

THE NAVY SUPPLY CORPS



# Newsletter

Summer 2019



NAVAL SUPPLY SYSTEMS COMMAND  
NAVY EXCHANGE SERVICE COMMAND





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## A Message from the Chief of Supply Corps

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As I reflect on my first year as Commander, NAVSUP and 48th Chief of Supply Corps, I remain awed and humbled at the great work you accomplish every day, amazed at the dedication and talent of our workforce, and energized to deliver continued world-class supply readiness, services, and quality-of-life support to our customers. I had the privilege of seeing the impact of your efforts during recent fleet engagements in Sigonella, Jacksonville, and Pearl Harbor.

The demand signal for supply community support continues to increase. Fleet and Joint warfighters rely on our team to ensure our forces are ready to fight tonight and postured to sustain phase two operations during an era of great power competition.

Transitioning into our second year together, I want to reemphasize my priorities of remaining focused on our people, readiness recovery, and continuing reform and audit execution. Leverage the resources available to you to achieve mission success. These include resources that can help you develop professionally. To that end, I encourage you to review the recently released “Navy Leader Development Framework Version 3.0” and the updated “Laying the Keel” to help us lead and build winning people and teams.

This issue of “The Navy Supply Corps Newsletter” features articles about Navy Exchange Service Command’s (NEXCOM) six business lines and effort to provide critical quality-of-life support to our Sailors, retirees, and their families, as well as crisis response and support to our communities. NEXCOM sustains all Sailors and their families throughout their careers, enabling our people to accomplish the mission.

This edition also includes Rear Adm. Peter Stamatopoulos’ next “Maritime Logistics in a Changing Strategic Environment” excerpt about force generation and its critical role in the optimized fleet response plan framework.

Your commitment, ideas, and resilience continue to drive mission success. Thank you for all that you do, your families for their support, and your continued excellence in support of our Navy!

MICHELLE C. SKUBIC  
RADM, SC, USN



## NEWS FROM THE Command Master Chief

Team Supply,

Once again, it is great to see a supply community Sailor named Sailor of the Year. Congratulations Chief Logistics Specialist (AW/SW) Sindy Johnson for becoming 2018 U.S. Navy Shore Sailor of the Year. Chief Johnson served at Fleet Readiness Center Southwest and was meritoriously promoted to chief petty officer.

In this edition of the newsletter, we take a look at the quality-of-life services provided to Sailors, their families, and our retirees through services provided by the Navy Exchange Service Command (NEXCOM). NEXCOM has six primary business lines: Navy Exchange (NEX) Retail Stores and Services, Ship's Store Program, Uniform Program Management Office, Navy Clothing and Textile Research Facility (NCTRF), Navy Lodge Program, and Telecommunications Program Office.

We continue the conversation of maritime logistics with Rear Adm. Peter Stamatopoulos' "Maritime Logistics in a Changing Environment" to improve our understanding of naval logistics and the many roles within the lines of effort that each of us are connected to in support of increasing lethality.

Lastly, we provide an update on the NAVSUP Enterprise's latest reform efforts.

I recently had the pleasure and honor to visit our supply enlisted and sailors at the White House, Vice President's Quarters, the Pentagon, and those serving in the 7th Fleet area of responsibility, who conducted Supply Enlisted Roadshows with our enlisted community manager/detailer team. My message to all of them, and their leadership, is for Sailors to establish a relationship with subject matter experts from both groups to ensure that they stay connected to the ever-changing environment where career opportunities are plentiful for those who are up-to-date regarding the current business rules of community management and detailing.

*Lead with character and competence!*

CMDM(SW/AW) Thaddeus T. Wright, USN  
Command Master Chief  
Naval Supply Systems Command

# NEWSLETTER

Summer 2019

**Rear Adm. Michelle C. Skubic,**  
SC, USN  
Commander  
Naval Supply Systems Command  
and Chief of Supply Corps

**Mike Madden**  
Vice Commander  
Naval Supply Systems Command

**Capt. Matt Ott, SC, USN**  
Chief of Staff  
Naval Supply Systems Command

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# NAVSUP Commander Skubic Charts Change of Course for Navy's Supply System

By Nick Adde, Special Correspondent

Originally published in SeaPower magazine, May 2019.  
Reprinted with permission. (seapowermagazine.org)

**B**efore taking the job of managing the Navy's supply system, Rear Adm. Michelle Skubic had the chance to share her ideas for its improvement with Chief of Naval Operations Adm. John M. Richardson.

The CNO listened during that February 2018 conversation as Skubic described a system that had languished in key areas. Some problems were due in part to well-intentioned policies that did not work as planned, she said. Materiel support for what she calls "the industrial mission of the Navy" was a key concern.

Last July, when Skubic became the first woman to assume their command, she was given the opportunity to begin implementing the changes she deemed necessary to move Naval Supply Systems Command (NAVSUP) and Chief of Supply Corps onto a course that would foster timely delivery of materiel and services to the Sailors and Marines in the fleet who relied on it.

"From my observations, we had hollowed out the materiel support mission of the industrial missions, and it was costing timeliness and accuracy of support," Skubic said.

[NAVSUP] includes 11 commands, situated both in the continental United States and around the world. Skubic is responsible for its 22,500 military and civilian employees.

[Further, as Chief of Supply Corps], she must ensure that the 2,200 active-duty [Supply Corps officers] are professionally developed, trained and positioned in billets that have what she calls the greatest impact and ability to sustain readiness for both the Navy and joint commands. Likewise, she oversees the nearly 20,000 enlisted Sailors in supply ratings – logistics specialists (LS), culinary specialists (CS) and ship's servicemen (SH). (She noted that the ship's serviceman rating is about to undergo a name change – to retail specialist – to describe the jobs

they perform in terms that parallel those performed by their civilian counterparts.)

Both NAVSUP and the Supply Corps are [half the size] as they were when Skubic joined the Navy a little more than 30 years ago. As such, she said she believes there is added emphasis on ensuring that her charges are placed in assignments where they can have the greatest impact.

The Navy's industrial depots – fleet readiness centers, aviation depots and public shipyards that perform maintenance in surface vessels and submarines – had a need to complete their work and return ships and planes to the fleet more quickly.

"I thought we needed to bolster Supply Corps presence inside these industrial depots, in order to have a stronger voice at the table in crafting better materiel support toward solutions that would bring ships and aircraft out to the fleet on time and ready to serve," Skubic said.

Improvements in operational planning would accomplish the goal, Skubic believes. As such, she has pushed for incorporating and reinforcing it in all levels of training and education under her command.

Additionally, Skubic stressed the need to improve and streamline the contracting process.

"We must know how to use all the tools in our toolbox more effectively, for putting contracts together quicker and putting more strategic contracting solutions together," Skubic said. Doing so, she believes, would foster better readiness in the long run.

Skubic also is an advocate for a stronger voice in the joint-logistics community from the Supply Corps.

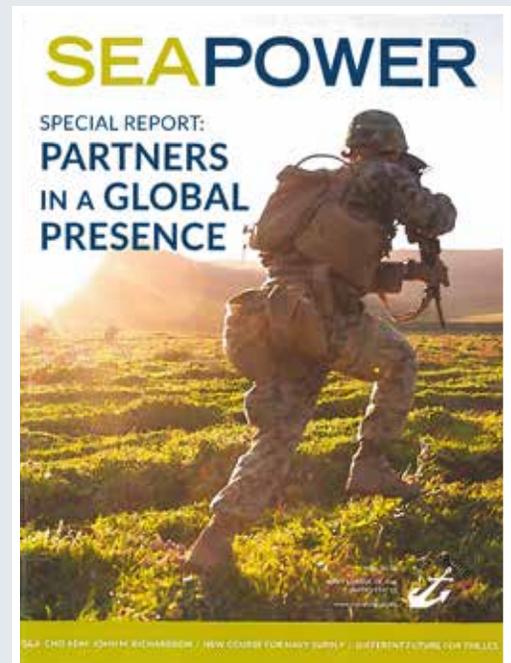
"We are often the flag community with the largest footprint in the joint-logistics arena. Right now, five of 10 flag officers in the Supply Corps are usually positioned in joint

commands," Skubic said. "They make a difference – on behalf of both the Navy and our joint warfighters."

Within a matter of weeks after presenting these points to Richardson, the CNO offered Skubic the chance to implement her ideas. Immediately after assuming command, she began addressing areas of priority: focus on people, recovering readiness, embracing reform and getting after Navy audit.

"[Former Defense Secretary James N. Mattis] had a mandate to get after 80% mission capability for our strike fighter fleet. This falls in line with our directive, with a focus on recovering readiness," Skubic said.

Several past tours with the fleet reinforced to Skubic the concept that NAVSUP does not exist if not for serving the fleet needs. She has been working closely with Vice Adm. DeWolfe Miller III, the commander of



Naval Air Forces, to address aviation readiness and "all things F/A-18."

The collaborative effort has included meetings with Vice Chief of Naval Operations Adm. William F. Moran and the fleet four-star commanders. The conversations address ways to improve materiel support, the reliability of weapons systems and readiness numbers.

"It's been a tough and important road for us to take together, as we've tried to fill in some of the gaps that have occurred over the last several years. We've had to expose our

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individual and collective weaknesses and risk areas, so that we could improve production control, materiel support and the timeliness of finishing maintenance,” Skubic said.

In some instances, she said, positive results can be reached through simple deck-chair rearrangements, such as making sure that members of different teams – engineers,



Rear Adm. Skubic gives a speech during a Women's Equality Day celebration on Naval Support Activity Bahrain. –photo by MC2 Samantha P. Montenegro



Rear Adm. Skubic addresses the audience during a NAVSUP town hall. –photo by Dorie Heyer

weapons-support specialists, personnel specialists and technicians – are moved to where they need to be co-located.

“We [can] correct misinterpretations and draft solutions faster. It’s very powerful in its simplicity. We’re seeing results,” Skubic said.

She cited the effort to reduce the time it takes to complete aircraft maintenance projects more quickly than what they refer to

in [aviation maintenance] jargon as “84-day specials.” With a concerted effort, Skubic said, some work is being completed within three days. Observations of recent activities have repeatedly concluded successfully. The three-day goal, she said, is “sustainable.”

At the depot level, the goal is to reduce extended-maintenance times to 60 days, down from 120 to 150 days. The effort has shown promise, Skubic said.

“Again, this is very focused teamwork producing this result, with aircraft flying that much quicker,” Skubic said.

Implementation of this collaborative enterprise, known quasi-officially as the Navy sustainment system, Skubic believes that the disciplined focus on production control it entails is producing quantifiable results.

“There’s a unity of effort. Our teammates across the board are seeing an opportunity to contribute to solutions that make a legitimate, positive impact on readiness,” Skubic said.

In turn, the gain in readiness is fueling teammates to continue to progress.

Like any good management team, Skubic and her team leaders move people in and out of key positions, with the intent of minimizing the potential for burnout. Also, they have taken the lessons they have learned through the process with F/A-18s and applied them to other weapons systems.

“Those other systems aren’t suffering at the expense of the F/A-18s. They are sharing in the goodness of our learning experience,” Skubic said.

From a standpoint of acquisition reform, Skubic is approaching solutions by taking a hard look at the way her organization is organized to succeed.

“NAVSUP has taken actions to reestablish our physical presence inside of those shipyards and aviation fleet readiness centers. This has been necessary because of decisions in the past that were made with noble intent but have had unintended outcomes,” Skubic said.

She cited a past decision to outsource some work to third parties such as the Defense Logistics Agency (DLA).

“DLA is a wonderful joint command that supports readiness throughout [the Defense Department],” Skubic said. “But when we did outsourcing with them, it created some unintended gaps and seams in materiel support for [Navy] industrial depots.”

Her goal is to reestablish Supply Corps

and Supply Team presence on the Navy side of those depots, where the personnel “wear Navy nametags, speak Navy language and contribute to Navy solutions,” she said.

From the standpoint of risk management, Skubic said the Supply Corps is working to come to terms with the long-term effects of the drawdown in billets and the closures of facilities under base realignment and closure. The upshot is jobs that must be performed by fewer people with less experience than before – which in turn contributes to gaps in service to the Supply Corps customers, she said.

“We’re finding ourselves in a position to try to overcome some of those decisions that were being made. That’s what our [enhanced] customer presence is trying to get after – to reestablish a formal Navy presence,” Skubic said.

She is overseeing an effort to work with suppliers under a formal program, in which her managers meet with senior-most civilians regularly to talk about performance, timeliness and missions.

The continued focus on fleet readiness will remain “critically important” to Skubic as she serves out the remaining [years] of her Navy career.

“Logistics can be a challenge during peacetime, at what we call Phase Zero. It gets significantly more complicated as you go kinetic – in humanitarian crises – and also in a fight,” Skubic said.

“We’ve got to put our attention into those operational plans – how we would resupply in the most challenging of circumstances,” she said.

Communications lines could be lengthy. Sailors would operate in areas in which they have never worked. Processes, stock positioning and team placement must be addressed so operations in the most challenging of circumstances can be sustained, Skubic said. She intends to see to it that logisticians will be prepared to respond if and when necessary.

“I have confidence in the NAVSUP team as well as the Supply Corps officers and enlisted located with the Navy and in joint organizations,” Skubic said. “They’re ready to serve – and sustain the fight. They’re ready for sea.” ✨

# NAVSUP Business Systems Center Civilian Named Department of the Navy's 'Person of the Year' at IT Conference

From NAVSUP Business Systems Center Public Affairs

Laura Sedor, an information technology (IT) specialist for NAVSUP Business Systems Center (BSC), in Mechanicsburg, Pennsylvania, was recognized as the Department of the Navy's (DoN) 2019 Cyberspace/Information Technology Person of the Year during the DoN IT Conference in Norfolk, Virginia, June 4.

The award recognizes Sedor for her information management (IM) and IT excellence across the Navy and Marine Corps as well as her distinguished innovation, dedication, and enthusiasm among DoN civilian and military members.

"These awards are important because we want to promote innovation so that these ideas can be shared with the entire DoN," said Capt. Damen Hofheinz, director, DoN Office of the Chief Information Officer. "It shows that it doesn't matter the size of the command; any Sailor, any person can have a huge impact on the whole enterprise. It helps improve us all."

Sedor, a Mechanicsburg native and member of the data analytics solutions department, began her career as an intern with NAVSUP BSC in 2008 and now serves as a subject-matter expert for the Enterprise web team.

"It's an honor that the innovative work we do on a regular basis at NAVSUP BSC is being recognized across the DoN," said Sedor.

Sedor received the award for her development of the NAVSUP Office of the Inspector General (IG) Portal.

The IG conducts regular audits and plays a vital role in the health and stability of

organizations within the DoN to ensure compliance with current laws and regulations, and prevent abuse and mismanagement.

Prior to the development of the IG Portal, planning and execution of IG inspections required an exorbitant amount of time and money to orchestrate with a majority of time spent on administrative tasks. Delays in the process prevented the sharing of information and inhibited the ability of key leaders to make timely decisions on priority issues helping organizations accomplish their mission.

Sedor's innovative solution resulted in a web-based application that fully automated IG inspection and remediation processes, eliminated excessive manual efforts, and reduced administrative time by more than 50%.



Laura Sedor, information technology (IT) specialist for NAVSUP Business Systems Center (BSC), in Mechanicsburg, Pennsylvania, is presented the 2019 Cyberspace/Information Technology Person of the Year Award by Capt. Damen Hofheinz, director, Department of the Navy Office of the Chief Information Officer. —photo by James E. Foehl

"I wanted to see what could be developed to save them time and allow for easier sharing of data. At the end of the project, I think we were able to create something that did both," said Sedor.

Through the portal, the IG can schedule and plan an inspection online; set dates and times; define points of contact, inspection areas, leads, plans, document travel plans, itineraries, and costs. During the inspection,

inspectors can document, track, and manage all findings in the portal. Authorized personnel can view inspection results and progress through an inspection dashboard that displays real-time results.

"I'm proud to learn that Laura was recognized as the top information technology professional for the entire DoN. I can't think of anyone more deserving of the title," said Capt. Douglas M. Bridges Jr., commanding officer, NAVSUP BSC. "Her innovation and professionalism is a perfect example of what our NAVSUP BSC team does best; provide IM/IT solutions that increase readiness by improving automation and information sharing."

The award presentation was part of the three-day DoN IT Conference East Coast 2019, which provided an opportunity for participants to discuss new and emerging IT policy and initiatives.

Tom Wirfel, data strategy lead for NAVSUP BSC, provided a data and analytics presentation to conference participants highlighting future business intelligence environments.

"It's key that we can access data from various sources in one fast and efficient system. Having a centralized capability to access data in one environment will be vital to improving business systems, cost savings, and data-driven decision-making across the Navy," said Wirfel.

"The NAVSUP BSC team works diligently with our partners to develop sustained data-centric enterprise solutions that emphasize business IM/IT systems improvement. Through the design, development, and maintenance of information systems, we bolster military advantages

globally and maintain the Navy's key capability of resilient and agile logistics for a more lethal force," said Bridges.

NAVSUP BSC provides the Navy with information systems support through the design, development, and maintenance of systems in the functional areas of logistics, supply chain management, transportation, finance, and accounting. \*

# Leaders within the Navy's Leadership Mess

By CMDCM(SW/AW) Thaddeus T. Wright

As the NAVSUP command master chief, I have the honor and privilege to work with members of the leadership mess. I wanted to take a moment and highlight these command master chiefs who were former supply enlisted, and those within the NAVSUP Enterprise who now work with the master chief petty officer of the Navy, fleet master chief petty officers, numbered fleets, and force master chiefs, in addition to leading and impacting thousands of Sailors.



**CMDCM(SW/AW) Lateef Compton**  
*(Former Culinary Specialist)*  
COMBINED MARITIME FORCES,  
U.S. NAVAL FORCES CENTRAL COMMAND



**CMDCM(SW/AW) Chris Fitzgerald**  
*(Former Ship's Serviceman)*  
COMMANDER, NAVY REGION SOUTHWEST



**CMDCM(SW/NAC) Shannon Howe**  
*(Cryptologic Technician - Collection)*  
NAVY EXCHANGE SERVICE COMMAND



**CMDCM(AW/SW) Jeff Kirby**  
*(Former Aviation Storekeeper)*  
U.S. NAVAL ACADEMY



**CMDCM(AW/SW/IW) Jason Haka**  
*(Former Culinary Specialist)*  
**COMMANDER, TASK FORCE SEVENTY / CARRIER STRIKE GROUP FIVE**



**CMDCM(SW/AW/IW) Steven Horton**  
*(Former Culinary Specialist)*  
**NAVSUP WEAPONS SYSTEMS SUPPORT**



**CMDCM(SW/IW) Donald Myrick**  
*(Former Ship's Serviceman)*  
**OFFICE OF THE NAVAL INSPECTOR GENERAL**



**CMDCM(AW/SW) Lisa Tisdale**  
*(Former Ship's Serviceman and Master at Arms)*  
**COMMANDER, JOINT REGION MARIANAS**

LS1 (AW/SW) Sindy Johnson celebrates after being announced as the U.S. Pacific Fleet 2018 Shore Sailor of the Year during a ceremony at the Ala Moana Hotel in Waikiki.  
—photo by MC1 Nate Laird



## LS1 Sindy Johnson named 2018 Shore Sailor of the Year

From Office of Corporate Communications, Naval Supply Systems Command

Logistics Specialist 1st Class (LS1) (AW/SW) Sindy Johnson was named the 2018 Shore Sailor of the Year during a ceremony at the Ala Moana Hotel in Waikiki, March 21.

Johnson currently serves at Fleet Readiness Center Southwest onboard Naval Air Station North Island.

The Navy meritoriously advanced Johnson's rank to chief petty officer in honor of her award.

"I did not expect to hear my name called," Johnson said. "I feel that being approachable and setting a good example got me to where I am today."

Johnson was also named the Fleet Readiness Center Southwest Sailor of the Year in October 2017 and the Commander, Fleet Readiness Centers Sailor of the Year in November 2017.

But being recognized for her efforts and contributions are not really new to Johnson.

While at her first command in 2005 aboard the submarine tender USS Emory S. Land (AS 39), Johnson was selected as the Bluejacket of the Year. Two years later

Commander, Submarine Force, U.S. Pacific Fleet, chose her as its Junior Sailor of the Year.

Born in Bluff, Nicaragua, Johnson moved with her father to Bronx, New York, in December 2001 at the age of 15. Three years later she joined the Navy.

"Ever since I was little and living in Nicaragua, I wanted to join the Navy because I wanted to be part of the 'big super power of the world,'" she said. "And once in the States, in addition to joining the Navy, I wanted to be independent and find a better life for myself. That was the motivation to push me to join."

In 2005, a year after joining the Navy, she became a naturalized citizen in Italy while assigned to USS Emory S. Land.

Her advice to younger Sailors who are interested in succeeding in the Navy focuses on continuity and perseverance.

"Don't give up no matter how many times you fall personally or professionally," she said. "Keep getting back up. And show up and do your best." ✨



Congratulations to LS1 (AW/SW) Sindy Johnson who was selected as the 2018 Navy Shore Sailor of the Year.  
-photo by MC1 Sarah Villegas.



Adm. John C. Aquilino, commander of U.S. Pacific Fleet, congratulates LS1 (AW/SW) Sindy Johnson as the 2018 Shore Sailor of the Year (SOY) and IC1 (SW/AW) Nicholas W. Natelli as 2018 Sea SOY during a ceremony at the Ala Moana Hotel in Waikiki. -photo by MC1 Nate Laird



Above: Small General Mess Category Winner Ristorante Bella Etna Dining Facility. —photos by Matt Morrison

## Military Food Service Awards Recognize Navy's Best

By Matt Morrison, Office of Corporate Communications, Naval Supply Systems Command

**Winners of the 2018 Capt. Edward F. Ney Awards for culinary excellence attended training hosted by the National Restaurant Association Education Foundation (NRAEF) as part of the Military Food Service Awards in Chicago, Illinois, May 17-19.**

The Ney Awards, announced in a February ALNAV message, were presented during an evening ceremony May 17.

This year's afloat winners, representing the Navy's Undersea Enterprise, Surface Warfare Enterprise, and Naval Aviation Enterprise, were USS Santa Fe (SSN 763), USS John P. Murtha (LPD 26), USS Boxer (LHD 4), and USS Abraham Lincoln (CVN 72).

This year's ashore winners, representing Commander, Navy Installations Command, were Trident Inn Galley, Bangor, Washington, and Ristorante Bella Etna Dining Facility, Sigonella, Italy.

The Secretary of the Navy and the International Food Service Executives Association established the Capt. Edward F. Ney Awards Program in 1958. The awards recognize the best galleys in the Navy and encourages excellence in Navy food service programs with the objective of improving quality of life for Navy personnel. ✨



Aircraft Carrier Category Winner USS Abraham Lincoln (CVN 72).



Small-Medium Afloat Category Winner USS John P. Murtha (LPD 26).



Large General Mess Category Winner Trident Inn Galley.



Large Afloat Category Winner USS Boxer (LHD 4).



Submarine Category Winner USS Sante Fe (SSN 763).

# The Enduring Case for American Naval Power

By Thomas B. Modly, Under Secretary of the Navy  
*Originally published by DefenseNews.com, March 2019*

**B**orn from revolution in the midst of a previous era of great power competition, America's dedication to freedom, equality, and its resulting ascendance in the world have always been challenged. And although we would not become a "great power" ourselves for a century or more, our earliest guarantor of economic and political security was decidedly rooted in a maritime strategy.

That could be because our first president was also our first navalist. "It follows then as certain as that night succeeds the day," wrote George Washington, "that without a Decisive Naval force we can do nothing definitive, and with it everything honourable and glorious." And although Washington was then focused on the military campaign, others serving beside him shared his vision in support of a new American economic and naval system that would someday be truly independent of the Old World. Commerce and naval forces "by kind of a reaction, mutually beneficial, promote each other," wrote Alexander Hamilton in "Federalist No. 11," arguing for ratification of a new constitution that would promise to "provide and maintain a Navy." Defending freedom of the seas meant providing the American "unequaled spirit of enterprise" a more than equal chance to compete and win.

The same is still true today. On the global stage and in the larger theater of human history, peace and prosperity through strength has yet to go out of style—and most likely it never will.

Yet, no matter where we steer our ship of state, the tide of geopolitics always rises to meet us. Today, global competition with highly capable adversaries portends perhaps greater danger to our economic, technological and financial security than ever before. The notion that all seas should be free to every people and nation is still a relatively new idea. And that idea is being challenged each and every day.

Our Sailors and Marines today experience this firsthand—as Chinese ships of every build and persuasion, all connected to the Communist regime, lay protective bumpers over the side, threatening to "shoulder" American ships in international waters. Our aircraft are violently "thumped" by means of reckless flybys in international airspace, by both Chinese and Russian interceptors. Meanwhile, our allies increasingly experience encroachments against their sovereignty by Russian and Chinese actions that violate standards of international law, but which fall below the threshold of traditional military conflict. This theater of competition is real, and the stakes are real—and not just for those in uniform.

And these are just the actions we see with our own eyes. Beneath the surface of the ocean, outside the atmosphere and even more prominently in the ever-expanding domain of cyberspace, our adversaries are already engaged in battle against us. Their goals: to steal, deceive, disable, degrade and ultimately destroy our prominence as the world's greatest defender of liberty and free commerce. Our Navy and Marine Corps forces represent that prominence on the front lines of the American way of life, far away from our shores.

But now, with 289 ships, our Navy is less than half as large as when it last faced a peer competitor. Meanwhile, U.S. gross domestic product has grown from \$5 trillion in 1988 to \$19.5 trillion. Our trade by sea has since tripled, from \$230 billion to over \$880 billion. Indeed, the entire global economy relies on the oceans: from over 3,866 million metric tons of maritime shipping 30 years ago to 10,665 today.

The changes beneath the surface of the ocean have enabled the entire global economy to be transformed. In 1988, the first fiber-optic cable was laid on the ocean floor. Today, there are over 600. Our global internet now resides almost exclusively on that system, representing 97% of all international communications. The data rate along those cables has grown from less than 1 terabyte per second three decades ago to 130 terabytes. Every day, over 8,300 financial institutions in over 200 countries send millions of essential messages for purchases and trades. Our own clearing house system processes over \$1 trillion per day via undersea cables alone.

And when the Arctic Ocean is fully navigable, major trade routes by sea will be completely reoriented, halving the distance compared to routes using the Suez and Panama canals. Companies will save up to 12 days of time, fuel and carrying risk from the United Kingdom to East Asia. Next year, anywhere from five to 15% of China's trade, up to almost \$1 trillion worth, may transit through the Arctic. That will only increase exponentially in the future. Business models worldwide will count on those savings and invest accordingly.

Thus, with less than half of the Navy we had 30 years ago, but arguably three times the responsibility, and growing, we must reassert a decisive naval force and its relationship to American prosperity. Without consistent funding streams, a revitalized defense-industrial base and a compelling naval narrative for our citizens, we may be under-resourced to defend the nation's extensive maritime interests. This is the same Navy-Marine Corps team that must serve as the backbone of our capability to defend our nation abroad, and the invisible means, to most Americans, of how opportunity and freedom are preserved here at home.

**"It follows then as certain as that night succeeds the day," wrote George Washington, "that without a Decisive Naval force we can do nothing definitive, and with it everything honourable and glorious."**

To fulfill these grave responsibilities in this new order of global competition, we must also grow to become a different naval force, a stronger and more agile one that supports the kind of American dynamism that continues to lead the world, and we must command the seas to do so.

Given focused engagement by Congress, the Department of Defense, our private sector partners in the shipbuilding sector, and the development of new partners with advanced technologies in unmanned systems and artificial intelligence, a 30% increase in ships to 355, or probably more, could have a corresponding 300% advance in capabilities, when built from the keel up to be distributed, networked and highly agile.

Indeed, our rallying cry for this effort should be “355-plus” because the number of ships, while important, is far less important than the mix of capabilities that those ships provide to address threats all along the broad spectrum of competition. Thus we are designing our naval capabilities with lethal purpose, but also far more. This needed growth, both in terms of capacity and creativity, would bring our maritime capabilities more in line with our national economic potential – as well as our global responsibilities to protect and extend it.

The American system, as envisioned by Hamilton and others to this very day, is fairly simple: As our markets grow, so do we. As the seas are free, our entrepreneurial and competitive edge shines. As our naval forces ensure freedom of navigation and commerce, our nation endures and thrives. It is well past time to recognize the vital nature of American sea power for what it is: the force that ensures liberty and prosperity for our own citizens, and extends it beyond our shores. It is time to substantially reinvest in naval power, as we face a future characterized by unpredictability – an unpredictability that only strong American naval forces can stabilize. To paraphrase Capt. James Lawrence and his battle cry in the War of 1812, our citizenry must recognize that we can never “give up the ship,” for if we do, we give up the nation. ✨



Map of the Defense Department’s geographic combatant commands.

## NAVSUP Showcases Innovation at Sea Air Space Expo 2019

By Matt Morrison, Office of Corporate Communications, Naval Supply Systems Command

**N**AVSUP showcased innovative technology and processes at this year’s Sea Air Space Exposition in National Harbor, Maryland.

Featured in NAVSUP’s booth this year was the latest information on NAVSUP’s reform initiative. NAVSUP’s reform program is advancing with a series of initiatives to build on the efforts started in 2018. These initiatives are designed to enable audit and inventory accountability, aggressively accelerate contracting speed, deliver on our end-to-end supply chain integrator role, organize internally to deliver on fleet needs, enable the deck plate, and get more from the supply base. These efforts will improve warfighter readiness and lethality, and enable NAVSUP to improve business processes and better align with its customers in delivering supplies, services, and quality-of-life support to the Navy and Joint warfighters around the world. NAVSUP is the single point of accountability for the integrated Navy supply chain with full audit compliance.

NAVSUP also demonstrated the latest in Autonomous Mobile Robot (AMR) technology at the expo. AMR is an emerging technology that provides a powerful toolset to collect, monitor and react to important information regarding asset location. The AMR uses onboard radio frequency identification (RFID) readers to gather data from passive RFID tags placed on materiel in our warehouses. This provides the ability to constantly collect inventory data and immediately react to discrepancies. This solution does not require an expensive fixed infrastructure to deploy and will enable NAVSUP to perform wall-to-wall inventories on a regular basis and exceed inventory validity goals.

Representatives from the NAVSUP Office of Small Business Programs were also in the booth sharing information on NAVSUP initiatives that offer procurement opportunities to small business. The office of small business is committed to maximizing procurement opportunities for all small business concerns and minority-serving educational institutions. This effort is in support of the Secretary of the Navy’s goal to identify and develop small businesses that can support the NAVSUP mission and the Navy/Marine Corps force for tomorrow. NAVSUP’s procurement includes weapon systems spares and repair parts, Navy medical supplies and services, and commercial supplies and services that support the fleet.

Sea Air Space is the largest maritime exposition in the United States and is an extension of the Navy League’s mission of maritime policy education and sea service support. The expo features the most current information and technology relevant to maritime policy. ✨

...continued on page 12

...continued from page 11

**Right:** NAVSUP showcased innovative technology and processes May 6-8 at the Sea Air Space Exposition 2019, in the Gaylord National Convention Center, National Harbor, Maryland  
—photos by Lee Mundy



**Below:** Assistant Secretary of the Navy (RD&A) James F. Geurts stopped by the booth to talk Autonomous Robot Technology with Commander, NAVSUP Rear Adm. Michelle Skubic and Capt. Gene Cash.



# Let Me Introduce You to Navy Exchange Service Command

By Robert J. Bianchi, Rear Admiral, Supply Corps, U.S. Navy (Ret.),  
Chief Executive Officer, Navy Exchange Service Command

**A**s a retired Supply Corps flag officer, I am honored to be the first ever civilian Chief Executive Officer of the Navy Exchange Service Command (NEXCOM). I initially came onboard in 2007 as the 27th commander of NEXCOM and following retirement, returned to NEXCOM in 2012 with a continued desire to serve. I'm also currently dual-hatted as the Special Assistant to the Assistant Secretary of Defense for Commissary Operations. Within these two roles, I am privileged to lead the effort supporting our military and their families with critical quality of life benefits.

Naval Supply Systems Command (NAVSUP) is NEXCOM's parent command and we comprise 60% of NAVSUP's total workforce. With a worldwide reach, NEXCOM oversees 100 Navy Exchange (NEX) facilities, 300 NEX stores, 39 Navy Lodges, the Ship's Store Program, the Uniform Program Management Office, the Navy Clothing and Textile Research Facility and the Telecommunications Program Office.

Within NEXCOM, our personnel understand the service and duties of our nation's military members; around half of our 14,000 NEXCOM employees are military affiliated, whether as retirees, Reservists, veterans or family members. Moreover, NEXCOM remains fully integrated with our Navy communities by giving back 100% of our earnings to the Sailor; 70% to Morale, Welfare and Recreation (MWR) programs and the remaining 30% is reinvested in capital improvements to NEX stores and facilities. Since 1946, NEXCOM has given \$3.6 billion to Navy MWR quality of life programs.

NEXCOM's programs serve as touchpoints throughout any Sailor's career, and in particular within the supply community.

As a command, we are excited to share what NEXCOM offers and highlight the new programs and technologies we are creating to provide quality goods and services at a savings to support Navy quality of life programs. ✨



Retired Rear Admiral Robert J. Bianchi, chief executive officer of Navy Exchange Service Command. –photo by NEXCOM Public Affairs



October, 2016: Naval Base San Diego Commanding Officer Capt. Roy Love, middle, Chief Executive Officer of Navy Exchange Service Command Robert Bianchi, far left, Navy Lodge San Diego Manager Mike Rabideau and Navy Lodge headquarters personnel perform the ribbon cutting with the longest working Navy Lodge San Diego staff Moses Cortez, with 25 years of service. –photo by Petty Officer 2nd Class Indra Bosko

# Navy Exchange Service Command's Distribution Centers Replenish Ships' Stores

By Scott C. Gray, Vice President, Afloat Operations/Ship's Store Program, Navy Exchange Service Command

The mission of the Navy Exchange Service Command's (NEXCOM) Ship's Store Program is to provide quality goods and services for Sailors and Marines aboard Navy ships, and in remote and isolated locations such as San Clemente and San Nicolas Islands, California, and Diego Garcia.

"Our team collaborated with NEXCOM's distribution team to do a cost analysis of providing the most popular ship's store offerings (IQ) and the possibilities of leveraging the logistics and procurement support of the Navy Exchange (NEX) retail outlets in Japan and Guam," said Gene Hoffman, of NEXCOM's Ship's Store Program merchandising branch. "We determined that the NEX could provide all of the top-selling items on the IQ list at prices equal to or below those through [Defense Logistics Agency], with a significant reduction in distribution costs. The IQ cognizant code for ship's store products Japan/Guam initiative has saved the Navy \$2 million over a five-year period by using the NEX to purchase merchandise."

Recognizing the significant savings and better fill rates achieved in the U.S. 7th Fleet, a blanket purchase agreement (BPA) between NEXCOM and Naval Supply Systems Command (NAVSUP) Fleet Logistics Center (FLC) Norfolk was signed in 2017 to broaden the availability of the IQ items to ships homeported or operating in the U.S. 5th and U.S. 6th Fleet areas of responsibility. Once the contractual framework was in place, NEXCOM ensured distribution and information technology requirements were

satisfied, and adequate pipelines and inventory positions were established in Souda Bay, Greece, and Bahrain.

Internal processes were also retooled to provide flexibility in dealing with surge demand, customs issues, and financial complexities associated with bill payment and invoicing. It was determined support in the U.S. 5th Fleet would be provided via the NEX Bahrain distribution center with U.S. 6th Fleet support provided via the NEX Naples, Italy, distribution center. In the end, a simple and transparent process was created allowing the ships' stores to operate no different than in the continental United States.

"Because NEXCOM is a non-appropriated fund activity, all orders sent are processed as if it was a stateside vendor by using the warehouse management system and the electronic data interchange (EDI) process," said Logistics Manager Frank Scott of the NEX Bahrain Distribution Center. "The items available for purchase are listed in the automatic contract bulletins for each location. For ships using EDI to order, the dollar amount per purchase order may be up to \$100,000."

In the spirit of the NEX mission, all IQ catalog merchandise items are sold to ships stores at the NEX cost price; no additional surcharges or taxes are applied. NEXCOM's Ship's Store Program updates the contract in the rough order of magnitude the first of each month. The merchandise listed on the contract is a cross section of high demand items already carried in NEXs.

When a ship places an order, the NEX IQ coordinator receives and processes the order through the NEX warehouse system. The order is then allocated and picked by a NEX warehouse associate. Once the pick is completed, NEX loss prevention/safety ensures 100% accuracy on each order. The pallets are then wrapped and tagged for delivery to the ship, either pierside or at sea. Payments to the NEX for the merchandise are done via the Defense Finance and Accounting Service. This electronic process eliminates the need for submission of a purchase order form, or order processing and payment by a government purchase card holder.

"Ultimately, the ship gets fresh products, limited substitutions, and improved fill rates at a price comparable to products sold by vendors in the continental United States,"

said Capt. Darrell Mathis, deputy commander Military Services of NEXCOM.

To date, fleet feedback has been extremely positive. "The new IQ program offered via Bahrain is a helpful option to ensure we can provide the crew with an assortment of day-to-day items to make deployment easier," said Ens. Stefan D. Sookoo, sales officer, USS Essex (LHD 2). "The process is easy to use from order to receipt, ensuring no unmatched expenditures or not-in-stocks. Overall, the process is smooth and the crew enjoys the items provided for their health, comfort, and morale."

Considering the success and cost savings over the past six years in Japan and Guam, and the successful launch in Bahrain and Naples, further expansion of this program is under consideration in Rota, Spain, and Pearl Harbor.



**Above:** Inventory Control Clerk Maryann Tabafunda scans merchandise in the warehouse. —photo by NEXCOM Public Affairs



**Left:** Giuseppe De Vito and Salvatore Arena load merchandise onto a truck bound for NEX locations in Europe. –photo by NEXCOM Public Affairs



**Above:** Inventory Control Clerk Shabeer Kolekkara scans merchandise prior to fulfilling an order. –photo by NEXCOM Public Affairs



**Above:** Associates from the NEX Bahrain Distribution Center coordinate merchandise shipments to ships' stores. *From left to right:* Frank Scott, logistics manager; Harli Thomas, 1Q coordinator; Padinjakkara Mohammed, lead storage; Sreejith Murapaly, warehouse management system; and Joaquim Vaz, lead shipping. –photo by NEXCOM Public Affairs

**Right:** Padinjakkara Mohammed and Sohale Anwar prepare to load merchandise for shipment. –photo by NEXCOM Public Affairs



**Right:** Clothing Designer Gajanan Dhapodkar experiments with the pant hem on the newly redesigned female skirts and slacks fit.  
—photo by NEXCOM Public Affairs



**Below:** Clothing Designer Desiree Marquand analyzes a hem on a prototype of the two-piece, inherently flame resistant uniform.  
—photo by NEXCOM Public Affairs



**Left:** Pratibha Sinha, a physical scientist with Navy Clothing & Textile Research Facility, preparing the mannequin for hydro environmental testing to evaluate Sailors' biological effects to various weather, water and temperature impacts.  
—photo by NEXCOM Public Affairs

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# Navy Clothing & Textile Research Facility Provides Innovation

By Laura C. Winters, Director, Navy Clothing and Textile Research Facility, Navy Exchange Service Command

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**Below:** Navy Clothing & Textile Research Facility associate explains the prototype of the new stitchless seam –photo by NEXCOM Public Affairs



**The mission of Navy Exchange Service Command's (NEXCOM) Navy Clothing & Textile Research Facility (NCTRF) is to maximize the quality of life for Navy Sailors through uniform and protective clothing development and sustainment. The work of NCTRF is critical to the Navy's readiness and lethality. The NCTRF team brings forward new technologies that provide service members necessary capabilities for mission readiness.**

The NCTRF team includes subject matter experts, textile technologists, clothing designers, and engineers. They conduct research, design, development, improvement, and user assessment studies of uniforms, protective garments, and equipment.

For example, clothing designer Eileen Hamalian has been involved with the development and continued evaluation of the U.S. Fleet Forces Command's two-piece, inherently flame resistant uniform for versatile protection for Sailors aboard ships.

Pratibha Sinha, a physical scientist, oversees the biophysical lab that houses lifelike mannequins and the hydro-environmental testing pool. She evaluates Sailors' biological reactions to various weather, water, and temperature impacts for survivability under environmentally adverse conditions.

NCTRF works hand-in-hand with Navy leadership on new uniform initiatives such as updating design and fit based on current body types.

Supervisory Textile Technologist Louise Caulfield of the Uniforms and Certification Group, led several key Navy projects like the female chokers and the Navy Working Uniform (NWU) Type I, II and III. She's currently running the ongoing certification and quality assurance program to provide Sailors with uniform standardization and improved fit.

Caulfield's team includes Kim Olen, who manages the female uniform size standardization effort. Using the anthropometric correlation study results, she is adjusting the size and fit of current uniforms to conform to today's female Sailors, including the redesign of the new female skirts and slacks.

One of the newest Navy initiatives is the study and evaluation of a new general safety boot that is more comfortable and meets operational performance requirements better. Supervisory Textile Technologist Amy Brayshaw, of the Organizational and Protective Clothing Group, has been conducting and studying in-fleet assessments of improved boot designs. She directly contributed to the new I Boot 4 currently being sold in Navy Exchange (NEX) uniform stores. Along with the boot program, she developed and tested the Improved Flame Resistant Variant (IFRV) coverall, an approved fleet organizational clothing item.

In addition to the IFRV and the boot study, NCTRF helped create the optional physical fitness uniform tagged with the new logo, "Forged by the Sea." Clothing Designer Julie Kontos was one of the principals on the project, ensuring its quality, handling the design and color development, and implementing sizing standards and fit comparable to commercial clothing.

NCTRF not only handles Navy projects and programs, but also works closely with the U.S. Marine Corps on its clothing and protective equipment. Barbara Quinn, who handles pattern and prototype design, has supported multiple U.S. Marine Corps and Navy clothing and personal protective equipment redesigns.

Barbara, along with a team of clothing designers, Lynn Anderson, Katherine Verrico and Carlos Custodio have worked on a wide range of items like the Navy's service dress blues, NWU Type I, II & III, body armor, steam suits, chemical biological suits and a full redesign the USS Constitution uniform. \*



**Above:** Lynn Anderson, NCTRF's Design and Testing Laboratories Group, clothing designer measures the bottom of a thermal heat-resistant body suit prototype. –photo by NEXCOM Public Affairs

A Sailor on permanent change of station orders checking into Navy Lodge Norfolk. –photos courtesy of Navy Exchange Service Command



## Navy Exchange Command's Navy Lodge Program Celebrates 50 Years

By Michael Bockelman, Vice President, Navy Exchange Service Command's Navy Lodge Program

Throughout 2019, the Navy Lodge Program is celebrating its 50th anniversary with events, activities, and surprises for guests and the local military community.

The Navy Lodge Program was created in 1969 to bolster scarce housing options for military families on permanent change of station (PCS) orders. Teaming up with the Bureau of Naval Personnel and the Naval Facilities Engineering Command, construction began on reasonably priced, temporary lodging facilities. Unlike other services' temporary lodging facilities, the Navy Lodge Program distinguished itself by operating with non-appropriated funds. The first Navy Lodge opened at Naval Amphibious Base Little Creek, Norfolk, Virginia, on Feb. 6, 1971.

As the official government lodging for military members on PCS orders, Navy Lodges offer room rates at an average of 45% less than comparable civilian hotels, saving families and DoD nearly \$52 million in 2018.

Authorized Navy Lodge guests on PCS orders can take advantage of a scratch-off card offering a 10, 15 or 25% discount or a

free stay up to 20 nights. The discount is valid at all Navy Lodges in the continental United States until Feb. 29, 2020. Guests may use only one discount per stay. Scratch-off cards are available on base at personnel support detachment, the housing office, household goods, the personal property office, the Navy Exchange customer service desk, or by calling the Navy Lodge Reservation Center at 800-628-9466. \*

**Below:** NEXCOM team cuts a cake to celebrate NEXCOM's Navy Lodge Program's 50th anniversary at Joint Expeditionary Base Little Creek–Fort Story. *From left to right:* Retired Rear Adm. Robert J. Bianchi, chief executive officer of NEXCOM; Michael Bockelman, vice president, NEXCOM's Navy Lodge Program; Paige Gillespie, general manager, Navy Lodge Little Creek–Fort Story; Cmdr. Brent Fulton, executive officer, Joint Expeditionary Base Little Creek–Fort Story; Command Master Chief Shannon Howe, Command Master Chief of NEXCOM; and Capt. Darrell Mathis, deputy director Military Services of NEXCOM. –photo by Kristine M. Sturkie



# NEXCOM Employs New and Innovative Marketing Communications Tools

By Jeremy Sherman, Vice President, Marketing Innovation & Insights, Navy Exchange Service Command

The past year brought significant changes in how the Navy Exchange Service Command (NEXCOM) communicates with its customers. From enhancements to online fulfillment at myNavyExchange.com, to a new mobile couponing program, to the migration to an industry-leading cloud based marketing technology platform, NEXCOM has raised the bar in how it communicates with its customers. NEXCOM understands that each customer has unique needs, and strives to communicate at the right time, in the right channel, with the right message. Gone are the days of one-size-fits-all marketing communications.

Navy Exchange (NEX) customers want more and deserve better. And with NEXCOM's strategic focus on improving digital communications, it is able to deliver just that.

## Industry Leading Marketing Platform

NEXCOM's all-in-one digital marketing hub delivers consistent communications across all marketing channels, including web, email, social and other digital advertising outlets. Using both customer provided preferences and insights gleaned from artificial intelligence, NEXCOM can personalize and better target specific communications to segments of its customer base that are most likely to engage or interact with such offers.

"We have found that rather than sending 'batch and blast' email communications to the entire subscriber list, that we have a better response rate when we send specific communication to individual customers based on their previous interactions and other data NEXCOM may have about the individual customer," said Executive Vice President Rich Honiball, Global Chief Merchandising and Marketing officer, NEXCOM. "While email is certainly the most effective digital channel for NEXCOM, the ability to target each customer with social media and other digital advertising consistent with the content they receive via email greatly reinforces the NEX brand across multiple touch points."

Within the email channel, this strategy has produced very positive results: unsubscribes are down over 40% and engagement (for example, email opens and clicks) has increased significantly.

## Growing Mobile and Customer Connections

In July 2018, NEXCOM launched its mobile marketing program, NEX Mobile Offers, in NEX locations in the continental United States and Pearl Harbor as a way to better connect with customers on the device that is most personal to them – their mobile phones. The three-pronged mobile strategy includes acquisition, on-demand mobile coupons, and push short message service (SMS) notifications. As an incentive to sign up for NEX Mobile Offers, new customers receive a coupon for \$10 off their purchase of \$50 or more, valid in-store and online. The coupon is immediately sent to the customer, via SMS, as soon as they complete sign up.

On-demand coupons provide an easy and convenient way for customers to access weekly coupons by texting a specific keyword to a short code. No more remembering to bring a paper coupon—NEX customers can now pull it up on their mobile device and redeem the coupon at checkout. Within the first six months of the program, NEXCOM acquired over 100,000 opt-in subscribers.

Finally, push SMS notifications allow NEXCOM to send exclusive updates to its subscriber list and provide benefits only accessible to NEX Mobile Offers subscribers. Whether it's notifying a customer of a special coupon just for them, or providing early access to the NEX Navy Blue Friday sale, customers love the exclusivity that comes along with being a member.

As the NEX continues to innovate the ways how it communicates with customers across digital and traditional channels, one thing remains true: NEXCOM is laser-focused on delighting its customers to create advocates by making its marketing communications as personalized and relevant as possible for each one of them. ✨



Above: Navy Exchange Mobile Offers provide NEX customers with a multi-faceted omnichannel experience, whether brick and mortar, email, text messaging, or social media.

Left: The Navy Exchange Mobile Offers program launched on July 23, 2017, and to date has 104,000 subscribers. One coupon incentive generated over 100,000 transactions.

—graphics by Scott Furlough, NEXCOM, Brand Identity manager

# Navy Exchange Service Command's Telecommunication Program Reaches Across the Fleet

By Mary Morse, Vice President, Navy Exchange Command's Telecommunications Program Office

As the Navy's designated executive agent for all unofficial/personal telecommunications worldwide, Navy Exchange Service Command's (NEXCOM) Telecommunications Program Office (TPO) is tasked to ensure military members and their families can keep in touch with loved ones no matter where they are around the world. Its mission is to offer competitively priced services to enhance the quality of life for military members and their families using state-of-the-art telecommunication services.

One way it fulfills this mission is by providing safe, reliable and affordable internet networks, both on and off base. Through contracts with local telecommunications providers, Sailors and their families enjoy Wi-Fi in barracks, Navy Lodges and other lodging facilities, morale,

welfare and recreation (MWR) and hospitals. Phone calls home are also possible from aboard Navy ships, from a bank of pay phones at Recruit Training Center in Great Lakes, Illinois, and even Navy Brigs.

Whether through collaboration with the Naval Information Warfare Systems Command on ship designs or through Defense Information Systems Agency to secure bandwidth, or keeping up with the ever-evolving changes in the cell phone industry, NEXCOM's TPO ensures their services do not interfere with mission-essential military networks.

The department's outreach is worldwide, encompassing military locations such as Camp Lemonnier, Djibouti; Naval Support Activity (NSA) Bahrain; Naval Support Facility Deveselu, Romania; NSA Souda Bay, Crete; and Naval Support Facility Redzikowo, Poland. At these unique bases, NEXCOM TPO works with the local installation to use its fiber infrastructure or upgrade what is already there prior to installing equipment. The amount of bandwidth each base offers varies. Sailors can purchase the internet service plan they need to fit their needs.

"Quality of life in these remote locations is very important," said Michelle Davis, program manager at NEXCOM's TPO. "In Djibouti, Sailors can't leave the base, so it is

essential that they have reliable internet service to call home, stream a movie or read social media. In Bahrain, if we know a ship coming into port, we can surge the bandwidth so Sailors coming ashore can video-call their loved ones back home."

The final service the department oversees is cellular service, devices and accessories that are offered by local telecom providers in most Navy Exchange (NEX) locations worldwide.

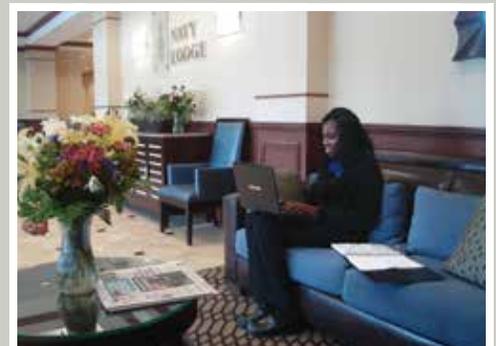
Keeping families connected with loved ones is at the heart of what NEXCOM's TPO does each and every day. They work tirelessly to ensure there is no lapse in service as a service member's mission and duty station changes.

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**Below, clockwise:** Navy Exchange Mobile Center at NEX Guantanamo Bay, Cuba

Navy Exchange San Diego offers its customers a variety of phones, plans, and accessories at the NEX Mobile Center

Guests are able to use the free Wi-Fi in the lobby of Navy Lodge Norfolk, to connect with loved ones back home. –photos by NEXCOM Public Affairs



# Navy Exchange Service Command's Worldwide Distribution Services

By R. Gregory Kilduff, Logistics Analyst, Navy Exchange Service Command Distribution

**N**avy Exchange Service Command (NEXCOM) Distribution manages the distribution and transportation functions for the NEXCOM enterprise. During 2018, the department launched several initiatives targeted at opportunities to reduce costs and improve operational efficiency.

In November 2018, the Northeast Distribution Center (NEDC) in Suffolk, Virginia, stood up a fashion processing facility within the existing distribution center. Previously, most of the fashion merchandise flowing out of the New England area was trucked down to NEXCOM's Southeast Distribution Center in Pensacola, Florida, for processing. A significant portion of those goods were then trucked back up to Virginia for distribution to Navy Exchange (NEX) locations in the Mid-Atlantic and Northeast regions.

By adding the capacity to process fashion at the NEDC, NEXCOM expects to generate ongoing transportation savings of \$667,000 annually, recovering its initial capital investment in less than two years.

Another on-going initiative involves the adoption of floor-loading as a means of reducing out-bound transportation costs. Previously goods were shipped from NEXCOM distribution centers to NEX locations as well as sister distribution centers on pallets, sub-optimizing the fill percentage for any given load. However, by employing a flexible, manual conveyor to move product from the automated sortation system into out-bound trailers, and then stacking product directly onto the floor of those trailers, NEXCOM's distribution centers are shipping more goods on fewer trucks, reducing transportation costs by an estimated \$628,000 each year.

As a further enhancement to this program, NEXCOM has invested in a powered conveyor to move goods from the sortation system to the truck without requiring associates to push the boxes along, offering further additional labor savings.

In the spirit of collaboration, NEXCOM and Headquarters, U.S. Marine Corps, Business and Support Services Division (HQMC MR) are finalizing a formal memorandum of agreement, covering the terms by which NEXCOM will provide procurement and distribution support to HQMC MR on both the East and West Coasts. Under this agreement, approximately 35% of the goods moving through the Marine Corps third-party logistics provider are sourced from NEXCOM. In addition, NEXCOM's transportation team will provide booking services for international container shipments to HQMC MR's facilities in Iwakuni, Japan, and Kaneohe Bay, Hawaii, saving the Marines an estimated \$800,000 in appropriated funding annually.

Finally, the summer of 2018 saw the expansion of NEXCOM's IQ COG program servicing NEXCOM's Ship's Store program. Previously, NEXCOM Distribution had supported ships' stores from its distribution centers in Japan and Guam, but there was no provision for servicing ship's store needs in Europe and the Middle East. NEXCOM distribution worked closely with NEXCOM's Ship's Store Program, as well as NEXCOM buyers, to put together the logistical support necessary to get ship's store merchandise to distribution points in Souda Bay, Crete, and Bahrain. The expanded program has been well received by ships afloat. To that end, NEXCOM distribution remains committed to delivering exceptional service to ships' stores and their patrons. ✨



# Navy Exchange Service Command Celebrates 73 Years of Serving Military and Families

By Kristine M. Sturkie, Public Affairs,  
Navy Exchange Service Command

On April 1, the Navy Exchange Service Command (NEXCOM) celebrated 73 years of serving Sailors and their families. NEXCOM can trace its roots back to the 1800s when Sailors depended on “bumboats” that moored alongside their ships to buy personal items. However, it wasn’t until April 1, 1946, that Navy leadership officially created a command to handle the necessary retail business within the Navy.

“For 73 years, NEXCOM associates have been taking care of Sailors and their families around the world,” said retired Rear Adm. Robert J. Bianchi, chief executive officer of NEXCOM. “Since our inception in 1946, 100% of NEX profits have gone to improving quality of life for military families worldwide, providing over \$3.6 billion to MWR. We are proud of the support we provide to the most deserving customers in the world and look forward to serving them for many years to come!”

NEXCOM headquarters and Navy Exchange (NEX) locations worldwide marked the momentous anniversary with cake cutting events, promotions, sales and more. \*



**Above:** SHC Larry Hardimon, fleet liaison, NEXCOM Ship’s Store Program; retired Rear Adm. Rod Squibb, former commanding officer, NEXCOM; Jo Johnson, Uniform Program Operations specialist, NEXCOM; Donald Jones, Equal Employment Opportunity manager, NEXCOM; retired Rear Adm. John Kavanaugh, former commanding officer, NEXCOM; and retired Rear Adm. Robert J. Bianchi, chief executive officer, NEXCOM, cut a cake to celebrate NEXCOM’s 73rd Anniversary. –photo by Kristine M. Sturkie

Background photo: The Navy Exchange service station at Naval Station Mayport, Florida.

# Navy Lodge Helps Military Families Save on Their Permanent Change of Station Stay

By Michael Bockelman, Vice President, Navy Lodge Program,  
Navy Exchange Service Command



Left: Petty Officer Mendoza and his family received 25% off their stay at Navy Lodge Whidbey Island using the Navy Lodge's permanent change of station scratch-off card promotion. –photo by Connie Punch

Below: The Navy Lodge 2019 permanent change of station scratch-off card gives families who are on permanent change of station orders the ability to receive 10, 15, 25, or even 100% off their stay at Navy Lodge. –photo courtesy of NEXCOM Public Affairs

**N**avy Exchange Service Command's (NEXCOM) Navy Lodge Program boasts 39 facilities worldwide. Their mission is to provide military guests on permanent change of station (PCS) orders with a necessary quality-of-life benefit. In line with that mission, the Navy Lodge Program is offering families a chance to save on their stay. This year marks the 11th year in a row that the Navy Lodge Program will provide PCS guests with a PCS discount scratch-off card.

Navy Lodge room rates currently average 45% below comparable civilian hotels. Since 2012, the scratch-off card has saved military guests an additional \$1,555,000. The Navy Lodge scratch-off campaign runs until Feb. 29, 2020, and will give families the opportunity to save 10, 15, 25, or 100% off their PCS stay.

Moving creates additional costs on military families, so the scratch-off card promotion puts money back in the pockets of those service members, especially during the Navy's peak PCS season. The scratch-off card can be used at any Navy Lodge throughout the member's PCS move.

Navy Lodge family suites offer guests oversized rooms with living and dining areas, fully equipped kitchen, updated rooms with free Wi-Fi, breakfast, and a weekly manager's reception. Many locations also feature guest laundry facilities, children's outside play area, and workout room. Also, since military families include those furry loved ones, dogs up to 70 pounds and cats can stay at many Navy Lodges when traveling with their owner.

Navy Lodge scratch-off cards are available on base at the personnel support detachment, housing office, household goods and personal property office, as well as the local NEX Customer Service desk. As an added convenience, guests can call 800-628-9466 to have a card mailed to them. The scratch-off card is redeemable for a stay up to 20 days and at any Navy Lodge within the continental United States. ✨



# Force Generation

## Background and Context

The previous section discussed the processes and means by which new or modernized capabilities are realized and integrated into the Fleet. All the efforts discussed in that segment are geared toward the enablement of the optimized fleet response plan (OFRP) process, but most of them occur well outside the field of view of the operational unit. Such is not the case with the next overarching concept, which correlates directly with those OFRP phases allocated to the preparation of existing systems, units and personnel for deployment operations. Those specific phases are encompassed by what Fleet guidance refers to as Force Generation (FORGEN).

Force Generation for rotational forces begins with the Maintenance Phase of a given unit, and continues through its Basic, Advanced, Integrated Phases, and ultimately to its deployment certification. It is a labor intensive process, requiring the collaborative efforts of a number of supporting organizations. The commands and infrastructure charged with deployment readiness duties bear an almost overwhelming responsibility. To a large degree, the ability of a combatant unit to succeed when placed in harm's way depends on the quality of their combined efforts throughout the Force Generation period.

## Force Generation Role Within the OFRP Framework

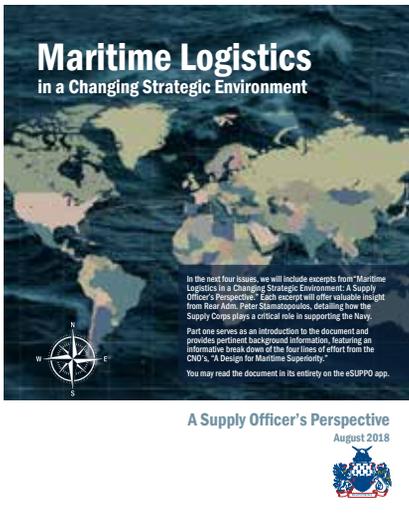
The Navy's deployable units experience extreme physical demands over the course of their operational life spans. This truth is virtually all-encompassing. It applies to afloat combatants, to airframes, to civil engineering support equipment and to all the electronics, weapons systems and moving parts that make them functional platforms. Without dedicated maintenance and modernization periods, their warfighting utility and longevity would be notably diminished and our Navy would be less ready to meet its obligations. The purpose of the OFRP Maintenance Phase is to overhaul, upgrade and groom platforms and systems so they are materially ready to begin deployment preparations. A successful Maintenance Phase requires the active engagement and coordination of the Fleet, Type Commander and applicable Systems Command.

Training and assessment are also critical elements in the readiness equation. These occur in the subsequent OFRP phases, followed immediately by a period in which deploying units integrate and coalesce into effective strike groups. The specific actions that transpire within each of the OFRP phases are well documented in COMUSFLTFORCOM/COMPACFLTINST 3000.15A, Annex B and in the Force Development segment of this publication. The theme here is that a materially ready, fully manned and trained CSG or ARG requires a concentrated effort on the part of a number of organizations. Some of the most essential of them are discussed in the following paragraphs.

## Critical Roles

### The Fleets

U. S. Fleet Forces Command and U. S. Pacific Fleet bear the most sweeping and comprehensive responsibilities in the Force Generation process. They are charged with ensuring that upkeep and modernization are planned and executed within the timelines that optimally support the Maintenance, Basic, Advanced and Integrated OFRP phases. They develop performance measures for evaluating progress throughout the Master OFRP Production Plan (MOPP), and serve as Executive Agent for inspections, certifications and assessments. It is incumbent on both Fleets to engage with the OPNAV Staff and Systems Commands to employ FORDEV products effectively



**This issue includes the fourth excerpt from Rear Adm. Peter Stamatopoulos' publication "Maritime Logistics in a Changing Strategic Environment: A Supply Officer's Perspective." Each excerpt offers valuable insight detailing how the Supply Corps plays a critical role in supporting the Navy.**

**Part four takes a close look at Force Generation.**

**You may read the document in its entirety on the eSUPPO app.**

and to aggressively oversee the Type Commander activities that result in a constructive Force Generation phase. The Fleets must also maintain connectivity with the Systems Commands to ensure optimum levels of parts and technical support.

## Type Commanders

The primary mission of the Type Commanders (TYCOMs) is to provide combat-ready Navy forces capable of conducting prompt, sustained naval, joint, and combined operations in support of U.S. national interests. TYCOMs retain administrative control (ADCON) authority, responsibility, and accountability of assigned forces throughout the OFRP timeline, including Integrated and Sustainment phases. It is their role in support of Strike Group Commanders throughout the Force Generation process, however, that is most important.

Among the most critical functions are:

- 1) Develop platform specific resource requirements needed to execute the OFRP.
- 2) Generate configuration change plans, conduct assessments to ensure new capabilities are delivered holistically to assigned units.
- 3) Ensure forces successfully complete inspections, certifications and assessments, and meet the commitments of the basic and advanced phases in conformance with the OFRP timeline.
- 4) Ensure forces have the requisite logistics to support OFRP and warfighting needs.
- 5) Manage emergent and scheduled maintenance and modernization, including the identification and prioritization of corrective actions and alterations.

It's no coincidence that the Force Generation phases of the OFRP so closely parallel TYCOM Missions, Functions and Tasks guidance. The key elements within Force Generation reflect their core responsibilities in many ways.

## Carrier Strike Group (CSG)/Amphibious Ready Group (ARG)/Surface Action Group (SAG)

Strike and Ready Group Commanders, with TYCOM support, are responsible for the readiness management of their units. They must recognize and proactively facilitate resolution of issues that impact the ability of their forces to execute the OFRP. Their interaction with the TYCOM in this capacity is pivotal. Strike Group Commanders are also chartered to ensure accurate unit input into the Navy's primary readiness reporting tool, the Defense Readiness Reporting System – Navy (DRRS-N).

Most critically, the CSG and ARG Commanders and their staffs must exert the requisite leadership and management to fuse discrete combatant units into an integrated, efficient and well trained team ... ready to go forward and meet all contingencies in a deployed environment.

## The Individual Deployable Unit

The ultimate test of a deploying Navy combat unit is its ability to engage and defeat enemy forces. All the processes, initiatives and efforts described in this paper are geared toward achieving that capability and result. Most of the published OFRP guidance is tailored toward the higher and intermediate level commands and staffs, but it is at the unit level that success or failure is definitively realized. From the Commanding Officer to the most junior deckplate Sailor, an understanding of Force Generation and the OFRP process provides the context for achievement



and excellence. It offers the framework that explains why we train and operate as we do, enabling comprehension of readiness goals and milestones at all levels of the chain of command. It also expresses the importance of our roles at the individual, organizational and Fleet levels. Simply put ... the goal is warfighting success, the critical element is readiness and the Force Generation phases of the OFRP make the goal attainable. As previously established, care and judicious management at the Fleet, TYCOM and Strike Group levels are important, but knowledge, energy and dedication on the part of ship's force will be the final determinants in a unit's ability to fight and win.

### Hardware Systems Commands and Program Executive Offices

The Hardware Systems Commands and Program Executive Offices provide broad technical and material support of Force Generation efforts. A few of the most noteworthy are:

- 1) Ensure maintenance and modernization are efficiently planned and executed.
- 2) Provide support, as needed, to maintain the material condition of Naval Forces.
- 3) Establish policy and procedures for configuration management of forces. Maintain baseline configuration change plans for all units and conduct wholeness assessments as required.

Maintenance and upkeep periods are scheduled by a unit's administrative chain of command, but the activities that perform the intermediate and depot level work operate under the auspices of the applicable Systems Command.

The Naval Sea Systems Command's (NAVSEA) mission is:

***“to design, build, deliver and maintain ships and systems on time and on cost for the United States Navy.”***

The Naval Shipyards and Regional Maintenance Centers that perform the repair work, maintenance and modernizations throughout the FORGEN period all fall within the NAVSEA chain of command. The ability of surface units to progress through the Basic, Advanced and Integrated phases of the OFRP is heavily contingent on the upkeep performed by these organizations during the Maintenance and Modernization Phase.

The Naval Air Systems Command (NAVAIR) has parallel responsibilities for Naval aviation. The organization's stated mission is:

***“to provide full life-cycle support of naval aviation aircraft, weapons and systems operated by Sailors and Marines. This support includes research, design, development and systems engineering; acquisition; test and evaluation; training facilities and equipment; repair and modification; and in-service engineering and logistics support.”***

The eight Fleet Readiness Centers, working directly for NAVAIR, offer shore-based services consistent with the provisions of the NAVAIR mission statement. They perform intermediate and depot level maintenance, repair and overhaul of aviation assets “as close to the flight line as possible.”

Ship's force and aviation squadron maintenance personnel are well trained and capable, but not all repair work lies within the scope of their expertise. As systems and platforms become progressively more sophisticated and complex, there is increased need for the proficiency and specialized skills delivered by both the Fleet and Regional Maintenance Centers. These organizations and their skilled technicians are critical to the success of the OFRP and the FORGEN processes.

### Naval Supply Systems Command

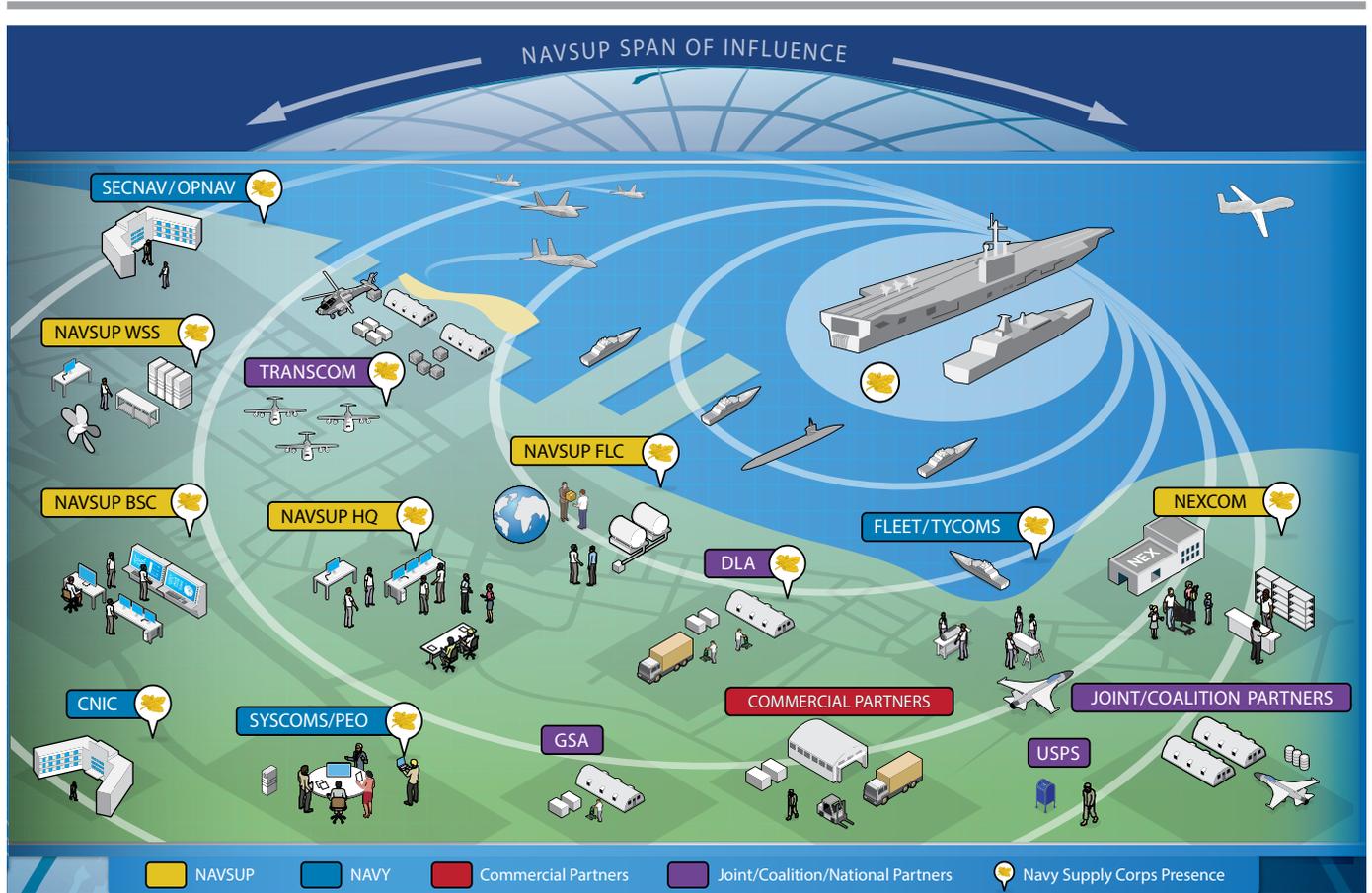
A generic, stream-lined description of NAVSUP responsibilities might mention the provision of logistics support services, contracting for supplies, material management and warehousing. In

fact, the NAVSUP 2017-2021 Strategic Plan defines the organization’s mission succinctly and in the most straightforward terms:

*“To provide supplies, services, and quality of life support to the Navy and Joint Warfighter.”*

The reality and the execution, however, are very complex. NAVSUP efficiently meets the precepts of its mission statement. But developing effective spares models, building solid relationships with industry and judiciously managing government funds all represent large scale challenges. NAVSUP must get it right, or the consequences to Fleet readiness can be dire.

NAVSUP is our service’s supply chain integrator, but they do not own the network end to end.



**Figure K.** Depiction of Supply Corps involvement in the Navy’s supply chain network

The organization works closely with partners inside and outside of DoD to meet Navy’s logistics requirements. For those portions of the network which are outside the scope of Navy control, NAVSUP ensures that our interests are represented by embedding Supply Corps Officers as depicted in figure K.

NAVSUP integrates with the supply chain through four primary lines of business: WSS (inventory management), FLCs (Fleet support), BSC (information systems), and NEXCOM (quality of life). A brief discussion of these efforts and their contributions to readiness follows.

**NAVSUP Weapons System Support (WSS)** – This organization, which reports directly to NAVSUP Headquarters, is the single inventory control point for aviation units, surface vessels,

submarines and nuclear plants. Simply stated, when a part fails on a ship or aircraft, NAVSUP WSS is responsible to ensure that a replacement is expeditiously provided. It's important at this point to draw the distinction between consumables, which are discarded upon failure, and repairable items. Consumables are managed by the Defense Logistics Agency (DLA), which provides support to all branches of the military. The WSS-managed repairables are Navy unique. When one fails, the broken unit must be returned, fixed and reintroduced into inventory. This makes WSS supply chain management a much more complicated and challenging process.

NAVSUP WSS' material support responsibilities are broad and highly technical. The organization is charged with developing repair part allowances for both aviation and surface systems. The calculation models employed are of integral importance ... they must be configured to deliver the best possible readiness within the constraints of a finite budget. NAVSUP WSS, in conjunction with the Hardware Systems Commands, also plays a critical role in the life cycle management of systems, providing "cradle to grave" supply and parts support ... from initial production to phase out to decommissioning and disposal. The connection with NAVAIR and NAVSEA is both close and continuous.



**NAVSUP Fleet Logistics Centers (FLCs)** – NAVSUP provides Naval, joint and allied forces with operational logistics capabilities via a network of eight subordinate Fleet Logistics Centers (FLCs). The FLCs, operating under a historic variety of names, have served as NAVSUP's waterfront presence over the decades, enabling fleet operations in a variety of essential ways. As NAVSUP's "face to the fleet," the FLCs are well positioned to offer optimum support ... they are in San Diego, Norfolk, Jacksonville, Yokosuka, Pearl Harbor, Bremerton, Sigonella and Bahrain. Their operations are diverse; they include contracting, fuels, hazardous materials management, integrated logistics support, material management, regional transportation, postal operations, warehousing and ammunition support. The FLCs also provide supply support for Fleet operating units, Navy installations and tenant commands worldwide.

**NAVSUP Business Systems Center (BSC)** – An Echelon III command reporting to NAVSUP, BSC provides a wide range of information systems (IS) support. The organization is charged with responsibility to design, develop, and maintain information systems for the functional areas of logistics, supply chain management, transportation, finance and accounting. BSC provides enterprise level IS consulting, application development (e.g. Onetouch, eSuppo, etc.), data warehousing and analytics (Inform-21, Navy Business Intelligence Services (NBIS), Logcell, etc.), and afloat automation (FSM, ROM3, etc.). It also manages the Navy's Enterprise Resource Planning (ERP) system through its Enterprise Business Office.

**Navy Exchange Service Command (NEXCOM)** – The NEXCOM Enterprise supports quality of life programs for active duty military, retirees, reservists and their families. NEXCOM oversees multiple lines of business: Navy Exchange (NEX) retail stores and services, afloat ships' stores, Uniform Program Management Office (UPMO), Navy Clothing and Textile Research Facility (NCTRF), Navy Lodge program, and telecommunications program.

With the exception of the Ship's Stores Program, the NEXCOM Enterprise conducts its operations as a federal non-appropriated funded entity. As such, the command is self-supporting with 70% of

its profits being given to Morale, Welfare and Recreation (MWR) programs and the remaining 30% being reinvested in NEX buildings and equipment.

## Logistics Intensive Force Generation Actions

As illustrated in the preceding paragraphs, the FORGEN phase encompasses a wide range of activities across a number of commands. Those combined efforts – the maintenance, training, assessments – are designed to result in a readiness convergence prior to unit deployment. Every action associated with FORGEN involves or requires logistics support, but some are particularly supply and logistics intensive. Some of the most important are discussed in the sub-paragraphs immediately following.

**Targeted Allowancing Reconciliation Tool (T-ART).** As part of their allowancing responsibilities, NAVSUP WSS releases Ashore Interface (ASI) updates to fleet units on a monthly basis. Routine ASIs, produced every other month, are designed to bring Consolidated Shipboard Allowance Lists (COSALs) into conformity with current models. Newly identified shortfalls generate NAVSEA funded requisitions to address deficiencies. The T-ART (which is not run in the same month as an ASI) goes a step further. Selected units – approximately ten per month as identified across the six Surface, Submarine and Aviation TYCOMs – undergo a “targeted” review and analysis. In the T-ART process, a “side by side” reconciliation of the unit’s allowance list is performed against the WSS data base. Shortages and anomalies are addressed with NAVSEA funds. Deploying units are not scheduled for T-ART on a set schedule. Their timing depends heavily on operational demands, changes in configuration and funding. However, a lapse of too many years between T-ARTs could result in a severely misaligned COSAL.

The readiness impact of accurate allowancing and parts support to Fleet operations is very nearly incalculable. Our weapons systems are sophisticated and sensitive, and many moving parts are needed to keep our ships and aircraft in motion and ready to fight. As we expand into a digital era of increasingly distributed operations, parts availability and positioning assume a burgeoning level of importance. These combined factors make the concept of current, valid allowance lists a legitimate cornerstone of both the Force Generation and Force Employment phases.

**Grooms.** Hardware Systems Command routinely “groom” critical systems in advance of deployment. They perform an intensive series of tests, analysis, training and maintenance actions to ensure system readiness for deployment and potential combat operations. The comprehensive nature of these grooms invariably results in material requirements, often for sophisticated, high-dollar repair parts. The success of the groom is usually contingent on parts availability. The requisitions generated also have impact beyond the immediate need for the part ... they drive demand, which may ultimately impact allowancing models and COSALs. Examples of grooms include the Total Ship’s Readiness Assessment (TSRA) and the Gas Turbine Material Assist Team (GTMAT) visit, but there many others and they very nearly cover the gamut of shipboard systems. Navy units must deploy with well-tuned electronics systems and engineering plants to ensure combat success. Grooms are scheduled to achieve that end, and effective parts support is the foundation for realizing it.

**Re-AVCAL.** This process, which is designed to produce the aviation consolidated allowance list (AVCAL) for carriers and large deck amphibious ships, begins six to nine months prior to



deployment. The mix of deploying aircraft and their capabilities is contingent on mission, theater of operations and other considerations. The Type/Model/Series of aircraft, and the electronics and weapons systems they carry, also varies from one deployment to the next. The variation in aircraft assigned means the supporting material allowances must be tailored to each deployment. The TYCOM convenes a conference to configure parts support based on these factors. Participants include the Air Wing, NAVSUP WSS, Defense Logistics Agency (DLA), NAVAIR, TYCOM and the deploying platform. Their representatives perform a comprehensive review down to the Bureau Number (BUNO) of the aircraft in order to develop the most effective AVCAL possible. Shortages of critical repairables are filled via the wholesale supply system or cross decking from other platforms.

Allowancing accuracy is the common theme throughout this sub-section. It is the logistician's responsibility to make sure it happens. Without it, combat readiness can be placed at risk.

## **Summary**

The early sections of this paper reviewed the national guidance and planning processes that, to a large degree, explain our military's force structure at any given time. The intent was to emphasize that the mix of ships, aircraft and expeditionary units we see and interact with on a daily basis did not emerge in an ad hoc way. There is rigor in the process ... units and systems have come into existence because the warfighter has expressed a need, and that need has been validated and re-validated.

In amplification, a lengthy description of capabilities development and refinement was presented in the FORDEV chapter, with an overview of the budgeting mechanisms that convert concepts to reality. These sections were designed to illuminate the sometimes complicated processes that are foundational to deployment and warfighting success. Force Generation is the phase in which the products of those preliminary efforts are prepared for use, through maintenance, training and technical support. It is best described as the efforts of multiple organizations working collaboratively and, at times, independently, toward the common goal of optimum pre-deployment readiness. It is an expensive and unwieldy endeavor, but it is indispensable and incomparably effective. No nation in the world exerts the effort to prepare its forces for contingencies with more meticulous care and planning than the United States.

We have a sacred duty to our Sailors to deploy them fully equipped and trained to succeed. We also have an obligation to the supported Combatant Commander to provide units and personnel who are prepared to wield combat power with positive effect. The FORDEV and FORGEN processes provide them with the requisite tools. Their operational performance and their ability to meet all mission requirements is the ultimate validation of the success of those phases.

...more to follow in the next issue.

## NAVSUP Weapon Systems Support Takes Strategic Look at Supplier Management

By Jeff Landis, Office of Corporate Communications, NAVSUP Weapon Systems Support

**With its eye on developing better processes and responsive end-to-end supply chain management for naval readiness and lethality, NAVSUP Weapon Systems Support (WSS) recently developed a special project for Strategic Supplier Management (SSM).**

Although it began as engagements and meetings with key commercial industry vendors (called strategic industry engagements), the SSM concept has evolved into a robust effort to partner with industry. NAVSUP WSS is cultivating partnerships with some of the top commercial aerospace and defense companies to better address some of the supply issues affecting readiness.

The intent is to drive executive-level interactions, create a cadence of routine engagements, and improve responsiveness and accountability across the Navy supply chain. When it comes to naval fleet readiness and the need to be “ready to fight tonight,” having the parts on hand is critical. As the Navy’s only end-to-end supply chain manager, NAVSUP WSS is creating a sense of urgency, especially with parts considered the “top degraders” of aviation and maritime readiness.

According to Brian Keeley, Special Projects director for NAVSUP WSS, the SSM effort will pay large dividends for the command with greater focus, engagement, and participation in developing long-term partnerships.

“We’ve been conducting strategic industry engagements successfully for more than two years now, and this effort is an evolution of that concept,” said Keeley. “This is a strategic shift away from handshaking and photo opportunities to real, business-focused, readiness-based conversations to drive change. The goal is to develop meaningful partnerships with industry, so we’re both focused on meeting supply deliverables, engaging on delivery schedules, and really developing actual long-term partnerships and relationships, which take time.”

opportunities within supply, contracting, and logistics to meet the warfighters’ requirements,” Keeley said.

Keeley added that a lot of industry partners want a longer-term relationship, and NAVSUP WSS is pinpointing methods to foster those partnerships through purposeful, routine discussions and engagement with the business development teams, the profit/loss owners, and key executive leadership. “We want to create a rhythm, institute a strategic framework, and better outline the supply issues we face,” he added.



Rear Adm. Duke Heinz, commander of NAVSUP WSS (*second from left*), and Vice Commander, Lynn Kohl, (*far left*), join with NAVSUP WSS staff for a strategic industry engagement with defense contractor executives. –photo by Madeline Klebe

“Previous engagements might have only focused on a particular part of an aircraft, but now we have created an operational cadence and an extra set of tools for our command’s Integrated Weapons Support Teams (IWSTs) where the conversations are more deliberate and touch on a whole host of supply issues. Our goal is to reduce the number of items degrading fleet readiness and look for strategic

“Then we create intentional plans and objectives to fix these issues – with goals and outcomes – without duplicating efforts of the IWSTs or bottlenecking the process.”

Through SSM, engaging with industry partners can provide an opportunity for collaborative innovation and supply chain problem solving. The SSM is also a good forum to discuss maintenance challenges, gaps in the supply chain, and evaluating

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trends in demands and delays in deliverables to Navy customers. It can also enable collaborative efforts toward reducing unfilled customer orders, creating “get-well” dates for production and delivery, and can lead to performance based logistics contracts. It also helps private industry gain a fuller understanding and appreciation for the significance of the Navy’s supply issues affecting naval readiness and working together to fix problems with a sense of urgency.

“It’s important to seize the momentum we’ve gained through our strategic industry engagements,” said Karen Fenstermacher, SSM director for NAVSUP. “We are in an era of rapid

change and reform toward warfighter readiness, and SSM will help us achieve greater understanding, appreciation and accountability toward that goal.”

According to Keeley, the SSM program is still evolving, and the goal is to expand to other industry partners to create an enduring partnership and cooperation, and to work together toward the same goals. Those goals include identifying all of the troublesome supply issues, improving supplier performance and delivery timelines, and concentrating on the market basket of parts that have the most impact toward readiness. Other goals include improving the demand and supply response time and, eventually,

establishing more long-term contracts that incorporate data analytics for continuous improvement.

Secretary of the Navy, Richard V. Spencer is committed to restoring readiness and increasing the capacity and capability of the fleet to meet the Nation’s security needs. By working together and in stride with industry to help fix supply chain issues, NAVSUP WSS is leaning forward in its strategic reform efforts. ✨

## Predictive Modeling in Naval Supply Systems

By Lt. Cmdr. Duncan R. Ellis, Operations Research Analyst, NAVSUP Weapon Systems Support

NAVSUP Weapon Systems Support (WSS) is the Navy’s Program Support Inventory Control Point (PSICP), supporting a globally dispersed force consisting of nearly 300 deployable ships, 92 submarines, and 3,700 aircraft. NAVSUP WSS manages a total inventory of \$34 billion, processing more than 500,000 yearly demands from Navy, Marine Corps, Joint, and allied forces customers. To ensure the operations readiness of this diverse and distributed customer base, NAVSUP WSS must determine what materiel to buy, how much to buy, when to buy it, and where to place it. Each of these problems is complicated—doing all four well is a formidable challenge.

As part of its reform effort, and in coordination with the Office of the Secretary of Defense Comprehensive Inventory Management Improvement Plan, NAVSUP has been heavily focused on efforts to improve all areas of its inventory planning. One particular focus area is improving how the command informs wholesale inventory policy decisions—the backbone of the Navy supply system.

NAVSUP WSS manages a diverse wholesale inventory profile primarily made up of depot level repairable items. Repairable items represent a particularly difficult challenge for inventory managers due to the complex nature of managing a pipeline of items that are often repaired and reissued. To construct inventory policy for repairable items, inventory managers must consider several factors, including:

- Customer demand for the item, which is often determined as part of a forecasting process.
- Return rates for the remains of items that fail. This rate represents the likelihood that once a failure is experienced, the broken item, referred to as a carcass, is returned as retrograde for repair.
- Repair rates for carcasses that are returned. This rate represents the likelihood that a damaged item actually is repairable.
- Lead times for repairing an item, whether done at a Navy depot or by a commercial vendor. Inventory managers also must consider lead times involved in procuring a new item from a vendor, which is required to augment pipeline losses from failed repair or missed returns, as well as provide additional assets if demand for the item increases.

To manage this complex process, NAVSUP WSS uses Navy Enterprise Resource Planning (ERP). Within the Supply Chain Management Module of ERP, the Distributed Requirements Planning engine takes input from forecasting, augmented with expertise from the command’s inventory planners, and creates a five-year “buy/repair” plan for each item. The “buy/repair” plan aims to keep inventory levels at wholesale above an average minimum target level, referred to as a Planned Minimum Safety Stock Level, or simply safety stock. These planned minimum safety stock levels, established for every item, are derived

through sophisticated optimization models that balance wholesale sustainment objectives against capital inventory budget constraints.

Before discussing any specific approach to tackling the task of setting policy for wholesale safety stocks, it's worth taking a moment to discuss analytics and modeling in general. These often are described on a continuum, ranging from descriptive models, then predictive, and finally prescriptive.

Descriptive analytics show organizations what has happened in the past. Enterprise metrics briefs often are primarily descriptive, with managers meeting periodically to review past performance. Good descriptive analytics are critical for organizations to assess the impacts of their business decisions.

Predictive models show what might happen. Rather than simply describing past behavior, these models lend insight into possible futures. While predictive modeling is useful for inventory models, often the sheer magnitude of the decision space makes it difficult to choose enterprise level policy by simply looking at raw results from predictive models. The goal is to build prescriptive models.

A prescriptive model informs "what to do" given specific predictions. In the context of wholesale policy, the desire is for a model that can prescribe safety stock recommendations across large numbers of items.

Tackling complex business problems is not new to NAVSUP WSS. To support inventory modeling across the NAVSUP Enterprise, the command has engaged with the Navy Postgraduate School (NPS) Operations Research Department in a long-term partnership that started in 2014 with development of the Wholesale Inventory Optimization Model (WIOM) that is currently in production, setting safety levels on more than 50,000 NAVSUP WSS items. WIOM recommends safety levels that meet fill rate objectives and reduce "inventory policy churn" while ensuring that capital inventory costs are constrained.

Inventory policy churn control, as implemented in WIOM, was a feature not found on the previous commercial inventory model. Churn results when model recommendations are not consistent from period to period. While it is desirable that models react to new information, long procurement and repair times reward stability in investment decisions. WIOM is able to reduce period-to-period item level churn from more than 50% of line items to between 10% and 20% of line items, with simulation testing showing no detriment to existing customer service levels.

**NAVSUP WSS is currently working on the next generation of the WIOM model that couples a sophisticated inventory simulation with a flexible optimization model to set more reliable safety stock levels across a wider range of materiel than is possible with current tools.**

Following the success of WIOM, the suite of NAVSUP WSS/NPS models was expanded to provide recommendations for Navy-owned consumable materiel procured from the Defense Logistics Agency. The Site Level Inventory Optimization Model (SIOM) sets order quantity and order level recommendations for consumable materiel held at locations around the world, while reducing inventory policy churn.

The most recent NAVSUP WSS/NPS developed model is the Naval Aviation Readiness Based Sparing Model (NAVARM). This model will set recommended maximum stock levels for repairable and consumable aviation materiel on carriers, large deck amphibious ships, air stations, and smaller pack-up-kits. Similar to both SIOM and WIOM, NAVARM includes an inventory policy churn control mechanism.

Although the WIOM model has performed well since its production implementation in 2017, NAVSUP WSS maintains an aggressive culture of continuous improvement. This drives the command to continuously assess current models and

processes, always seeking to make improvements. NAVSUP WSS models are developed using a spiral development model in which lessons from the current version of the model are used to inform future variants.

A particular challenge in managing NAVSUP WSS materiel is the low demand for many of the items. While the command manages a diverse and large portfolio of items, the individual demand for most items is quite low. Within any three-year window, more than 30% of all repairable aviation demand is unique to a single fiscal year, and for maritime items that number is as high as 50%. Management of

items where the intermittency between customer requisitions is often measured in years means that there might not be enough historical data to produce reliable and robust forecasts for any particular item's demand, repair success rate, carcass return rate, or replenishment lead time. Unlike a consumer retail organization that has the ability to drop poor performers from its portfolio, NAVSUP WSS must strive to support every customer requirement, regardless of how infrequent. This support is critical to maintaining the operational readiness of our deployed forces.

Forecasts created for low-demand materiel items are subject to large degrees of error. However, it is important not to fall into the trap of thinking that these errors are a result of deficiencies in the forecasting methodologies. They simply highlight the real difficulty of planning for items with little transactional history, especially when the limited set of historical demand suggests highly variable inter-arrival and replenishment times. However, even though an item is not "forecastable," the command is not

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absolved of the responsibility to set coherent inventory policy and provide the best possible support to the fleet.

Forecasting, while perhaps not as interesting as other topics, is a critical intermediate function the output of which is used to inform other planning processes. Forecast model output for inventory planners, often expressed as materiel arrival rates or replenishment times, are widely used as inputs for inventory optimization models. This means that any error or bias in the forecast will result in suspect inventory policy recommendations.

Consider a typical paradigm for many current models. Initially, historical transactional data, perhaps customer orders or lead times, is used to create forecasts. Traditionally these forecasts are expressed as a point estimate, or single number. Sometimes a variance, or sense of uncertainty, accompanies the forecast. These forecasts values are often used to select mathematical probability functions that are then used in the underlying “engines” of the models to produce predictions. This closed-form forecast-based paradigm can be problematic for different reasons.

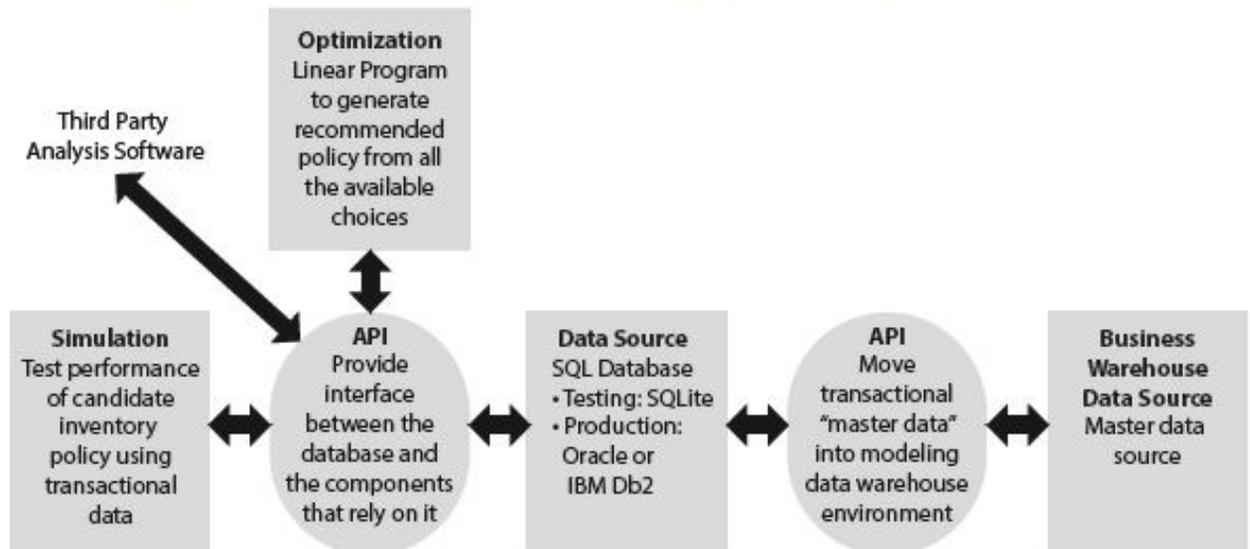
For items with a great deal of transactional history, the forecasting process as outlined above reduces complex transactional data to only one or two values, such as a point estimate and a variance. Often these numbers are insufficient to explain complex historical patterns. Forecasts produced from items with too little historical data often provide an unwarranted confidence in predictions. Finally, plugging these forecasts into functions, as mentioned above, requires myriad mathematical assumptions that often do not hold up well.

Recent improvements in computational power, including the availability of large computing clusters, mean that model builders can explore new architectures that were not feasible over the last decade. One alternative to the closed-form forecast-based approach described above is to leverage the power of simulation.

Simulation models are widely used and accepted in many areas and industries, as in exploring factory production facilities or evaluating queuing and service systems. Military applications of simulations run the range from highly detailed kinetic simulations of weapon systems to broad campaign level models. Properly built, a simulation model can provide enormous insight into the behavior of incredibly complex systems. To be reliable, a simulation must accurately describe the essential parts of the system and then be supplied with sufficient input data. As output, a simulation can provide a robust set of measures and metrics that can be used to inform decisions makers.

NAVSUP WSS is currently working on the next generation of the WIOM model that couples a sophisticated inventory simulation with a flexible optimization model to set more reliable safety stock levels across a wider range of materiel than is possible with current tools. *Figure 1* shows the new model’s high-level architecture. The major components are connected to a large relational database that houses not only input and output data but also model parameters and metric definitions. This one-stop shop for both model data and parameters simplifies the archiving of model results and ensures that runs are

**Figure 1. New Wholesale Inventory Optimization Model’s Architecture**



API = Application Programming Interface  
 IBM Db2 = IBM data management software family  
 SQL = Structured Query Language  
 Source: Assembled by author

reproducible and auditable. The architecture borrows best practices from software engineering, allowing for a modular and extensible package in which individual components are interfaced to produce a modeling tool set.

Transactional data from the Navy ERP system is input and processed into the model. This input data includes more than a million past records of item orders, repair lead times, procurement lead times, as well as item-level detail like price, shelf life and budget group.

For each item, a series of safety stock decisions will be evaluated. Each item and candidate safety stock level will be run through a simulation multiple times. During each simulation, descriptive metrics will be calculated, including, but not limited to, item fill rates, back orders, and contracting wait times. Conducting a large number of simulations for each of the candidate safety stock solutions allows for the model to measure variation across all metrics of interest. While previous NAVSUP models, including the current generation of WIOM, only provide a limited set of output metrics, the flexible nature of simulation allows the model builder to measure almost any desired parameter. This flexibility makes simulation models inherently more extensible. When future processes change, simulation models can quickly adapt. And simulation outputs can produce volumes of transactional data, allowing managers and decision makers to access high levels of detail regarding a particular inventory policy. This might include detailed assessment of inventory levels over time, contracting workload, or backorders.

Results from the WIOM simulation will be tabulated and the results uploaded into the database. The user then has the option to use this data to construct an optimization run. WIOM 5.0 will produce a flexible optimization architecture that allows the user wide flexibility as to what objectives and constraints should be used in prescribing recommended inventory levels. For example, a user might wish to produce a set of recommended safety levels that maximize the demand weighted fill-rate of items, while minimizing the fill-rate variance. They also might choose to minimize churn, while imposing a hard constraint of less than \$1 billion in safety level inventory. WIOM 5.0 allows weights to be established at the item or metric level, so that the model user can weigh both the relative importance of items in the model run, as well as the relative importance of metrics used in the optimization. Once the optimization is complete, the user will be able to view summary reports, assess the output data and export it for load back in the Navy ERP production system.

The NAVSUP WSS WIOM development team is targeting model delivery, testing, and production integration for completion this year. Representing the future of Navy wholesale inventory modeling, the capability provided by this architecture will support increased Navy readiness and lethality while establishing NAVSUP WSS and NPS on the leading edge of applied advanced analytic techniques. ✨



# NAVSUP Fleet Logistics Center Pearl Harbor Saves Big with New NAVSUP Enterprise Mail System

By Matt Morrison, Office of Corporate Communications, Naval Supply Systems Command

NAVSUP Fleet Logistics Center (FLC) Pearl Harbor recently demonstrated the full advantage of the new NAVSUP Enterprise Mail System, achieving a remarkable 88% savings for the fleet.

Using the new mailing system's SendSuite Live (SSL) during a crew swap with USS Michigan (SSGN 727) in April, NAVSUP FLC Pearl Harbor was able to ship 62 (18x18x18) boxes at a total cost of \$2,191.43, saving \$15,652.62 over the previous metering method.

The SSL component lets commands shop shipping rates, and find the lowest shipping price available. To streamline rate shopping, a command inputs the package height, weight, and destination into the SSL system and the software "shops" around to find the lowest price. In addition to rate shopping, SSL allowed NAVSUP to reduce independent postage meter contracts from more than 50 to two.

NAVSUP recently rolled out the new state-of-the-art NAVSUP Enterprise Mail System to consistently provide best value for the customer. Planning and development began five years ago. The new system, now installed at all NAVSUP FLCs, takes an

innovative approach to reduce costs and increase transaction transparency.

"This Enterprise mailing solution allows NAVSUP Postal Products and Services to lean forward using technology designed to reduce costs while meeting customer requirements. It also provides our postal personnel certification opportunities, and offers program managers transaction visibility," said of NAVSUP Postal Operations Manager Dale Pinchart.

Along with SSL, the new NAVSUP Enterprise Mail System includes two further innovations: Send Suite Tracking (SST), and Intelligent Locker System (ILS).

SST provides customers email notification when they have mail to pick-up. SST also expedites mail handling with scanning equipment; mail piece processing with SST only requires touching mail three times instead of the nine times required by the previous method.

ILS lets customers pick up their mail from secure lockers 24 hours a day, seven days a week, and eliminates the need for customers to stand in line. The system provides an email barcode, which can be printed-out, or used with their personal cell phone to access their mail. \*

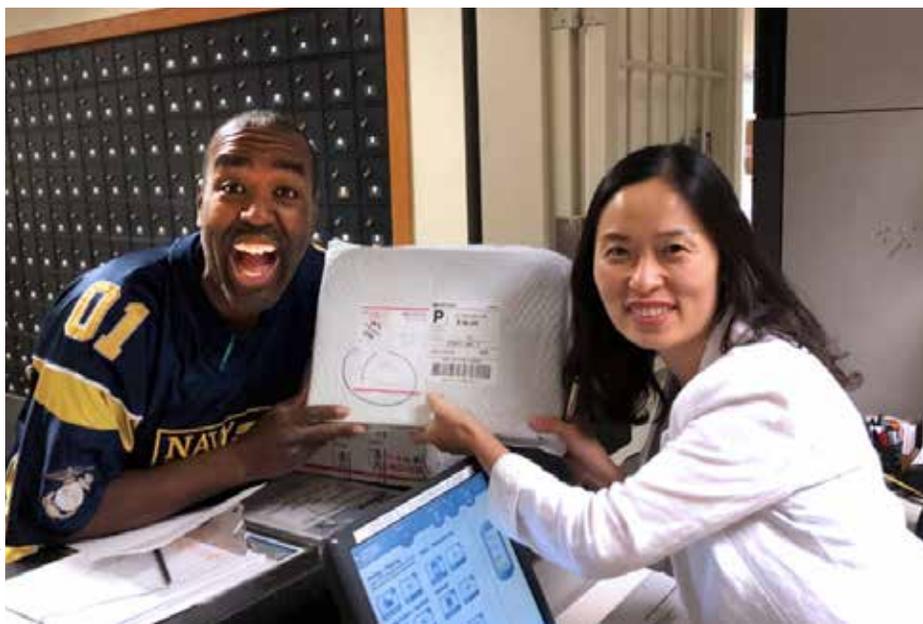


Above: Joint Base Marianas, Andersen Airbase's first SST tracking customer. –photo by Dale Pinchart



Above: Joint Base Pearl Harbor-Hickam's first SST customer. –photo by James McCaffrey

Below: Fleet Activities Chinhae's first SST customer. –photo by Dale Pinchart



# Contracting Made Easier with CKS, the NAVSUP Contracting Knowledge Site

By Matt Morrison, Office of Corporate Communications, Naval Supply Systems Command

To provide customers and Naval Supply Systems Command's (NAVSUP) nearly 900 contracting personnel greater insight into the acquisition process, NAVSUP redesigned the contracting guidance and resource site known as NAVSUP Contracting Knowledge Site (CKS).

NAVSUP Contracting (N7) worked closely with NAVSUP Business Systems Center (BSC) to develop the new site. The CKS Program Manager Ryan McGowan and CKS Content Manager Sara Keene from N7 provided the framework and strategic direction, while NAVSUP BSC IT Specialist Kira Fernandez created the design, programming, and functionality.

"This effort would not have been possible without the technical expertise provided by NAVSUP BSC," said McGowan. "The team at NAVSUP BSC did a remarkable job at understanding the complex nature of our website and turned it into a true one-stop-shop for our workforce. As a result of this endeavor, we have established a strong partnership with BSC and look forward to the continued development of CKS."

The new site replaces an outdated version developed in 2003 that primarily provided guidance and documentation templates, and did not adequately service the constantly changing needs of the contracting workforce.

"The new CKS was developed to streamline NAVSUP's contracting guidance while also providing training resources for all of our users," said McGowan.

The site offers several new features such as an interactive version of the NAVSUP Contracts Handbook, which provides NAVSUP's contracting guidance. Within the handbook, users can move seamlessly between sections by using the outline feature, or by using the text search function.

A new comprehensive search function searches all of CKS, including the NAVSUP

Contracts Handbook, and NAVSUP's contracting forms and templates forms hosted in the new CKS reference library.

An additional feature offers users the ability to sign up for NAVSUP N7's "Knowledge Management (KM) Highlights" email distribution list, N7's vehicle for pushing NAVSUP, Department of Navy (DoN), and Department of Defense (DoD) contracting policy out to the contracting community.

CKS offers contracting officer's representatives (CORs) a page about the training requirements they must complete in order to be certified. Another page provides CORs guidance on market research, independent government cost estimates, evaluation

Contracting officers will now be able to identify what stage of an acquisition they are in, and find all of the appropriate forms on the corresponding section in the reference library."

KS went live on Jan. 11. Anybody with a Common Access Card (CAC) can access the site, however users accessing MyNAVSUP (NAVSUP's intranet) for the first time may be required to register their CAC.

CKS can be accessed via MyNAVSUP or by using this direct link [https://my.navsup.navy.mil/apps/ops\\$cks.home](https://my.navsup.navy.mil/apps/ops$cks.home).

If you have any questions concerning CKS, call (717) 605-3294. ★



Above: NAVSUP Contracting Knowledge Site (CKS) screen shot.

criteria, post-award debriefings and orientation, and other topics.

"As the site exists today, there are a number of benefits. In addition to those already mentioned, we also tied our contract phases training page to the CKS reference library. The new version of the library now mirrors all of the phases of an acquisition, while simultaneously reflecting the contracting officer's process of building a contract file.



CS2 Pan Phyu sautéés vegetables during the Joint Culinary Training Exercise Mobile Kitchen Trailer event at Fort Lee, Virginia. –photo by Russell Stewart

## Navy Culinary Specialists Rise to the Challenge

By Russell Stewart, Office of Corporate Communications,  
Naval Supply Systems Command

**W**ith a determined flurry of activity and a final round of high-fives, the U.S. Navy Culinary Arts Team (NCAT) paused to take a breath and chug bottles of water, having finished the last challenge of the 44th Annual Joint Culinary Training Exercise (JCTE) at the MacLaughlin Fitness Center, Fort Lee, Virginia.

“JCTE helps you keep an open mind; if you’re willing to learn, you can learn a lot about yourself and cooking,” said NCAT member, Culinary Specialist 3rd Class Kelsie Aday.

The 2019 NCAT members hail from the Navy food management teams at NAVSUP Fleet Logistics Centers Jacksonville, Norfolk, San Diego and Puget Sound.

The JCTE, administered by the Joint Culinary Center of Excellence, is the largest American Culinary Federation (ACF) sanctioned competition in North America, showcasing the talent of military chefs from around the globe in all branches of the U.S. Armed Forces and foreign military teams.

“The JCTE is a chance for growth,” said NCAT member Culinary Specialist Seaman Najee Bennett. “You get to take what we learned here and encourage other chefs.”

The competing military members hone their skills as culinary specialists and improve the quality of food services to their

units, enabling them to better support our service members at home and deployed.

NAVSUP Food Service oversees policy, supporting healthy and nutritionally-balanced foods to ensure the Navy’s fighting forces operate at peak performance and are ready to respond to threats worldwide, contributing directly to Sailors’ quality of life and morale. NAVSUP’s policy also complies with the defense department’s Go for Green® food identification system designed to help service members choose healthy foods and beverages at every meal.

“The culinary specialist (CS) rate has taught me a lot. There are different sides to cooking. It’s not just ship-based cooking; there are many special meals to prepare,” said Culinary Specialist 1st Class Hermila Elliott, NCAT member. “Food is a huge morale booster, and we’re the ones who make it happen.”

JCTE is sanctioned by the ACF, the certifying agency for culinary professionals, allowing our Sailors and other military members to earn compatible civilian credentials from the exercise. This improves readiness and helps them with their career development, while providing the assistance they need when they decide to transition out of the military.

The JCTE teams are not competing against each other but against the culinary

industry standards. The events showcase the chefs in timed cooking challenges similar to the television shows “Chopped” or “Iron Chef America.”

The challenges include mobile kitchen trailers, student-only teams, themed table displays, individual contemporary cooking and pastries, a nutrition-based meal, and an international challenge where teams of two create a meal from a mystery basket.

Several challenges will crown individual achievement including, Student Chef, Armed Forces Chef, Master Chef, and Army Enlisted Aide of the Year.

U.S. Army Chief Warrant Officer 4 Joseph Wisniewski, chief of the Advanced Culinary Training Division at Fort Lee, Virginia, believes that the JCTE can send more winners to ACF competitions in the future as the exercise grows.

“My favorite part of JCTE though, is meeting the new, young chefs and watching them display their skills,” Wisniewski shared.

The JCTE has been conducted at Fort Lee for 44 of the last 46 years, except during Operation Desert Storm and Operation Iraqi Freedom I.

The exercise encourages knowledge sharing among military services and allied and partner-nation armed forces. By sharing techniques and information, participants bring back an expanded variety of meal options and styles to their home commands.

“Being a CS has given me the chance to experience different food and different people, to learn their backgrounds,” declared Culinary Specialist 2nd Class Pan Phyu, NCAT member. “Food is life, and brings all of us together.” ✨

# NAVSUP Fleet Logistics Center San Diego Civil Service Employee Accepted into Naval Postgraduate School

By Candice Villarreal, Director, Office of Corporate Communications, NAVSUP Fleet Logistics Center San Diego

**A** NAVSUP Fleet Logistics Center (FLC) San Diego employee was accepted into the prestigious Naval Postgraduate School (NPS), where she is pursuing a master's degree. She started the program in March.

Management Analyst Jennie Sargent of the command's business department was selected for the NPS Executive Master of Business Administration Program following her application to the institution in November 2018.

"I am really fortunate to have been selected for such a rare opportunity to continue my education while working for the Navy," said Sargent. "I've always wanted to go back and get my master's, so when applications for the program were advertised in a workforce email, it seemed like an awesome opportunity. I couldn't pass it up."

The two-year program will be entirely online, with the exception of a week-long, in-person attendance requirement each year. The online flexibility, Sargent said, will allow her to meet her academic goals while working in her current capacity and raising her children.

"If you are willing to step outside of your comfort zone, the Navy truly offers so many opportunities for both Sailors and civilians to grow and learn in their careers," said Sargent. "I realize these kinds of opportunities probably wouldn't be available to me elsewhere, so, I'm going to make sure I do well and get the Navy its money's worth."

The Navy is fully funding Sargent's program-related travel, tuition, and books.

"I know this is a very competitive process and the class size is small, so I am excited and happy to have been given this opportunity," said Sargent. "Our command leadership offered its full support and endorsement as part of my application package, so I feel lucky to work somewhere where someone's personal development is important to more than just the individual employee."

All program applicants were required to submit transcripts, letters of recommendation, a letter of command endorsement, and a completed application to be considered.

Sargent joined the Navy's civil service team in 2011, entering the workforce as an intern on NAVSUP FLC San Diego's continuous process improvement team. Since her hire, she has advanced five General Schedule grades at the command.

She holds a bachelor of science degree in psychology from the University of California, San Diego, and is a Naval Supply Systems Command and American Society for Quality-Certified Lean Six Sigma Black Belt. A San Diego area native, she graduated from Granite Hills High School in nearby El Cajon, California.

"I'm very excited for Jennie's new adventure and this well-deserved opportunity," said Business Services Division Director Denise Guerrero, Sargent's immediate supervisor. "Her determination and motivation have been the keys to her success, and I'm sure this is just one of many more achievements to come."

Previously, Sargent was selected for and attended the NAVSUP Corporate Management Development Program in 2016. She also attended the Advanced Management Program in May 2018. She aspires to be promoted into a supervisory position within the NAVSUP Enterprise in the future.

"I like the people who make up NAVSUP," said Sargent. "I like my coworkers; we have a great mission in support of the warfighter, and I provide behind-the-scenes support while working alongside them. We see them every day; we see the ships, the Navy in its real working environment. And who wouldn't want an all-expenses paid master's degree? How often do you get that? I just can't imagine any other workplace that could be better, and it feels great to be a good role model for my kids."

The Naval Postgraduate School is a public graduate university operated by the United States Navy and located in Monterey, California. The institution offers master's and doctoral degrees and certificates in more than 70 fields of study to the U.S. Armed Forces, Department of Defense civilians, and international partners. ★



NAVSUP Fleet Logistics Center San Diego Management Analyst Jennie Sargent is congratulated by her chain of command following notification of her acceptance into the Naval Postgraduate School March 19. From left: Executive Officer Cmdr. Sean Neer, Executive Director Bill Weinfurter, Jennie Sargent, Command Senior Chief Quentin Wells, Commanding Officer Capt. Brian Anderson. —photo by Candice Villarreal



## Ready and Responsive for the U.S. 6th Fleet, NAVSUP Commander Tours Fleet Logistics Center in Italy

By Joe Yanik, Office of Corporate Communications, NAVSUP Fleet Logistics Center Sigonella

NAVSUP Fleet Logistics Center (FLC) Sigonella hosted NAVSUP Commander Rear Adm. Michelle Skubic for a tour of its logistics facilities at Naval Air Station (NAS) Sigonella and Naval Support Activity (NSA) Naples, Italy, in March.

“Rear Adm. Skubic’s visit afforded us a unique opportunity to demonstrate first-hand how our command bolsters readiness in the U.S. Naval Forces Europe/Africa Command’s areas of operations in support of her strategic objectives for our Enterprise,” said NAVSUP FLC Sigonella Commander Capt. Dion English. “We were excited and honored to host her.”

Among the stops the commander made during her time at NAS Sigonella and NSA Naples were the Defense Logistics Agency Distribution warehouse, NAS Sigonella flight line for a fuels hydrant demonstration, Aviation Support Division, Fleet Mail Center, Augusta Bay NATO Pier and San Cusumano Petroleum Oil and Lubricants Depot, Navy Exchange complex, and Navy Lodge.

At NSA Naples, she conducted meetings with Commander, U.S. Naval Forces Europe-Africa/U.S. 6th Fleet Chief of Staff and the N41 leadership, Site Naples, and Code 200 team. She visited the post office, fleet mail center and its support site’s Navy Exchange.

“Each of these visits showcased in some way the role the FLC plays with the fleet’s key logistics players on a NATO installation and how U.S. Naval Forces Europe/Africa Command’s current operations and evolving mission sets translate into NAVSUP’s logistics support response,” said NAVSUP FLC Sigonella Executive Director Bong Cabling.

While speaking with the NAVSUP FLC team members during the week, Rear Adm. Skubic emphasized the increasing impact the command has on naval operations amidst the evolving strategic environment within the United States Naval Forces Europe/Naval Forces Africa areas of operations. She also assured team members of the value they bring to the NAVSUP mission and relayed

feedback to them from the U.S. 6th Fleet’s senior leaders.

“I’m here to thank each of you – military, civilian, and host nation shipmates – for what you do to support the fleet’s Sailors operating ashore or afloat, and their families,” Skubic said. “I know our customers and strategic partners take notice and praise your responsiveness. Our NAVSUP Enterprise directly supports each line of effort that our Chief of Naval Operations set forth for our Navy. So, I assure you that what you do makes a real difference.”

Within the last few years, the NAVSUP command experienced a dramatic increase in logistics support operations within the African theaters of operation.

“As both the operations tempo and the character of our Navy’s presence increase in Europe and Africa, so do the expectations that our Navy’s most senior leaders have of our Enterprise,” Rear Adm. Skubic said during her town hall remarks. “I say, as a team, we’ve got this.” ✨

**Above:** NAVSUP Commander Rear Adm. Michelle Skubic speaks to military and civilian team members assigned to NAVSUP FLC Sigonella during a town hall at NAS Sigonella, Italy. –photo by Joe Yanik

# NAVSUP Fleet Logistics Center Jacksonville Site Key West Named Retail Fuel Activity of the Year

By Carol Williams, Office of Corporate Communications, NAVSUP Fleet Logistics Center Jacksonville

NAVSUP Fleet Logistics Center (FLC) Jacksonville Site Naval Air Station Key West was awarded the Naval Retail Fuel Management Activity of the Year for superior fuel support in calendar year 2018.

In 2018, NAVSUP FLC Jacksonville's Site Key West Fuels Division provided 17.3 million gallons of JP-5 mobile refueler support to 15,734 aircraft, vessels, support equipment and facilities throughout the area of operation. Led by the contract team, Data Monitoring Systems, they supported a wide variety of Department of Defense (DoD) and foreign aircraft and vessels, all accomplished safely and on time.

The facility and its maintenance team was singled out by Defense Logistics Agency (DLA) Energy to perform enhanced reoccurring maintenance and restoration pilot work on capitalized fuel facility infrastructure, completing 12 pilot projects valued at \$1.75 million and over 1,200 inspections.

According to John Sykes of the Site Key West team, "Receiving this award is acknowledgement to the outstanding performance from our talented contract team as well as a collaborative partnering by DLA, Navy Petroleum Office and NAVSUP FLC Jacksonville to produce an exceptional pilot program in support of our warfighter."

The Fuels Division provides direct support for a variety of Navy airframes, including the P-8A Poseidon; P-3C Orion; C-130T Hercules; F/A-18 Hornet; C-40A Clipper; T-45A Goshawk; E-2C Hawkeye; MH-60R Seahawk; and other DoD and foreign aircraft and maritime support. The Fuel Division's trucks performed refueling transactions with an average response time of less than 20 minutes to squadrons, ensuring that our aviators never waited on fuel to accomplish their mission. In addition to providing aircraft with fuel support, the Fuels Division supported numerous military exercises, including counter-narcotics operations, search and rescue and carrier air group support.

The 2018 Naval Retail Fuel Management Activity of the Year award was presented to the Fuels Division by Capt. Matthew Ott, commanding officer of NAVSUP FLC Jacksonville.

"This award recognizes the exceptional teamwork and commitment to our mission that our Key West team embodies each day," said Ott. "Their support to our warfighter is unparalleled and I am incredibly proud of the team's accomplishment." ★

## Ammunition Logistics Center Pacific Celebrates 25th Anniversary

By Julia Neuweiler, Inventory Manager, NAVSUP Ammunition Logistics Center Pacific

**O**n Jan. 18, 1994, the Naval Ordnance Center Pacific Division Ammunition Management Office (NAVORDCEN PACDIVAMMO) opened its doors to provide customer service to the U.S. Pacific Fleet. Nineteen military and civilian employees set the standard on ammunition requisition management, ammunition battle group briefings, opportune lifts, and training and support in the Conventional Ammunition Integrated Management System.

Twenty-five years later, NAVSUP Ammunition Logistics Center Pacific (AMMOPAC) continues to maintain the pulse on the waterfront managing \$52 billion in ordnance stockpile for U.S. 3rd Fleet Ships and Navy and Marine Corps shore units.

In honor of this outstanding accomplishment, a celebration was held with three of the original 19 plank owners taking part in the festivities; retired Lt. Cmdr. Danny Vaughn, retired Lt. Cmdr. Donovan McManus, and retired Lt. Cmdr. Richard Graves. After opening remarks by AMMOPAC Officer-in-Charge Lt. Cmdr. Adam Baroni, the plank owners were awarded commemorative placards in gratitude for paving the way to AMMOPAC's success.

Vaughn spoke about the organization's original vision and how the mission hasn't changed in 25 years: "Customers first... I'm confident AMMOPAC will continue to provide great service to the Pacific Fleet for the next 25 years."

McManus recalled the challenges of properly loading and maintaining ships for deployment before AMMOPAC's establishment. As the current Surface Ordnance Officer at Commander, U.S. Pacific Fleet (COMPACFLT), he remains closely tied to Naval Ammunition Logistics Center AMMOPAC in support of service to the fleet. Graves honed in on why AMMOPAC's presence is so vital. He stated AMMOPAC is "the one place the fleet can turn to for assistance in ammunition requisitioning and logistics support." He also expressed

his appreciation and pride for the staff's unrelenting customer support.

Additional remarks were provided by representatives from COMPACFLT; Commander, Naval Air Forces Pacific; Commander, Naval Surface Force Pacific; Explosives Safety Support Office, Pacific/Atlantic; and other local commands.

Previous AMMOPAC employees also in attendance included Cmdr. Knarvel Dailey, Chief Warrant Officer 5 Joseph Salgado, Chief Warrant Officer 4 Jason Fair, retired Lt. Gary Vorous, retired Marine Corps Chief Warrant Officer 5 Daniel Nichols, retired Master Chief Petty Officer Dian McQueen-Gibson, retired Chief Petty Officer Rickie Atkins, retired Petty Officer 1st Class Eric Younce, and retired Petty Officer 1st Class Phillip Nowden.

Although everyone had many stories to share, each struck the same chord: the importance of AMMOPAC's role in maintaining accurate accountability with each of their commands, and their appreciation for the unwavering support of the AMMOPAC staff. The celebration continued at the local Veterans of Foreign Wars Post 2422, where sea stories were swapped between friends and shipmates, old and new. ★

# NAVSUP Fleet Logistics Center San Diego Renovates Joint Personal Property Shipping Office

By Candice Villarreal, Director,  
Office of Corporate Communications  
NAVSUP Fleet Logistics Center  
San Diego

**NAVSUP Fleet Logistics Center (FLC) San Diego employees are working hard from a new workplace, following a complete renovation of the command's Joint Personal Property Shipping Office (JPPSO) onboard Naval Base San Diego.**

The building 3376 renovations were completed as a result of a Joint effort between NAVSUP FLC San Diego and Naval Facilities Engineering Command Southwest. In addition to a full remodel and modernization of the facility, the command's active duty and civil service employees will also enjoy new equipment and technology upgrades to better and more efficiently enable them to support the fleet as it moves across the globe.

"One of the important things this command does is safeguard the property of America's warfighting team and ensure that we do all we can to make difficult transitions for them as easy as possible with regard to their household goods and personal belongings," said Lt. Cmdr. Shanna Gainer, NAVSUP FLC San Diego regional transportation officer. "While our personnel were working tirelessly to support the United States military as they moved worldwide, there was another group working just as hard to give building 3376 a much-needed overhaul. So much work has gone into this renovation; all for a very deserving group of dedicated patriots who displayed remarkable patience and grace during the renovation period."

During the 13-month renovation, personnel assigned to the JPPSO were reassigned to three other buildings on three different bases, without letting changes in geography affect their support to the fleet. In 2018 alone, JPPSO-Southwest (SW) personnel coordinated more than 53,659 inbound/outbound moves and 4,117 personally procured moves, all while assisting more than 18,000 walk-in customers with household goods shipment and storage.

"To someone leaving the homes they have known for a tour of duty, or to someone departing to defend freedom at the tip of the spear, just knowing their personal effects are properly cared for allows them to focus their attention on their families, their missions, and their life changes ahead," said NAVSUP FLC San Diego Commanding Officer Capt. Brian Anderson. "They put a great deal of faith in our team; they entrust us to protect their families' most cherished possessions and safeguard those items when they are called away. It is important work, and we do not take our duties lightly."

Anderson addressed the JPPSO-SW team during a ribbon cutting for the renovated facility Feb. 22, highlighting the importance of the JPPSO-SW scope of support and the level of responsibility that comes with it.

A new break and lunch room common area awaits NAVSUP FLC San Diego employees following a complete renovation of its JPPSO in San Diego.  
—photo by Candice Villarreal



“Each of you here fulfill a vital duty for our nation’s warfighters,” said Anderson. “You have selflessly performed those tasks without a permanent workplace to call a home of your own. You have overlooked temporary but significant geographical and technological discomforts while simultaneously striving to give your very best to your customers, day in and day out. That speaks volumes for your levels of character and integrity, and it has not gone unnoticed.” ✨

*The household goods and JPPSO-SW team assists military members and civil service employees with permanent change of station, home of record, new spouse, homeport change, retiree and separation moves within the United States and overseas. The JPPSO-SW division is part of the NAVSUP FLC San Diego Supply Management Department.*



New, modernized work spaces await NAVSUP FLC San Diego employees following a complete renovation of its Joint Personal Property Shipping Office in San Diego. –photos by Candice Villarreal

# NAVSUP Business Systems Center Sailors Help the Environment

By NAVSUP Business Systems Center Public Affairs

Sailors assigned to NAVSUP Business Systems Center (BSC) in Mechanicsburg, Pennsylvania, participated in a clean-up project as part of an Adopt-A-Highway partnership with the local Mechanicsburg community. The clean-up project was an opportunity for NAVSUP BSC Sailors to act as environmental stewards of their community and preserve, protect, restore, and enhance the local environment by removing trash and debris from the highway area. ✨



Above, from left to right: Lt. Samuel Gebreselassie, Cmdr. Robert Winters, Lt. Cmdr. Dustin Coleman, Lt. Cmdr. Carl Pennycooke, Lt. Nana Bonsu, Lt. Frank Silva, Lt. Dong Logan, Capt. Robert Schug, Lt. Cmdr. Randal Bradum, Cmdr. John McCarthy. –photo by Dorie Heyer

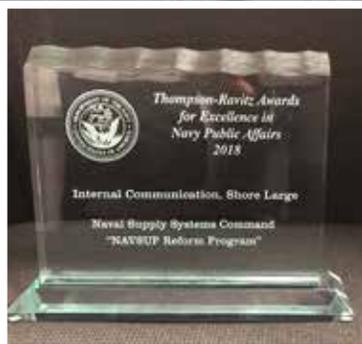
Below: Lt. Samuel Gebreselassie and Lt. Cmdr. Dustin Coleman participate in the clean-up project. –photo by Dorie Heyer



Lt. Cmdr. Dustin Coleman picks up debris along the side of the road. –photo by Dorie Heyer



Lt. Nana Bonsu and Lt. Cmdr. Carl Pennycooke participate in the clean-up project. –photo by Thomas Zimmerman



Rear Adm. Michelle Skubic, Commander, NAVSUP, congratulates members of NAVSUP's reform program communications team for winning the Thompson-Ravitz Award for Excellence in Navy Public Affairs 2018, Internal Communications, Shore Large, for their work on NAVSUP's Reform Program. Bravo Zulu!



NAVSUP Commander Rear Adm. Michelle Skubic (right) congratulates Andrea Lemon (center) and Lt. Igor Mendel, NAVSUP Fleet Logistics Center Sigonella's Fuels Division, for each receiving a Naval Fuel Management Recognition Program award for excellence during fiscal year 2018. Absent from the photo is the Fuels Division's third individual award recipient, ABF1 Zachary Devinney. –photo by Joe Yanik



## NAVSUP FLC Pearl Harbor Supports USS Missouri Stamp Dedication Ceremony

By Shannon Haney, Office of Corporate Communications, NAVSUP Fleet Logistics Center Pearl Harbor

NAVSUP Fleet Logistics Center (FLC) Pearl Harbor Regional Mail Center personnel supported the USS Missouri Commemorative Forever Stamp Dedication Ceremony June 11.

Logistics Specialist 1st Class Maria Garcia and Logistics Specialist 2nd Class Holland Brown welcomed and ushered guests as they arrived for the ceremony aboard the World War II battleship USS Missouri (BB 43).

“It is such an honor to be a part of a ceremony that unites two significant pieces of history: the USS Missouri and the time-honored United States Postal Service,” said Brown. “It is necessary to commemorate this moment to keep our history and postal traditions alive and I am so happy to be able to represent my shipmates, my command, and my country by doing so.”

The stamp’s release coincided with the 75th anniversary of the ship’s commissioning on June 11, 1944.

The stamp art depicts Missouri from a low vantage point almost at sea level, cutting through the water at a moderate speed commensurate with entering or leaving port. Large and imposing in the frame, Missouri is shown in the disruptive camouflage she wore from her commissioning until a refit in early 1945. Clouds loom in the background, tinged with gold and rose from the sun’s rays.

The stamp is a tribute to the last American battleship that played such a historic role in World War II and served as the site for Japan’s official surrender on September 2, 1945. During decades of service, the Missouri earned numerous combat awards and citations, which also included deployments during the Korean War and Operation Desert Storm. Decommissioned in 1992, the ship now rests as a memorial and museum at the Battleship USS Missouri Memorial in Pearl Harbor. ★

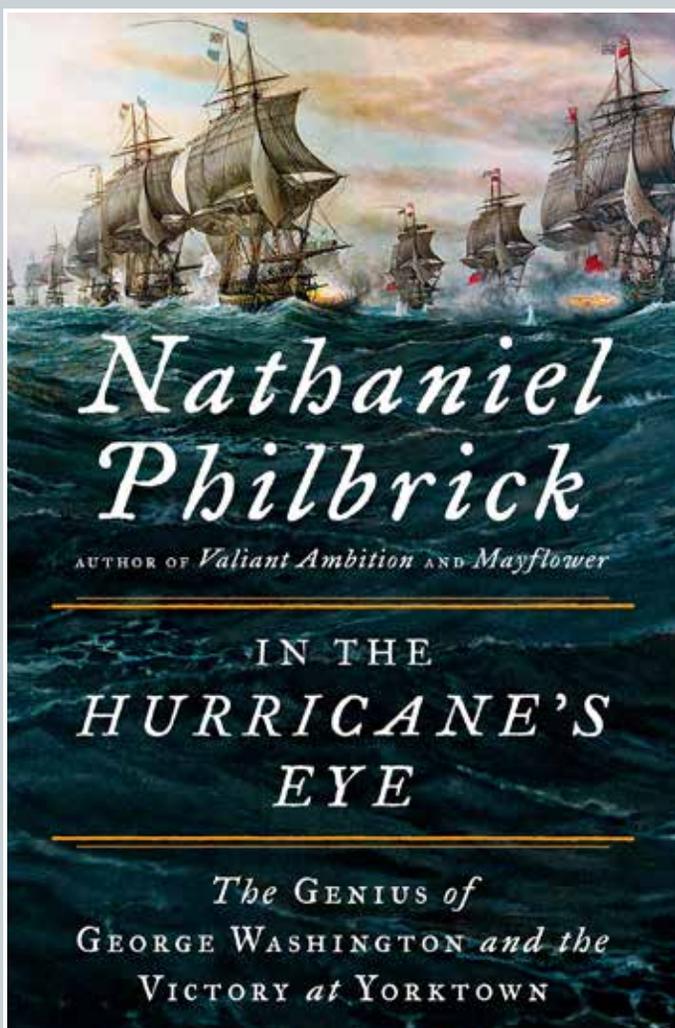
Above: LS2 Holland Brown displays the USS Missouri Forever Stamp during the Commemorative Forever Stamp Dedication Ceremony aboard the World War II battleship USS Missouri (BB 43). –photos by Shannon Haney



Above: Honored guests and ceremony participants unveil the U.S. Postal Service commemorative forever stamp celebrating the 75th anniversary of the commissioning of the battleship USS Missouri (BB 43).



Left: LS2 Holland Brown, left, and LS1 Maria Garcia, right, display the USS Missouri Forever Stamp during the Commemorative Forever Stamp Dedication Ceremony aboard the World War II battleship USS Missouri (BB 43).



## Naval Heritage Book Report

By Lt. j.g. Juan Santibanez, 1st Battalion "A" Company

**"In the Hurricane's Eye" by Nathaniel Philbrick presents a pragmatic, historical narrative that illustrates what great military minds have preached for millennia: naval superiority dictates the actions of land combatants, and logistics is paramount to successful military campaigns. The Battle of Chesapeake Bay compromised the British fleet's ability to support and reinforce Lord Cornwallis; it is heralded as one of the greatest naval battles in respect to the result: victory over Great Britain.**

I selected this book based on the author's ability to reassemble archived history into an epic of naval triumphs while demonstrating the astronomical difficulties involved in sustained wartime logistics.

### Summary

The War for Independence began with the ignition of a musket in the fields of Lexington, Massachusetts. The call to action was answered by thousands of citizen soldiers pledging themselves in both life and liberty. Yet, five years of horrific war and ostensible contempt from the Continental Congress had begun to take its toll on the troops.

By the fall of 1780, Commander of the Continental Army, General George Washington's stymied efforts in defense of the British campaign were, in truth, only the beginning of his frustration. His once audacious army was now hampered by mutineers and deserters, and in the absence of naval support, Britain was winning what was proving to be a test of economic and political endurance rather than of military strength.

Subsequent pleas for aid from Congress left Washington disappointed and increasingly jaded. Only a decisive victory, catalyzed by naval dominance, could end the war and secure the future of the United States.

Washington recognized that naval superiority determined the movement and stationing of troops on land and dictated the flow of supply lines and sustainment thereof. Most importantly, a properly stationed fleet could compliment a surrounding land force and subsequently siege any British garrison into submission. Such a maneuver would require the cooperation of the French navy, the only fleet comparable to the British in the world at the time. Despite declaring war against the British, the French fleet primarily secured the interests of France in the West Indies (Caribbean) or remained docked in Newport, Rhode Island.

The reluctance of French Admiral Comte de Grasse ended with the acceptance of the fleet's proposed voyage to Chesapeake Bay. Washington convinced the French admiral to deploy his entire fleet of 28 ships to the Chesapeake Bay to support the impending siege of Yorktown, and blockade inevitable British naval support.

Correspondence with Admiral de Grasse would, unquestionably, be intercepted by British agents. In anticipation of this, Washington implicated Staten Island as his primary objective. His deception paid dividends when British General Henry Clinton opted to fortify Staten Island, allowing Washington to circumvent British resistance on the road to Yorktown.

Likewise, the French fleet would sail to Chesapeake Bay, unbeknownst to the British fleet until eight days after the fact. Upon discovery of Washington's guise, it became paramount that Clinton coordinate the reinforcement of Cornwallis by 4,000 men via ship transport. However, these relief efforts depended solely on the outcome of a favorable naval engagement with the occupying French fleet.

On Sept. 5, 1781, the Battle of Chesapeake Bay began. A myriad of circumstances had squandered the implementation of traditional naval tactics by de Grasse. His battle line was mediocre, and the French vanguard was separated by nearly three nautical miles east of the French fleet.

...continued on page 48



Lt. j.g. Juan Santibanez  
1st Battalion "A" Company

In contrast, British Admiral Graves had already assembled his battle line, and with the wind off his stern, Graves possessed the naval high ground. Rather than capitalize on his opponent's positioning, he opted to stall until de Grasse would be forced to engage unfavorably.

The British vanguard, unable to interpret Graves' signal flags, were already in pursuit of the displaced French vanguard. Cannon fire

commenced, and from afar, the respective rearguards could just barely witness the opposing vessels. Surrounded by a cloud of disorienting fire and smoke, the opposing vessels continued to fiercely exchange for nearly two hours.

Meanwhile, a shift in winds had allowed de Grasse to rally his ships to mirror the British line, dissuading either rearguard from pressing an engagement. Admiral Graves was forced to retire from the battle after his vanguard had sustained disproportionate losses. The French opted to return to Chesapeake Bay and were greeted by French naval reinforcements with Washington's army soon to follow. The British fleet had conceded naval dominance, and with it, Yorktown would fall to Washington.

## Relevance to Supply and Logistics

As the world's premier naval force, the U.S. Navy inherited a ubiquitous strength, free from many of the naval resupply hardships felt by logisticians of wars past; that being, supply lines flow mostly uncontested. This privilege is being challenged with a rise in both subtle and overt means to delay supply operations by potential adversaries.

The lineage of American logistical ingenuity, as denoted by Philbrick, is a reminder of the gauntlets overcome. The men charged with Washington's supply operation faced the daunting task of moving American and French Armies across the country with limited resources, manpower, and lacking higher communications.

To accomplish this mission, men rode ahead to prepare logistically by gathering food, repairing roads, furnishing lodging and more. Additionally, this task had to be accomplished not only in secret, but using deliberate counter-intelligence to dissuade British inquiry, and with no more guidance than the Commander's Intent.

## Recommendation

"In the Hurricane's Eye" was striking in depth of knowledge, rich in narrative fluency, and emboldening for any naval officer. Philbrick caustically analyzed logistical shortfalls of the war and the consequences thereof. To his avail, a theme of tenacity throughout this novel can be directly transferred to our profession; such that, dire circumstances do not preclude the success of Navy logisticians. As Supply Corps officers, it is dutiful to pay homage to the triumphs of our past and to reflect on how our actions enable warfighters. This book holds my highest recommendation in pursuit of that goal.

**We are America's Navy.  
And we are all Forged by the Sea.**



# Transportation of Hazardous Material Training Summit

By Lt. Cmdr. Rob Allen, Director of Hazardous Material and Reserve Programs, Navy Supply Corps School

The Joint Hazardous Materials (HAZMAT) Training Group Summit was held in February 2019 at the Navy Supply Corps School (NSCS). The purpose of the summit was to review curriculum across all service schoolhouses and discuss current practices and standards. This is the rebirth of a program held annually when NSCS was in Athens, Georgia, and serves to realign and ensure services comply with HAZMAT certifier requirements. Naval Supply Systems Command (NAVSUP) N242, US Air Force 345th Training Squadron, US Army Defense Ammunition Center, the Transportation Safety Institute, and the United Parcel Service were represented.

The group reached consensus on many best training practices including use of mock packaging labs, use of digital publications to facilitate mobile training and meet student needs for modernized training delivery, and methods to confirm training history for certifiers of frustrated cargo.

Attendees were very interested in NSCS's packaging lab. NSCS instructors led them through the exercises used in the lab and explained relevant processes. The Air Force schoolhouse now plans to implement similar training in their curriculum. All schoolhouses agreed to increase the course passing score to 80% from 75%. Members agreed that, due to fiscal and safety reasons, it is best to ensure only students who truly understand the material are able to pass the course and certify HAZMAT for shipment.

NSCS looks forward to signing a memorandum of understanding with the other schoolhouses to establish this event as a yearly meeting. ✨



## A meeting of the minds for the Joint HAZMAT Summit held at NSCS in February.

From left to right: Capt. Nick Rapley, NSCS commanding officer; Douglas Rainey, chief of Air Force Training Development; David Duclos, element chief of Air Force HAZMAT Training; Tom Ahearn, NSCS HAZMAT instructor; Scott Martin, Army HAZMAT instructor; Dr. Ra Shaunda Sterling, NSCS Instructional Systems specialist; Ray Peterson, NSCS HAZMAT instructor; Pete Kramer, Department of Transportation senior HAZMAT instructor; Lt. Cmdr. Rob Allen, NSCS director of HAZMAT and Reserve Programs —photo by LSC Andrew Johnson



## Ret. Capt. Edward J. Lynam, SC, USN

Retired Capt. Edward J. Lynam, SC, USN, 83, passed away on March 6, 2019.

## Ret. Capt. Nathaniel "Nat" Willis James III, SC, USN

Retired Capt. Nathaniel "Nat" Willis James III, SC, USN, 102, passed away on February 26, 2019.

## Ret. Capt. Seth W. Baldwin II, SC, USN

Retired Capt. Seth W. Baldwin, SC, USN, 80, passed away on March 24, 2019.

## Ret. Capt. John Titus Jr., SC, USN

Retired Capt. John Titus Jr., SC, USN, 55, passed away on June 14, 2019. Titus retired from the Navy after 26 years of active service while serving at Naval Supply Systems Command Weapon Systems Support Philadelphia, Pennsylvania. He received his bachelor's degree at U.S. Naval Academy, Annapolis, Maryland, and his master's degree at Naval War College, Newport, Rhode Island. Duty assignments include: Navy Supply Corps School, Athens, Georgia; Headquarters, Supreme Allied Commander Transformation, Norfolk, Virginia; Commander, Expeditionary Strike Group ONE, San Diego, California; Naval Inventory Control Point, Philadelphia, Pennsylvania; Program Executive Officer, Strike Weapons and Unmanned Aviation, Patuxent River, Maryland; Program Executive Officer, Tactical Aircraft Programs, Patuxent River, Maryland; USS Simon (AS 33); Naval Amphibious Base Coronado, San Diego, California; USS Coronado (AFG 11) Naval Air Station Lemoore, California; and Commander, Strike Fighter Squadron, 146, San Francisco, California.



## Joint Aviation Supply Maintenance Materiel Management Pilots First New Class in 10 Years

By Lt. Paul Novess, Lead Joint Aviation Supply Maintenance Materiel Management Instructor, Navy Supply Corps School



**Above:** Students from U.S. and Australian aviation communities participate in the practical exercises of the first new JASMMM pilot in 10 years.

**Top photo:** JASMMM Class 19-040 with members from allied nations Australia and Saudi Arabia, post for their class picture with instructors and Navy Supply Corps School Commanding Officer Capt. Nick Rapley. –photos by Lt. Stephen Astafan

On March 21, the Joint Aviation Supply Maintenance Materiel Management (JASMMM) team completed the first course revision in more than 10 years when Capt. Jonathon Haynes, commanding officer, Center for Service Support signed the JASMMM Letter of Promulgation. The two-year effort was initiated through a Joint Duty Task Analysis request from Commander, Naval Air Force, U.S. Pacific Fleet and resulted in a complete to bring the course material more in line with current directives across the fleet.

Some of the highlights of the revision included the implementation of a hands-on supply chain management practical application titled “The Supply Chain Game,” as well as updated focus from the curriculum on the initiatives pushed down from the Naval Aviation Enterprise. The JDTA and curriculum development was completed in 2017-2018 by the JASMMM instructor team led by Lt. Cmdr. Jesse Epp, and helped save the Navy more than \$400,000 in associated analysis costs by not requiring an outside entity to perform these critical jobs.

Throughout 2018, many revision milestones were met including the approval of the training project plan by the Naval Education and Training Command and the training course control document by the Center for Service Support. The formal revision of the course was capped off during the course pilot from Jan. 28 to Feb. 8.

This monumental effort could not have been successful without the hard work and dedication of the JASMMM instructional team including Lt. Paul Novess, Scott Frost, LSC Nelson Pastrana, and AZC David Shoemaker, as well as the guidance of the Navy Supply Corps School Training Officer Vicky Spencer. \*



CAPT. BRIAN GINNANE  
25 yrs. – January 1, 2019

CAPT. RICARDO BYRDSONG  
28 yrs. – March 1, 2019

CAPT. PAUL E. MARTIN  
30 yrs. – March 1, 2019

CDR. TROY D. CARR  
24 yrs. – January 1, 2019

CDR. RICHARD C. GUSTAFSON  
20 yrs. – March 1, 2019

CDR. JEFFREY S. MILLS  
22 yrs. – January 1, 2019

CDR. GREGORY P. MITCHELL  
21 yrs. – January 1, 2019

CDR. SPENCER A. MOSELEY  
27 yrs. – February 1, 2019

CDR. SAMUEL T. RISER  
24 yrs. – January 1, 2019

LCDR. HEATH E. ALVAREZ  
27 yrs. – February 1, 2019

LCDR. IAN E. BARR  
23 yrs. – January 1, 2019

LCDR. REX B. BURMAN  
20 yrs. – February 1, 2019

LCDR. LLOYD V. THORPE  
32 yrs. – February 1, 2019

LCDR. MICHAEL A. OGDEN  
20 yrs. – February 1, 2019

LCDR. JESUS M. GARZON  
24 yrs. – February 1, 2019

LCDR. ELBERT C. PAMA  
31 yrs. – February 1, 2019

LCDR. JOSHUA QUENEMOEN  
21 yrs. – February 1, 2019

LT. ROBERT W. BILLUPS  
20 yrs. – January 1, 2019

LT. STEVEN A. CORNELL  
25 yrs. – March 1, 2019

LT. CATHERINE A. LIM  
26 yrs. – March 1, 2019

# Twenty Second Naval Construction Regiment Supply Officer–Camp Frigaard Edition

By Cmdr. Joe Symmes, Logistics Officer, Twenty Second Naval Construction Regiment Camp Frigaard, Trondheim, Norway

It's 8 a.m. and still dark. Lt. j.g. Jordan Legaspi has been up for hours ensuring our fighting Seabees have the gear they need, the laundry is ready for pickup, and today's allocation of meals, ready-to-eat (MRE) has been procured. Darkness doesn't slow down operations in Frigaard, Norway. Light plants burn through the night, as the sun rises six minutes later each day this time of year.

Exercise Trident Juncture 2018 (TRJE 18) was an international exercise conducted across central and eastern Norway, and the surrounding areas of the North Atlantic and Baltic Seas, including Iceland and the airspace of Finland and Sweden. The exercise spanned three weeks, and incorporated 50,000 participants from 31 NATO and partner countries. More than 250 aircraft, 65 vessels, and close to 10,000 vehicles were used.

Seabees from Naval Construction Group Two (NCG 2) supported the Second Marine Expeditionary Force (2 MEF) under Second Marine Logistics Group (2nd MLG). Led by the staff from the Twenty Second Naval Construction Regiment (22 NCR), Seabees from Naval Mobile Construction Battalion One (NMCB 1), Construction Battalion Maintenance Unit Two Zero Two (CBMU 202) and Underwater Construction Team One (UCT 1) they performed basic camp support and project construction activities that provided valuable logistics response.

TRJE 18 provided a chance for U.S. forces to exercise with NATO partners in a cold weather environment, while experiencing a beautiful country and reaffirming our long-standing partnership with our allies. The multilateral exercise solidified command relationships and refined command and control doctrine. For the Naval Construction Force (NCF), this was another chance to cement the long-standing partnership with the U.S. Marine Corps. When the Marines go downrange, Seabees are tasked with camp maintenance and habitability responsibilities.

For Navy supply officers, this means working at the Echelon IV and V levels serving in the S4 at a Seabee battalion or in the R4 or N4 at regiment or group. These billets are an interesting blend of traditional Navy supply principles of inventory management and financial reports with unique NCF challenges like table of allowance management and class IV building materiel procurement. Deploying alongside their counterparts at the unit of action level, Navy SUPPOs support the Seabees both in the continental United States and on deployments overseas.

It's another cold and rainy day in central Norway. Legaspi is up early again, counting tire chains to outfit vehicles for a convoy later that day. As the R41 for 22 NCR and the senior officer for the regiment's advanced party, Legaspi arrived in country a month before TRJE 18 kicked off. His primary duties consisted of coordinating camp maintenance and camp set-up onboard Vaernes Garrison and at Camp Frigaard. Legaspi put his naval expeditionary Supply Corps knowledge to practical use,



Seabees attached to Naval Mobile Construction Battalion One, use pressure washers to clean Civil Engineer Support Equipment, in Hell, Norway to make it ready for staging and final retrograde back to Rota, Spain, at the conclusion of Exercise Trident Juncture 18. —photo by MCCA Jeffrey J. Pierce

helping manage camp layout restrictions. The coordination and logistics required to ensure camp utilities were laid out in a manner conducive to operations are a multi-sided problem, the nature of which Legaspi never had to tackle during his previous destroyer tour. Quite a bit different from the challenges of the afloat Navy, he learned first-hand that the "Seabees' can-do spirit" is infectious and one of the most rewarding things about getting to work in this community.

Logistics in an expeditionary environment is about relationships; working with host nation resources, combatant commands, other services, fleets, task forces, industry and even other government agencies who you know can make all the difference in this environment. Being able to effectively use these disparate resources to procure materiel and then knowing how to effectively leverage transportation assets are key to mission accomplishment. Good logisticians get ahead of many of these problems through detailed mission analysis. Getting involved early in operational planning efforts and making contact with key resource nodes are important. This community can be particularly interesting because of the non-traditional Navy supply chain challenges. Various classes of supply have to be sourced from places logistics specialists (LSs) don't normally shop, and then the transportation plan has to be built to get those resources to the point of need. Out here, there is no combat logistics force coming to give you a hit.

Responsible for all classes of supply, the R41 ensures his Seabees are fed, clothed, and supplied with enough building material to avoid a work stoppage. It isn't easy planning—embarking, receiving, issuing, inventorying, storing, surveying, and disposing of this gear—all while simultaneously keeping the money flowing to support contracts that enable the Atlantic Coast Seabees to build and fight.

For Legaspi, this means working side-by-side with his team of LSs to leverage his on-hand table of allowance inventory, the Navy stock system, the local Defense Logistics Agency (DLA) distribution center, or any number of other sources to procure what he needs. He then works with U.S. Transportation Command, DLA, and NAVSUP Weapon Systems Support to align the supply chain to distribute this materiel to the point of need.

As the sun sets behind the mountain on the north side of Camp Frigaard, it's only 3 p.m., and Legaspi still has a long night ahead. It might be snowing outside,

but that doesn't stop him from updating his logistics slide for the 2nd Marine Logistics Group's commanders update brief later that evening. Later, he'll meet with his LS2 to confirm their early morning logistics run to Trondheim for critical repair parts.

The work is different from his disbursing officer tour on the DDG, but just as rewarding. At the end of the day, when he finally heads back to the berthing tent, he knows that for this camp, and these Seabees, he is their link to the Navy supply system and the primary way logistics requirements get filled. ✨



ASD Fort Worth Sailors form an "E". -photo by AT1 Kevin Dabney



## Aviation Support Division Fort Worth Earns First Reserve Aviation Blue “E” Award

By Lt. Cmdr. Jose Lopez, Commander, Naval Air Forces Reserve

**Sailors and Marines of Aviation Support Division (ASD) Fort Worth were awarded the inaugural Reserve Aviation “Blue E” award by Rear Adm. Scott Jones, commander, Naval Air Force Reserve (CNAFR), at an informal ceremony at ASD Fort Worth in February.**

CNAFR Deputy Chief of Staff for Aviation Logistics, Capt. Rodney Tugade, also attended the ceremony to commemorate the landmark achievement by the team, and to personally thank everyone for the outstanding level of consistency that ASD Fort Worth maintained throughout the year.

The award, instituted in January of 2018, is commissioned to recognize the top performing Reserve ASD — providing outstanding logistics support to the Reserve aviation program — enabling the fleet to meet all mission requirements. The active community has maintained the long-standing tradition of granting the award to qualifying ASDs for several decades, but not until now has the Reserve aviation logistics community followed suit.

“Being awarded the Blue “E” is particularly meaningful to me because one of the greatest things in being a chief petty officer is seeing your Sailors succeed,” said Senior Chief Logistics Specialist Galvester Brantley, ASD Fort Worth’s senior enlisted leader. “We challenged them to be the best every day, and they pursued it by putting in the long days and demanding schedule of aviation customer service and challenging projects. This is their Super Bowl win at the end of a great season.”

Unlike its active duty counterpart, the Reserve award is not given to every ASD that meets the award qualifications. It is only awarded to the Reserve ASD with the highest overall score, which includes previous supply management inspection scores and various monthly metrics.

“With a total of four Reserve ASDs, it makes sense to have only one yearly winner,” said Tugade. “The Blue “E” award promotes a healthy and friendly competitive environment in which all participants work to achieve an advantage through consistent hard work, dedication, customer service, and mastery of their craft.”

ASD Fort Worth supports two Marine squadrons and 44 aircraft. CNAFR supports 38 Navy and Marine Corps squadrons and permanent detachments, three wings, four ASDs and a total of 332 aircraft. ✨

**Above, from left to right:** LSC (AW/IW) James Bowe, LSCS (SW) Galvester Brantley, LS3 Sergio E. Ortiz, LSC (AW) Sandra Singleton. —photo by AT1 Kevin Dabney



## Supply Corps Officer Receive Winter Quarter's Military Operations Research Society/Tisdale Award

By Mass Communication Specialist 2nd Class Michael Ehrlich, Public Affairs, Naval Postgraduate School

Three winter quarter graduates from the Naval Postgraduate School (NPS) Department of Operations Research (OR) presented their theses to a panel of five judges, along with an audience of faculty and fellow students, during the Military Operations Research Society (MORS) Stephen A. Tisdale Graduate Research Award competition in Glasgow Hall.

U.S. Navy Supply Corps Lt. Cmdr. Adam Hilliard and Lt. Carolyne Vu, and U.S. Marine Corps Capt. Ashley Brown each developed unique approaches to solving very different issues facing the U.S. military, and delivered detailed presentations on their research followed by thorough deliberations.

In the end, the panel of judges selected Hilliard to receive the winter quarter MORS/Tisdale award for his thesis, "A Dry Dock Loading Model for Surface Ship Maintenance," in which he researched how to coordinate maintenance schedules and dry dock

availability to accommodate real-time demand changes with greater ease.

"Surface forces have a large number of availabilities with fewer number of dry dock resources," said Hilliard. "My thesis developed an optimization model to help those forces with scheduling maintenance availabilities to available dry dock resources."

U.S. Navy Capt. Brian Morgan, program officer for NPS' OR curriculum, presided over the competition and described the caliber of theses that usually receive a nomination.

"Every quarter, the faculty nominates students to present their work, and to be recognized for the quality of their work," said Morgan. "The significance of nominating these students is to recognize their outstanding work in operations research on particular topics that are of near-term value to the United States and its allies."

For Vu and Brown, their research also presented the potential for immediate dividends to the nation.

Vu's thesis, "Network Classification Under Incomplete Information," studied the time between information gathering and reaction time.

"My thesis is examining a supervised learning method on how to classify a network before you have complete information," said Vu. "I'm hoping that with my method of classification we can look at partial information of a network and start developing a strategy to take action without delay."

Brown's thesis, "Effective Humanitarian Logistics Delivery Using Space-filling Curves," aims to impact logistical efficiency during humanitarian relief missions.

"My thesis is about humanitarian logistics delivery, and using a routing model that is a simple heuristic solution that improves how we are able to deliver supplies, by reducing time and distance demands," said Brown. "Having a quick and easy tool to route logistics can save time, money, and, most importantly, lives."

From left to right: Supply Corps Lt. Cmdr. Adam Hilliard and Lt. Carolyn Vu, and U.S. Marine Corps Capt. Ashley Brown stand ready to make their theses presentations during the Military Operations Research Society (MORS) Stephen A. Tisdale Graduate Research Award competition in Glasgow Hall.

—photo by MC2 Michael Ehrlich

Retired Capt. Wayne Hughes, whose first MORS symposium was in 1979, served as a panelist and says the competition is meant to be inspirational.

“The theses are some of the best examples of the kinds of things that can be done by our students,” said Hughes. “These works are different, original, and, in the best of worlds, they are immediately applicable to military operations.”

The MORS/Tisdale award is named in honor of Lt. Cmdr. Stephen A. Tisdale, a dual-degree graduate of NPS in 1989 who perished in a military aircraft accident on March 21, 1991, while serving with Patrol Squadron 50 off the coast of California. Tisdale’s outstanding and influential thesis, “Assessing Optimal Utilization of Potential Anti-Satellite Architectures,” won the MORS prize for his graduating class. Tinsdale was recognized as the top Space Systems Operations student as well. \*



## Flag/General/Distinguished Alumni Naval Postgraduate School Operations Analysis Curriculum

- 1954 RADM Frank S. Haak, *USN*
- 1956 RADM Conrad Abhau, *USN*
- 1961 RADM C. W. Rixey, *Supply Corps, USN*
- 1962 RADM Robert Ailes, *USN*  
VADM Tom Hughes, *USN*
- 1964 VADM Joe Metcalf, *USN*
- 1965 VADM William A. Dougherty, *USN*  
VADM Dick Miller, *USN*
- 1966 RADM Philip McNall, *Supply Corps, USN*  
James G. Roche, *Secretary of the Air Force*  
RADM Grant Sharp, *USN*
- 1967 RADM Guy Zeller, *USN*
- 1968 MG Craig A. Hagan, *USA*  
LTG Edwin S. Leland Jr., *USA*  
MG Edison E. Scholes, *USA*  
VADM George Sterner, *USN*  
MajGen Joe Stewart, *USMC*  
RDML Ray Walsh, *USN*
- 1969 ADM Ozden Ornek, *Turkish Navy*  
VADM Bob Spane, *USN*  
LTG John Yeosock, *USA*
- 1970 BG Larry R. Capps, *USA*  
Marshall Carter, *Chairman of the  
New York Stock Exchange*  
RADM Thomas A. Meinicke, *USN*  
VADM James G. Reynolds, *USN*  
MG James B. Taylor, *USA*
- 1971 LTG Tom Carney, *USA*  
RADM James B. Hinkle, *USN*  
VADM Lee F. Gunn, *USN*  
VADM J. Scott Redd, *USN*  
MG Steve Silvasy, *USA*
- 1972 VADM Jim Amerault, *USN*  
BG George A. Fisher, *USA*  
MG David E. Hale, *USA*  
LTG Robert Hammond, *USA*  
VADM Bill Hancock, *USN*  
ADM Richard C. Macke, *USN*  
RADM Bob Nutwell, *USN*  
RADM Norman Saunders, *USCG*  
RADM Robert Sutton, *USN*
- 1973 RADM Bill Cobb, *USN*  
Lui, Pao Chuen, *Chief Defence Scientist,  
Singapore*  
RADM John Paddock Jr., *USN*  
RADM William H. Wright IV, *USN*

## Flag/General/Distinguished Alumni Naval Postgraduate School Operations Analysis Curriculum

- 1974 ADM Mario J. F. Braga, *Brazilian Navy*  
RADM Pierce Johnson, *USN*  
ADM Chalin Sakornsin, *Royal Thai Navy*  
Thomas E. White, *Secretary of the Army*
- 1975 VADM Keith Lippert, *Supply Corps, USN*
- 1976 RADM Robert L. Ellis, *USN*  
LTG David Heebner, *USA*  
VADM Ron Route, *USN*
- 1977 GEN William S. (Scott) Wallace, *USA*
- 1978 MG Robert F. Dees, *USA*
- 1980 RADM Michael Finley, *Supply Corps, USN*  
VADM Patricia Tracey, *USN*
- 1981 VADM Choi, Ki Chul, *Korea Navy*  
LTG Ricardo Sanchez, *USA*
- 1982 VADM Mario Ivan Carratu Molina, *Venezuela Navy*
- 1983 VADM Peter Daly, *USN*  
RADM Dana B. McKinney, *USN*
- 1984 BG Nolen Bivens, *USA*
- 1985 ADM Mike Mullen, *USN*
- 1987 BG Steven Anderson, *USA*  
RDML James F. Caldwell Jr., *USN*  
RDML Nevin P. Carr, *USN*  
RDML Dan Davenport, *USN*  
RDML Bill Goodwin, *USN*
- 1989 BGen Robert Bund, *German Army*  
VADM Bernabe Carrero Cuberos, *Venezuela Navy*  
LTG David Halvorson, *USA*  
RADM Sinclair Harris, *USN*
- 1990 BG John Regan, *USA*
- 1991 RDML Jesse Wilson, *USN*
- 1992 BGen Shafqat Baig, *Pakistan Army*  
VADM Richard Brown, *USN*
- 1993 RADM Almir Santos, *Brazilian Navy*
- 1994 RDML Glenn Robillard, *Supply Corps, USN*
- 1995 BG John P. Johnson, *USA*  
VADM David Johnston, *Royal Australian Navy*
- 2015 RDML Samuel J. Paparo, *USN*

\* Updated January 2018  
Email Tom Hamrick [thamrick@nps.edu](mailto:thamrick@nps.edu) with any updates or corrections

# Crows and Anchors: The Differences Between First Classes and Chiefs

By Mass Communications Specialist 3rd Class Adam Ferrero,  
USS George Washington (CVN 73) Public Affairs

The path of an enlisted Sailor is paved with milestones. When it comes to advancement, one particularly important milestone is the transition from petty officer first class to chief petty officer. While only one rank apart, it would be a mistake to underestimate how different they are.

“When I was a first class, I thought that being a chief would be easy,” said Chief Aviation Ordnanceman Kevin Kelly from

any obstacles that may come up. I grossly underestimated the level at which chiefs perform.”

There can be vast differences between first classes and chiefs, not just in their day-to-day work responsibilities, but also in their mindsets and priorities.

“As a first class, my sights were set mainly on my division and weren’t as broad as they are now,” said Kelly. “I now track

officer aboard George Washington. “Possibly, because the Sailors feel more comfortable with their leading petty officer than they do with their chief; the first classes are the buffers in the division and often times boost the morale.”

As a first class, Burnett already had firm ideas about what it meant to be a chief.

“Being a chief meant being an expert in my field, a positive role model, and the backbone of the Navy,” said Burnett. “My feelings now as a chief are the same, and I am beyond grateful to be a chief. As a young culinary specialist, at the time mess management specialist, I had amazing chiefs that always took care of me and showed me the way. I believe it’s my duty to give that to Sailors, if not more than what was given to me.”

For first classes looking to become chiefs, they should bear in mind what comes with the position will come in handy as they remember the traits that got them their current positions.

“Becoming a chief was a goal I set for myself when I decided to reenlist for the first time in 2006,” said Chief Logistics Specialist Dominique Sherrod from Portsmouth, Virginia, ship’s force work package leading chief petty officer aboard George Washington. “Once I reenlisted, I decided that I would strive to become a chief. There have been roadblocks and pitfalls, but there have always been chiefs, senior chiefs, and master chiefs who have been there for me, as well as peers and junior Sailors who have kept me grounded.”

The rank of petty officer first class is an important step to becoming a chief, but it’s also much more than that. Not all first classes become chiefs in the Navy, but both play separate and vital roles in its operation. By working together along with their junior Sailors, both petty officers first class and chief petty officers ensure the enlisted community will continue to display just why this is the world’s strongest Navy. ★



CSC Quwanda Burnett, the restricted personnel division chief petty officer aboard the Nimitz-class aircraft carrier USS George Washington (CVN 73), poses for a photo in the conference room of the floating accommodation facility. —photo by MC3 Adam Ferrero

North Kingstown, Rhode Island, a weapons department materiel maintenance management assistant aboard the Nimitz-class aircraft carrier USS George Washington (CVN 73). “They had meetings and made the plans while I executed them. Now, on the other side, I know that there is a lot more to it than I thought. While now I make plans, I’m also out to make sure that things are going as scheduled and provide solutions for

things at a departmental level, and there are a lot more responsibilities and things to get done.”

Being a chief may come with more responsibility, but petty officer first classes still play a vital role in the Navy.

“I believe that first classes bridge the gap between junior Sailors and senior Sailors,” said Chief Culinary Specialist Quwanda Burnett from Kinston, North Carolina, the restricted personnel division chief petty

## USS Essex: Large Transfer for an L Class Ship

A check displaying a USS Essex (LHD 2) deployment funds transfer to morale, welfare, and recreation. The transfer amount was for two accounting periods. Associate Director of IT and Finance for NEXOM's (Code A) Ship's Store Program Steven McLaughlin noted that this was the largest transfer over two accounting periods for an L class ship in the fleet. Front from left to right: Capt. Brian T. Mutty, commanding officer and SH3 Dann W. Santos Back from left to right: Capt. Aaron Kelley, executive officer and CMDMCM Matthew Danforth, command master chief. –photo by MC3 Tyler Diffie



## SUPPLY CORPS BIRTHDAY



USS America (LHA 6) and USS Makin Island (LHD 4) came together aboard America for lunch to celebrate the 224th Supply Corps Birthday.

**Back row from left to right:** Lt. j.g. Andres Bole, Makin Island's HAZMAT officer, Ens. Dennis Rusiewski, Makin Island's wardroom officer, Lt. j.g. Steven Olshenske, America's S-1 officer, Capt. Luke Frost, America's executive officer, Capt. Daniel Nowicki, America's commanding officer, Cmdr. Peter Braendeholm, Makin Island's supply officer, Cmdr. Matt Fahner, America's supply officer, Lt. Cmdr. Frederic Albesa, America's

assistant supply officer, Chief Warrant Officer Donald Freel, Makin Island's food service officer, Lt. Daniel Cripe, Makin Island's materiel officer.

**Front row from left to right:** Chief Warrant Officer Morio Hall, America's food service officer, Lt. j.g. Melissa Rizzo, America's wardroom officer, Ens. Bryhanna Carter, America's retail operations officer, Lt. Michael Zamudio, America's principal

assistant for services, Lt. j.g. Lisa Jiang, Makin Island's retail operations officer, Lt. Adeniyi Oke, Makin Island's S-1 officer, Lt. JanPaul Amposta, America's principal assistant for logistics, Lt. Ernesto Tiongo, Makin Island's S-6 officer/assistant supply officer. –photo by MC3 Chad S. Swysgood





After breaking away from a 1,200 pallet replenishment-at-sea, Cmdr. Matt Bolls and his supply department underway on USS John C. Stennis (CVN 74) gather to commemorate the 224th birthday of the U.S. Navy Supply Corps. –photo by MCSN Jeffrey Southerland

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Check out the latest insights into our supply enlisted community in a new video featuring NAVSUP CMDCM (SW/AW) Thaddeus T. Wright.

Now on the eSUPPO app and YouTube at <https://youtu.be/8rNo7tVBLoc>