



## THOMAS F. McCAFFERY

### EDUCATION, TRAINING, LICENSES and DESIGNATIONS

MBA, Georgetown University, International Business, 2001

U.S. Naval War College, College of Naval Command and Staff, 1991

B.S., with Honors, Marine Transportation & Management, U.S. Merchant Marine Academy, 1976

Master, 1600 Gross Tons, Any Ocean; Chief Mate, Any Gross Tons, Any Ocean

U.S. Navy Designations / Qualifications (partial list)

Executive Officer Afloat

Command Center Watch Officer

Transportation Director

Plans and Policies Director

Engineering Liaison Officer

Shipping Operations Officer

Weapons Logistics / Logistics Officer

Operations and Plans Officer

Security Clearance – TOP SECRET

### PROFESSIONAL AFFILIATIONS & AWARDS

Member, Society of Naval Architects and Marine Engineers (1990 - present)

Board of Directors, American Merchant Marine History Project (2010 - present)

Guest of Honor / Speaker, 26<sup>th</sup> Battle Standard Dinner, U.S. Merchant Marine Academy

Distinguished Service Award, U.S. Merchant Marine Academy (2006 & 2016)

Captain Michael Walker Memorial Heroism Award (2016)

Navy & Marine Corps Commendation Medal (two awards)

Navy & Marine Corps Achievement Medal (two awards)

Navy Meritorious Unit Commendation (NR DCNO Logistics)

Merchant Marine Gallant Ship Citation (T/T Williamsburgh)

### UNIQUE OR SPECIAL QUALIFICATIONS:

Qualified as Expert Witness in Federal Court (Asbestos MDL, AZ & OH)

Qualified as Expert Witness in State Courts (CA, DE, FL, IL, MA, MD, MN, MS, NY, OH, PA, SC & WA)

Over twenty years Researching, Analyzing and Interpreting U.S. Navy and other Government Records from 1920's to 1970's regarding:

Ship Design, Construction, Operation Maintenance and Repair;

Procurement, Purchasing and Contracting Policies, Practices and Procedures;

Specifications, Qualified Products Lists and Purchasing of Ship Material;

Navy & Military Personnel Policies, Practices and Procedures;

Personnel Safety, Industrial Health and Hazardous Material Handling Policies

Practices and Procedures

10+ years Competing for, and Managing, contracts with U.S. Navy and other U.S. Government entities

10+ years of U.S. Navy assignments in procurement policy and requirements

40+ years experience in Marine Transportation Operations, Management and Planning

Requested, by name, for duty with U.S. Navy Headquarters staff during wartime.

Author of major portions of the U.S. Navy Emergency POL Transfer Manual

Ship's Officer aboard every type of vessel in the U.S. Merchant Marine.

8+ years of "hands on" maintenance and repair of shipboard systems and machinery

## **PUBLICATIONS**

Mr. McCaffery is the Author of:

“Sea Year with the Navy: The First Time”, Kings Pointer, U.S. Merchant Marine Academy Alumni Association and Foundation, Winter 2018-2019

“USS Lakatoi – a Short but Heroic Life”, Naval History Blog, U.S. Naval Institute, November 13, 2018

“Where are You Going, Kings Point?” Proceedings, U.S. Naval Institute, November 2017, Vol. 143/11/1,377

In addition, he was the Primary Researcher/Writer for:

*Braving the Wartime Seas, A Tribute to the Cadets and Graduates of the U.S. Merchant Marine Academy and Cadet Corps Who Died during World War II*, published by the American Merchant Marine History Project,

He also provided historical research and consulting for:

*In Peace and War, a History of the U.S. Merchant Marine Academy*, Jeffrey L. Cruikshank, American Merchant Marine History Project

*More than Scuttlebutt, The U.S. Navy Demolition Men in WW II*, Sue Ann Dunford and James D. O'Dell.

## **WORK HISTORY**

### **Booth McCaffery, LLC**

**January 2019 to Present**

**Position Title:** Consultant

Mr. McCaffery is available upon request to clients of McCaffery & Associates for expert testimony in the areas of expertise identified below.

### **McCaffery & Associates, Inc.**

**September 2003 to December 2018**

**Position Title:** President & Principal Researcher

Mr. McCaffery lead a team of Licensed Marine Engineers, Licensed Deck Officers, Shipyard Executives, Naval Officers and other professionals who locate historical records of naval and maritime policies, practices, procedures and doctrine in the following general areas.

Ship, Aircraft and Vehicle Design

Ship, Aircraft and Vehicle Construction

Ship, Aircraft and Vehicle Maintenance  
and Repair

U.S. Government Procurement,  
Contracting and Purchasing

Personnel and Personnel Training

Personnel Safety and Industrial Health

This work enabled Mr. McCaffery, and other members of his team, to make detailed analysis and interpretation of the historical records of ship, aircraft, facility and vehicle design, procurement, construction, operation, maintenance and repair.

The majority of the research is conducted at National Archives and Records Administration facilities and other libraries / document repositories. Research resources include not only original documents, but with documents and plan stored on microfilm, full scale plans, maps, phonographs and motion pictures.

In 2005 Mr. McCaffery lead a research project for the American Merchant Marine History Project to identify the circumstances surrounding the death of over 200 students and alumni of the U.S. Merchant Marine Academy who died during World War II. This project required extensive research into U.S. Navy, Coast Guard, Army/Air Force, Merchant Marine and State Department records of World War II and determined the fate of all but two of those that were lost.

**MWI Services, Inc.****September 2001 to September 2003****Position Title:** President & Principal Researcher

Mr. McCaffery led a team of Licensed Marine Engineers, Licensed Deck Officers, Shipyard Executives, Naval Officers and other professionals who located and analyzed naval and maritime policies, practices and procedures for, and their results, in the following general areas.

Ship, Aircraft and Vehicle Design

Ship, Aircraft and Vehicle Construction

Ship, Aircraft and Vehicle Maintenance  
and RepairProcurement, Contracting and  
Purchasing

Personnel and Personnel Training

Personnel Safety and Industrial Health

The majority of this work was conducted at the National Archives.

**McCaffery & Whitener, Inc.****July 1991 to September 2001****Position Title:** President & Principal Analyst

Mr. McCaffery was responsible for all facets of bidding, acquiring and meeting the obligations of contracts with the U.S. Navy and other U.S. Government agencies. This required a complete and in-depth familiarity with both the Defense Federal Acquisition Regulation (DFAR) and Federal Acquisition Regulation (FAR). In addition, Mr. McCaffery was responsible for writing bid protests of contract awards and managing the company's response to bid protests. All of these responsibilities required a thorough knowledge of the Government contract solicitation, bidding and award process.

As one of the company's two Principal Analysts, he led teams of U.S. Navy contract employees to accomplish assignments in;

- Design, Construction and Conversion of Merchant Ships to U.S. Navy needs,
- Transportation Planning and Analysis,
- Logistics Planning and Requirements analysis,
- Acquisition and Life-Cycle Cost Estimation.

**Publications and Presentations:**

Ready Reserve Force Contingency Crewing Requirements Study;

Product Tanker Supply and Cleaning Study;

CONUS Mobilization, Transportation and Ready Reserve Force (RRF) Siting Study;

Offshore Petroleum Discharge System (OPDS) Systems &amp; Manpower Requirements Study;

Container Vessel Seashed Conversion Budget Cost Estimate and Study;

USMC Assault Follow-On Echelon Lift Requirement Studies;

Strategic Sealift Joint Tactics, Techniques and Procedures Manual;

U.S. Navy Emergency POL Transfer Manual;

**U. S. Navy**

**August - September 1990  
January 1991 to April 1991**

**Position Title:** Logistics Planning and Execution Center Analyst

Mr. McCaffery was specifically requested, by name, for active duty during the initial mobilization and deployment phases of OPERATION DESERT SHIELD as well as the entirety of OPERATION DESERT STORM as an officer on the staff of the Deputy Chief of Naval Operations for Logistics (N-4). Due to his unique background and expertise in strategic mobility planning and analysis, ordnance acquisition planning and ordnance distribution, and marine transportation he was assigned the specific responsibilities of researching and producing a daily briefing to the Navy's senior leadership in these subject areas. For his service during this period he was awarded the Navy Commendation Medal for outstanding performance of these duties and promoted to Commander in September 1991.

**Phillips, Cartner & Co., Inc.**

**August 1988 to January 1991 and  
April 1991 to June 1991**

**Position Title:** Services Division Manager

Mr. McCaffery was responsible for both the technical and business management of all maritime industry contracts (ship construction, operation, and maintenance and operations analysis), including all phases of U.S. Navy and U.S. Army contract bid proposal writing, costing and post-award contract activities, including bid protests and responses. His technical responsibilities included:

- Marine Engineering and Naval Architecture
- Transportation/Mobility Planning and Analysis
- Logistics Planning and Requirements Analysis
- Acquisition and Life-Cycle Cost Estimation

**RCI, Inc.**

**December 1987 - July 1988**

**Position Title:** Lead Engineer

Mr. McCaffery was a member of a team supporting the Ship Introduction Program Office of the Military Sealift Command's Engineering Directorate. He provided consultation and expertise primarily in post-delivery tests and trials of ships either constructed for the Military Sealift Command or converted for use by the Military Sealift Command. In addition, he;

Researched and located sources for replacement main propulsion machinery components for a Hospital Ship,

Analyzed and interpreted U.S. Coast Guard Regulations and U.S. Navy General Specifications for Construction of Ships of the U.S. Navy for new and converted ships.

**Self Employed****September 1984 - November 1987****Position Title:**

Consultant / Campaign Manager

Managed two successful campaigns for U.S. Congress. In business terms, each campaign was essentially a small business start up that raised, through small investors, over \$500,000 in less than one year. As a "start up," each campaign required extensive planning and detailed execution of fund raising, marketing and public relations programs. This was balanced with an emphasis on creativity and the ability to respond instantly to a rapidly changing market environment.

**American Maritime Officers (AFL-CIO)****September 1979 to August 1984****Position Title:**

Chief Mate (Final Position)

Mr. McCaffery served as Chief Mate and Deck Department Head of dry bulk cargo vessels in worldwide trades. Prior to serving as Chief Mate, he served as a licensed Deck Officer (equivalent to U.S. Navy Officer of the Deck and Navigator) aboard every type of vessel in the U.S. Merchant Marine including Very Large Crude Carriers, handy size tankers, general cargo and dry bulk carriers. In addition, he participated in every sort of seamanship evolution including a rescue at sea in which over 350 persons were rescued from a burning passenger ship. As Chief Mate he was responsible for:

- Requisitioning/purchasing all non-engineering supplies and stores;
- Receipt, segregation, storage and issue of these supplies and stores as well as the receipt and segregation of the stores and supplies for every other shipboard department;
- Planning, supervision and execution of all non-propulsion plant related maintenance and repair including piping/pumping systems, hydraulic, electrical, mechanical and structural systems.

**Global Marine Drilling Company****September 1978 to August 1979****Position Title:**

Third Mate

Mr. McCaffery served as a junior watchstander aboard a dynamically positioned drilling vessel located off the West and Gulf Coast of the United States and Grand Banks of Newfoundland. Among the duties he was assigned was Deck Maintenance and ship's Safety & Medical Officer.

**The Atlantic Companies****September 1, 1977 to August 30, 1978****Position Title:**

Marine Underwriter

As Marine Underwriter evaluated risks of loss to customers, negotiated rates and coverages, and conducted loss reduction reviews for customers. Required extensive knowledge of carriers and cargos being offered for carriage as well as insurance / maritime law.

**SEDCO, Inc.****August 1976 to August 1977****Position Title:**

Watchstander / Barge Engineer Trainee

Served as Watchstander and Barge Engineer Trainee aboard a self-propelled semi-submersible drilling vessels located in the North Sea off Scotland and Norway. Duties involved, among others:

- Operation, maintenance and repair of piping and pumping systems
- Operation, maintenance and repair of eight anchor winches designed for anchoring in over 1,000 feet of water
- Operation, maintenance and repair of helicopter fueling system

**U.S. Navy****September 1972 to September 1998****Position Title:**

Commander (Final Rank)

Mr. McCaffery rose from Midshipman to Commander over a twenty-six year career. His assignments included:

Staff Duty Officer (Military Sealift Command Headquarters) - Responsible to Command Duty Officer and Commanding Officer (Vice Admiral) for real time monitoring of worldwide fleet of naval vessels, including engineering and operational issues.

Ordnance Requirements Officer (Supply Programs and Policy Division, Chief of Naval Operations (OP-41)) - Assisted with determining annual purchase requirement for explosive and non-explosive ordnance material in coordination with Naval Sea Systems Command, Naval Air Systems Command and Ship's Parts Control Center Product Managers.

Logistics Response Center Watch Officer (Chief of Naval Operations) - Researched and prepared Navy responses to Joint Chiefs of Staff logistics issues including expedited procurement of critical consumable and non-consumable supplies.

Administration Officer - Responsible for the creation and proper filing of all correspondence both within the unit and to/from other Navy Commands. Required detailed knowledge of U.S. Navy correspondence and administration requirements.

Training Officer - Responsible for bringing newly assigned personnel from every U.S. Navy community (Aviation, Surface Warfare, Submarine, Supply & Civil Engineering) up to fully qualified status in their assigned positions. Required detailed knowledge of all aspects of the operations and responsibilities of the Deputy Chief of Naval Operations (Logistics). These included Logistics Planning (OP-40), Supply Programs & Policy (OP-41), Strategic Mobility (OP-42), Fleet Maintenance & Modernization (OP-43), Shore Activities Planning (OP-44), Environmental Protection and Occupational Safety and Health (OP-45).

## **U.S. Navy Schools/Training:**

Naval Control of Shipping  
Military Sealift Command  
Damage Control & Firefighting  
Naval Financial Management  
Naval Ordnance & Gunnery  
Navy Regulations  
Diesel Engines  
Oceanography  
5"/38 Gun Mount Check Sight Observer  
Combat Information Center Officer  
Navy Regulations

Intelligence Analysis of Foreign Navies  
Ship's Parts Control Center Operations  
Joint Warfare Operations  
Naval Operations Analysis  
Naval Communications  
Ship Handling  
Petroleum Storage and Handling  
Combat Information Center Operations  
Weapons Officer  
Oceanography

**U.S. Naval War College** - Course work included year long sections on National Security Decision Making, Joint Maritime Operations and Strategy & Policy. The National Security Decision Making element focused on the development and acquisition of weapon systems by the Department of Defense. Specifically, this involved analysis of acquisition programs from requirement definition through costing, final acquisition planning and contracting using the case study method.

## **EDUCATION and OTHER QUALIFICATIONS:**

### **Academic Course Work:**

Marine Engineering Principles  
Static and Dynamic Stability of Vessels  
Strength of Materials  
Resistance and Powering of Ships  
Industrial Psychology & Safety

Ship Construction  
Statics & Dynamics of Ship Structures  
Fluid Flow  
Admiralty/Maritime Law  
Probability & Statistics

### **Laboratory or Practical Work:**

Pipe Fitting (Threaded Steel Pipe & Copper Tubing)  
Flame Cutting  
Piping System Repair/Maintenance  
Spray Painting of Large Structures  
  
Internal Combustion Engine Maintenance and Repair

Welding  
  
Brazing / Soldering  
Decorative Iron Work  
Machine Tool Operation (Lathe & Drill Press)  
Small Boat/Craft Maintenance and Repair