

**Remarks as delivered by ADM Mike Mullen
VADM Justin Daniel McCarthy Retirement Ceremony, Athens, GA
23 February 2007**

(Amenities)

This is a special day for Dan and his family. Carol, Christopher, Matthew, David, we're really delighted all of you could make it as well.

It is also an opportunity for colleagues, shipmates, and friends to honor Dan and bid him fair winds and following seas as he starts yet another chapter in his extraordinary life. I asked him just before we came in, "How are you going to stop working?" He said "I don't know," because if you know him, he works with a passion and with a presence and with a capability that is equal to anybody I've ever known. Dan, I am very grateful for being able to participate in this ceremony.

This is a bittersweet affair. So it is with great joy and a touch of sadness that we execute this ceremony. But Dan, whatever sadness we feel is allayed by the legacy you've left behind.

Dan has always done things by the book, always the right way no matter how many shortcuts people devise or how many corners people might want to cut. It's always straight and true with Dan McCarthy. His impeccable integrity might prompt someone to say "Gosh, Dan, you are such a Boy Scout!" to which Dan can always say, "Why yes I am."

You see, for thirty-eight years Dan McCarthy has worn the cloth of our nation, and for more than fifty he's carried the banner of the Boy Scouts of America.

This dual career underscores Dan's dedication to mentoring America's youth and shaping the character of our nation's future. And no one has done it better.

Dan's contributions to scouting are many and for over twenty-six years, his wife Carol has served the Boy Scouts right along with him.

Together, Dan and Carol have energetically upheld the guiding principles of the Boy Scouts; servanthood and leadership. Principles that compliment the Navy's own core values of honor, courage, and commitment.

Thank you for being servant leaders and for your investment in America's future. Your commitment to service on all fronts is a fine example of what makes our Navy and nation very strong.

Dan's determination to preserving the pioneering spirit burning in every scout's heart is only made brighter by his dedication for maintaining an honorable level of excellence in his naval career.

Indeed, the Navy has been richly blessed to have Dan McCarthy in our ranks -- an individual who has chosen service over self, year after year, decade after decade.

His experience is diverse. Over a career spanning the Cold War to the Long War, he has seen service onboard fifteen shore stations and four ships.

Ashore, Dan resourced both the Atlantic and Pacific Fleets, served as a detailer, commanded the Navy Supply School, right here in Athens, and was the Chief of the Supply Corps.

Most recently Dan served as the Director for Material Readiness and Logistics.

At sea, Dan kept the parts moving, the fuel flowing, and the Sailors fed aboard USS HOLLAND, USS NEWPORT, and USS NEW ORLEANS.

But, his most memorable tour at sea was his assignment to bring USS MISSOURI out of mothballs.

The task of getting the Mighty Mo back to fighting trim was a daunting one but Dan oversaw her outfitting and as some old shipmates say, he did it with a smile.

MISSOURI's Supply and Food Service Chief, Master Chief Dave Elcess, here with us today, simply declares Dan as "the best SUPPO he's ever served with."

He cares about Sailors. He treats them with respect, and can get people to move mountains.

Master Chief Elcess will tell you Dan was always ten steps ahead. He set high standards and he trusted his sailors to meet those standards. Strong words coming from a Master Chief.

Dan is a master of the art of logistics. He understands what the Supply Corps can do and he gets the job done. To Dan, there is no task too hard, no obstacle too high.

No matter what job needs doing Dan can be counted on to make it happen and for that he's earned the admiration and respect of all of us who have served with him. And those of us here today represent the thousands who would be here if they could to stand in their own stead and echo these sentiments.

Today, I spend much of my time speaking about change and the Navy's need to adapt to the challenges of a new era. It is more evident to me every single day.

At every level, Dan has served as a change agent throughout his career.

In July of 2001, Dan assumed duties as the Chief of the Supply Corps. In doing so, he took command of over 24,000 military and civilian personnel stationed worldwide and billions of dollars in capital equipment and inventories.

About a month later, I left Second Fleet to assume duties as the N8 on the OPNAV staff. It was during this period that I truly came to appreciate Dan's gift for growing and for leading change.

He assumed the helm of NAVSUP with a vision of transforming what was already a strong organization into a leaner, more efficient enterprise; an enterprise ready for sea. After all it is what we do, it's who we are. We're about ships and ships go to sea and Sailors man them.

Not long after taking charge of the Navy Supply Corps, Dan found himself supporting sustained combat operations around the world at war with a lean support infrastructure and an incredibly long logistics chain.

Supplying a Navy at war is an incredibly difficult challenge.

Under Dan's leadership, Navy Supply ensured the expeditious delivery of the millions of barrels of fuel, tons of food and supplies, and thousands of critical parts to keep the fleet engaged around the globe. This at a time when at one point almost 70 percent of our fleet was deployed to CENTCOM.

But supporting the operational fleet wasn't enough for Dan. He had a vision for transformation and he wasn't going to let a war get in his way.

He resourced a fleet that was a product of the Naval Renaissance of the 1980's, and by the time Dan took command of the Supply Corps, we were already seeing the effects of aging. It was time to start building the fleet for the future.

Appreciating the fact that we were in a severely constrained fiscal environment, he had a progressive view of the business of resourcing the fleet.

He understood that to build a fleet for the future we needed to recapitalize. He recognized that to recapitalize we needed to use modern business practices to afford new ships and aircraft. We needed to achieve savings from within.

To achieve these savings, Dan overcame a lot of institutional inertia. Like Master Chief Elcess pointed out, Dan can inspire people to move mountains.

From performance based logistics contracts to staff and command realignment to inventory management enhancements, Dan's leadership in implementing transformation generated billions of dollars in savings to allow us to recapitalize the Fleet of the future.

He pulled together Navy supply, sea, air and space systems commands into a close alliance to reduce redundant efforts, spread best practices, and act collectively as a single Navy material establishment.

While at NAVSUP, he was recognized as the best and most fully qualified officer to become the Navy's next head of logistics.

In July 2004, he was nominated as the Navy's Director for Material Readiness and Logistics, our N4, the first Supply Officer to ever hold this critical position. It was not about his professional skill, although he certainly had that. It was about Dan McCarthy, the leader, that my predecessor, Vern Clark, nominated him.

So vital was his experience to the future of our Navy that we had to change the law to allow for his assignment to that position. And because people knew of him, it changed quickly.

He is a forward-looking leader who is always focused on a vision that is 10 to 20 years into the future.

While on my staff, he led in a resource-constrained environment made even more challenging by global operating uncertainty in which we find ourselves.

Now, any good SUPPO will tell you he's always operating in a resource-constrained environment. But only the best can claim to operate in this environment and generate the incredible savings Dan delivered while he was N4.

For example, under his leadership, the Navy saved \$900 million through realization of business activity overhead efficiencies alone. Four hundred million in savings was generated through best-of-breed practices. Naval shipyard workload distribution accounted for an additional \$100 million in savings and another \$250 million was saved through Maritime Prepositioning Ship lease buyouts.

As N4, he's been a champion for long-term process improvement and has provided oversight for a staggering \$28 Billion budget. As the chief architect of the Navy Enterprise he created the processes by which we will ensure the Navy dominates the seas for generations to come.

Dan also advanced logistics integration between Navy, Marine Corps, and Coast Guard...

He's also responsible for environmental readiness, an area he didn't think he had to spend much time in when he assumed the job. He developed a robust strategy balancing the Navy's need to sustain the readiness while complying with environmental laws and regulations which become more daunting everyday.

Staying true to the Supply Corps' tradition of keeping the Navy ready for sea, he brought together leadership from OPNAV, Fleet, Marine Corps, and the Office of Naval Research to ensure domestic and international efforts do not curtail our ability to train and equip our maritime forces. In doing so, we retained our ability to continue operating, training, and testing in the maritime environment.

As responsible stewards for our environment -- and we are -- Navy operators need to take great care in how our use of sonar impacts marine life -- the subject of which I don't think anyone knows more about more than Dan McCarthy, and I don't think before this tour he was ever in a sonar shack.

Dan led the development of policy establishing guidelines and procedures by which we assess potential effects to marine species from the use of sonar.

With a focus on readiness, he assured our Navy's ability to train, ensured consistency in impact evaluation across all Navy commands, and enhanced understanding, our Navy, our legislative body and the public.

What I have described here today is but a glimpse at the lasting impact that Dan has had on our Navy and our Nation.

Lastly, I will talk about his ability to motivate and lead and impact people. He has a passion a vision and a connection that is second to none as a naval officer. I have observed this in action when he was both at sea, Chief of the Supply Corps as well as in the last three years on the OPNAV staff.

But he hasn't done this alone. He's done this with the tremendous support of Carol and his family.

Carol, you, too, will be missed. And there are thousands and thousands of families and spouses that have been impacted by your care, your intervention and your connection with them over the span of [Dan's] career. You've been an incredibly active volunteer and incredible leader in many Navy and military organizations.

You've provided invaluable support and care to spouses and family members of the Navy/Marine Corps team. Your involvement in the community and your role as mentor

to many young officers and their families has left an indelible mark on those who come in contact with you.

You leave a legacy of care, compassion, joy and support. And both Deborah and I are incredibly grateful for all you do. Thank you.

As I look at our Navy today -- as I visit the Fleet -- I will tell you our Navy is the strongest and in the best shape I have ever seen. We need to keep it that way.

And no small measure of credit for our readiness must go to what VADM McCarthy has done while he was at the helm.

He has led greatly in times of great change. And he was not afraid to make major changes to our enterprise; instilling a completely new way of thinking amongst Navy leaders.

From headquarters down through our field activities, we now possess an "Enterprise-way of thinking" and we have Dan to thank for that.

Dan, as you reach the twilight of your Navy career, go knowing that we will carry on your legacy and we are committed to it and we continue looking for ways to standardize and streamline our processes in resourcing today's fleet and building the fleet for the future while making sure we get it right for our people.

We will continue developing efficiencies within the products and services we deliver to our customers, and break down barriers to better resource the Fleet, which is what it's all about. You've shown us how. We are committed to that.

So personally and on behalf of all the Sailors and Marines you have provided for thank you, fair winds and following seas. Congratulations, God Bless and take care. Thank you.