREQ supplemental messages will be transmitted immediately after release of the diplomatic clearance request message to facilitate adequate logistic support. Ships will submit the UNCLAS LOGREQ to husbanding contractors over UNCLAS e-mail, but with no dates or times. This is particularly critical in ports without a nearby U.S. Navy support activity where substantial coordination is required.

4. When passing ship's arrival information over nonsecure circuits, including UNCLAS e-mail, use the following procedure. Refer to the LOGREQ by message date/time group; refer to data fields by line number. When discussing a specific ship's LOGREQ, individuals will not associate the ship's name, side number, or any other distinguishing characteristics with the information in the LOGREQ.

It is imperative that contractors understand the privileged nature of ship movement information, and that they are strongly discouraged from simultaneously discussing ship's name, time and date, or arrival when using the phone, e-mail or in conversation. Although information may be deemed unclassified by the Navy Security Manual or other guidance, dissemination of ship's port visit information should be controlled to the maximum extent possible. The husbanding contractor will require elements of this information. However, every effort should be made to minimize disclosure of sensitive information, specifically the unit name, date, and time of arrival.

Commands sending advance parties should coordinate directly with DAO/American Embassy to obtain approval. This is due to potentially restrictive time lines regarding advance notification of port arrival.

5.3 CONCLUSION

The above listed measures are not all inclusive. Ultimately, common sense should prevail when drafting messages or sending email or chat sessions that contain potentially sensitive information. If sensitive information must be transmitted via nonsecure means, every effort should be made to minimize the amount of information put at risk.

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