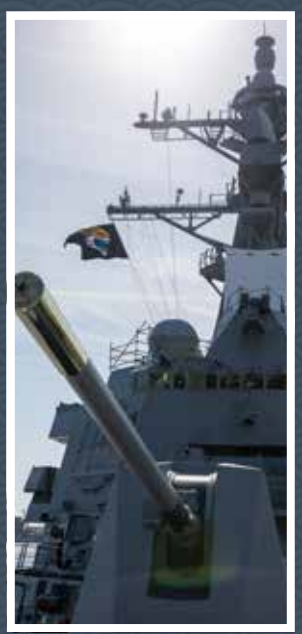
THE NAVY SUPPLY CORPS

Newsletter

Summer 2021



Naval Sustainment System-Supply

A Message from the Chief of Supply Corps

Demand for the supply chain expertise that NAVSUP and the Supply Corps bring to the table continues to be high. The past year our team has adapted to a rapidly evolving environment and we have consistently proven our tradition of resiliency.

This issue features articles written by the Naval Sustainment System (NSS)-Supply pillar leads. These articles provide a firsthand perspective of NSS-Supply and offer a detailed look at the intricate details of the initiative.

NSS-Supply has been underway for 6 months and the staunch efforts of our pillar teams continue to yield viable results. At the end of April, we concluded the first wave of our initiatives after months of dedicated effort. The work our teams have accomplished in such a short period is impressive and sets conditions for subsequent waves.

At the beginning of Wave 1, the End-to-End Velocity Pillar set an ambitious goal of reducing repair turnaround times (RTATs) by 50% at no cost to the Navy. Throughout Wave 1, they obtained verbal RTAT commitments with many of our top suppliers and while these conversations are still ongoing, the progress over the course of Wave 1 was astounding: by the end of April this year, the team had identified 883 NIINs for RTAT reductions at no cost – overall, the team addressed 48% of demand with an average RTAT reduction of 27%.

During Wave 1, the Demand Management – Aviation pillar drove enhancements in the Reliability Control Board (RCB) process for the E-2 and P-8 aircrafts that established a clear linkage to supply, allowing a more rapid value capture from reliability improvement efforts. The team implemented a set of tools, templates, and scorecards for program offices to leverage in RCB efforts moving forward. This will allow us to scale a standardized, data-backed approach to capture return on investment for reliability investments across program offices and multiple financial value streams to include Flying Hour Program, APN-6, Obligation Authority and capital charge (inventory holding costs).

The Optimize Working Capital Fund Pillar created a new pricing model designed to more accurately-and fully-recover actual costs. This new model will help avoid future cash shortfalls, send more accurate signals to the fleet, and provide enhanced transparency to control costs.

We kicked-off Wave 2 of this 15 wave effort in May of this year. These initiatives will span aviation and maritime organic repair, materiel management in the shipyards, demand management in our surface community and include launching a cross-Navy Strategic Supplier Management program – all grounded in commercial best practices.

After a successful Wave 1, I look forward to seeing the successes Wave 2 brings. As we move forward, all hands must remain all-in at all times while we design a single, strategic scale, sustainable Navywide supply chain. The Navy and fleet are depending on us to sustain the force required to maintain naval lethality, capability and readiness.

Thank you for your continued dedication and commitment our Navy and our nation..

P.G. STAMATOPOULOS
RADM, SC, USN

NEWS FROM THE Command Master Chief

Supply Family,

Greetings from NAVSUP HQ in Mechanicsburg, Pennsylvania. The greenery is getting prettier by the day and it's about time to get a garden started.

Many commands are experiencing HPCON B+ for the first time and the transition to our new "normal" is encouraging to say the least. Vaccinations are making people feel safer and families are gathering more, enjoying small freedoms that feel far from small. Please continue to stay safe and keep your families and loved ones safe.

Many have witnessed the sadness and hardship produced by COVID, and while it feels like we're turning the corner, remember that some of those affected may be returning to work with you. Continue to be there for each other and use the resources available as we navigate the HPCON changes and begin to recover from the COVID environment. If you or someone you know needs help – ask for it.

On to newsletter business... This edition highlights the powerful, change-evoking Naval Sustainment System (NSS)-Supply. I'll let the newsletter and SMEs tell more of the story, but suffice it to say that NSS-Supply and our team have been in a full sprint, implementing positive improvements, equating to savings and a more effective end-to-end supply chain around the world. We have your assertive and innovative minds to thank for that and a commander who is empowering leaders at every level to take action. We have recognition, respect and a new level of trust that we haven't experienced before. I'm thankful for that, proud of our supply enterprise, and excited about what lies ahead – KEEP AT IT and STAY MOTIVATED.

I'd like to share a little of the sprint which took us out west in late April to the beautiful PACNORWEST and ever-sunny San Diego. While indeed, the weather was welcoming, watching our teams in action was far more rewarding. I walked with experts in neatly cared for warehouses and listened along with our commander as they educated us and told us about their hard spots. I climbed with some of our awesome Sailors, 30-40 feet straight down into one of our massive fuel tanks and learned of its importance. I toured an organic repair facility and met incredible civilians who were perfecting repairs on parts and equipment that keep our lethal fleet at the ready. I witnessed the presentation of two coveted Ney Awards to two highly talented culinary teams devoted to customer satisfaction. I stood proudly and humbly as Rear Adm. Pete Stamatopoulos spoke of the accomplishments of Sailors and civilians who warranted and received a coin from their 2-Star commander. I listened to a strong Chief's Mess and highly motivated First Class Mess who asked hard questions and advocated for their Sailors and their mission. I donned a special life jacket and rode in a combatant craft with Navy SEALs and Rear Adm. Stamatopoulos over to their compound in Coronado. They briefed us on their missions and spoke of our value in the equation. These elite warriors singled out names of supply experts serving side-by-side with them and lauded their resilience and ability to "make it happen." NSS-Supply and our enlisted, officer, and civilian teams are enabling naval lethality in every corner of the globe.

Thank you for everything you do, and please know that we at headquarters are here to serve you. Stay assertive, continue to think two steps ahead, and tell us when you need us to remove roadblocks!

See ya in the fleet and continue to give it your all - All Day, Every Day!

CMDCM(SW/NAC) Shannon Howe, USN
Command Master Chief
Naval Supply Systems Command

NEWSLETTER

Summer 2021

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Naval Supply Systems Command
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Supply Corps Reserve Officer Nominated for Promotion

Secretary of Defense Lloyd J. Austin III announced that the president has made the nomination for promotion of Capt. Dennis E. Collins to the rank of Rear Admiral (lower half).

Capt. Collins is currently serving as commanding officer, Navy Reserve, U.S. Indo-Pacific Command, Det. 401, Camp H.M. Smith, Hawaii.

Collins earned a Bachelor of Science in Commerce from DePaul University in 1996 and holds a Master of Business Administration from the University of Denver. He graduated from the College of Distance Education, U.S. Naval War College, and the Advanced Joint Professional Military Education program at National Defense University's Joint Forces Staff College.

While recalled to active duty under mobilization orders, he served as officer in charge of the Navy Expeditionary Logistics Support Group (NAVELSG) Training and Evaluation Unit and as assistant officer in charge for an air cargo detachment assigned to Commander, Task Force 53, Manama, Bahrain.

Collins has served in a variety of Navy Reserve assignments including commodore, 5th Navy Expeditionary Logistics Regiment; commanding officer, Navy Cargo Handling Battalion 5; commanding officer, U.S. 7th Fleet Logistics Readiness Center Det.; commanding officer, Naval Supply Systems Command Fleet Logistics Center Sigonella Det. C; executive officer, Navy Cargo Handling Battalion 14; supply officer, logistics (S4), Navy Mobile Construction Battalion 25; training officer, training (S7), Navy Cargo Handling Battalion 7; air readiness officer, NAVELSG; and logistics exercise planner, J7 Directorate, U.S. Pacific Command.

Personal decorations include the Meritorious Service Medal (four awards), Navy Commendation Medal (three awards), and Navy Achievement Medal (three awards). Collins is qualified as a Navy Expeditionary Supply Corps Officer and Seabee Combat Warfare Specialist. He is a 2003 recipient of the Vice Admiral Robert F. Batchelder Award.

Please join me in congratulating Capt. Collins on achieving this significant career milestone!

P.G. STAMATOPOULOS
RADM, SC, USN

Introduction to Naval Sustainment System-Supply

By Rear Adm. Pete Stamatopoulos
COMMANDER, NAVAL SUPPLY SYSTEMS COMMAND
AND 49TH CHIEF OF SUPPLY CORPS

In the previous issue of the Navy Supply Corps Newsletter, we introduced you to Naval Sustainment System-Supply (NSS-S), a new effort we undertook at the end of last year to rebuild and strengthen our supply chain. We are now several months into NSS-S, and I am energized to update you on its progress throughout this issue.

The Navy's supply chain has been uncoordinated and lacking alignment for decades, which has created numerous issues: insufficient and unsustainable organic repair capacity, a massive and increasing cash shortfall, a glut of excess unrepaired parts, high rates of part cannibalization, and, ultimately, degraded readiness. Over the past several years, decisions made upstream were constricting our supply chain and causing significant inefficiencies.

NSS-S is working to better integrate the functions of our vast supply chain to correct these issues and deliver higher readiness at a lower cost.

NSS-S is grounded in commercial best practices pioneered by industrial companies like Caterpillar and John Deere. NSS-S designates a single end-to-end supply chain integrator—NAVSUP—and elevates the visibility of supply and holds supporting functions accountable. Further, NSS-S is moving supply decisions upstream, where the costs are lower. For example, one of the pillars of NSS-S, Demand Management, is focused on improving component reliability so we can reduce overall demand. NSS-S has also created a cash-based metric to evaluate the efficiency and effectiveness of our supply chain long-term. This metric, the Supply Chain Effectiveness Figure of Merit (SeFOM), is the Navy's first enterprise-level metric that balances readiness and costs. For every dollar put into a platform, the SeFOM measures the value of readiness generated.

The NSS-S effort has six pillars, each supporting different functions of our supply chain. Demand Management aims to reduce demand and increase predictability through improving reliability and maintenance. E2E Velocity focuses on moving parts in our supply chain faster by lowering RTATs and F-condition queue time. Optimize Working Capital Fund portfolio is set out to recover from our cash shortfall and improve our cash allocation and pricing system long-term. Shape Industrial Base aims to expand competition with suppliers and deepen partnerships with strategic suppliers in order to make our commercial repairs more efficient and cost-effective.

Finally, Optimize Organic Repair will increase organic depot repair volume to fully utilize capacity. NSS-S is a hugely ambitious project for the Navy, due both to its broad scope and the speed at which it moves. While NSS-S is a multi-year undertaking, it is divided into three-month "Waves," during which three to five initiatives across the six pillars run simultaneously. The timelines for the Wave's initiatives are based on the agile framework, another commercial best practice: each initiative has two to four week sprints, with clear outcomes at the end of each sprint that define and shape the work of the subsequent sprints. This is a different way of working for the Navy to say the least, but I have been convinced of the effectiveness of this way of working based on the amount of movement we have achieved with NSS-S since launching this fall.

These first several months of NSS-S have given me the confidence that we are finally within reach of achieving a decades-long goal: achieving a single, strategic-scale, sustainable Navy wide supply chain that will equip our fleet to face the challenges of the future. I look forward to its continued success.

NSS-S
NAVAL SUSTAINMENT SYSTEM – SUPPLY

"As we implement NSS-Supply, we will integrate, orchestrate, and synchronize Navy-wide supply chains among SYSCOMS, TYCOMS, organic and commercial repair activities, and other NSS efforts."

–Rear. Adm. Pete Stamatopoulos, Commander NAVSUP

What is NSS-Supply?

- Naval Sustainment System-Supply (NSS-Supply) is a combination of commercial best practices, process improvements, governance and oversight to maximize efficiencies and effectiveness within available means.
- A new "Supply Effectiveness Figure of Merit" (SEFoM) will be central to this effort; this is a new way of looking at supply performance. The SEFoM provides data that can be applied to supply chains and reveals where we can index readiness and cost.

Why NSS-Supply?

- The Navy requires a single, strategic-scale, sustainable design for Navy-wide supply chains with the right mix of organic and commercial activities to project and sustain a warfighting force.
- Governing end-to-end (E2E) Navy supply chains through collaboration, integration, and synchronization will amplify readiness.
- NSS-Supply is a crucial node of NSS, a Navy-wide initiative embracing industry best-practices tailored for specific Navy requirements and fleet operations.

Leveraging our supply chains to run more effectively and affordably to generate greater readiness.

NSS-SUPPLY FOCUSES ON 6 KEY PILLARS TO DRIVE HIGHER PERFORMANCE

GOVERNANCE

NSS-SUPPLY and E2E Integration
Govern, coordinate, and synchronize strategic supply chain decisions by leadership across Navy.

PILLARS

Achieve E2E Integration
Integrate existing Supply Chain resources (i.e., neural network) to sustain the force.

Demand Management	Optimize WCF Portfolio	Shape Industrial Base	Optimize Organic Repair	Increase E2E Velocity
Reduce demand and increase predictability through design, engineering, maintenance, etc.	Take a portfolio approach to managing cash allocation to maximize readiness.	Expand competition with suppliers and deepen partnership with strategic suppliers.	Increase organic depot repair volume to fully utilize capacity.	Shorten E2E repair TATs in line with commercial, and move parts in the system faster.

ENABLERS

Executive Reliability Control Board (E-RCB), Sustainment Program Baseline (SPB), Maintenance Operations Center (MOC) Aircraft-on-Ground (AOG), NAVSUP WSS Logistics Cell Operations Model (WSS LOGCELL OpModel), NAVSUP BSC, NAVSUP FLCs, supply community, tools for E2E visibility such as: Integrated Supply Chain Management (ISCM), machine learning (ML), Enterprise Resource Planning (ERP), Naval Operational Business Logistics Enterprise (NOBLE).

Supply Effectiveness Figure of Merit–SeFOM

By Capt. Cory Schemm and Melissa Olson
TF-66.3 (NSS-SUPPLY TRANSFORMATION MANAGEMENT OFFICE)

Readiness is the primary driver of warfighting success. To ensure our forces are ready for any mission, in any theatre, at any time, NAVSUP has developed an enterprise capable of equipping and sustaining Sailors and Marines around the clock, and around the globe. Unlike a commercial enterprise, that measures success in terms of profit and bottom line, the Navy faces the unique challenge of measuring success in terms of readiness.

For years, Navy leadership has grappled with the relationship between readiness and cost, lacking a concrete and comprehensive understanding of whether the superior readiness delivered to our fleet is being achieved in a cost-effective manner.

In parallel with the Naval Sustainment System-Supply (NSS-S) effort, we are tackling this historically elusive and complex question. The Navy has developed and implemented the Supply Chain Effectiveness Figure of Merit (SeFOM), our 'North Star' metric and the first enterprise level measure to balance readiness and costs. SeFOM was derived from industry leading commercial best practices and modified for our warfighting organization.

In its simplest form, the SeFOM measures the 'value of readiness' and the 'cost to generate that readiness.' For every dollar put into a platform, what is the value of readiness delivered? It is designed to measure the effects of the 'foundry' in driving readiness, isolating the effect on readiness of the annual cash cost of sustainment, the right inventory of parts, and the material drivers of readiness. It can be viewed in aggregate for Aviation or Maritime or isolated down to a specific T/M/S or ship class, giving unprecedented insight to operational commanders and program offices.

The Value of Readiness is comprised of two components. The first is the annualized cost to acquire a weapon system, which is baselined and held constant in the metric. This is the aggregate cost to acquire a weapon system divided by the expected service life of that weapon system. For example, if a P8 costs $200 million to acquire and has a service life of 20 years, the annualized cost for a single aircraft is $10 million. Multiplying that $10 million by the total number of P8s in the fleet yields the annualized Cost to Acquire the P8 weapon system. Assuming 70 P8s are in the fleet, the result is an annualized cost to acquire the P8 weapons system of $700 million.

The second component is the percent readiness. Using our P8 example from above, this is calculated by dividing the average number of mission capable (MC) P8 aircraft over a given fiscal year (FY) by the average total number of P8 aircraft in the fleet during that same FY. Assuming an average of 35 MC P8 aircraft over the FY yields a percent readiness value of 50%.

Multiplying the two together results in a Value of Readiness for the P8 aircraft of $350 million.

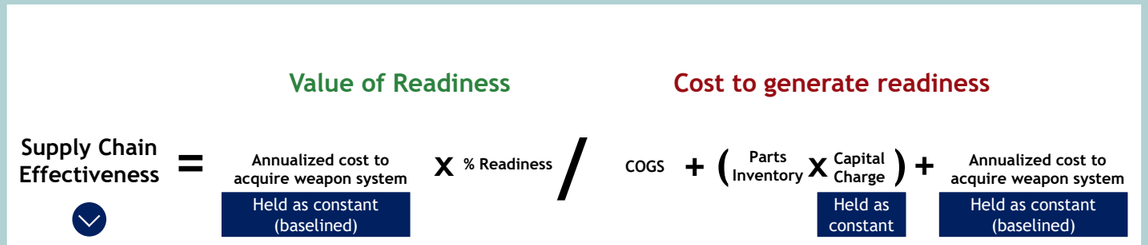
The Cost to Generate Readiness is the total cash put into the material readiness of platform(s) and is comprised of three components, including the annualized cost to acquire the weapon system described above. The first component is cost of goods sold (COGS), which measures the aggregate cost to sustain the weapon system for the fleet. This includes costs for modifications, spare and repair parts, working capital funds distributions, as well as other overhead related enterprise costs.

The second component is Parts Inventory multiplied by a Capital Charge, which is held constant. The parts inventory is the aggregate cost of all material held in inventory, including NAVSUP managed inventory, COSAL, AVCAL, SHORCAL, and sponsored owned material inventory.

In the P8 example above, we assume annual COGs of $300 million, a total inventory value of $700 million, and a capital charge of 10%. This would yield a Cost to Generate readiness of $300 million + $70 million ($700 million*10%) + $700 million (annualized cost to acquire the P8 weapon system from above) for a total of $1,070 million. Running the full SeFOM formula above would yield a P8 SeFOM of $350 million / $1,070 million or $0.32. Yet, what does that mean exactly?

A SeFOM of $0.32 means that every dollar put into the P8 weapon system generates a readiness value of $0.32. SeFOM will vary by T/M/S and ship class, but the macro goal of NSS-Supply and other enterprise efforts (e.g., P2P) is to increase SeFOM over time, equating to increased readiness at a lower cost. All of the NSS-S pillars and associated initiatives are designed specifically to drive one or more of the three levers that impact SeFOM, improve percent readiness, lower COGs, and reduce inventory costs. In our day-to-day operations as a Supply Corps we must keep this lens and to drive this metric as a unified force.

SeFOM will move slowly, and as such is being tracked on an annual basis, with a goal of aggregate SeFOM improvement of $.05 for both Maritime and Aviation through the lifecycle of the NSS-S effort. SeFOM has been approved by the VCNO and commander NAVSUP as the 'North Star' metric to measure effectiveness of our end-to-end supply chain and gives the enterprise a long-awaited concrete view into the relationship between superior readiness and costs. Stay tuned to future issues for more updates on NSS-S and the impact we are having on SeFOM.



The NSS-Supply overarching metric is the Supply Effectiveness Figure of Merit. This metric provides a calculation for assessing the readiness impact per dollar invested.

Naval Sustainment System-Supply (NSS-S)Navy Working Capital Fund (NWCF) Optimization Pillar

By Capt. Scott Stahl
NAVSUP DEPUTY COMPTROLLER

To understand the NWCF Optimization Pillar effort, it might help to first understand what the NWCF is, how it works, and what might drive the need to refine existing processes to balance its current ecosystem.

Why do we have working capital funds? Under the provisions of 10 U.S.C. §2208, the Secretary of Defense established working capital funds to finance inventories for supply and industrial-type activities that provide common services such as repair, manufacturing, or remanufacturing.

Working capital funds are referred to as "revolving" funds with a basic tenet of creating buyer-seller relationships. The working capital fund organization generates forecasted requirements based on the projected demand for material or services and should be viewed as a tool and not as a source of funds. Unlike profit oriented commercial businesses, a working capital fund's goal is to break even by returning any monetary gains to customers through lower rates or collecting any monetary losses from customers through higher rates in follow-on years.

NAVSUP operates the Supply Management (SM) activity group, one of five that comprise the NWCF. Overall, NWCF has $32B in annual budget authority with SM comprising about $8B. What makes SM unique over other NWCF activity groups is Contract Authority (CA) provided to NAVSUP allowing obligation of funds and acquisition lead-time prior to future customer requisitions. NAVSUP's execution of this CA enables responsive procurement, repair, upgrades, and prepositioning of essential supplies in direct support of Navy's enhanced lethality through support of critical weapon systems.

Cash outlay or payment resulting from obligating funds does not usually occur until material delivery in the future, sometimes several years later. However, there are cases where incremental payments are negotiated prior to receipt of material, typically for small business orders and Performance Based Logistics (PBL) contracts, which affect the net cash outlay financial solvency profile.

How do we ensure the NWCF-SM stays solvent (positive cash balance)?

Through planning and modeling, NAVSUP's budget needs to align with anticipated mission partner demands early enough to allow for material production and delivery times, having inventory available when orders are received. Resulting collections from sales of material allows NAVSUP to reinvest, or replenish, inventory for future orders. Collections exceeding or equal to total costs is critical in sustaining a positive cash profile.

One key tenet to ensure financial solvency through collections is full recovery of costs associated with material investments. All costs related to acquiring material along with providing products and services to mission partners must be recovered through the price and rate setting process.

What is the NWCF Optimization Pillar looking at?

The NWCF-SM is projected to have a negative ~$1.1B cash balance by the end of FY21 and expected to remain negative over the coming few years without swift and coordinated action. The NSS-Supply NWCF Optimization Pillar, led by RADM (s) Gumbleton, Deputy Assistant Sectary of the Navy, Financial Management Budget (FMB), and Ms. Robin Porterfield, NAVSUP Comptroller, formed to reverse this trend. The Pillar is focusing on understanding the key drivers of cash drain and establishing a cash recovery plan to fix the key drivers.

...continued on page 8

Commercial Statement of Cash Flow

Detail: $1.7B cash lost between FY19 & FY20

Cost are not consistently recovered

$2B spent on burdening in FY19/20
$1.05B not recovered ($542M from pricing, $502M from outfitting)

FY17-18, "Fill the Shelves"

Significant T/M/S Transitions

FY19-20, F/A-18 "Readiness Recovery"

-50% Actual unrecovered burdening costs FY13-20

Shut Down

(M)	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Collections									
Aviation	$4,390	$4,064	$3,894	$4,144	$4,444	$4,544	$4,704	$4,958	$5,133
Maritime	$921	$1,015	$1,023	$1,093	$1,157	$1,236	$1,194	$1,236	$1,266
Retail	$1,135	$1,057	$848	$782	$835	$865	$856	$894	$1,021
Total collections	**$6,446**	**$6,136**	**$5,765**	**$6,019**	**$6,436**	**$6,644**	**$6,755**	**$7,087**	**$7,420**
Disbursements									
Aviation - spares	$1,149	$1,036	$1,087	$964	$962	$940	$1,106	$1,282	$1,757
Fill the shelves	$0	$0	$0	$0	$0	$0	$0	$324	$314
Burdening: Wash-out, obsolescence, high-time, etc.	$613	$658	$639	$437	$334	$339	$397	$132	$589
Aviation - commercial repairs	$750	$812	$890	$996	$1,023	$1,068	$1,063	$1,401	$1,204
Aviation - organic	$457	$408	$404	$384	$405	$450	$491	$539	$582
Aviation - PBL	$1,170	$1,043	$1,179	$1,118	$1,149	$1,021	$1,073	$1,482	$1,750
Maritime - spares	$457	$455	$524	$547	$576	$564	$570	$763	$774
Fill the shelves	$0	$0	$0	$0	$0	$0	$0	$92	$79
Burdening: Wash-out, obsolescence, high-time, etc.	$401	$407	$471	$499	$510	$497	$513	$609	$650
Maritime - commercial repairs	$163	$161	$187	$220	$209	$196	$136	$170	$169
Maritime - organic	$71	$68	$74	$59	$52	$93	$119	$120	$100
Maritime - PBL	$134	$155	$152	$154	$171	$198	$196	$203	$298
Retail	$1,057	$950	$791	$772	$743	$778	$815	$854	$946
Total COGs less one time and fill the shelves spares	$4,395	$4,023	$4,176	$4,280	$4,446	$4,471	$4,660	$5,657	$5,948
One-time costs	$1,013	$1,065	$1,110	$936	$844	$836	$909	$741	$1,239
Fill the shelves	$0	$0	$0	$0	$0	$0	$0	$416	$393
Total material disbursements	**$5,408**	**$5,087**	**$5,287**	**$5,215**	**$5,290**	**$5,307**	**$5,570**	**$6,815**	**$7,580**
Gross Margin	$1,038	$1,049	$478	$804	$1,146	$1,337	$1,185	$272	($160)
Cost to Serve	$863	$793	$754	$773	$786	$835	$854	$953	$1,006
	($39)	($62)	$0	($205)	($31)	$149	($17)	($74)	($41)
Total costs	$6,232	$5,818	$6,041	$5,783	$6,045	$6,291	$6,407	$7,694	$8,545
Total impact on WCF cash balance	$214	$318	($276)	$236	$391	$353	$348	($607)	($1,125)
Ending cash balance	$227	$545	$269	$505	$896	$1,249	$1,597	$990	($135)
One-time costs / COGS (%)	19%	21%	21%	18%	16%	16%	16%	11%	16%
Overhead / COGS (%)	16%	16%	14%	15%	15%	16%	15%	14%	13%
Total one-time and overhead costs	$1,876	$1,858	$1,864	$1,709	$1,630	$1,671	$1,763	$1,694	$2,245
Total one-time and overhead costs / COGS (%)	35%	37%	35%	33%	31%	31%	32%	25%	30%

Pricing

Burden

Total collections must exceed total costs

Total collections must exceed disbursements…

… and gross margin must exceed or match cost to serve

($1.2B) FY21

1. Estimated values 2. BP01, DLA CIT reimbursement, P-8 RAAF collection, MH-60R Helo CLSSA collection, CLSSA collection, realignment of NWCF balances

...continued from page 5

The Pillar team, with members across OPNAV, FMB, COMFRC, and NAVSUP, identified three primary drivers of cash drain: one-time inventory investments to fill the shelves, pricing not recovering all costs, and underfunding of interim/outfitting spares. Within the pricing process, the team identified pain points in existing cost recovery procedures and found prices used were obfuscated with complex burdening mechanisms, resulting in lack of visibility of true costs and artificially suppressed prices to our mission partners.

To better understand the magnitude of under-recovered costs, we applied a commercial "Statement of Cash Flow" model to understand historical annual views. Based on this view, the team focused on identifying the right approach to pricing, leveraging commercial best practice, and ensuring transparency that is measured against clear metrics. This new pricing process will more accurately capture costs and drive better alignment with the buy-out accounts. Goal is to implement a pilot of this commercial process in parallel to current pricing process for FY22 pricing. Testing and measuring this pilot is expected to ultimately lead to a new pricing process starting in FY23.

Armed with a better understanding of the drivers of cash drain over the last two fiscal years, the Pillar team then focused on a cash recovery plan to overcome the NWCF-SM cash shortfall. The plan includes several elements: redesigning the pricing system, introducing outfitting assurance, and enhancing NAVSUP WSS' Cash War Room (a governance forum to drive cash savings, overhead control, PBL pricing, and organic repair cost control). As previously discussed, the new pricing system will be designed in a way that allows for NAVSUP to fully recover its costs and send accurate cost signals to the Fleet. Once implemented, Fleet buyout accounts must also be adjusted to balance the pricing changes to maintain Fleet buying power. Outfitting assurance would fund the current shortfall in outfitting accounts and continue to assure full funding in future years. Finally, the Cash War Room will review existing spares contracts for opportunities to cancel or delay deliveries of parts where we already have a healthy stock position, and will also introduce a cash lens to new requirements.

The NSS-Supply NWCF Optimization Pillar effort to date has been very productive and informative, providing a greater understanding across multiple stakeholders of this extremely complex financial ecosystem. These efforts will help optimize financial resources through refined business best practices and strengthen Navy's supply chain in order to increase readiness. This journey is just starting though.

Moving forward, once the pricing pilot and cash recovery plans are up and running, the pillar team plans to focus on additional initiatives to include best approach for aligning mission partner demand with NWCF-SM investments, examining NWCF-Depot Maintenance cash position and impacts to NWCF-SM, and reintroducing inventory augmentation into the budget process to ensure wholesale inventory shelf health.

NAVSUP Weapon Systems Support Champions NSS-Supply End-to-End Velocity Pillar

By Capt. Jason Warner
NAVSUP WEAPON SYSTEMS SUPPORT
DEPUTY COMMANDER AVIATION
and Capt. Tim Daniels
NAVSUP WEAPON SYSTEMS SUPPORT
DEPUTY COMMANDER SHIPS AND SUBS

U.S. Navy Logistics Specialist 3rd Class Jose Ramirez prepares parts for shipping aboard the amphibious assault ship USS Makin Island (LHD 8). –photo by Mass Communication Specialist 2nd Class Jeremy Laramore

In October 2020, the Navy introduced Naval Sustainment System-Supply (NSS-S) which is tasked with designing a single, strategic-scale, sustainable supply chain with the right mix of organic and commercial operations, activities, and investments in order to deliver, project, and sustain the force required for warfighting.

NSS-Supply focuses on six key pillars to drive increased performance. Those pillars: Demand Management, Optimize Working Capital Fund Portfolio, Shape Industrial Base, Expand Organic Repair, Increase End-to-End Velocity and Achieve End-to-End Integration, work in concert to integrate and synchronize the end-to-end supply chain.

NAVSUP Weapon Systems Support (WSS) is championing the Increase End-to-End Velocity pillar and kicked off the effort near the end of 2020.

"We officially started our end-to-end velocity efforts in December with a series of sprints, which are focused, two-week efforts targeting specific initiatives or analyses," said Rear Adm. Doug Noble, commander, NAVSUP WSS. "The team initially focused on specific pilots to test some of the concepts that were teased out during the first couple of sprints."

Early on in the effort, the Pillar team identified some themes and a few big takeaways started to emerge.

"First, we need to be a more demanding customer. When establishing contracts, when we're engaging with industry or when we're talking to our organic repair providers, we need to be very clear and very demanding in terms of what we need," said Noble. "Historically, we tended to focus on the quantity needed at the best price. We have not always placed as much focus on Repair Turnaround Time (RTAT) as a specific outcome. I think historically, we've tended to view the RTATs to be what the vendors tell us they can do. I think we need to flip that on its head."

Before engaging vendors on reducing RTAT, the NAVSUP WSS team focused on existing data to help fuel negotiations.

"We need to do a better job of really drilling into our data and understanding what the data is telling us. That way we can better arm ourselves to enter into negotiations and have productive discussions with vendors to really drive the RTATs that we need," said Noble. "We took a deep dive into a couple of specific components and saw huge variations in RTATs. But until you get into the data and really look at what's happening with the item, you really don't have the insight. We find ourselves responding to the system rather than driving change, and we need to flip that around."

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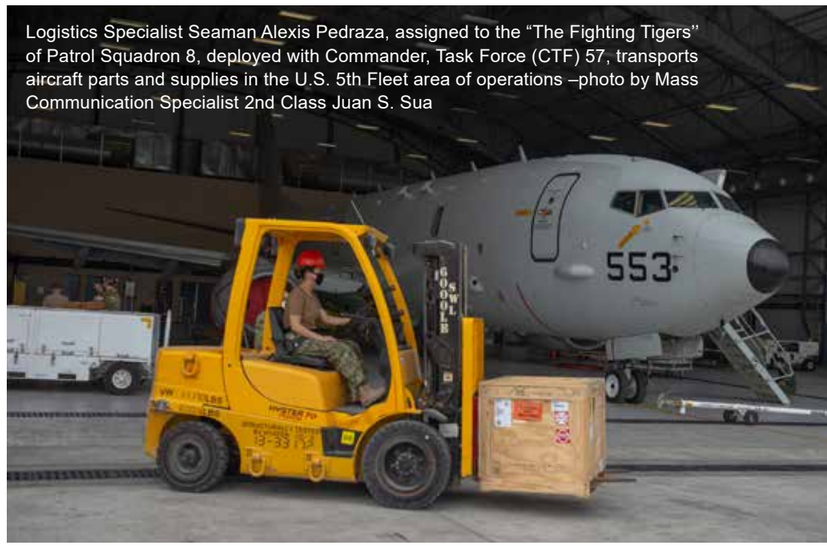

Logistics Specialist Seaman Alexis Pedraza, assigned to the "The Fighting Tigers" of Patrol Squadron 8, deployed with Commander, Task Force (CTF) 57, transports aircraft parts and supplies in the U.S. 5th Fleet area of operations –photo by Mass Communication Specialist 2nd Class Juan S. Sua

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Two other factors, administrative and material delays, are being analyzed in the effort to stomp down RTATs.

"We have to be ruthless in driving out administrative friction whether that's internal Navy time, the time it takes the requirement to flow through the system, or the time with the vendor or industry partner," said Noble. "All that white space, or non-value added time, is driving delays in the process. We've got to eliminate that to the fullest extent possible."

The last lever that can be pulled according to the Admiral is material delays.

"We need to be driving the supply chain or driving the repair process for components, so when they go in for repair and get onto an artisan's bench, the repair flows through smoothly without interruption," said Noble. "Where there are piece part requirements for repair, we need to make sure that we've got a good structure in place so that a lack of piece parts doesn't slow up the repair process."

Petty Officer First Class Florencio Castillo, a logistic specialist stationed at NAVSUP Fleet Logistics Center Pearl Harbor, inspects requisitions to be delivered to the Nimitz Carrier Strike Group via a C-2A aircraft during carrier onboard delivery operations. -photo by Daniel Mayberry

With the strategies to reduce RTATs in place, NAVSUP WSS set an aggressive goal of halving current turnaround times.

"Our goal is to get to 55 days. We're currently averaging 110 days," said Noble. "We looked at commercial best practice benchmarks for similar items and the comparable commercial benchmark is 45 days. So we have a comparison point that gives some confidence that our 55-day goal is within reason."

As the team worked through the initial sprints, they looked to identify high priority NIINs (parts) that have the potential to impact the entire fleet and honed in on a set of candidates to pilot. Currently in the sixth sprint, NAVSUP WSS is focused on two lines of effort to drive immediate and long-term RTAT reductions: "RTAT reset" and new contract negotiations.

"RTAT reset" aims to drive immediate action in RTAT reduction by requesting the highest value contractors reduce RTATs in open contracts.

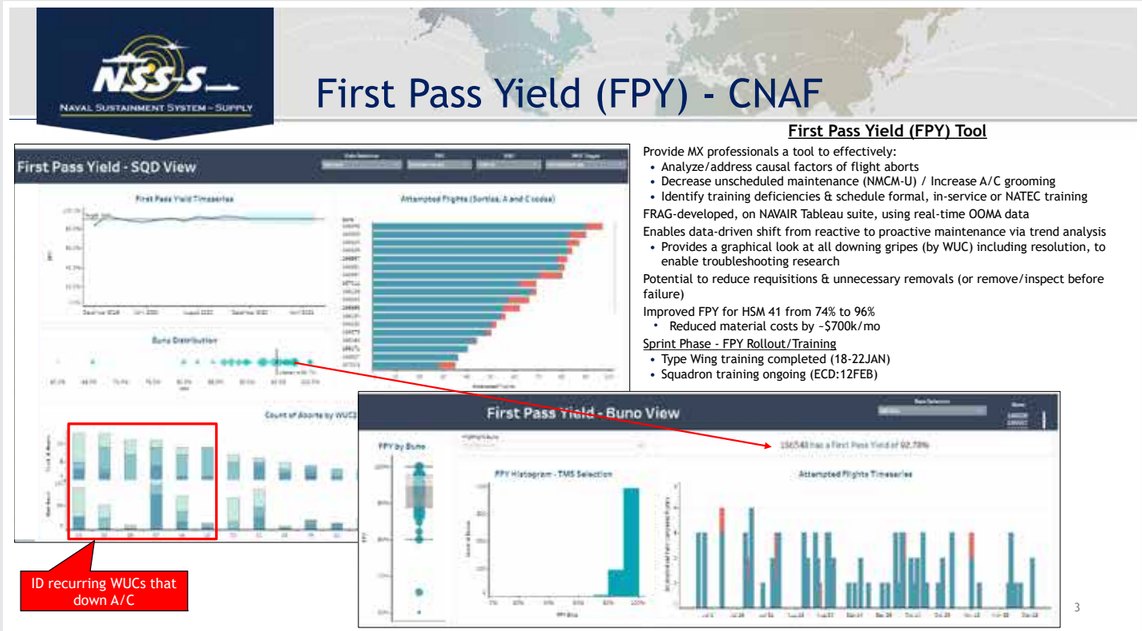
"We have launched the 'RTAT reset' and conducted initial meetings with 41 of the top 43 suppliers," said Capt. Jason Warner, NAVSUP WSS deputy commander-aviation. "Follow on engagements with suppliers are ongoing to identify specific NIINs where immediate RTAT reductions are possible."

Through new contract negotiations, the NAVSUP WSS team looks to sustain long-term improvement by preparing the organization to include reduced RTATs in all new contracts.

"We are going to train our planners and contracting officers to define and negotiate reduced target RTATs in newly generated purchase requisitions and awarded contracts," said Capt. Tim Daniels, NAVSUP WSS deputy commander-ships and subs. "In addition, we're going to define the governance processes in detail and align the criteria with appropriate stakeholders."

Moving forward, the NAVSUP WSS team will continue to work with suppliers to isolate opportunities to immediately reduce RTAT and will soon introduce an RTAT reduction tracker and process to update the Navy Enterprise Resource Planning system.

"The key to success in this pillar is our people. We have the best supply planners and contracting officers in the DoD," said Warner. "The efforts in this pillar will drive improvements from our suppliers that our team needs to better support our mission partners." ✹



Demand Management – Aviation

By Cmdr. Tom Arnold
DEPUTY N41, COMMANDER NAVAL AIR FORCE, U.S. PACIFIC

Demand Management - Aviation (DM-A) is a subset of the Demand Management pillar led by Vice Adm. Dean Peters, commander Naval Air Systems Command, and Vice Adm. Kenneth Whitesell, commander, Naval Air Forces, and is one of six pillars supporting the Naval Sustainment System-Supply (NSS-S) effort.

The Supply Vanguard under the two admirals are represented by Capt. Brian Anderson (CNAP N41), Capt. Nick Rapley (CNAL N41) and Capt. Tom Scott (NAVAIR) who each bring a perspective to addressing the business shaped by their tours and expertise. By having leads with SYSCOM and fleet perspectives and responsibilities, the working groups formed under the three leaders have enabled tremendous opportunity to improve collaboration.

Mission Statement:

"Demand management is the set of actions to reduce the volume of parts needed to sustain our fleet and to make demand more predictable"

Over the last four months, the team has brought forth a series of initiatives for consideration all with an aim of better understanding all of the factors that result in a demand signal to the supply chain. Of the initiatives discussed, the pillar zeroed in on two main efforts initially... addressing components with underperforming reliability... or lower than anticipated Mean Flight Hours Between Failure (MFHBF) and reducing instances of unscheduled aircraft maintenance. Both efforts require fleet and program office insight to appropriately address and both require an open approach and dialogue to produce meaningful and lasting results.

Improving component reliability is not an effort that began under NSS-Supply nor is it a concept/process that can be achieved in isolation. What the Demand Management effort has done is expand the root cause analysis of why components are failing and standardize the data requirements needed to inform resourcing decisions. The root cause analysis conducted has incorporated traditional MFHBF data and coupled it with fleet interviews and site visits that have greatly aided in diagnosing observed symptoms. Root cause analysis can take many forms, and using a

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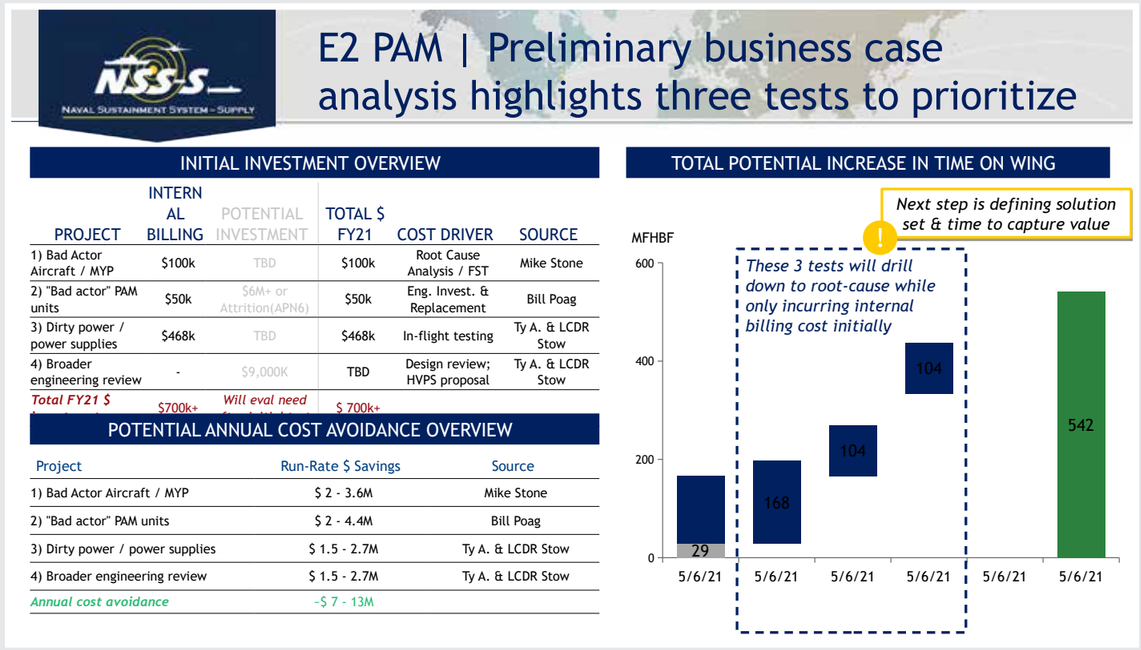
collaborative approach enabled by the creation of a Degrader Action Cell, the DM-A team quickly provided a multi-discipline view of readiness degrading systems or components.

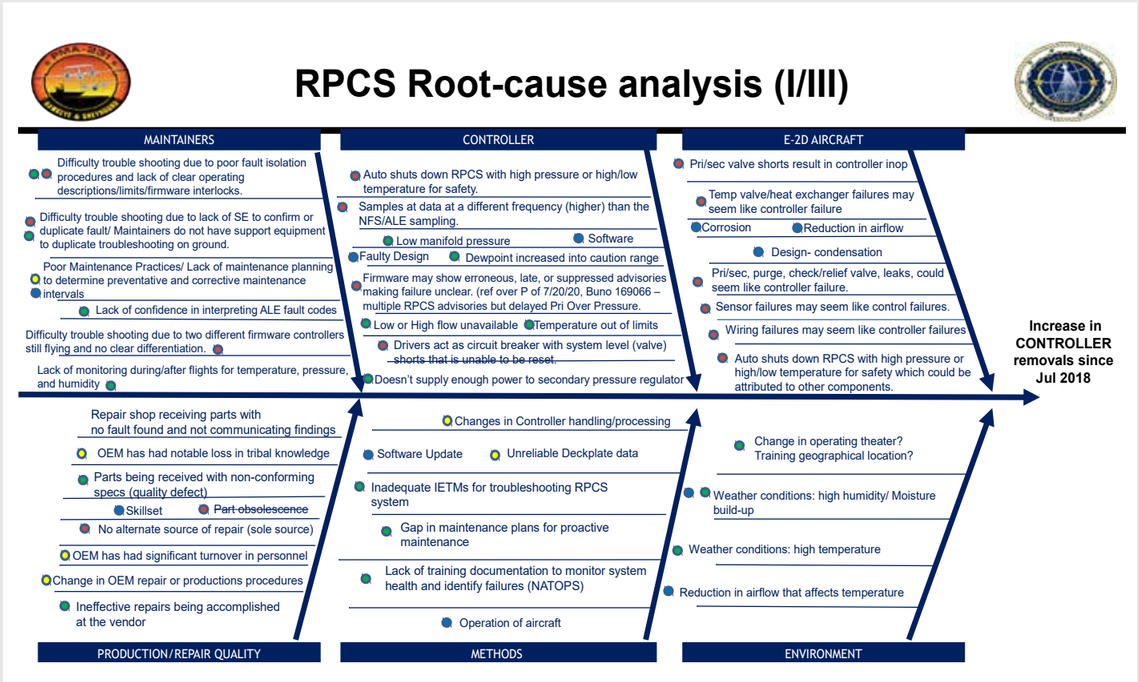
The DM-A reliability improvement effort began in January by identifying degraders across the E-2D Hawkeye and P-8A Poseidon programs and has since scaled to the H-60 Seahawk and F/A-18 program offices. Under DM-A, the process by which candidates are identified for evaluation analysis is based upon their impact to readiness as well as their impact to fleet flying hour accounts. When evaluating the candidates to pursue, a calculated approach is taken in determining the feasibility of the actions to affect an improvement in performance (how long will it take, resourcing etc.) as well as the value of correcting the problem (return on readiness or potential cost avoidance). In a sense, each degrader identified and hypothesis to address MFHBF shortfall will be accompanied by a series of business case analyses in order to most objectively decide the path forward. So far, the deep dives conducted on root causes have identified process improvements in engineering and design, execution of maintenance, packaging and transportation and operational employment.

As the reliability improvements are actioned and implemented, the pillar has begun to incorporate the team at NAVSUP Weapon Systems Support (WSS) to make adjustments to the demand forecasts as appropriate. Achieving improved reliability in component X will lead to fewer failures. Maintaining those reliability improvements over time will drive down the volume of components needed to support fleet demand, reduce the number of spares and repair actions necessary. While the primary goal of this effort is to improve the operational availability (A0) of our fleet, a clear secondary effect is freeing up NWCF to invest in other programs. With the expectation that defense budgets will continue to shrink over the coming years, efforts like this have never been more critical to maintaining an agile and lethal Navy.

The second major area of emphasis under DM-A focuses on enhancing trouble-shooting and trend analysis on the flight line or at the organizational level (O-level). Commander, Naval Air Forces has developed a maintenance data view known as the First Pass Yield (FPY) tool that provides maintenance professionals the ability to view recurring downing discrepancies at the Wing, Squadron and individual aircraft level. The level of detail built into the data view enables the maintenance chief or petty officer to have a better understanding of squadron and fleet discrepancy data, along with precise corrective actions, before beginning the standard troubleshooting process. Analysis can be completed beforehand, by system or Work Unit Code, which can result in fewer parts being ordered and replaced, and potentially reduce unnecessary removals to correct the discrepancy.

In addition to aiding in the troubleshooting process, the data in the FPY tool can be used to refine the steps in troubleshooting and reduce unscheduled maintenance. At the O-level, when >75% of the aircraft are expected to be mission capable, unscheduled maintenance is a problem to be avoided. Unscheduled maintenance generally means that the A/C is taken off the flight line and removed from the day's flight schedule, which means another A/C replaces it to complete the mission or training event. Time lost and additional cost incurred. Proper utilization of FPY can enable the forecasting of failures by analyzing trends and changing out components ahead of failure to enable readiness.





The FPY tool was first used by HSM-41, the west coast H-60 Fleet Replacement Squadron. By using this tool and following the data, HSM-41 was able to improve their FPY rate from 74% to 95% over a one-year period. What this means is that at the outset, an aircraft scheduled to fly on a given day had a three out of four chance of being able to launch and complete the prescribed mission that day. Those may seem like decent odds, but if you consider the constant need to have backup aircraft in a ready status, the workload on the maintenance team is less than ideal. By utilizing FPY, the squadron maintenance team was able to identify and track which systems were causing the propensity of pre-flight and in-flight aborts and leverage trend analysis to facilitate system grooming during scheduled maintenance periods, improve system performance and ultimately, improve mission capable rate. By fully utilizing and embracing the capabilities the FPY tool provided, HSM-41 was able to reduce its overall maintenance workload and maintain a higher state of readiness at a lower cost.

The FPY dataset and logic for implementation provides yet another tool for fleet use. Since the DM-A effort began in January of 2021, the CNAP Aviation Maintenance Department (N42) has been building awareness and providing training to the various type wings to stimulate its use. The desired end state for this initiative is to see all O-level maintenance organizations using a tool that enables their ability to be more predictive and produce a more stable demand profile. Use of the tool will also highlight particular areas where training needs to be improved.

The initiatives under the DM-A pillar will continue to progress and evolve as additional opportunities are discovered. As the effort matures, it is certain that the interconnected nature of the aviation supply chain will continue to be realized and each pillar will gain a better understanding of the ecosystem necessary to support fleet readiness.

Naval Sustainment System-Supply Key Topic during NAVSUP's Leadership Conference in Navy Region Europe, Africa, Central

By NAVSUP Fleet Logistics Center Sigonella Public Affairs

Military and civilian leaders of NAVSUP Fleet Logistics Center Sigonella (FLCSI) gathered virtually for the command's annual leadership conference February 10-11 to exchange ideas and develop solutions aimed at achieving the command's strategic goals during fiscal year 2021.

Attendees of the virtual leadership conference head teams of FLCSI's logistics support professionals at the command's strategic locations across Navy Region Europe, Africa, Central (EURAFCENT): Naval Air Station Sigonella, Naval Station Rota, Spain; Naval Support Activity (NSA) Souda Bay, Greece; NSA Naples, Italy; and Camp Lemonnier, Djibouti.

Among the key discussion topics was how FLCSI's logistics support teams can operationalize the Naval Sustainment System-Supply (NSS-Supply) concept across the command's scope of products and services in the EURAFCENT area of operations.

NSS-Supply is a combination of commercial best practices, process improvements, governance and oversight to maximize performance efficiencies of the Navy's end-to-end supply chain. The NAVSUP-led initiative seeks to streamline the Navy's supply chains by decreasing maintenance turnaround times, increasing end-to-end velocity of spares, while reducing costs.

To drive higher performance of supply chain management, NSS-Supply focuses on six key pillars: optimize organic repair, increase end-to-end velocity, optimize the working capital fund portfolio, shape the industrial base, and achieve end-to-end supply chain integration. The sixth pillar is to reduce demand and increase predictability through design, engineering and maintenance.

One of the conference presenters, Jim Mitchell, heads FLCSI's integrated logistics support division, one of the command's key support services that enables combat capabilities to the Navy's fleet, ashore and expeditionary forces in the area of operations.

During his brief to attendees, Mitchell discussed FLCSI's mission of delivering combat readiness, its relationship to the EURAFCENT's theater operations and how the principles of readiness tie to NSS-Supply pillars.

"I'll touch on where we, as a command, fall into the NSS-Supply's figure of merit calculation, which is to say where our responsibilities lie in achieving NSS-Supply's strategic objectives," Mitchell said in his opening remarks. "A key takeaway from today's discussion is for us to understand how implementation of NSS-Supply at FLCSI addresses adaptable supply chain management in the context of logistics being the Navy's sixth domain of warfighting."

For the Navy's supply logisticians, combat readiness is defined as the percentage of time that a weapons system is operationally ready to fight.

"Our warfighters cannot be operationally ready unless they are materially ready," Mitchell added. "That's the logistics piece. Everything we do moving forward from a site and HQ perspective should be nested around the thought process of how does it affect NSS-Supply and how does it ensure we can support material readiness here in theater."

"By making NSS-Supply a central topic for our leadership conference, we recognize that it is a transformational initiative for achieving greater levels of readiness and for identifying immediate areas where we, as a command, can gain better performance out of our supply chains," said Bong Cabling, FLCSI's executive director.

More information about the NAVSUP-led NSS-Supply initiative can be found here: https://www.navsup.navy.mil/public/navsup/nss_supply/.

2021 Captain Edward F. Ney Memorial Award Winners Announced

By Matt Morrison
NAVSUP PUBLIC AFFAIRS

"I commend the Navy Undersea Enterprise, Surface Warfare Enterprise, Naval Aviation Enterprise, CNIC, and individual commands for their hard work and commitment to excellence," said Commander Naval Supply Systems Command, Rear Adm. Peter Stamatopoulos.

"The Captain Edward F. Ney Memorial Award represents the highest honor given to U.S. Navy Food Service operations in recognition of food service excellence," said Stamatopoulos. "The award encourages friendly competition among units and challenges culinary teams to consistently demonstrate outstanding daily upkeep, sanitation, safety, administration, management, and training while simultaneously delivering high-quality nutritious foods that exceed customer expectations. Our culinary specialists generate readiness and support quality-of-life everyday through their exceptional dedication to our Sailors and Joint warfighters."

"While COVID-19 continues to impact every aspect of Navy Food Service operations, to include this year's Ney Awards evaluations and recognition ceremony, the distinction is no less significant," said Director of Navy Food Service, Lt. Cmdr. Leanne Riley. "Selected from a highly competitive group of food service operations, the winners of the 2021 Ney awards can be proud of their accomplishment, representing the best that Navy Food Service has to offer. Congratulations."

The Captain Edward F. Ney afloat winners representing the Navy's Undersea Enterprise, Surface Warfare Enterprise, and Naval Aviation Enterprise are:

Submarine Category Winner
USS Jimmy Carter (SSN 23)

Small-Medium Afloat Category Winner
USS McFaul (DDG 74)

Large Afloat Category Winner
USS Iwo Jima (LHD 7)

Aircraft Carrier Category Winner
USS Dwight D. Eisenhower (CVN 69)

The Captain Edward F. Ney Ashore General Messes representing Commander, Navy Installations Command (CNIC) are:

West Coast General Mess Category Winner
Trident Inn, Naval Base Kitsap, Washington

East Coast General Mess Category Winner
Gator Inn, Joint Expeditionary Base Little Creek, Virginia

OCONUS General Mess Category Winner
Ristorante Bella Etna Dining Facility
Naval Air Station Sigonella, Italy

NAVSUP oversees the development of the Navy Standard Core Menu, the Master Load List, and nutritional value of Sailor's food options in conjunction with the Department of Defense Go for Green® initiative, contributing to Sailor readiness and ability to operate at peak performance.


USS McFaul (DDG 74)

USS Jimmy Carter (SSN 23)

Rear Adm. Peter Stamatopoulos presents USS Jimmy Carter's (SSN 23) Food Service Division with their Captain Edward F. Ney Memorial Award trophy. Carter's Food Service Division won the submarine category of the 2021 Captain Edward F. Ney Awards. –photos by MC2 Jessica Tukes

USS Iwo Jima (LHD 7) Food Service Team

USS Dwight D. Eisenhower (CVN 69) Food Service Team

Trident Inn, Naval Base Kitsap, Washington, Food Service Team

Rear Adm. Peter Stamatopoulos presents Trident Inn culinary specialists with the Captain Edward F. Ney Memorial Award trophy onboard Naval Base Kitsap, Washington. Trident Inn won the West Coast General Mess Category of the 2021 Captain Edward F. Ney Awards. –photos by MC2(SW/AW) Jessica Tukes

Ristorante Bella Etna Dining Facility Naval Air Station Sigonella Food Service Team

Gator Inn, Joint Expeditionary Base, Little Creek, Virginia, Food Service Team

Obituaries

Ret. Capt. Wayne W. Gerstenberger

Retired Capt. Wayne W. Gerstenberger, SC, USN, 86, passed away on December 9, 2020. Gerstenberger retired from the Navy after serving as Officer in Charge, Navy Resale and Services Support, Field Support Office, Oakland, California. He received his bachelor's degree from the University of Kansas and his master's degree from Michigan State University. Duty assignments include: Supply Officer, USS Hailey (DD 556); Resident Assistant Navy Exchange Officer, U.S. Naval. Auxiliary Air Station, Kingsville Texas; U.S. Naval Station Argentina, Newfoundland; Defense Fuel Supply Center, Washington, D.C.; Navy Exchange Officer, U.S. Naval Air Station, Atsugi, Japan; Navy Exchange Officer, Naval Station, an Deputy Director of Navy Exchanges, Staff, Commander Naval Base, Norfolk, Virignia; Supply Officer, USS Sierra (AD 18); and Navy Resale Systems Office, Brooklyn, New York.

Ret. Cmdr. Robert H. Farley III

Retired Cmdr. Robert H. Farley III, SC, USN, 84, passed away on January 2, 2021. Farley retired from the Navy after 21 years of service while serving on the staff of Commander, Naval Sea Systems Command, Washington, D.C. He received his bachelor's degree from the University of Wisconsin and his master's degree from the Harvard University. Duty assignments include: Supply Officer, USS William R. Rush (DDR 714); Headquarters, Ninth Naval District, Great Lakes, Illinois; Navy Electronics Supply Officer, Great Lakes, Illinois; Supply Officer, Commander Service Group Three, Mobile Support Unit Detachment Bravo; Staff, Commander in Chief, U.S. Atlantic Fleet; USS Concord (AFS5); and Headquarters, Naval Material Command, Washington, D.C.

Ret. Capt. Fred A. Williams

Retired Capt. Fred A. Williams, SC, USN, passed away on January 6, 2021. Williams retired from the Navy after 26 years of service while serving at Defense Distribution Region, East, New Cumberland, Pennsylvania. He received his bachelor's degree from the University of Southern Mississippi and his master's degree from the Naval Postgraduate School. Duty assignments include: Fitting Out and Supply Support Assistance Center, and Naval Supply Center, Norfolk, Virginia; USS Theodore Roosevelt (CVN 71); Naval Supply Systems Command, Arlington, Virginia; USS Orion (AS 18); Supervisor of Shipbuilding, Conversion and Repair, USN, Pascagoula, Mississippi; USS Pharris (DE 1094); Naval Air Station, Key West, Florida; and USS Shangri-La (CVS 38).

Ret. Capt. John P. Hanlin

Retired Capt. John P. Hanlin, SC, USN, 74, passed away on January 28, 2021. Hanlin retired from the Navy after 30 years of service. He received his bachelor's degree from the University Of Pennsylvania Wharton School Of Business and his master's degree from the University of Southern California.

Ret. Cmdr. Howard S. Pinskey

Retired Cmdr. Howard S. Pinskey, SC, USN, 81, passed away on January 31, 2021. Pinskey retired from the Navy after 21 years of service. He received his bachelor's degree from the United States Naval Academy.

Ret. Capt. Joseph D. Jaap

Retired Capt. Joseph D. Jaap, SC, USN, 83, passed away on February 1, 2021. Jaap retired from the Navy after 23 years of service while serving as Director, Regional Contracting Department at Naval Supply Center, Norfolk, Virginia. He received his bachelor's degree from the United States Naval Academy and his master's degree from the University of Michigan. Duty assignments include: USS Intrepid (CVA 11); Supply Officer, USS Tench (SS 417); Supply Officer, USS Casimir Pulaski (SSBN 633); Atlantic Fleet Polaris Material Office, Charleston, South Carolina; U.S. Naval Supply Depot, Yokosuka, Japan; U.S. Naval Forces/Advisory Group, MACV Staff, Vietnam; Defense Contract Administration Services Office, Oklahoma City; and Supply Officer, USS L.Y. Spear (AS 36).

Ret. Capt. Keith C. Humphreys

Retired Capt. Keith C. Humphreys, SC, USN, 80, passed away on February 8, 2021. He received his bachelor's degree from Brown University.

Ret. Cmdr. Edwin S. Epstein

Retired Cdr. Edwin S. Epstein, SC, USN, 89, passed away March 11, 2021. Epstein retired from the Navy after 20 years of service while serving on the Staff, Commander Mine Warfare Force, Charleston, South Carolina. He received his bachelor's degree from Georgia Tech. Duty assignments include: USS Everglades (AD 24); USS Vesole (DD 878); Naval Station, Norfolk, Virginia; Naval Supply Depot, Yokosuka, Japan; Naval Shipyard, Charleston, South Carolina; Office of the Industrial Manager, Sixth Naval District; USS Proteus (AS 19); and Navy Fleet Material Support Office, Mechanicsburg, Pennsylvania.

Ret. Capt. Ralph J. Cuomo

Retired Capt. Ralph J. Cuomo, SC, USN, 90, passed away on March 14, 2021. He received his bachelor's degree from Iona College and his master's degree from New York University.

Ret. Capt. Paul W. Eadie

Retired Capt. Paul W. Eadie, SC, USN, 80, passed away on February 26, 2021. He received his bachelor's degree from Southern Illinois University and his master's degree from the Naval Postgraduate School.

Ret. Capt. Charles W. Ryland

Retired Capt. Charles W. Ryland, SC, USN, 82, passed away on April 17, 2021. Ryland retired from the Navy after 27 years of service while serving at the Naval Oceanographic Office, Bay St. Louis, Mississippi. He received his bachelor's degree from the University of Southern Mississippi and his master's degree from George Washington University. Duty assignments include: Naval Air Systems Command and Naval Material Command, Washington, D.C.; USS Ranger (CV 61); Navy Regional Procurement Office, Washington, D.C.; Staff, Commander Naval Air Force, U.S. Atlantic Fleet, Norfolk, Virginia; U.S. Naval Supply Depot, Yokosuka, Japan; USS Pollux (AK S4); Marine Corps, Air Station, Cherry Point, North Carolina; and USS San Joaquin County (LST 1122).

Retirements

CMDR. PRIMEAUX LYNN JOSEPH
20 years – April 1, 2021

LT. CMDR. FERGUSON CASEY DWEN
30 years – April 1, 2021

Lt. Kawaguchi (front row, second from right) poses with Basic Qualification Course classmates after being certified "Ready for Sea." –photo by Blake Fountain

Experiencing the Basic Qualification Course as an International Military Officer

By Blake Fountain
PUBLIC AFFAIRS, NAVY SUPPLY CORPS SCHOOL

An interview with Lt. Ryotaro Kawaguchi and Lt. j.g. Nayely Martinez

Please provide a brief history of your naval service.

Lt. Ryotaro Kawaguchi: I'm from Japan in the Japanese Maritime Self-Defense Force (JMSDF). I graduated from the National Defense Academy in 2014 and Officer Candidate School in 2015. After commissioning, I joined Overseas Training Cruise for six months, visiting about 10 countries. Then, I boarded Japanese destroyer JS Yuugiri Destroyer (DD 153) as an assistant gunnery officer. My ship was deployed to the Gulf of Aden for anti-piracy operations. Even prospective supply officers are required to have one year of ship's operation experience. After departing, I attended 4th Service School (equivalent to Navy Supply Corps School) for six months, and I earned my supply officer certification.

As a supply officer, I worked at the financial section in Shimofusa Air Station, a Base in Djibouti as accounting and contracting Officer. Prior to attending Navy Supply Corps School (NSCS), I worked at Air Supply Depot. The mission is to manage aviation-related items used by the JMSDF on a nationwide scale and contribute to improving the aviation operating rate.

Lt. j.g. Nayely Martinez: I'm from México and I studied at the Naval Academy of México graduating in 2016. Then I was assigned to ARM Rio Papaloapan (A-411) as a supply officer; it is mandatory for all naval school graduates to be on a ship for at least three years. My ship is deployed in the Gulf of México and operationally supports humanitarian aid in Haiti, multinational operations like "Bold Alligator" and "UNITAS," and various cargo transport operations to Brownsville, Texas. As supply officer, I was in charge of the ship's budget, supplying everything necessary for operation. I was also in charge of all services such as food, hairdressing, and laundry services.

Expanding strategic partnerships is a key component of the U.S. Navy mission; have you worked with the U.S. Navy prior to attending NSCS?

Lt. Kawaguchi: Yes. In overseas cruise, my ship was refueled from U.S. Navy's supply ship and we conducted Joint training. Operating information was exchanged in the Gulf of Aden, and various exchange events were held in Djibouti.

Lt. j.g. Martinez: Yes, in 2017 we participated in the multinational operation "Bold Alligator" in which different maneuvers were carried out with the ships of the different participating countries, including the United States.

What is one major difference between the U.S. Navy Supply Corps and your home country's Navy? What is one similarity?

Lt. Kawaguchi: The major difference is human resources. On Japanese ships, SUPPO is the only officer in the supply department. With some exceptions, this is the standard. I was very surprised and envious to find out that various officers such as ASUPPO, DISBO and FSO are in the supply department on U.S. Navy ships. The similar point is accountability of supply officers. It is common in both countries that supply officers are required to have special accountability for the management of public funds and goods.

Lt. j.g. Martinez: The biggest difference that I could notice is the number of people who work in the logistics department and the number of procedures, since a large ship in my country only has three positions: the head of the department, the FSO and ASUPPO. In some ships it only has the SUPPO. In the procedures what most impressed me is the attention they pay to the smallest details and the number of forms the U.S. Navy has. The similarity is the importance that both countries give to shipboard logistics and the importance to train a logistics officer to have the best efficiency at sea.

What can be gained by fellow officers from your country attending the Navy Supply Corps School in the future?

Lt. Kawaguchi: Directly, learning American rules will help facilitate ACSA (Acquisition and Cross-Servicing Agreement) and FMS (Foreign Military Sales) procedures. It is common for goods, such as refueling, to be exchanged between U.S. and Japanese ships within the framework of ACSA, and FMS is also often used. Also, as U.S. and Japanese co-operations are becoming more important, it must be very useful to have friends who can consult each when logistics difficulties arise.

Lt. j.g. Martinez: The logistics officers of the Mexican navy can improve the implementation of procedures to have better budget control, as well as the separation of functions of the logistics personnel.

You arrived at NSCS in the middle of the coronavirus pandemic; how did you adapt to the learning environment and cultural differences?

Lt. Kawaguchi: I was able to learn the environment and culture from my classmates' behavior. It was common to ask questions while the instructor was explaining, or to go to the bathroom silently, which is not common in Japan. As for life, I'm still not used to American culture due to the coronavirus pandemic. It was difficult to get used to driving a car because the lane is opposite to that of Japan.

Lt. j.g. Martinez: It was a bit difficult for me to adapt to the environment, since there are many differences. Since English is not my native language, I had to pay close attention to the classes. However, I always had the support of the management staff, instructors and colleagues. Due to the pandemic, there are various restrictions that we had to take, however, we were all able to adapt adequately so that it did not interfere with our training.

Is there anything else you would like to add regarding your experience in Newport or at NSCS?

Lt. Kawaguchi: I am very pleased to attend BQC, because I can understand American culture and way of thinking. There is a linguistic handicap for the Japanese, but it was a good experience.

Lt. j.g. Martinez: I feel very grateful to have been considered to take this course, since it is a great achievement for me professionally and personally, and it allowed me to expand my knowledge in the logistics area of another country, as well as learn more about their cultural traditions. ✹

Above: Lt. j.g. Martinez aboard ARM Papaloapan (A-411), the former USS Newport (LST 1179), transferred to the Mexican Navy in 2001. –photo courtesy of Lt. j.g. Martinez

Above: Ens. Kawaguchi aboard JS Kashima (TV-3508) transiting the Panama Canal during a training cruise in 2015. –photo courtesy of Lt. Kawaguchi

Left: Lt. j.g. Martinez (second from left) and classmates proudly display certificates upon graduating from the Basic Qualification Course. –photo by Blake Fountain

NAVSUP Enterprise Mail System Boosting Efficiencies and Offering Significant Customer Improvements

By Lee Mundy
NAVSUP PUBLIC AFFAIRS

The year 2020 was challenging for all. Sailors were blind-sided with never-before-seen circumstances resulting in many being cut off from family and friends for longer than usual lengths of time, while ships had their own set of challenges coping with much-needed supply shipments. The speed and efficiency of postal operations was, and is, as relevant as ever. Last year, NAVSUP Enterprise Mail System, along with Navy postal professionals, processed more than three million pieces of outgoing correspondence with 4.2 million items received for delivery.

To keep correspondence and packages moving, NAVSUP Enterprise Mail System is keeping pace with demand by boosting efficiencies and offering significant customer improvements in their daily operations. This is just one of the many ways NAVSUP strives to deliver premier customer service and provide quality Sailor and family care.

Above: One of the most innovative postal initiatives implemented for fleet support is the installation of pier lockers at San Diego and Pearl Harbor ports, for ship mail drop-off and retrieval dockside. –photo by Katesha Washington

"Navy Postal has taken great strides in technology advancements over the past five years and we continue to lean forward. This is in an effort to provide postal personnel with similar equipment and capabilities used in the civilian sector, and customer services equal to that of CONUS mail delivery," said NAVSUP Postal Operations Manager Dale Pinchart. "Implementing new technology requires support from the entire NAVSUP enterprise team and allows postal products and services to meet customer demand signals throughout the world while maximizing limited resources."

One of the latest developments is the installation and testing of pier lockers at ports in San Diego and Pearl Harbor. These lockers make "contact-less" transactions a breeze by simplifying the entire process of mail delivery between the Regional Navy Mail Centers (RNMCs) and ships.

In the past, it was customary for the ship's postal petty officer and a RNMC clerk to meet face-to-face for receipt and dispatch of mail. However, that was sometimes difficult. It was not uncommon for a NAVSUP Fleet Logistics Center (FLC) delivery clerk to wait 20 minutes or more at the end of the ship's brow for the ship's postal petty officer to hand off Sailors' mail. However, due to demanding shipboard schedules, the postal petty officer was sometimes focused on other tasks at hand, resulting in the delivery clerk occasionally departing with the same mail in hand. This process was repeated throughout the day when attempting to provide pier-side delivery. To offset this seemingly outdated method of mail transfer, NAVSUP is testing pier lockers that allow delivery clerks to deposit mail in the lockers and email shipboard postal petty officers a code to allow mail retrieval when convenient. Furthermore, postal petty officers will deposit outgoing mail in the locker so FLC delivery clerks can pick up mail for processing. This will eliminate the waiting times and allow greater flexibility for the ship to dispatch and receive mail.

Testing of the lockers began in March, and based on the successes and lessons learned in this current project, possible worldwide installation will follow. Currently, this system is supporting littoral combat ships, guided missile destroyers and is proving to work well. Expansion to other smaller Navy ships is expected in the future.

For ashore customers, the new Intelligent Locker System (ILS) technology is providing customers with convenient email notification for incoming packages. As packages arrive, clerks scan barcodes at the locker kiosk and select a locker based on item size. Clerks then send customers an email with a QR code to scan at the kiosk for retrieval of items from the lockers vice having to pick up items from customer service windows. This contactless delivery allows access to packages at customer convenience, anytime night or day. What's more, the entire transaction is recorded and stored in the package management system for reference and accountability. This streamlines coordination, making a much more efficient process.

Another service upgrade is rate shopping, which is monitored using a digital dashboard. This new tool allows clerks to research the most economical means to ship items and still meet customer delivery requirements while allowing FLC Region Postal Managers and NAVSUP headquarters personnel to monitor clerks, ensuring proper system use and directing additional training where needed. The dashboard provides real-time cost avoidance data and number of items pending delivery at each postal activity.

The dashboard cost avoidance data is system-generated, comparing special discount rates available to high volume shippers compared to regular retail rates. USPS, FEDEX and UPS offer discounted rates to high-volume mailers able to create Intelligent Mail Parcel Barcode labels that meet carrier label technology. In the past, discounts were only available to large NAVSUP FLC postal operations; however, by using the new system, discounts are available to all locations. In fiscal year 2020, NAVSUP postal products and services documented a cost avoidance of over $1.3 million dollars resulting from rate shopping. Similar results are expected moving forward.

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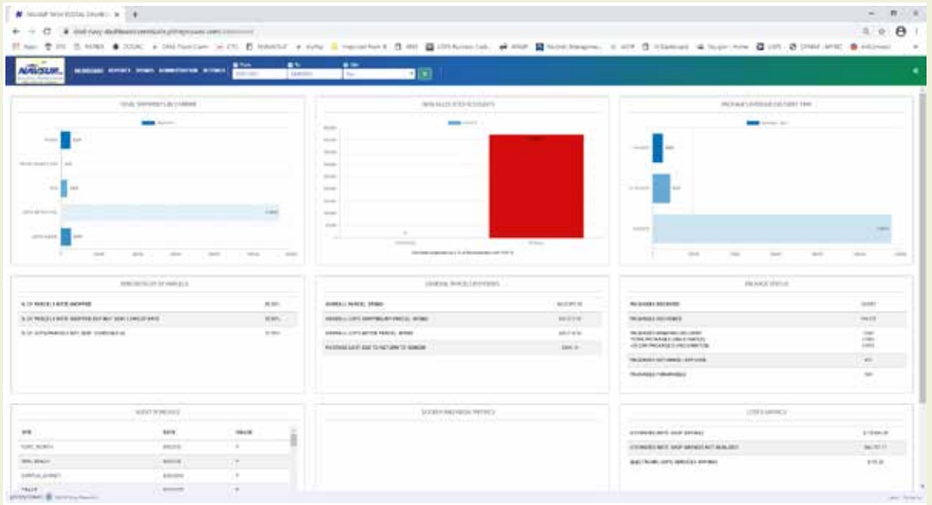
Another way NAVSUP is making things easier for postal customers is through its work with industry partners to leverage technology, such as the Certified Electronic Return Receipt (C/ERR) concept for certified mail to replace the green hard-copy USPS Return Receipt card (USPS Form 3811). Instead of completing the green card when mailing and waiting for its return upon delivery, postal clerks can now enter information into the C/ERR system at time of mailing so customers get immediate, real-time e-notification upon delivery. NAVSUP FLC Jacksonville alone processes approximately 1,800 pieces of certified mail/Return Receipt annually at its Millington, Tennessee, detachment location. Not only does C/ERR streamline the return receipt process and reduce errors, but it reduces fees. "C/ERR adds real-time tracking and signature verification along with a 61% cost avoidance per transaction for the Navy," said NAVSUP Deputy Postal Operations Manager Tommie Tate. "This is a win for our customers and the environment as the Navy moves to a greener process."

Montague Chambers, a Millington Consolidated Mail Facility employee had the following to say about the new technology: "I really like the certified system of sending the mail. It makes things a lot easier with just a click. The customer will also benefit from this service for tracking reasons. The customer will be able to see every step their piece of mail goes through USPS and/or military transportation channels. Overall I think it's a wonderful system that's going to bring great value to the command as well as the customer."

All Navy post offices can expect to see C/ERR being implemented by summer 2021.

Thanks to leadership, NAVSUP postal products and services will continue refining its performance and improving processes. "This [innovation] did not just happen. Under NAVSUP vision and leadership, Navy postal has realized standardized official mail processing equipment and leveraged available technology in the marketplace that allows efficient mail processing at the mail centers..." said Otilio Santos, NAVSUP FLC Jacksonville Region postal manager. "This effort was well planned and executed."

Looking ahead into 2021, we can expect even more great things from our mail centers.



Above: LS2 Ryan Simon, postal clerk with the NAVSUP Fleet Logistics Center San Diego Regional Navy Mail Center, performs a function check on the new Pitney Bowes intelligent mail locker installed at the multi-use federal building in San Diego.

Left: Using advanced technological capabilities of the NAVSUP Enterprise Mail System, the NAVSUP postal crews can measure postal products and services processes with a digital dashboard. The dashboard monitors Enterprise-wide mail postage expenditures and delivery metrics.

Navy Recognizes NAVSUP with Awards for Human Resources and EEO Community Excellence

By Matthew Morrison
NAVSUP PUBLIC AFFAIRS

NAVSUP Fleet Logistics Center (FLC) Norfolk in Norfolk, Virginia, and NAVSUP Business System Center (BSC) in Mechanicsburg, received Human Resources (HR) and Equal Employment Opportunity (EEO) Community Support Team/Group Awards as part of the 2020 Department of the Navy (DoN) HR and EEO Community Awards for Excellence in April.

NAVSUP FLC Norfolk's Barrier Analysis Data Working Group received the Small Team Award and NAVSUP BSC's Barrier Analysis Team received the Medium Team Award.

The DoN HR and EEO Community Awards for Excellence recognize teams and individuals within the HR and EEO community for their excellence in streamlining and improving existing policies and procedures.

"The DoN is fortunate to have such a talented team of HR and EEO professionals," said Deputy Assistant Secretary of the Navy (Civilian Human Resources)/ Director, Office of Civilian Human Resources Paige Hinkle-Bowles. "The creativity, innovation, expertise, and professionalism demonstrated by the awardees, as well as the nominees, is a direct reflection of their commitment to mission."

NAVSUP FLC Norfolk's Barrier Analysis Data Working Group team members Andrea Contratto, Doug Chaler, and Lt. Cmdr. Sanjay Sharma received the award for their comprehensive workforce data review and analysis used to examine NAVSUP FLC Norfolk's equal employment opportunity programs and to brief the commanding officer on the health of the organization.

"The Barrier Analysis Working Group established a best practice by analyzing five-year trends on multiple dimensions of our workforce. The data, visuals and analyses they produce greatly improve our understanding of the composition and dynamics of our civilian workforce, allow us to assess the effectivity of our diversity management efforts, and most importantly, they provide opportunity to hold ourselves accountable, said NAVSUP FLC Norfolk Commanding Officer Capt. Julie Treanor.

The group developed charts to visualize workforce data and compared it to similar data for the NAVSUP Enterprise and local community CENSUS data. This effort improved the ability of the larger NAVSUP FLC Norfolk Barrier Analysis team to identify and discuss possible areas of improvement suggested by the data.

NAVSUP BSC's Barrier Analysis Team members Melissa Burkett, Jennifer Feliciano, Justin Caporiccio, Christopher Carroll, Kevin Davis, Peter DiRocco, Joshua Eggleston, Tom LaCoss, Kelly Nave, Anand Sharma, Suzanne Pierce, and Layne Thompson received the award for their extensive barrier analysis review and the resulting use of data to drive targeted recruitment and outreach decisions.

"Our Barrier Analysis Team plays a crucial role in preventing discrimination and eliminating barriers that impede free and open competition at NAVSUP BSC," said NAVSUP BSC Commanding Officer Capt. Gene Cash. "Their deep knowledge and understanding of the EEO program, command issues and agency needs significantly contribute to the diversity of our workforce."
The team expanded diversity in recruitment efforts and developed creative solutions to increase areas with low participation rates; in particular, the steady decline of females in Science, Technology, Engineering and Mathematics (STEM) positions. The team developed a data-driven method for expanding the applicant pool and demographic diversity. The team also developed creative and proactive solutions to increase the female applicant pool, as well as engage and retain current on-board talent to ensure the command maintains the highest possible female participation rate in the STEM field.

"We used U.S. Department of Education College Scorecard Data to find schools within our region that had diverse student bodies and high numbers of conferred degrees in computer science, and targeted those schools for 2021 recruitment events," said Burkett, Barrier Analysis Team lead for NAVSUP BSC. "It was a dedicated effort by everyone on the team. We had great leadership support, and that helped us pursue more creative and innovative ideas to improve diversity."

"The HR and EEO communities play a vital role in our Navy's effective warfighting capability," said Commander, NAVSUP Rear Adm. Pete Stamatopoulos. "I am extremely proud of both teams for earning this well-deserved recognition."

Headquartered in Mechanicsburg, Pennsylvania, and employing a diverse, worldwide workforce of more than 22,500 military and civilian personnel, NAVSUP's mission is to provide supplies, services, and quality-of-life support to the Navy and joint warfighter. Learn more at www.navsup.navy.mil, www.facebook.com/navsup and https://twitter.com/navsupsyscomnavsupsyscom.

NAVSUP Fleet Logistics Center Pearl Harbor Navy Food Management Team Conduct Baking Training

By Daniel Mayberry
OFFICE OF CORPORATE COMMUNICATIONS
NAVSUP FLEET LOGISTICS CENTER PEARL HARBOR

NAVSUP Fleet Logistics Center (FLC) Pearl Harbor held a baking fundamentals course in coordination with the Silver Dolphin Bistro bakeshop for Sailors on April 14.

The Navy Food Management Team (NFMT), at NAVSUP FLC Pearl Harbor, provides biannual baking courses, including "Baking 101: Fundamentals of Baking" and "Cake Decorating." Culinary Specialist Chief Kevon Henry, from the NFMT, and Culinary Specialist 1st Class Hazel Holbrook, from the Silver Dolphin Bistro, instructed five culinary specialists stationed aboard USS Chafee (DDG 90) and USS William P. Lawrence (DDG 111) on how to prepare 100 portions of hot rolls and pastries.

Providing freshly baked goods to the ships' crew leads to increased morale. And baking is a skill that develops over time, with additional training, and through repetition. Chief Henry says, "Perfection in baking comes with repetition and training. And by providing fresh baked goods, you will be increasing your ship's morale."

This biannual training improves the culinary specialists' ability to bake in an operational environment for a large crew, as well as prepare the students for their advancement examinations.

The NAVSUP FLC Pearl Harbor's NFMT partners with experienced and skilled instructors to provide high-quality training to military service members. Culinary Specialist 1st Class Holbrook is the silver medalist for 2020 Pastry Chef of the Year for the Hawaii Culinary Team Schofield Barracks.

To request a list of courses available the NAVSUP FLC Pearl Harbor's NFMT email NAVSUPFLCPH.430.NFMT.FCT@navy.mil.

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NAVSUP Fleet Logistics Center Pearl Harbor's Navy Food Management Team holds their "Baking 101: Fundamentals of Baking" course at the Silver Dolphin Bistro on Joint Bases Pearl Harbor-Hickam. –photo by Daniel Mayberry

Culinary Specialist 1st Class Hazel Holbrook, of the Silver Dolphin Bistro, provides instruction during NAVSUP Fleet Logistics . –photo by Daniel Mayberry

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Culinary Specialist 1st Class Hazel Holbrook, of the Silver Dolphin Bistro, provides instruction to Culinary Specialist Michelle London during NAVSUP Fleet Logistics Center Pearl Harbor Navy Food Management Team's "Baking 101: Fundamentals of Baking" course. –photo by Daniel Mayberry

Chief Petty Officer Kevon Henry, of NAVSUP Fleet Logistics Center Pearl Harbor's Navy Food Management Team, provides instruction during the "Baking 101: Fundamentals of Baking" course. –photo by Daniel Mayberry

NAVSUP Fleet Logistics Center Pearl Harbor's Navy Food Management Team holds their "Baking 101: Fundamentals of Baking" course. –photo by Daniel Mayberry

Above: Aviation Boatswain's Mate (Fuels) 2nd Class (ABF2) Dashaun Lewis (left) and ABF3 Christopher McConnell (second from left), retract a refueling pantograph to demonstrate how to position the equipment for proper refueling operations at Naval Station (NAVSTA) Rota, Spain. Lewis and McConnell are assigned to NAVSUP FLC Sigonella. –photo by John Owen

NAVSUP Enhances HSM-79 Warfighters' Readiness in Spain with Hot Pit Refueling

By Joseph Yanik, Office of Corporate Communications
NAVSUP FLEET LOGISTICS CENTER SIGONELLA

The aviation fuels team assigned to NAVSUP Fleet Logistics Center Sigonella (FLCSI) at Naval Station (NAVSTA) Rota, Spain conducted its first-ever hot pit refueling operation using a pantograph connected to a mobile refueling truck in February on the installation's flight line.

"Our aviation fuels team routinely uses pantographs to support aircraft cold refueling operations at NAVSTA," said Lt. Shane O'Donnell, NAVSUP FLC Sigonella's fuels officer at NAVSTA Rota. "This month's hot pit refueling evolution represents an additional mission set for NAVSUP FLC Sigonella-Site Rota to support HSM-79 and will increase the squadron's readiness as they train in the airspace around Rota, Spain."

"Hot pit refueling becomes necessary only when operational requirements dictate that aircraft minimize ground time and maximize time in flight operations," O'Donnell said.

During cold refueling operations, aircraft engines are shut down to allow for additional maintenance and safety checks. Conversely, hot pit refueling occurs in less time because aircraft engines are kept turned on and the rotors are still spinning during refueling.

"Because the engines remain on during hot refuels, performing this aspect of our mission is considered more dangerous to personnel and more costly in terms of fuel and manpower expenditure," O'Donnell said. "To perform this new mission set safely and correctly, we've conducted many training evolutions and dry runs that ensured the success we had this week."

"Increasing our mission set and relevancy by adding this capability to support hot pit refueling means NAVSUP is now better positioned to support the operational requirements of our homeported HSM-79 team," said Cmdr. Bert Phillips, NAVSUP FLC Sigonella-Site Rota's director at NAVSTA.

"We expect to see a high volume of flight hours from HSM-79 over the coming weeks as this new capability will directly support their mission and training requirements as they prepare for upcoming patrols with Rota's Forward Deployed Naval Forces Destroyers," added O'Donnell.

NAVSTA Rota sustains the fleet, enables the fighter and supports the family by conducting air operations, port operations, ensuring security and safety, assuring quality of life and providing the core services of power, water, fuel and information technology.

Site Rota is one of NAVSUP Fleet Logistics Center Sigonella's five logistics sites positioned across Navy Region Europe, Africa, Central. Site Rota provides supply chain management, bulk and aviation fueling capability, material handling equipment, contracting, hazardous material management, household goods and vehicle processing and postal operations to fleet, installation and other service components throughout the area of operations.

NAVSUP Fleet Logistics Center Norfolk Conducts First of its Kind Repair Parts Analysis on LHD

By Tom Kreidel

OFFICE OF CORPORATE COMMUNICATIONS, NAVSUP FLEET LOGISTICS CENTER NORFOLK

A USS Wasp (LHD 1) Sailor uses a forklift to offload ILO material from the ship on to a truck for transfer to storage in Building W-143. –photo by Jim Kohler

When Commander, Naval Surface Forces Atlantic (SURFLANT) approached the Industrial Support Department at NAVSUP Fleet Logistics Center (FLC) Norfolk about performing a pilot project adding a full Repair Parts Analysis Group (RAG) to an integrated logistics overhaul (ILO) scheduled for USS Wasp (LHA 1), the response was an enthusiastic "yes."

"This type of end-to-end supply chain integration for the ship's repair parts, along with the other integrated logistics support functions aligns exactly with what we're looking to achieve as a NAVSUP Enterprise with Naval Sustainment System-Supply (NSS-Supply)," said NAVSUP FLC Norfolk Industrial Support Department Director Mike Johnson.

NSS-Supply is a combination of commercial best practices, process improvements, governance, and oversight to maximize efficiencies and effectiveness within available means. This initiative will better align numerous independent Navy supply chain functions under NAVSUP, in order to improve readiness, transparency and affordability, while maximizing the use of NAVSUP FLC Norfolk's capacity and capability. This falls under the NSS-Supply pillar of 'Optimize Working Capital Fund.'

"As we implement NSS-Supply, we'll be taking on this role that will require us to integrate, orchestrate and synchronize supply chains within the Navy, including SYSCOMS, TYCOMS, organic and commercial repair activities, and other NSS efforts," said Rear Adm. Pete Stamatopoulos, commander NAVSUP.

For NAVSUP FLC Norfolk's Code 500, performing a RAG is nothing new. It's been part of the ILO process for smaller ships such as cruisers and destroyers from the beginning of the ILO program in the 1980s. An LHD provides a different challenge, due to the much larger size of the ship and the sheer number of repair parts it carries. A DDG carries approximately 15,000 line items, where an LHD can have upwards of 30,000.

"Unlike our CRUDES (cruisers and destroyers) ships, LHDs do not receive full ILO services during extended maintenance availabilities," said Lt. Cmdr. Tabitha Noel, who works in N4123 Future Readiness at SURFLANT. "Due to the large number of spare parts held onboard they do not receive the benefit of a comprehensive repair part analysis."

She added this pilot program with Wasp will also ensure that storeroom spares are in compliance with the Navy Configuration Data Management Database/Open Architecture, align storeroom spares with shipboard true configuration and remove all excess material.

"The inventory held on LHDs is owned by NAVSUP and this will benefit their ongoing audit readiness efforts," she added.

From NAVSUP FLC Norfolk's perspective, this process involved identifying the warehouse space large enough for SURFLANT's request to perform a RAG on approximately 15,000 line items. From there, NAVSUP FLC Norfolk Code 500 and the Wasp Supply Department got to work transporting parts off the ship, a huge project performed over a period of several weeks.

NAVSUP FLC Norfolk Integrated Logistics Support Division Director Cmdr. Kevin Borkert says early communication and planning are key to ensuring successful ILO operations. Meetings with the ship's supply officer and staff help set expectations. The process also allows NAVSUP FLC Norfolk personnel to have "eyes on" the material and storerooms being offloaded for the ILO process.

"Communications well in advance of the ILO being conducted ensures storage space, offload plans and all other details are covered in depth by the involved personnel on the team," he added.

For the ship, the benefits fall into three major categories according to Wasp Supply Officer Cmdr. Ryan Anderson: inventory validity, configuration and safety.

He added that this process ensures controlled access to material that can be put at risk when storerooms are breached during shipyard work.

"Numerous LHDs have had their availabilities delayed due to unforeseen work breaching storerooms," he explained. "When that happens, the material must be moved before work can continue. Financial and schedule impacts can be tremendous."

He went on to explain that from a configuration perspective, the ILO enables the ship's coordinated shipboard allowance list (spares package) to remain updated with changes to the ship's configuration that are made during the availability. The result is a much more effective spares package at the end of the availability.

"Finally, removing all of that material makes the ship much safer during the availability," he added. "Almost all parts and their packaging are flammable, so hot work adjacent to loaded storerooms is inherently dangerous."

The ILO for Wasp will take place over the next several months. There are already discussions about adding a RAG to the next big deck amphibious assault ship ILO, based on the successes and lessons learned in this current pilot project.

Lt. Cmdr. Christopher Mason Selected as Fuels Officer of the Year

Lt. Cmdr. Christopher Mason, NAVSUP Fleet Logistics Center (FLC) Sigonella's regional fuels officer, was selected as Fuels Officer of the Year for calendar year 2020 as part of the Excellence in Naval Fuel Management Recognition Program.

The Excellence in Naval Fuel Management Recognition Program was established to promote excellence in fuel management and recognize personnel and activities making the most significant contributions to Navy and Marine Corps fuel operations and the fleet fuel support mission. Program awards are divided into four command categories and a single category to honor individuals.

Since he joined NAVSUP FLC Sigonella in 2019, Lt. Cmdr. Mason has been serving as the command's Regional Fuels Office Department Head (Code 700), as well as product and service lead for fuels operations. In these roles, he oversees a diverse workforce comprising more than 200 military, civil service, local national, and contractor employees who are responsible for the receipt, storage, issue, quality surveillance, and accounting for bulk liquid fuels and lubricating oil at five NAVSUP FLC Sigonella Sites across Navy Region Europe, Africa, Central (EURAFCENT).

In 2020, he and his team safely provided 85 million gallons in petroleum sales to warfighters operating across EURAFCENT.

Below are a few examples of his most significant contributions to NAVSUP FLC Sigonella during calendar year 2020.

- "Through Lt. Cmdr. Mason's tireless efforts and engagements with U.S. European Command (EUCOM), U.S. Naval Forces Europe (NAVEUR), Defense Logistics Agency (DLA) Energy Europe and Africa, and the Italian Navy, he was directly responsible for the building of a JP-5 bypass pipeline and the opening of an inactive F-76 pipeline by the Italian Navy at the Augusta Bay Pier. Through these efforts, Augusta Bay was able to refuel USS/USNS ships with JP-5 and F-76 for the first time in over a year."
- "Through aggressive planning and readiness, he worked with EUCOM, NAVEUR, Naval Petroleum Office and DLA Energy to push forward the first phase of a four phase $270 million MILCON from FY24 to FY23 at Naval Station (NAVSTA) Rota, Spain. The FY23 Rota MILCON will transition NAVSTA from 36 outdated underground storage tanks to eight above ground tanks and two "cut and cover" tanks, adding flexibility, safety, and modernization to the installation's fuel operations."
- "Lt. Cmdr. Mason adeptly advocated senior leadership concerns and collaborated with DLA Energy and NAVFAC on four MILCON projects valued at $320 million across the EUCOM and AFRICOM AORs. Additionally, he submitted a MILCON project for a new service station at Camp Lemonnier, Djibouti, for FY25 valued at $4.5 million."

Navy Exchange Customers Save an Average of 22.49% on Products

By Kristine Sturkie
OFFICE OF CORPORATE COMMUNICATIONS, NAVY EXCHANGE SERVICE COMMAND

The Navy Exchange Service Command (NEXCOM) recently completed its annual market study to determine how much customers save when shopping at the NEX on specific "basket" items. Based on the recent survey, NEX customers can expect to save an average of 22.49% on their purchases, not including sales tax. The savings amount increased from 20.5% in 2019. NEXCOM has conducted this benchmarked survey over the last 15 years.

A customer at NEX Bethesda, Maryland, shops for essentials. –photo by Kristine Sturkie

"The NEX has made a significant investment over recent years to strengthening our value proposition with strong national brands and retail brand partnerships as well as the launch of several new private brands," said retired Rear Adm. Robert J. Bianchi, chief executive officer, NEXCOM. "Additionally, during the COVID-19 pandemic, when some outside retailers raised prices or canceled promotions, we kept our pricing consistent because of our mission to constantly pass along greater value to our military customers."

In fall 2020, NEXCOM hired an outside company, RetailData, to do a price survey in different areas of the United States to obtain an average percentage for how much customers save when shopping the NEX. To determine the percentage of savings, the same items were surveyed from region to region. The items included electronics, clothing, housewares, sporting goods and health & beauty aids. The surveyors shopped at discount stores, mass merchants and full-line department stores for comparison prices.

The survey also determined customer savings in each of the eight different areas of the country surveyed:

- NEX customers in San Diego save an average of 25.62%,
- Bethesda, Maryland, save an average of 23.49%,
- Everett, Washington, save an average of 23.64%,
- Pearl Harbor save an average of 23.05%,
- Great Lakes, Illinois, save an average of 21.81%,
- Jacksonville, Florida, save an average of 20.64%,
- Norfolk, Virginia, save an average of 21.08%,
- and customers in Pensacola, Florida, save an average of 19.86%

"This survey captures savings on over 350 most commonly shopped items across various categories," said Bianchi. "While customers won't save 22.49% on each item they purchase at the NEX, this improvement in savings compares with the improvement that we have seen in broader surveys that we have taken over the last several years."

Navy Exchange Provisions Market Offers Customers More Food Options

By Kristine Sturkie
OFFICE OF CORPORATE COMMUNICATIONS, NAVY EXCHANGE SERVICE COMMAND

Navy Exchange (NEX) Oceana, Virginia, opened the Navy Exchange Service Command's (NEXCOM) newest food concept, the NEX Provisions Market, in February. The NEX Provisions Market features grab & go food and beverages, snack items including natural and organic foods and a Starbucks Coffee Bar as well as a selection of fresh and hot foods including fresh baked cookies, hot dogs, pizza and tornadoes.

"The NEX Provisions Market is part of a broader 'Food Hall' concept that NEXCOM is developing in response to evolving trends within the food industry," said Greg Thomas, senior vice president, Store Operations for NEXCOM. "In addition, since the onset of the COVID-19 pandemic, people are very much looking for food that they can grab and go versus eating in a food court. With the opening of the NEX Provisions Market, our customers are now able to grab their favorite foods on the run or come in and relax as part of their overall shopping experience."

While the NEX Provisions Market offers food for those on the go, there is socially distanced seating and boosted Wi Fi for those customers who would like to sit and eat while in the store.

NEXCOM expects to open additional NEX Provisions Markets throughout 2021.

Ribbon cutting ceremony celebrating the opening of the Navy Exchange (NEX) Provisions market onboard NEX Ocean Virginia. –photos by Kristine Sturkie

NAVSUP Weapon Systems Support Supports Achievement of 100% Readiness rate

By Lt. Cmdr. Chase Vizzier
UNMANNED AERIAL SYSTEMS DIRECTOR
NAVSUP WEAPON SYSTEMS SUPPORT

In April 2021, the NAVSUP Weapon Systems Support (WSS) Unmanned Aerial Systems (UAS) Integrated Weapon System Team (IWST) was able to support the achievement of both 100% Mission Capable (MC) and 100% Fully Mission Capable (FMC) rate for the UAS RQ-21A "Blackjack" platform; a feat rarely, if ever, seen by any Type Model Series.

The RQ-21A platform is utilized by both the U.S. Marine Corps and Naval Special Warfare for deployments and exercises around the world. There are currently 155 Blackjack air vehicles in the fleet.

In order to reach 100%, the UAS IWST worked daily with key stakeholders, including fleet users, NAVSUP WSS Engines IWST, NAVAIR PMA-263, Fleet Support Team and Insitu, the Original Equipment Manufacturer. Collaboration and open communication between all stakeholders enabled real-time updates and expedited finding solutions.

Furthermore, the UAS IWST championed different initiatives to increase overall readiness. For example, the team hosted two End-to-End (E2E) events. These events were aimed at identifying potential issues, developing solutions, and tracking efforts to completion to proactively affect current and future readiness. The recent E2E events focused on the RQ-21 platform, the team identified 226 action items and to-date has completed 210 of those actions. Each week the team meets to review action items and discuss current supply degraders to identify potential solutions.

In addition to the E2E events, the UAS IWST holds weekly meetings with Insitu to discuss critical parts causing readiness issues. Receiving updated status, with all key stakeholders involved, allows the team to drive immediate solutions.

This was truly a team effort. Not only did the logistics managers and equipment specialists go above and beyond, but our contracts team was paramount to Blackjack's success," said Ron Menzel, UAS IWST deputy.

Being able to ensure the right parts are in the right location enables our Blackjack mission partners to accomplish their broad and diverse missions. By reaching 100% FMC, the UAS Blackjack team met leadership standards, as detailed by Acting Secretary of the Navy Thomas Harker, in the recently released Department of the Navy Unmanned Campaign Framework, "To ensure success, the Navy and Marine Corps are tightly coupling our requirements, resources, and acquisition policies to develop, build, integrate and deploy effective unmanned systems faster."

"Reaching 100% MC and 100% FMC is a tremendous accomplishment," stated Lt. Col. Ryan Finn, senior Marine liaison officer at NAVSUP WSS. "Having the right parts allows both Marine and Naval Special Warfare users to accomplish any mission at any time, in any place. The capabilities the Blackjack brings to the fight are critical, and providing that capability at 100% is an unheard-of accomplishment."

NAVSUP, Mission Partners support Eisenhower Carrier Strike Group's Preparation for Operation Inherent Resolve

By NAVSUP Fleet Logistics Center Sigonella Public Affairs

Last March, USS Dwight D. Eisenhower (CVN 69) was the first aircraft carrier to conduct a logistics and maintenance period (LMP) at Naval Support Activity (NSA) Souda Bay, Greece, during the COVID-19 pandemic.

During Eisenhower's LMP and a replenishment-at-sea (RAS), logistics teams assigned to NAVSUP Fleet Logistics Center Sigonella (FLCSI) joined efforts with multiple NSA Souda Bay departments and tenant commands to deliver critical parts, mail and provisions.

"Our supply department's objective was to replenish Eisenhower while preserving the crew's bubble-to-bubble liberty as much as possible," Lt. Cmdr. Dale Lessner, NAVSUP FLC Sigonella-Site Souda Bay, site director. "To accomplish this, much of their cargo and provisions were received in Souda Bay and were delivered to the fast combat support ship USNS Arctic (T AOE 8) later."

Once loaded with supplies at NSA Souda Bay, Arctic delivered the supplies to the Eisenhower Carrier Strike Group (CSG) at-sea.

"The transportation and delivery coordination of pallets loaded with provisions had to be carefully choreographed in order to support Arctic's limited time pier side and throughput constraints at the local customs office," Lessner added. "The key to the timely movement of these pallets was our team's ability to obtain the sufficient amount of packing materials necessary to handle an entire CSG's worth of mail and have it ready to go."

Lessner added that his team's close coordination with the Navy Exchange Command was critical for delivering Ship Store items to Arctic before operations were halted by Greece's national holiday on March 25.

While in Souda Bay, the Eisenhower CSG received supplies and enjoyed a few days of liberty on NSA Souda Bay Fleet Landing. FLC Sigonella-Site Souda Bay's contracting personnel procured Wi-Fi access and other quality-of-life services that were used by attendees.

"The Wi-Fi bandwidth had to accommodate an estimated 4,800 simultaneous users in attendance at the Fleet Landing Event," said Robert DeAngelis, FLC Sigonella-Site Souda Bay's supervisory contracting specialist.

Besides ensuring Wi-Fi service, DeAngelis and his contracting services team bid out contracts for vendors who provided supplies like tents with heaters, ice coolers, portable electric generators, chairs, tables, and lighting carts to keep the pier lit at night.

In addition to NSA Souda Bay, FLC Sigonella supported the RAS from strategic locations across the U.S. Sixth Fleet area of operations, like at NSA Naples, Italy, NAS Sigonella, Sicily, and Naval Station Rota, Spain. FLC Sigonella postal professionals processed crewmembers' mail through the installations' fleet mail centers (FMCs) and through aerial mail terminals located in Athens, Greece; Rome, Italy; and Madrid, Spain.

Sailors receive supplies aboard the Arleigh Burke-class guided-missile destroyer USS Mitscher (DDG 57) during a replenishment-at-sea with the Supply-class fast combat supply support ship USNS Arctic (T AOE 8) –photo by Mass Communication Specialist 2nd Class Kaleb J. Sarten

Sailors sort packages during a mail call aboard the Arleigh Burke-class guided-missile destroyer USS Mitscher (DDG 57). –photo by Mass Communication Specialist 2nd Class Kaleb J. Sarten

"For much of March, hundreds of our postal professionals moved tens of thousands of pounds of mail that originated from the U.S. aboard USNS Arctic," said Vic Gonzalez, FLCSI's regional postal program manager. "This herculean logistics feat was possible because of the diligent coordination and precision planning between FLCSI's logistics professionals and our mission partners, like NAVSUP N434 Mail Routers, Joint Military Postal Activity in Chicago, Commander Task Force, 63 and U.S. Sixth Fleet N4 staff."

Gonzalez added that his postal teams prepared nearly 500 pallets of mail weighing more than 133,000 pounds, 75% of which was loaded onto Arctic while moored at NAS Sigonella.

Lt. j.g. Genesis Manoza, FLC Sigonella logistics support officer at NAS Sigonella, said FLC Sigonella's Transportation Division coordinated customs clearance of nine truckloads of provisions; FMC personnel processed

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13 trucks loaded with 177 mail-filled triwall containers; The Fleet Support team ensured a mishap-free load out evolution of more than 450 pallets containing provisions worth more than $1.1 million.

"Per NAVSUP's mission, our aim with these deliveries was to ensure the highest levels of warfighting readiness for the CSG crewmembers," Manoza said. "All logistics personnel involved showed amazing teamwork and dedication to completing their jobs on schedule."

Chief Boatswain's Mate Passion Richmond (center), Naval Support Activity Souda Bay, Greece, acting port operations officer, briefs Sailors supporting the arrival of Nimitz-class aircraft carrier USS Dwight D. Eisenhower (CVN 69) to Souda Bay, Greece, for a scheduled port visit. –photo by Joel Diller

The Nimitz-class aircraft carrier USS Dwight D. Eisenhower (CVN 69) conducts a replenishment-at-sea with the supply-class fast combat supply support ship USNS Arctic (T AOE 8) alongside the Arleigh Burke-class guided-missile destroyer USS Mitscher (DDG 57) –photo by Mass Communication Specialist 2nd Class Kaleb J. Sarten

NAVSUP Fleet Logistics Center Yokosuka Visit Aboard USS America (LHA 6)

By Ens. Yan Wang
WARDROOM OFFICER, USS AMERICA

Above: Sasebo area Supply Corps Officers (NAVSUP FLC DET SASEBO, MCM, LHA, and NBU-7 SUPPOs). *Left to right:* Lt. Thomas Wang, Lt. j.g. Brandon Hicks, Lt. j.g Ian Baggarly, Ens. Thinh Le, Lt. j.g. Zachary Budda, Capt. Ed Pidgeon, Cmdr. Dan Vetsch, Lt. j.g. Jonathan Lin, Lt. j.g. Austin Mickelson, Ens. Yan Wang, Lt. Marcos Burdios, Cmdr. Tim Calvo

NAVSUP Fleet Logistics Center (FLC) Yokosuka Commanding Officer Capt. Edward Pidgeon visited USS America (LHA 6) in March in Sasebo, Japan. America's team provided a ship overview, F-35B aviation lessons learned and Forward Deployed Naval Force patrol accomplishments since making Commander, Fleet Activities Sasebo their new homeport.

Addressing America's Supply Corps officers, Pidgeon discussed career milestones needed to be competitive for advancement, as well as highlighting the O-4 sea tour as an individual's career progresses. Additionally, he mentioned importance of balancing personal and career goals as families are essential in an individual's success.

The discussion then focused on the COVID-19 pandemic, the effects it has on the fleet and those that support the fleet. Pidgeon stated "fight back at COVID." He informed the group that while it is absolutely necessary to follow health guidelines, supply must develop alternate ways of accomplishing our tasks. Regardless of the state of the pandemic, he emphasized that COVID-19 is not an excuse to cease training and that we must make every effort to remain mission capable.

Following his visit aboard America, Pidgeon invited all Sasebo-based Supply Corps officers to attend a mentorship session at NAVSUP FLC Yokosuka Site Sasebo. He was joined in leading the session by Cmdr. Daniel Vetsch, Cmdr. Timothy Calvo and Lt. Cmdr. Michael Valle. Each one provided their Supply Corps experience and touched on career path management. Highlighted by the discussion was how a successful career path is different for each person, but an important key to success is making and maintaining relationships with other Supply Corps officers across one's career.

USS America's (LHA 6) Supply Department.

Left to right: Lt. John Jackson, LSCS Rafael Mendez, Lt. j.g. Jonathan Lin, LSC Sajid Cabebe, Lt. William Lynch, Ens. Yan Wang, Ens. Thinh Le, Lt. Cmdr. Michael Valle, Cmdr. Daniel Vetsch, CWO2 Krystle Mattia, Capt. Ed Pidgeon, LSC Kristie Pierre, Lt. j.g. Austin Mickelson, CSCS Miriam McCormick, Lt. Javier Anguiano, CSCM Peter Ramos, CSC Corey Knatt –photo taken by MC3 (SW) Jomark Almazan

NAVSUP Fleet Logistics Center Bahrain Delivers Contracting Education for Oman Businesses

By Kambra Blackmon

OFFICE OF CORPORATE COMMUNICATIONS,
NAVSUP FLEET LOGISTICS CENTER BAHRAIN

NAVSUP Fleet Logistics Center (FLC) Bahrain participated in a webinar hosted by U.S. Emb assy Muscat, in partnership with the Oman American Business Center, to provide contracting education on business opportunities with the U.S. Navy in Oman.

The education included presentations on the contracting process, industry language and terms, and the websites used to register a company and locate business opportunities with the U.S. Navy.

"This was an outstanding opportunity for us," said Rick Bauer, director of contracts for NAVSUP FLC Bahrain. "In addition to NAVSUP FLC Bahrain, several federal agencies participated in the webinar to provide a comprehensive view of opportunities in Oman. It was an excellent exchange with our industry partners in the region."

The presentation was aimed at increasing awareness of supplies and services the U.S. Navy procures locally, and expanding the competitive vendor base offering in-port ship repair and other services within Oman.

"My office has participated in many types of events to increase awareness and knowledge about working with the U.S. Navy," said Bauer. "The information provided during these presentations assists local businesses to understand how we award contracts and the registration process requirements to conduct business with the U.S. government, which helps us better support the ships and Sailors deployed to the U.S. 5th Fleet area of operations."

A few months prior, Bauer presented a similar webinar in Bahrain focused on strengthening the support network of qualified and competitive sources in the region.

"We certainly see the benefit from participating in these industry events," said Bauer. "Our mission at NAVSUP FLC Bahrain is to support the warfighter. Building collaborative relationships with our mission partners and local businesses helps us accomplish that mission by providing the best procurement decisions possible."

NAVSUP Fleet Logistics Center Bahrain Provides Support to USS Makin Island (LHD 8) in Duqm

By Kambra Blackmon

OFFICE OF CORPORATE COMMUNICATIONS,
NAVSUP FLEET LOGISTICS CENTER BAHRAIN

NAVSUP Fleet Logistics Center (FLC) Bahrain provided the amphibious assault ship USS Makin Island (LHD 8) contracting and logistics support during a scheduled sustainment and logistics visit to Duqm, Oman, in March.

NAVSUP FLC Bahrain also provided simultaneous support to expeditionary sea base USS Lewis B. Puller (ESB 3) and amphibious transport dock ship USS Somerset (LPD 25) during the port visit.

Providing support required close coordination between NAVSUP FLC Bahrain's Oman detachment and their Omani counterparts to fulfill logistics requirements, process customs clearance packages, and deliver resources while following mitigations to prevent the spread of the novel coronavirus (COVID-19).

"Sustaining mission readiness for Makin Island and accompanying ships was a joint effort," said Lt. Cmdr. Christy Rieger, logistics support representative of NAVSUP FLC Bahrain Detachment Oman. "We leveraged our partnership with Oman to assist in coordinating support for the port visit and fulfill the logistical needs of the ship so the crew could focus on mission requirements."

NAVSUP FLC Bahrain, Detachment Oman, operates in Muscat, Duqm, and Salalah, and provides tailored logistics support and services to units throughout the region.

"Supporting the fleet during a port visit can be complex and challenging at times," said Capt. Timothy Griffin, commanding officer of NAVSUP FLC Bahrain. "Having personnel on-site to quickly and effectively respond to various changes that may arise saves time and funding for the overall mission."

NAVSUP FLC Bahrain provides regular support to U.S. Naval Forces Central Command (NAVCENT) and partner forces operating in the U.S. 5th Fleet area of operations (AOO), both ashore and afloat, as they work to maintain freedom of navigation and the free flow of commerce throughout the region's critical waterways.

"Our team of logistics experts are committed to supporting our mission partners by delivering sustainment and supplies in support of mission readiness," said Griffin. "Optimizing logistics solutions is how we support NAVCENT's regional maritime security operations."

Sigonella's Postal Operations

Ms. Juliet Beyler, executive director, U.S. Naval Forces Europe and Africa, *left,* speaks with Chief Logistics Specialist Oluwadamilare Ogunlade, Naval Supply Systems Command Fleet Logistics Center (NAVSUP FLC) Sigonella fleet mail center's leading Chief Petty Officer, about Naval Air Station (NAS) Sigonella's postal operations during a site visit in April. Ogunlade assists in leading a team of 28 military and civilian employees assigned to NAVSUP FLC Sigonella who process more than one million pounds of incoming and outgoing mail for NAS Sigonella's customer base comprising more than 5,200 military, civilian and dependents. –photo by Joe Yanik

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Asian American Pacific Islander Heritage Month Spotlight:

Cmdr. Tony Ting joined the Navy in 1987, first serving as a mess specialist (now culinary specialist) seaman recruit aboard USS Juneau (LPD 10) after being recruited from the Republic of the Philippines. He later received his commission as an ensign in 1998 after having been advanced to Chief Mess Specialist.

Ting currently serves as the Operations Department director. The purpose that drives his service revolves around the letters that make up the word RESPECT. R-Readiness, E-Ethics, S-Sense of Urgency P-Prayer, Pride and Professionalism, E-Everyone is Important, C-Communications, T-Thanksgiving, Time, Training.

Ting added, "The only way to break the network of fear, hatred and violence is for us to have the common purpose - respect each other regardless of our differences in race, color, national origin, religion, sex, or age. Focus on what can unite us and what we have in common and not on what divides us. Respect each other. Respect the people we work for, respect the people we work with, most of all – respect the people who work for us."