

THE NAVY SUPPLY CORPS Newsletter

Winter 2022



NAVY RESERVE:
LOGISTICAL STRATEGIC DEPTH
TO FIGHT AND WIN



A Message from the Chief of Supply Corps

Supply Family,

A new year brings new challenges and new goals to pursue. As we usher in 2022, my commitment remains on building an agile, competent and knowledgeable Supply Corps capable of generating readiness and sustaining naval forces worldwide to prevent and decisively win wars. Now more than ever, the Supply Corps and NAVSUP enterprise are vital to the success of our Navy. The heightened global strategic competition boosts the importance of our presence across Planet Earth. Our accomplishments in 2021 are many and 2022 will bring more opportunities for our team to excel and affect positive changes for our Navy.

One of those accomplishments is our continuing NSS-Supply journey which will once again be a big part of the New Year. Since my previous update, Wave 2 is in full swing as we usher most of our pillars into the deployment phase after months of sprints and learnings. I remain impressed with how our entire team is using data and analytics to evaluate how we are doing business today and where we can improve our practices moving forward. It continues to be a tremendous body of learning and journey of discovery. As always, I greatly appreciate the hard work and immense talent supporting our wide array of initiatives. I'm excited to see what we accomplish next in this arena and the impact it will have on our Navy for years to come.

This issue features articles highlighting the major role the Reserve force plays in the success of our mission. Our Reserve Sailors seamlessly support and actively aid our operations, all while continuing to lead their own independent lives in the civilian world. They are trained professionals, talented and willing to contribute to ongoing Navy training, planning and operations. Their unique position provides invaluable expertise, experience and leadership, while delivering critical support to global operations.

We would not be able to do what we do without our shipmates from the Reserve and what they bring to our total force approach to mission. It is an honor to share their stories and offer a behind-the-scenes look at how they uniquely support the Supply Corps. To those who leave our active-duty ranks to pursue other opportunities or prior to retirement age, I would strongly encourage you to explore the opportunities the Reserve offers you to continue to serve.

Reflecting on 2021, I remain extremely proud of NAVSUP and the Supply Corps cohesive relationship and unrelenting commitment to the success of our mission. Your hard work was key to producing high impact, measurable mission results during 2021 that kept us globally postured, relevant and ready. I am confident with each of you continuing to charge forward and embrace the red that our record of progress and excellence will continue in 2022.

Thank you for your continued dedication and commitment to our Navy and our nation as we improve the lethality of our forces across Planet Earth through the warfighting advantage only our supply community can deliver.

P.G. STAMATOPOULOS
RADM, SC, USN

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NEWS FROM THE Command Master Chief

Supply Family,

Good day to you and Hooyah, supply!

This issue highlights our Navy Reserve component in the supply community and the significant contributions therein.

In speaking with many reserve Sailors over the years, a few key thoughts stick in my head: resilience, ingenuity, and strategic depth.

I've experienced conflicts and wars where our Reserve counterparts immediately answered the call to join the fight. We've been talking a lot lately about warrior toughness and the culture of excellence. Step back in time for a moment, some 31 years ago around this time of year. Picture yourself working a nine to five job as an operations manager in your hometown. The Navy paid for your bachelor's degree and you were giving back to your country "part-time" as a Reserve Sailor, enjoying family and the stability. Suddenly, Saddam Hussein changed every facet of your life and sent you on deployment to the Gulf. A conflict of that scale hadn't happened in nearly 20 years. Over 21,000 Navy Reservists deployed in support of the Gulf War, on very short notice and often for multiple deployments. Reservists are resilient warriors.

I've experienced finely tuned team environments with highly trained active duty service members taking the fight to the enemy with great success. As active duty Sailors, we almost always have the time and resources to train until we can't get it wrong, our Reserve counterparts often do not have that time. The application of that Reservist eye, maybe a cryptologic technician in the Navy but an accountant in their civilian career, is crucial. We often look through different lenses at problems and that diversity of thought and action wins wars. In one personal instance, a Reservist arrived a few weeks after me on deployment. He watched as we worked a mission together and days later asked a few profound questions leading to a process modification. Almost instantly, our team became more lethal.

Reserve warriors possess fresh eyes and ingenuity.

I've experienced Reservists showing up for a two-week stint filing papers and waiting for the days to pass. I've also experienced Reservists who arrived trained and ready, exhibiting no discernable difference as we executed our mission together in 130-degree Fahrenheit desert heat.

If led well, Reserve warriors deliver strategic depth!

As an active duty Sailor, I know the dangers and challenges coming at me daily, my expectations are fairly clear. Navy Reservists don't always have that luxury and mobilizations sometimes happen rapidly or unexpectedly.

Reserve shipmates, when you drill and train, continue to be deliberate and make every minute count. Ask the hard questions and fine-tune your supply specialty. When the time comes, and it will, we're going to need all hands to be all in to win.

Thank you for your commitment to serve alongside us in peacetime and at war; we are one team.

Stay safe and healthy and continue to take care of each other. Know that I'm here if you need anything, career or otherwise — shannon.t.howe.mil@us.navy.mil.

See ya in the Fleet, soon, I hope. All Day, Every Day!

CDMCM(SW/NAC) Shannon Howe, USN
Command Master Chief
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NEWSLETTER

Winter 2022

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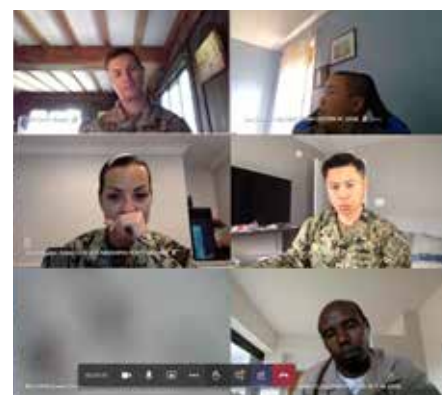
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NEXCOM CEO Receives Distinguished Service Award

By Navy Exchange Service Command Public Affairs

Retired Rear Adm. Robert Bianchi, CEO of the Navy Exchange Service Command (NEXCOM) and Special Assistant to ASD (M&RA) for Resale Transformation, was presented with the American Logistics Association's (ALA) Distinguished Service Award in October.

Bianchi received the award in recognition of his steadfast support of improved quality of life for active duty and retired military and their families. Bianchi spent over 29 years in uniform as a Navy Supply Corps officer. Upon his retirement, he was named CEO of NEXCOM. He also served as special assistant to ASD (M&RA) for Commissary Operations at the Defense Commissary Agency.

"It is truly such a privilege to receive this time-honored recognition," said Bianchi. "I humbly accept this award on behalf of NEXCOM's world-wide workforce of over 16,000 strong who are committed to serving day in and day out for our Navy warfighters and military families, particularly amid a worldwide pandemic over the past 18 months."

Each year, ALA presents the award to mark distinguished service in the field of military resale, MWR/Services and troop subsistence. Steve Rossetti, president of ALA, presented Bianchi with this honor during the group's annual conference. This year's conference was held virtually with participants around the world and a small in-person gathering in Chesapeake, Virginia. ALA is a nonprofit trade association that promotes, protects and enhances quality-of-life benefits for service members, military retirees and military families.

During the ceremony Rossetti stated, "[Bianchi's] dedication to duty allowed him to step up to the dual tasks of leading two of the largest entities in the federal government. [His work is] appreciated every time a Sailor's spouse reaches for that bottle of baby formula in the dead of night while their spouse is at sea... that Sailor at sea who relives his homesickness with a call from home or the Navy spouse who has a job with skills he or she can use from base to base, providing that much needed source of income."

"NEXCOM's seven business lines all have distinctive roles providing the necessary support for our Navy to remain ready and resilient with vital quality-of-life benefits," said Bianchi. "Our command's mission is critical and the support each associate provides is unmatched." 🌟

Above Right: Retired Rear Adm. Robert Bianchi, chief executive officer of the Navy Exchange Service Command and Special Assistant to ASD (M&RA) for Resale Transformation, was presented with the American Logistics Association's (ALA) Distinguished Service Award on Oct. 19. —U.S. Navy courtesy photo



Dual-Hatted NAVSUP WSS Engineer—Reserve Sailor, selected as Reserve Junior Officer of the Year

By Kelly Luster

OFFICE OF CORPORATE COMMUNICATIONS, NAVSUP WEAPON SYSTEMS SUPPORT

Nathalie “Snap Shot” Behn, a mechanical engineer at NAVSUP Weapon Systems Support (WSS), spends most of her time supporting Sailors and ensuring readiness from behind the scenes at the Price Fighters Department. However, it was her time in uniform as a Navy Reserve officer that earned her the title of the 2020 Reserve Officers Association Junior Officer of the Year.

Lt. Behn was ordered to active duty to support the Navy Reserve SurgeMain Mobilization of more than 400 Sailors at the Norfolk Naval Shipyard (NNSY) last July. She was the SurgeMain deputy officer in charge from July 2020 to Sept. 2021.

SurgeMain is a Navy Reserve program that provides skilled depot-level maintenance professionals to naval shipyards during peak workload periods, timing their annual training to prepare for mobilization while adding end strength when and where it is needed—all without impacting mission funding. The SurgeMain motto, ‘Right Skills, Right Time, Right Place,’ exemplifies the value the program adds to ship maintenance through to this program. SurgeMain Sailors are ready to mobilize anytime—anywhere, to provide direct support to the fleet in their skilled trades, including electricians, welders, pipe fitters, sheet metal workers, riggers, mechanics and more.

Behn spearheaded numerous projects and programs benefitting the Navy. She helped mobilize and train her Sailors to provide measurable, effective support to Norfolk Naval Shipyard shops, departments, and ship maintenance projects. Their service improved availability schedules, added maintenance capability, increased efficiency, avoided contractor costs, and further cultivated Sailor skills in depot-level maintenance. During her time as deputy Officer in Charge (OIC), Behn helped resource five submarine availabilities, two moored training ship conversion projects, and two aircraft carrier availabilities received substantial assistance. Additionally, her engaged leadership helped her Sailors attain 450 new certifications to perform shipyard maintenance, which are unprecedented numbers.

Behn said she’s proud of her selection for this award, but she sees the recognition as a team accomplishment. “Sure, my name is on the award, but it’s not about me. I could have not accomplished this by myself—this is a huge team effort,” she said, emphasizing NNSY’s motto ‘One Mission, One Team.’ “It’s about the support for every Sailor and getting our ships out of their shipyard maintenance

availabilities and out to sea where they belong. If we don’t do our jobs, they can’t do theirs.”

She said she is most proud of the strong emphasis she placed on Sailor development during her tour of duty. “We, as leaders, have an obligation to ensure every Sailor has the training they need to do their jobs safely. I sleep soundly at night because I know my Sailors are trained and ready to go at a moment’s notice and to complete the mission they are qualified to do.”

During her tenure as deputy OIC, 235 SurgeMain Sailors enrolled in the Navy Afloat Maintenance Training Strategy program, with more than 150 Sailors completing core fundamentals, and at least 15 Sailors fully completing trade skills earning a Naval Enlisted Classification code. Additionally, 12 Sailors qualified as Command Pay and Personnel Admin clerks, then processed more than 4,500 travel claims.

“Lt. Behn represents the best of the Navy. She’s a talented professional making the most of the opportunities in front of her, and she’s always working to open avenues for her fellow Sailors to make a difference in the fleet,” said Cmdr. Mike Sullivan, Behn’s Navy Reserve commander. “She finds an opportunity to make a major contribution, formulates a plan, and charges ahead with positive energy.”

In early Jan. 2021, she was hand-selected by Rear Adm. Howard Markle, acting shipyard commander, as NNSY’s primary docking officer. This is an extremely high visibility role with unmatched operational responsibility for shipyard junior officers. As the only reserve lieutenant at NNSY, she held this key leadership position for six months in addition to her deputy OIC duties.

When she’s not wearing a uniform to support the Navy, Behn is busy supporting the Navy behind the scenes as a mechanical engineer for NAVSUP WSS Price Fighters where she does a variety of duties including technical proposal evaluations for Performance Based Logistics contracts. Behn has performed detailed proposal evaluations, cost analyses, negotiation support, and proposal modeling for MK-99, SPY-1, MK-41 and H-53 Phase II, among many accomplishments.

“Lt. Behn’s selection as the Junior Officer of the Year is not a surprise to me,” said Rear Adm. Ken Epps, commander, NAVSUP WSS. “Our work at NAVSUP WSS is vital to ensure naval readiness. That is why we continue to attract and retain the most talented people like Nathalie Behn. Her dedication as a Sailor and civilian shipmate, exemplifies our Navy.”



Nathalie “Snap Shot” Behn, a mechanical engineer at NAVSUP Weapon Systems Support (WSS), spends most of her time supporting Sailors and ensuring readiness from behind the scenes at the Price Fighters Department. —U.S. Navy courtesy photo

U.S. Navy’s Supply Chain Chief Wants to Transform Dollars into Readiness

By Megan Eckstein

NAVAL WARFARE REPORTER, DEFENSE NEWS

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The U.S. Navy is trying to improve its readiness while reining in the rising costs of maintenance and modernization. While these goals can seem at odds, the service’s first stab at this effort allowed it to boost its fighter jet mission-capable rates from below 50% to 80% in 2019. The Navy said it revamped processes rather than throwing money at the problem.

The program marked the first implementation of the Performance to Plan (P2P) and Naval Sustainment System (NSS) initiatives, which apply best practices from commercial industry, create clear communication and responsibility between supported and supporting commands, and use data analytics to highlight problem areas and identify solutions. After this success, the Navy expanded the models to NSS-Shipyard — meant to boost on-time maintenance rates at the Navy’s four public shipyards — and NSS-Supply — meant to address the supply chain that provides spare parts throughout the fleet.

Rear Adm. Peter Stamatopoulos, the commander of Naval Supply Systems Command, sat down with Defense News to discuss how NSS-Supply aims to transform readiness generation throughout the fleet.

This interview was edited for length and clarity.

What role does NAVSUP play in the supply chain throughout the Navy fleet?

It’s been my observation that in the Navy’s journey over the past decade or so, we’ve longed for a supply chain integrator. And when often a question came up — “Who is the Navy’s supply chain integrator?” — that was a difficult question to answer for some. To me, it was very clear. To me, that answer is the Naval Supply Systems Command.

Our leadership, who have all served on ships, in aircraft squadrons, submarines,

aircraft carriers — they really understand the relationship that the supply officer has onboard those commands and ships in supporting the engineer, deck division officer, operations, and what they bring to make a war-fighting team even better. The Naval Supply Systems Command and the experience of Supply Corps officers really can look all the way upstream, where things happen in program offices, and understand all the downstream effects that may occur — those that enhance operations at the tactical edge and those decisions that sometimes are made for a variety of reasons and circumstances which can be to the detriment of the weapon systems.

The vice chief of naval operations challenged us to take a look at end-to-end supply chains, so that’s where we stood up and devised the NSS-Supply and our six pillars that we’re organized around.

How does NSS-Supply compare to NSS-Aviation, which explicitly seeks to raise aircraft mission-capable rates, or NSS-Shipyard, which seeks to get ships out of maintenance faster?

It started off by going out and studying industry. We looked at a few companies that had developed some supply chain metrics. We’ve always heard of: What is the return on investment? We need to buy more parts; what’s the return on investment for buying more parts? We need to do more maintenance; what’s the return on investment?

I recall being a lieutenant on an aircraft carrier and thinking about these things. I would open up my business books [from college] and I would play with the various formulas and metrics, trying to come up with something that might work. We had the idea, we just didn’t know how to put it all together.

Now what we’ve done is we’ve developed a “Supply Effectiveness Figure of Merit,

or SEFOM,” which really looks at readiness through a cash lens. We can apply that SEFOM to airplanes; we can apply it to ships, to submarines; we can apply it to discrete weapon systems. Behind the formula — we’ll use the aircraft example — if we look at our F/A-18 fleet of aircraft, we count the entire fleet of F-18s. [In NSS-Aviation, only aircraft assigned to squadrons are counted, not the total inventory that includes aircraft in depot maintenance or otherwise in long-term repair efforts. NSS-Supply, on the other hand, looks at the entire inventory.] We then work to monetize the value of each aircraft over its life cycle. If an aircraft is going to last, let’s just say notionally for 10 years, how much did that airplane cost? What’s its replacement value? And we could get an annualized per-airplane value over its life cycle, and then we can look at how many of those airplanes are mission-capable. That’s the readiness.

On the other side of the equation, what did it take to achieve that readiness? How much cash was put in? We look at cost of goods sold in terms of what we pay our commercial vendors to support that aircraft, and then also our cost of goods sold for our organic repair capabilities in our fleet readiness centers or aircraft intermediate maintenance departments. And we can put a dollar value associated with how many people do we have, how much is our test equipment.

So for the first time we have the value of the F-18 inventory, and what that formula showed us was that for every dollar that’s put into that ecosystem, we get about 18 cents of readiness out of that. Now that sounds really, really small, but when you compare us to commercial: Some of the best performing airlines get 25 cents per dollar. So it’s 18 cents per dollar versus 25 cents per dollar. Even making a one-penny change in that direction is a huge gain when you’re talking about billions of



Rear Adm. Peter Stamatopoulos, Commander, Naval Supply Systems Command and 49th Chief of Supply Corps, visits Puget Sound Naval Shipyard & Intermediate Maintenance Facility in Bremerton, Washington. —photo by Wendy Hallmark

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dollars. We've set ourselves a five-year goal of improving by 5 cents, and those will be huge gains for the Navy. We've analyzed the data, we've looked at leverage points throughout the end-to-end supply chain, and we have a really strong sense of what we can do over time to get greater readiness out of the dollars that we're putting in.

What are those leverage points in the aircraft readiness example?

One of our six pillars is called demand management. The demand management pillar is led by Vice Adm. Kenneth Whitesell, the commander of Naval Air Forces, and by the commander of Naval Air Systems Command, [now-Vice Adm. Carl Chebi, who took command of NAVAIR on Sept. 9], and supported by a vanguard of supply officers, maintenance officers in uniform, and then also government civilians and contractors.

One of the things that we did is we looked at reliability. Although we've had a Reliability Control Board for the last couple of years, we took it a step further and linked that reliability all the way down to the squadron level. We can start to see through data analytics how each aircraft is performing in terms of the amount of parts it's consuming. We found several instances where we could improve the reliability of a component, or we found out that certain airplanes or lots of airplanes were demanding more parts because the parts weren't lasting as long as what we thought they should last on the wing. That drove further causative analysis down at the deck plate level, which has really freed up and resolved some problems for us.

That's demand management: We found out that there are some things that we can do to change maintenance practices that would reduce the demand; you don't order as many parts, don't require as much maintenance. We can actually adjust our demand models to reflect that we end up buying fewer parts.

An important component of NSS is identifying supported commanders versus supporting commanders, and clarifying that relationship to ensure clearer accountability and decision-making. What's the relationship between NAVSUP and the NAVAIR or

Naval Air Forces team, for example, since you're the supported commander in NSS-Supply, but they are the supported commanders in NSS-Aviation?

In my day job at Naval Supply Systems Command, I make it clear to all the Navy that I am supporting to each one of the type commanders, each one of the fleet commanders, each one of our commanding officers in our squadrons and on our ships. I support them every single day. And that's our focal point.

However, when you take a step back and you look across aviation, surface, submarine, aircraft carriers, nuclear, we can start to see some broader supply chain trends. That's really what we're starting to illuminate and get after because we've energized a supply and maintenance vanguard across all these communities. And so while they're making step-change improvements in the business processes of fixing airplanes, of getting ships out of their availabilities on time, we can come in and look at some of the supply chain threads that go through all those key activities and operations. We can start to see where improvements can be made upstream, where if we can make upstream improvements, it's actually way more cost-affordable to do and will drive effects downstream.

So as the supported commander in NSS-Supply, we have set targets for each of those supporting commanders: targets in demand management aviation, targets in demand management surface, targets in our reshaping of the industrial base, targets in our increasing of end-to-end velocity or repair turnaround times. Then we hold ourselves accountable. We decide what the metrics are going to be that we look at. We all agree upon those, and we set ourselves really aggressive stretch goal metrics that, frankly, many of our teams believe are completely out of reach. As we start to dive deep into these areas, we're just seeing incredible gains that they're making.

The goal to reach an 80% mission-capable rate for fighter jets was set for the Navy and the Air Force by former Defense Secretary Jim Mattis. Why was the Navy able to make rapid improvements in aircraft readiness when the Air Force couldn't and ultimately dropped the goal?

The way that we fight at sea and from the sea from aircraft carriers and amphibious ship decks, we have to know our business. That's been one of the motivating factors behind this — to really be able to think about what's happening at the pointy end of the spear [and ask]: How can we keep those airplanes mission-capable because they'll be operating likely in a contested environment?

We may have very long lines of communication for resupply; we've got to do all the fixing that we can at the tip of the spear, and then we have to be supported throughout that end-to-end supply chain back into the industrial base, to be able to make sure that we have the throughput of parts that are coming out and the return of non-ready-for-issue parts that are consumed at sea.

Vice Chief of Naval Operations Adm. Bill Lescher has talked about "embracing the red," or shining a light on areas that aren't performing well and seeking help in improving, rather than being afraid to acknowledge poor performance. What does embracing the red mean to NSS-Supply?

First of all, we find the red all over the place. We've got a \$37 billion inventory, and we've got over 1,000 vendors. It begins with being able to see ourselves clearly. Every commander wants to understand: What does the operational environment look like? That's what we're really doing, looking at that operational environment. Then, as we look at our metrics that we've had, some of these traditional metrics, some are green and some are red. But as we start to dissect through looking at an end-to-end supply chain, we're seeing that maybe we don't have the right metrics; maybe some of the metrics that the commercial industry is using, they have great utility.

But when we embrace the red, it allows our teams to know that they can go after a problem and work together to figure it out. We want to have tough, candid conversations with each other. It's empowered all levels of our workforce to be able to work together. I think the most transforming piece is that culture shift is allowing us to work across other commands, rather than pointing fingers at one another. ●



By Rear Adm. Alan Reyes
Deputy Commander, NAVSUP

Welcome to the first Reserve-focused Supply Corps Newsletter since 2014. The Reserves have long played an important role within the Navy and the Supply Corps, but so much has changed since then. Now more than ever, the capabilities of the Reserve Force are necessary in providing the strategic depth the Navy and the nation need in this time of strategic competition. Whether you're a member of the active component, Reserve component, or a DoD civilian, understanding the critical role our Reservists play—and how to drive strategic depth in your own commands and organizations—is vitally important.

The role of the Navy Reserves has shifted since the Global War on Terrorism and particularly in the past two years. Day-to-day operational support is important, the Navy Reserve must develop new practices and ways of thinking that will enable us to build the highly trained bench depth required to win a war against a near peer competitor.

This requires us all to think and act differently. Here are the things we must embrace to “get there:”

- Drive **strategic depth** to surge and sustain **power projection** by prioritizing relevant and adaptive Phase 2 focused training and proficiency
- Increase naval and Joint **warfighting capabilities** by building and delivering flexibility in operational and expeditionary logistics, supply chain management, and acquisition
- Strengthen a results-based **culture of excellence** by holding ourselves and our shipmates to the highest standards, taking ownership of our mission, and continuously improving
- Focus units on measurable **impacts and outcomes**—not activity and time—in partnership with our supported commanders to ensure we are improving mission readiness and increasing our relevance and global reach
- Attain the highest levels of individual and unit **warfighting readiness** to answer the bell fully and promptly on day 1

Within this newsletter, you will find articles that best represent the type of Phase 0 work and training in which our Navy Reserves should participate to create the proficiency and lethality required for our Navy to successfully conduct Phase 2 operations. Whether you are active duty or a Reservist, contemplate these examples thoughtfully to season your own thinking and actions as you prepare both yourself and those under your charge during this time of strategic competition. If it happens, it will be an “all-in fight,” and what we do between now and then will determine the outcome. —A. J. Reyes



Logistics Specialist Chief Lynn Barr with Disposition Services Unit 4 CMH, conducting kind, count, condition of returning materials from Afghanistan. —photo by Capt. Orlando Lorie

Navy Supply Corps Reservists Provide Increasing Strategic Depth and Joint Warfighter Readiness to Defense Logistics Agency

By Capt. James L. Shelton
SPECIAL ASSISTANT TO THE DLA J-9 DIRECTOR
Lt. Col. William Cambardella
DLA JRF PAO

Hello, Aloha, Marhaba, As-salaam-alaikum, Bonjour, Hafa Adai... Over the past year, the Defense Logistics Agency (DLA) Joint Reserve Force (JRF) started each day by engaging with partner nations and agencies working together to accomplish Department of Defense and whole of government logistic support missions across the world.

As the nation's combat logistics support agency, DLA manages the total force global supply chain. The DLA JRF consists of Reservists from all four services with Navy Supply Corps officers and enlisted supply community representing 50% of the 663 total JRF complement. Together, they provide mission support at the strategic, operational, and tactical levels of war to contribute to Phase 1 operations for the warfighter global logistics requirements.

Vice Adm. Michelle Skubic, DLA director, has set the future direction in the agency's new 2021-2026 Strategic Plan, and the Joint Reserve Force Director Rear Adm. Grafton “Chip” Chase has aligned the JRF future training and mission priorities in order to meet the DLA director's intent.

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Chase established a vision and operating plan that rests on innovation, adaptability, agility, and accountability.

“Every member of the team should strive toward professional development and be proficient in their support to DLA and the billet they’re assigned to,” Chase emphasizes to the DLA JRF leadership. “And readiness is more than medical and physical readiness. We must be emotionally and spiritually ready to go forward, and our families also have to be prepared.”

Most recently, the Navy Supply Corps Reservists have been actively contributing to COVID-19 pandemic logistics and Hur-



Above: Logistics Specialist 2nd Class James P. Beattie, Defense Logistics Agency Troop Support, processing COVID-19 vaccine temperature monitors. —photo by Col. Greg M. Smith

ricane Ida relief efforts. As part of the DLA JRF, Navy members at Troop Support and DLA Distribution contributed to the quality control, inventory, and shipment of the COVID-19 vaccines for the Department of Defense. During the pandemic, there was a

shortage of warehouse personnel to ensure that COVID vaccines could be safely and expeditiously distributed.

Navy Supply Corps Capt. Greg Eaton, the Joint Directorate chief (JDC) for DLA Distribution, provided Reservists to support contact tracing and tracking of COVID-19 cases while backfilling for the civilian workforce.

“JRF members stepped up to prevent serious disruptions to the distribution mission, particularly the audit mission,” Eaton said. Additionally, DLA Distribution Navy Supply Corps Reservists also provided humanitarian and disaster response support during Hurricane season each year as a rapid response team for DLA.

Navy Reservists assigned to DLA Disposition services support the disposal of excess property received from the military services. This mission requires overseas mobilizations forward at Djibouti and Kuwait as well as various locations across the United States. Capt. Orlando Lorie, the DLA Disposition JDC explained that Navy Reservists perform the kind/count/condition inspections of materials returning from overseas to DLA disposition centers to ensure the accuracy of returning stock in the storage process. The recent Afghanistan withdrawal mission increased the mission requirements for JRF support in the handling of returning materials.

Navy Supply Corps Reservists also augmented the DLA Agency Synchronization Operations Center (ASOC) with battle watch captains in support of warfighter and federal partner logistic support missions around the globe. The ASOC is the “nerve center” for DLA coordination, prioritization and positioning of supplies 24/7 to ensure readiness and Joint enabling capabilities for missions such as the COVID-19 Task Force, Afghanistan withdrawal, and Hurricane Ida.

Navy Lt. Cmdr. Hugh Wilson has served as an ASOC branch chief over the last three years and coordinates schedules for the Reserve personnel who work in the ASOC. A Reservist himself, Wilson has provided direct daily operations assistance for DLA’s COVID-19 response since the beginning, including synchronizing and analyzing crucial data across DLA and with federal partners.

“The ASOC simply could not accomplish its mission without the support of Reserve personnel,” Wilson said. “They have been key enablers of success, baked in every mission and will continue to be an integral part of our team moving forward.”

Navy Reservists were among the 25 nominated as part of the DLA Large Team of the Year for 2021 to recognize key contributors during the COVID-19 response. Navy Supply Corps members have also been recognized among their peers, which include the 2020 Junior Enlisted Reservist of the Year Award CSI Salina Miller; 2020 Company Grade Officer Reservist of the Year Lt. David Skinner; 2020 Outstanding DLA Employee of the Year Lt. Cmdr. Hugh Wilson; and 2020 JRF Officer Leadership Achievement award Cmdr. Catherine Krakuszeski. 🌟

Logistics Readiness Center Thrives Due to Reserve Support during Exercises and Real World Operations

By Cmdr. Adam Guthrie

NAVAL RESERVES CNO INSTALLATIONS AND LOGISTICS, OPNAV N4 PENTAGON

Cmdr. Adam Guthrie recently completed one-year active duty for operational support orders to Commander, Submarine Force, U.S. Pacific Fleet (COMSUBPAC) at Pearl Harbor, Hawaii. He is currently assigned to the Naval Reserve CNO Installations and Logistics (OPNAV N4R) Unit at the Pentagon.

The month of June was a busy month for COMSUBPAC. The command oversaw Exercises Agile Dagger and Pacific Sentry, in addition to executing national tasking for real world operations. After standing up the Logistics Readiness Center (LRC) in support of both exercises, three Reservists provided key support to the N41 staff. Chief Logistics Specialist (Submarines) Peter Lacey, Chief Logistics Specialist Marvin Sibayan, and Logistics Specialist 1st Class Johnny Sanchez, ensured the LRC watch was manned, ready and operating efficiently. This was the first time that COMSUBPAC employed Reservists to man the LRC battle watch.

Exercise Agile Dagger consisted of deploying one-third of the Pacific Submarine Fleet on short notice to test the ability of our force to get underway expeditiously. The Reserve support was crucial in managing timely response to multiple casualty reports affecting underway operations.

Exercise Pacific Sentry is a large-scale, multinational Joint exercise led by U.S. Indo-Pacific Command simulating a conflict with a peer adversary. Several scenarios were injected into the exercise and the Reservists responded accordingly with logistics solutions in support of the battle watch.

Pacific Sentry was an opportunity for COMSUBPAC LRC to further develop its watch standing capabilities. Lt. Cmdr. Tyler Shang, a Supply Corps Reservist assigned to Commander, U.S. Pacific Fleet, gave a personal tour of the Pacific Fleet N4 LRC, which provided key insights into higher

headquarters operations. By understanding the entire operation, the team was able to improve processes to ensure successful sustainment of the submarine force and better support the Theater Undersea Warfare Battle Watch.

There were several challenges along the way, but the team prevailed. Leaving behind newly created LRC documents - an LRC Standard Operating Procedure and a Joint Qualification Requirement — our Reserve Sailors set up the LRC for future success. Several key areas, such as organizational relationships and required support across submarine classes, were discussed and highlighted for future LRC training development.

“It was exciting to come together with other logistics professionals, active duty, Reserve and civilians, while providing real-world and exercise support to COMSUBPAC,” said Lacey.

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Chief Logistics Specialist Peter Lacey, from Rochester, New York, and Logistics Specialist 1st Class Johnny Sanchez, from San Antonio, Texas, both assigned to Commander, Submarine Force, U.S. Pacific Fleet (COMSUBPAC), Undersea Warfare Operations Houston support the Logistics Readiness Center at COMSUBPAC during Exercises Agile Dagger and Pacific Sentry in June 2021. —photo by MCC (SW/AW) Amanda Gray

...continued from page 9

The COMSUBPAC N4, N41 and N7 led a deep dive earlier this year to refine the needed LRC watch stations to support a prolonged engagement. Our revised LRC watch bill is as follows:

- LRC Chief: (1) O6 Supply Corps
- LRC Deputy Chief: (1) O5 Supply Corps
- Battle Watch Readiness Cell: (4) E6-E9 Logistics Specialists
- Maintenance and Repair Cell: (4) E6-E8 ET/EM/MM
- Weapons Cell: (4) E6-E9 TM/STG
- Sustainment and Services Cell: (4) O3-O4 Supply Corps officer
- Logistics Plans Cell: (4) O3-O4 Supply Corps officer

A request for Reserve support has been routed to create and fill some of these LRC

billets within the COMSUBPAC Reserve Units across the country. This is in keeping with Vice Adm. John Mustin's fighting direction, to be prepared for Phase II operations and billets to mobilization assignments. Vice Adm. Mustin is chief of Navy Reserve and commander of the Navy Reserve Force.

Capt. Matt Holman, COMSUBPAC N41, ensured the Reservists were part of the daily routine in order to maximize their training and to showcase the value of the Reservists' experience.

"The Reserve community plays a vital role in COMSUBPAC during Phase II Operations. I am very pleased with the quality of Reserve support in our most advanced LRC collaboration to date," said Holman. "I look forward to improving and increasing the Reserve supply community involvement here in the Pacific Fleet in the near future."

Sanchez summed up his annual training by stating, "My experience participating in the LRC was a great one. It was interesting to see submarine operations at this level, after serving on board two fast-attack submarines and as submarine support on shore duty. I believe that we contributed and demonstrated that Reservists are a knowledgeable and valuable addition to active components. I have definitely taken what I have learned here and will begin to train and motivate my fellow Reservists back at the NOSC to increase their working knowledge and be prepared to contribute positively on their annual trainings. I'm happy and proud to have been a part of the first group of enlisted Reservists standing the COMSUBPAC LRC Watch." 🌟



NSS-S

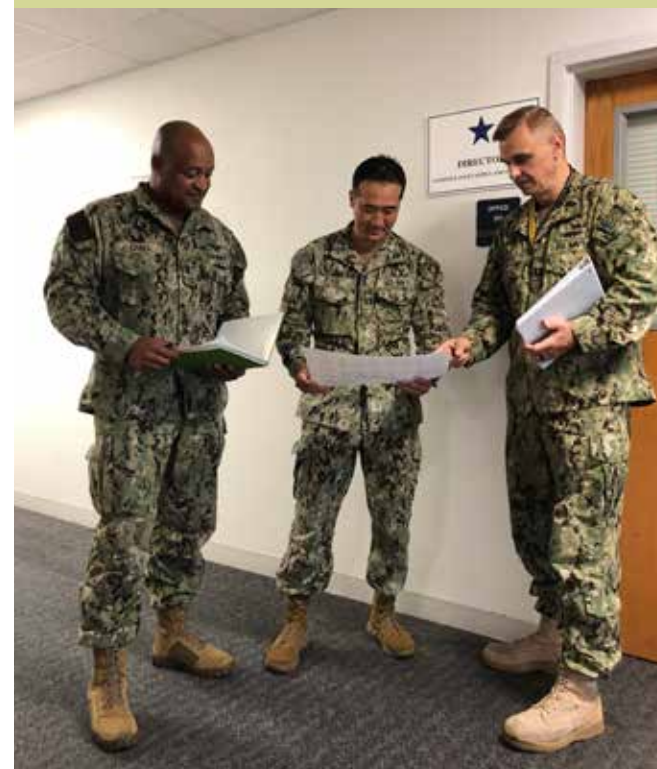
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Reservists Engaging in Supply Chain Management at the Heart of Operational Level of War

By Lt. Cmdr. Tiantian Shang
DIRECTOR, CPF N4 COVID LRC

Lt. Cmdr. Shang was on mobilization for the mission outlined in this article.



Two CPF N4 COVID LRC members, Lt. John Greene (*right*) and Lt. David Ng (*middle*), collaborate with the Master Chief from CPF N01H (Fleet Health Services), HMCM Nikki Craig (*left*), on COVID personal protective equipment distribution. —photo by Lt. Cmdr. Tiantian "Tyler" Shang

Life, liberty, and the pursuit of all who threaten it. Not an easy task by any stretch of the imagination. What was harder than conducting freedom of navigation operations against authoritarian state actors and America's pacing threats in an era of strategic competition? Conducting these operations throughout a period of, and in an environment with, a disease that wreaked havoc across the globe—COVID-19.

Overcoming this rampantly spreading disease presented unique and dynamic challenges for the U.S. Pacific Fleet (PACFLT). Some of the factors that exacerbated the challenges of time, space, and force included a severely constrained supply chain for COVID personal protective equipment (PPE) material and a throughput bottleneck in testing deploying personnel. Based on a study report prepared by the Navy Warfare Development Command, "prior to the COVID-19 pandemic, the Navy and DoD logistics enterprise had not been globally strained since World War II."

In response to the PPE supply shortage and additional logistics processes established by the DoD, PACFLT adeptly leveraged Reservists to augment its battle against COVID-19. PACFLT stood up a COVID Logistics Readiness Center (LRC), under the direct leadership of Capt. Michael Carl, the PACFLT N4C, director of Logistics Readiness.

Entirely comprised of Navy Reservists who volunteered for the call in response to a national level health crisis, the PACFLT COVID LRC team was forged by eight Sailors who drilled with various units from 7th Fleet, PACFLT, U.S. Fleet Forces, and the Navy medicine enterprise. Some were local to Hawaii, but many left behind their homes and loved ones in California, Minnesota, Nevada, South Carolina, Virginia, and Wyoming.

They dedicated anywhere from three to 16 months for the mission. Most of them were Supply Corps officers, while a few came from the submarine, aviation, and medical communities. With a wide range of backgrounds and skill sets, they all converged at Pearl Harbor with one specific goal—to provide backbone support in COVID PPE supply chain management and testing coordination for the safety and wellness of warriors, both at sea and in garrison. Their support enabled PACFLT to firmly uphold a fight-tonight posture in the maritime domain of a vast Indo-Pacific theater.

Lt. John Greene of Hawaii, a Reserve Supply Corps officer who mobilized to support the COVID LRC mission, and served as a point person for Sentinel Surveillance and Tier Testing reporting across the Pacific Fleet, remarked with a strong sense of pride, "Responding to a global scale pandemic was certainly challenging, but with a diverse group of individuals working hard together, we were able to adapt and overcome as a team. Through this experience, I gained a lot of logistics insight at the operational level of war and how each of us has a role in keeping the fleet fit to fight."

For their significant collective contribution, the PACFLT N4 COVID LRC team was recognized by the Team Excellence award at the 65th Annual Excellence in Government Awards Program, sponsored by the Honolulu-Pacific Federal Executive Board. The mission-accomplishment of the PACFLT N4 COVID LRC illustrated yet another timeless example of successful Reserve integration as a force multiplier to the active component.

In concert with the core framework of Navy Reserve Fighting Instructions (i.e. design the force, train the force, mobilize the force) by Vice Adm. John Mustin, chief of Navy Reserve and commander of Navy Reserve Force, Reservists-manned teams are called upon to fulfill crucial and relevant responsibilities in our ever-active fleets.

Cmdr. Jim Zolinski, PACFLT N4 Reserve Program director, astutely observed, "The American people deserve and demand the rapid, seamless, and effective integration of the trained and ready Reserve Force into the active component. It is the hallmark of our mission. This COVID LRC mobilization is a perfect example of how that is achieved, and its direct impact on combat effectiveness." 🌟



Logistics Specialist 3rd Class Santricia Haskell preparing depot level repairable components in support of NAVSUP FLC Norfolk's Advanced Traceability and Control (ATAC) team. ATAC provides tracking, expediting and visibility for Navy and Marine Corps depot level repairable components to minimize losses and optimize repair/supply cycle times. —photo by Tom Kreidel

Getting Back to the Basics for Increased Readiness

By Lt. Thomas Smith
UNITED STATES NAVY RESERVE,
FLEET LOGISTICS CENTER NORFOLK

Following one of the most unique years in recent history, the United States Navy had to adapt in order to meet mission requirements brought about by the COVID-19 pandemic. As infection rates subsided, and businesses began to re-open, the Navy Reserve shifted back to in-person annual trainings and drill weekends. Key among units which returned to in person drilling was Navy Reserve NAVSUP Fleet Logistics Center Norfolk (NR FLC Norfolk).

NR FLC Norfolk took full advantage of opportunities to augment the fleet by leveraging virtual trainings conducted during the nearly 14 months of virtual drilling and

applied them to real world logistics operations. In March 2021, and over the last seven months, NR FLC Norfolk aided several commands across the Norfolk waterfront. Most notably, the unit supported USS Gonzalez (DDG 66) to prepare for its supply management certification. The Sailors' visit to the ship provided an external perspective to the operation and unit members accomplished first and second counts of the S-1 division's precious metals and class B inventories.

NR FLC Norfolk Commanding Officer Capt. Patrice Higgins knows the change to in-person support of the active component is a critical milestone for her unit. Higgins said, "During the COVID-19 restrictions, my unit worked hard to build their skills through training and contributory support they could perform while being socially distant. It will be nice to see our Sailors employ those skills in-person for the betterment of the active component mission."

Additionally, NR FLC Norfolk assisted advance traceability and control in its critical mission to transport and account for components shipped to repair sites around the world. Experiencing the entire operation, six logistics specialists screened and processed 47 depot level repairable assets valued at \$2 million.

During fiscal year (FY) 2021, the unit also provided two Reserve Supply Corps

contracting officers to augment FLCs Norfolk and Puget Sound with end of FY close outs and post award contract administration. Lauded by FLC's Code 200 Contracting Department, Supply Officer, Lt. j.g. Eugene Gibbs, single-handedly closed over 216 contracts during his two-week annual training period in May.

NR FLC Norfolk's relationship with its gaining command, NAVSUP FLC Norfolk has flourished, creating a permissive environment for Reserve Sailors to thrive. The seamless integration with the gaining command's active and civilian workforce ensures there are training opportunities available, such as critically needed forklift training, and it provided real world contributory support to the fleet. It has afforded Reserve supply officers and logistics specialists tremendous opportunities to support any of 34 sites under the cognizance of NAVSUP FLC Norfolk, assuring members are mobilization ready assets able to support any platform or operation.

While COVID-19 changed the way our Navy operated for a period, the Reserve team, specifically NR FLC Norfolk, adapted and is ready for the fight. Whether in person or virtually, our team will remain flexible in facing existing and emerging challenges, and will continue to do so by providing superior logistics support to the fleet. ●

Defense Contract Management Agency Military Personnel Participate in War-Gaming Exercise

By Lt. j.g. Ashley Alford
NAVY RESERVES, DCMA EASTERN REGION COMMAND

Active duty and Reserve members attached to the Defense Contract Management Agency (DCMA) participated in a two-day war-gaming exercise to support the initial mobilization of an Operational Contracting Support Integration Cell (OCSIC) Aug. 6-7.

Twenty-eight military personnel from across the agency, and employees from the DCMA Combat Support Center, participated in the virtual session to explore the complexities of setting up an OCSIC in theater using a fictional scenario to support the de-escalation of a foreign government takeover of an allied government.

The exercise explored elements of setting up and using contract support during a scenario simulating the takeover of a partner nation by terrorist organizations. Team members identified the support requirements for establishing a force, identified the sources of supply for those requirements, and developed a concept of contracting support needed to support the first 90 days of the deployment of a Joint task force by U.S. Africa Command. Additional topics covered during the exercise included reviewing material related to the joint requirements review board; contracting officer representative duties and responsibilities; engineering roles and responsibilities; performance work statements; and quality assurance surveillance plans.

During the training, the team learned from Army Reserve Maj. Ed Fonseca, who recently returned from commanding U.S. Central Command OCSIC in Kuwait, and Navy Lt. Justin Wright, who was a Contracting Office Representative in Naples, Italy. In addition, the group also heard from Navy Capt. Jason Klingenberg, commander of DCMA Boston, as well as Rodney Palmer

and Kevin Landy from the DCMA Combat Support Center.

The participants said they gained valuable experience during the virtual exercise.

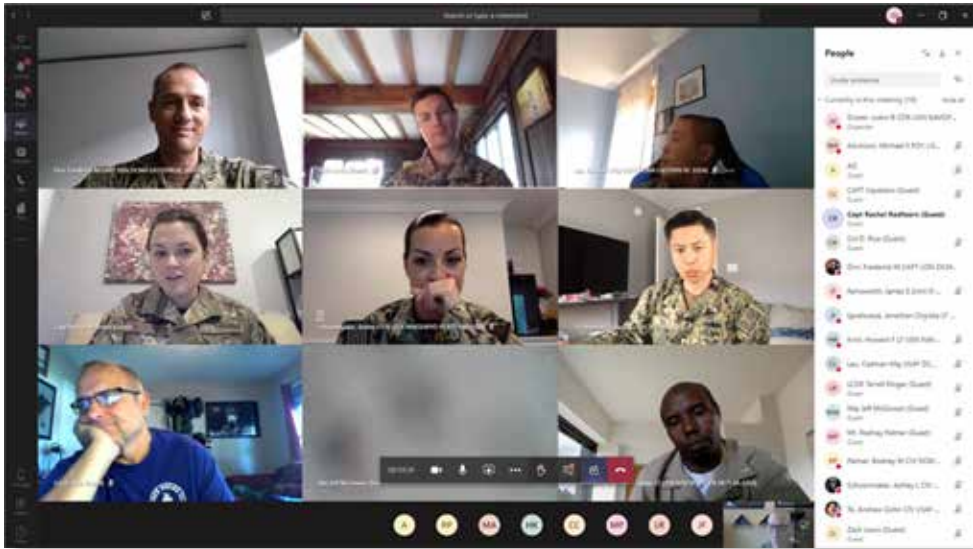
"This training, sharing of experience, and overall familiarization of the material is critical," said Army Maj. Alfonso Aldaz, administrative contracting officer with the DCMA Eastern Region Command.

Navy Reserve Lt. Cmdr. Gustavo Macias from the DCMA Western Region Command

deliverables that would be expected of us to provide in a forward deployed environment."

Air Force Chief Master Sgt. Adam Rising, DCMA senior enlisted advisor, said he was glad the group could come together to gain more OCSIC experience.

"Valuable exercises like these are the way to ensure that when put in an OCSIC environment, every Sailor, soldier and airman has the knowledge and skills to thrive and win," Rising said. ●



said the guest speakers provided a way for the group to learn more in-depth from each other.

"It is one thing to read about it in a newsletter or from a Defense Acquisition University training module, but it is another thing when I hear it from people who have lived it," said Macias. "The training session incorporated top-notch presenters and speakers. Everything they said during their presentations was of great value. The team breakout assignments enhanced our knowledge, and we took what we learned from the presenters and applied it to produce content with

Military and civilian personnel from the Defense Contract Management Agency participated in a two-day war-gaming exercise to support the initial mobilization of an Operational Contracting Support Integration Cell. —photo by Navy Reserve Lt. j.g. Ashley Alford

Logistic Teams Unify for Success during Sea Breeze 2021

By **Cmdr. Jeri Kincade**

SUPPLY OFFICER, NAVAL RESERVE CNE-C6F MPP 513

As part of the fiscal year (FY) 2021 APPLY Board results, I transferred from U.S. Naval Forces Southern Command/U.S. Fourth Fleet with the Command Destroyer Squadron HQ 40-unit to U.S. Sixth Fleet, Naval Forces Europe-Naval Forces Africa, with the Maritime Partnership Program (MPP) Det 513 unit. MPP Det 513 is an expeditionary Reserve unit with the abilities to support the necessary training of allied and partner nations.

I arrived to MPP 513 amid the Sea Breeze 2021 Exercise planning phases. This annual exercise is held in the Black Sea area, and I was ready for any challenges ahead. As MPP Det 513's N4 department head, I worked closely with the 6th Fleet logistics lead planner, to be at the ready to lead the J4 teams through the logistical schedules and obstacles the exercise entailed. Additionally, I was able to discern the scope of activities, deliveries, and manpower required to have a successful tour.

Although my team of 17 was not solely comprised of logistic specialists, they worked hard to complete the daily missions. My information systems technician, hospital corpsman, cryptologic technician and intel officers made it happen. Lt. Cmdr. Roman Chernin, my J4 deputy and principal translator, was born and raised in the Ukraine and is now a U.S. Navy Supply Corps officer. His native life experiences and linguistic vernacular were critical to making sure our allied and partner nations understood the importance of our logistical endeavors, mission and goals set forth for the exercise.

Other than a few pre-exercise spot deliveries, my team was extraordinarily triumphant. Over a 29-day period, from

0500 to 0100, we observed and inventoried deliveries of fuel, food, construction material, office supplies, vehicles and the equipment requirements. We supported the Marines, Special Forces, allied navies, explosive ordinance units, Coast Guard, public affairs and diving units, and assisted them through a few customs issues, transportation shortfalls, and some food shortages. Several last-minute heroics by then Lt. Chernin, assured our partners that we were in this unified effort together.

My team worked tirelessly to ensure 673,000 gallons of fuel, 125,000 bottles of water, and 22,000 MREs arrived at more than 14 different locations encompassing four different countries covering 461 square miles, costing approximately \$2.8 million. Unit leaders credited the participation of highly trained and dedicated Navy Reserve Sailors with a wealth of professional expertise to the successful mission. As stated by the Exercise Director and MPP 513 Commanding Officer Capt. Stuart Bauman, "Cmdr. Kincade took on a very heavy load and mastered it."

At the J4 logistics farewell gathering and dinner, my team and I were lauded by Ukrainian logistics team members and the vendors. During the Maritime Operational Center closeout, we were praised for our tireless efforts amid challenging times.

In addition, it was at the Sea Breeze 2021 closing ceremonies that Rear Adm. Oleksii Neizhpapa, Ukrainian navy commander, applauded and honored my team for heralding a logistical feat that resulted in a monumental success for the unified NATO countries in an effort to bring cohesion and peace to the Black Sea region & area.

I wholeheartedly welcome Sea Breeze 2022 to further solidify the unified efforts in the region amongst the Ukrainian and all our allies. 🌟



Above: Rear Adm. Oleksii Neizhpapa bestows token of appreciation to Cmdr. Jeri Kincade, J4 Log lead & her team. —photo by Lt. Cmdr. Peter Fallgatter



Left: Cmdr. Jeri Kincade, ITC Carl Bahls and IT2 Sergio Ambelisdiaz observe fuel delivery and testing. —photo by Lt. Roman Chernin

Right: Fuel delivery for the Georgian Coast Guard — Capt. Aleksandre Kutateladze (left) and Major Zibzibadze (right) with Cmdr. Jeri Kincade. —photo by Lt. Roman Chernin





Navy Expeditionary Logistics Support Group: Preparing for the Extremes of Logistics in War

By Navy Expeditionary Logistics Support Group

Modern fighting forces are insatiable in their constant demand for sources of supplies, ordnance, fuel, food, and the thousands of items required to make up a self-contained fighting force that can operate independently. They must be able to execute their mission in a wide range of operational scenarios, whether it be in extreme, remote, or austere locations where nothing is available and all support must be “pushed” to the other extreme of well-entrenched sites with full infrastructure already in place and minimal levels of requirements for sustainment. When considering the role of logistics in such extreme wartime scenarios, there is a multitude of “contrasts” the U.S. might face, each with its own unique and different set of logistical challenges.

At one extreme is the August 1990 invasion of Kuwait by Iraq. The U.S. and coalition allies’ response to this aggression was named Operation Desert Shield (ODS), which transitioned to Operation Desert Storm once hostilities began. Prior to the retaking of Kuwait, the U.S. and its coalition allies had six months to establish an enormous stockpile of “bullets, beans, and fuel” to facilitate and support the expulsion of Iraqi forces. The aggregation of this stockpile occurred primarily by means of sealift.

By September 1990, more than 100,000 U.S. military personnel and their equipment had deployed to Saudi Arabia and the surrounding area in the first 30 days. This massive logistics effort was supported by more than 400 ships under the control of the Military Sealift Command (MSC), for both Desert Shield and Desert Storm. The fact that the U.S. Navy maintained control of the sea lanes assured the safe and rapid deployment of MSC controlled ships.

The first phase of the sealift consisted of more than 180 ships, assigned to, or chartered by MSC. The entire sealift operation transported nearly seven billion pounds of fuel and 2.2 billion pounds of cargo—moving more cargo farther and faster than any other time in history. The second phase of the operation, which supported the additional reinforcement of Desert Shield forces—saw 220 ships come under MSC control, making this the largest sealift effort since World War II. By March of 1991, an average of 84 million pounds of cargo was arriving in Saudi Arabia daily. That average is even more impressive when contrasted with the 57 million pounds daily average during the 37-month-long Korean conflict and the 33 million pounds daily average to the Pacific theater during World War II. In summary, this logistics effort was conducted with sea lanes secured; unrestricted deep-draft port

Left: Sailors unfold a fuel bladder into a Commander, Task Group (CTG) 56.3 Navy Expeditionary Logistics Support Group (NAVELSG) fuel farm. Utilizing a bladder-bag system, this fuel farm is able to store over 1.2 million gallons of diesel fuel for U.S. forces and coalition partners. CTG 56.3 NAVELSG is responsible for intra-theater movement control, cargo processing and logistical planning for operations and exercises. —photo by Mass Communication Specialist 2nd Class Torrey W. Lee

and airfield availability; months to prepare; and a massive port, airfield, and overland infrastructure already in place. From a logistical point of view, conditions could not have been any better; especially when contrasted with opposite extremes.

In April 1982, United Kingdom and Argentina went into armed conflict over two British-dependent territories in the South Atlantic — the Falkland Islands and its territorial dependency, South Georgia and the South Sandwich Islands. This resulted in a 10-week undeclared war between these two countries that were literally at the extreme end of the globe, and 8,000 miles apart by sea. Compared to ODS, the Falkland Islands campaign was a complete and opposite logistical scenario. There was very little logistical infrastructure in place on the islands for the massing of force, while the British had no logistical pipeline in place to bridge the geographic distance gap, nor did they have the readily available sea assets to facilitate such a logistical sea-bridge. As ODS was an ideal scenario for tactical logisticians, the Falklands Islands Campaign could be described as the worst — a logistician’s absolute nightmare.

There are many books written on the Falklands Campaign; mostly by British authors. Retired U.S. Army Maj. Gen. Kenneth Privratsky, however, was the first American to write on the critical importance that logistics played during the campaign. In his book, *Logistics in the Falklands War: a Case Study in Expeditionary Warfare*, Privratsky makes it very clear that logistics was the primary reason for the United Kingdom’s eventual triumph. As Privratsky writes, “Wars sometimes occur at times and in places least expected.” The lack of bullets,

beans, and fuel can cause unplanned pauses to a campaign plan or, worse yet, leave troops alone and exposed. He further states that the challenges were huge; compounded by a lack of preparation time; an intense urgency demanded by a national agenda; the enormous and significant distances involved to resupply; the need to acquire or hire commercial ships from trade to ferry resources via the logistics bridge. He also describes in great detail the United Kingdom’s rush to reorganize and deploy their forces within the 48-hour time period called out by the British Prime Minister at the time, Margaret Thatcher. This required the British to dispatch a large naval and amphibious task force; develop on-the-fly innovative solutions needed to sustain the Task Force; establish a vital staging base mid-route at Ascension Island to enable in-theater resupply, and endure logistics setbacks encountered when their logistics enablers were either sunk, battle damaged, or destroyed during combat. Further exacerbating this endeavor was inadequate training, too little intelligence, a lack of a contingency plan, a politically driven rush, and once again, those 8,000 miles.

The requirement for the British to master these logistical challenges demanded a significant level of ingenuity, resourcefulness, and sheer practicality to get the job done. Highlighted in all of this was the key role and contribution made by industry as commercial ships were modified to meet wartime requirements. For example, in a 56-hour period, the cruise ship *Uganda* converted into a hospital ship by modifying its interior spaces for a clinic, surgical facilities, and labs; installing a helicopter deck; adding equipment to produce fresh water; and applying red cross markings. In total, 54 ships were conscripted from the commercial fleet to help build a logistics bridge to the Falklands, which outnumbered the amount of warships involved in the conflict. Many of these commercial ships were designed only for pierside off-loading; however, once in theater, supplies, and equipment had to be transferred to other vessels (or lighters) capable of operating in shallow waters. Additionally, the rush to get ships loaded in Britain (the supply push) led to incompatible or inefficient stow plans that could hinder combat operations. As evidence, Queen Elizabeth 2 was sent home with 75% of its mortar and artillery rounds buried deep

below decks, inaccessible while in the Falklands, for fear of the time it would take to be offloaded during intense periods of Argentinian airstrikes. In his book, Privratsky argues convincingly that logistics was truly the center of gravity of the campaign, and that the movement of ammunition, supplies, and equipment — whether by shallow-water capable ships, helicopters, or backpacks — dictated the pace of the ground war.

The British, with their firm resolve and their jointly trained and professional military forces, tirelessly got the right supplies to the right place. The Falklands Campaign is a classic case study for the importance of the integration of combat operations and logistics. Had the logistics plan failed, victory would have been impossible and humiliation inevitable, with no food for the troops, no ammunition for the guns, no medical support for casualties. The lessons learned from this campaign are invaluable to today’s logisticians as the U.S. faces the potential for the reality of over-the-horizon or out-of-area operations required in remote trouble spots and on short notice. This brings the question, “where will the next U.S. conflict be?” Will it be the ideal logistics scenario presented during Operation Desert Storm; perhaps this time in Europe, or back to the Middle East? Alternatively, will it be a complete contrast and logistics extreme, as was presented to tactical logisticians during the Falkland’s Campaign; this time perhaps in Africa, or the Pacific, which coincidentally mirrors the Falklands Islands scenario in geographic scope, enormity, and complexity.

NECF=CLAR-SECURE-BUILD-PROTECT

The Navy Expeditionary Combat Forces (NECF), under the command of the Navy Expeditionary Combat Command (NECC), are preparing for all potential or extreme logistics scenarios. These forces include Explosive Ordnance Disposal (EOD), Maritime Expeditionary Security Force, Naval Construction Force (NCF), Navy Expeditionary Intelligence Command (NEIC), Expeditionary Combat Readiness Command, Navy Expeditionary Warfare Development Command (NEXWDC), and the Navy Expeditionary Logistics Support Group (NAVELSG). During Distributed Maritime

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Sailors participate in weapons on-load training at Navy Expeditionary Logistics Support Group. The Naval Expeditionary Logistics Force reinforces blue-water lethality by providing a wide-range of supply and transportation support critical during competition, crisis, and conflict. —photo by Petty Officer 3rd Class Michael Bagen

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Operations (DMO), NECF forces facilitate the establishment of Advanced Naval Bases and support the logistics sustainment of Expeditionary Advanced Base Operations. NECF forces will: CLEAR the sea-lanes to ensure force entry and access for operations; SECURE the battlespace for the establishment of initial logistics operations; BUILD the requisite logistics infrastructure to ensure logistics sustainment for Naval Forces; lastly, they PROTECT the logistics infrastructure for the duration of the operational requirement.

The primary logistics enabler for the NECF resides in the NAVELSG, based in Williamsburg, Virginia. An Echelon IV command under NECC, NAVELSG is a Combat Service Support force manned, trained, and equipped, to provide expeditionary logistics support across the full spectrum of operations up-to-and-including Major Combat Operations (MCO), in uncertain environments, and under austere conditions. NAVELSG's primary mission is to support

geographic Naval Component Commanders, Marine Air Ground Task Forces, Combatant Commanders, and Joint Task Force Commanders with expeditionary logistic capabilities, primarily within the maritime domain of the littorals.

NAVELSG consists of an active component, full-time support and Selected Reserve Headquarters support staff, four Navy Expeditionary Logistics Regiments, and seven Navy Cargo Handling Battalions (NCHBs). The NAVELSG force is 84% Reserve personnel, the highest Reserve centric component within NECC. The organization is tasked with providing dynamic logistics support in the full range of military options from peacetime support to MCOs. The prime mover of Navy Expeditionary Logistics is the NCHB. Each NCHB is organized, trained, and equipped to load and off-load cargo carried in maritime pre-positioning ships and merchant ships in all environments; operate an associated temporary ocean cargo terminal; load and off-load cargo carried in military-controlled aircraft; operate an associated expeditionary air cargo terminal;

refuel tactical aircraft and ground vehicles; and reload/re-arm surface combatants pier-side or instream. These capabilities are critical for sustaining forces in support of major combat operations.

NAVELSG units can operate independently or as combined units of a NECC Task Unit. An NECC Task Unit may include other NECC components such as EOD, NEIC, Naval Construction, or the Maritime Expeditionary Security Force (MESF). NAVELSG units are generally subordinate to another NECC component commander; however, they possess the requisite command, control, and communications equipment to assume Tactical Control of an NECC Task Unit.

As the Marine Corps is engaged in its current redesign in support of the new Concept of Operations (CONOPS) to counter emerging threats from great power competition (GPC), NAVELSG is continuing to expand its capabilities, as well. The inherent operational capabilities of NAVELSG are ideally suited for the evolving concepts of next-generation amphibious warfare,



Sailors guide an SM-2 missile into place as it is lowered towards a vertical launch system during an expeditionary ordnance reload training evolution with Navy Munitions Command CONUS West aboard USS Michael Murphy (DDG 112) on Naval Weapons Station Seal Beach. —photo by Chief Mass Communication Specialist Class William S. Parker

expeditionary advanced base operations, and distributed maritime operations, and it will continue to shape itself to support those expanding missions. During DMO operations, there are a number of Maritime Sustainment Vectors that will be critical to the establishment and sustainment of our logistics infrastructure in support of Naval (USN and USMC) and Joint forces while they operate in the littorals of the battlespace. The inherent value of the NAVELSG specialized skill sets are they provide and directly enable several Maritime sustainment functions for Navy Component Commanders, Joint Force Maritime Component Commander, and/or Combatant Commanders. Specifically, the three sustainment vectors NAVELSG directly supports include: re-arm, re-fuel, and re-supply.

EXPEDITIONARY RE-ARM

The unique capability for the Navy to rearm itself in an expeditionary environment is of significant operational and strategic importance to the Fleet. More notable, this

capability has not been battle-tested under large-scale combat conditions since the days of WWII, so in this period of GPC, this capability is receiving renewed interest. The movement and handling of ordnance has always been a mission for the NCHB in NAVELSG. This capability is embedded in the NCHBs Surface Cargo Companies, which load and unload ships; the Air Cargo Company, which loads and unloads aircraft; and the Cargo Terminal Company, which provides for the marshaling, movement, and transport of ordnance. The Sailors in these three companies are trained and enrolled in the NCHBs Ammunition Qualification & Certification (QUAL/CERT) Program, and must be able to handle Work Task Code-1 (Handling), Work Task Code-2 (Storage & Stowage), and Work Task Code-3 (Assembly & Disassembly) for any ordnance operations. This could involve ordnance that is containerized, which the other services prefer, or break-bulk pallets that the Navy must use due to the deck restrictions of smaller ships upon which the ordnance might be relocated.

NAVELSG ordnance operations can cover a variety of logistical scenarios, such as the missions they have executed in recent years. This has included the transfer of mines from a dry cargo/ammunition ship (T-AKE) to magazines located ashore in the 5th Fleet Area of Responsibility (AOR); the reconstitution by airlift of EA-18G Growler aircraft ordnance left in place after a squadrons departure from an airbase in the Sixth Fleet AOR; as well as complete onloads and offloads of break-bulk ordnance for the Maritime Preposition Force (MPF) T-AKEs, USNS Lewis and Clark (T-AKE 1) and USNS Sacagawea (T-AKE 2). NAVELSG has also been at the forefront of other significant expeditionary ordnance proof of principle for movements of surface missiles and torpedoes in several geographic combatant commands.

In late 2017, working in conjunction with the three Navy Munitions Commands (NMC), NAVELSG identified a potential gap in the reload support of Vertical Launch Systems (VLS) onboard surface combatants. In peacetime, this mission is conducted by

...continued on page 20

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NMC Quick Response Teams (QRT) in the traditional homeports located in Continental U.S. (CONUS) or overseas where our ships operate, and which contain robust infrastructure and equipment already in place. Under combat conditions, however, this historical reload model might have to change, as some of these reload points would be obvious targets for enemy combatants. This will require the need to conduct VLS

U.S. Fleet Forces Command Expeditionary Ordnance (ExOrd) CONOPS. The CONOPS delineates the swim lanes between a Navy Munitions Command QRT, a 10-member team that handles VLS requirements in traditional port settings (permissive, non-hostile) with infrastructure support and ordnance handling equipment (OHE) readily available, and a new unit of action called an expeditionary reload team (ERT). The ERT is a 22-member team that incorporates the air

NCHBs. Ideally, the CONOPS for an ERT is to be able to deploy to any expeditionary or austere environment that has no host-nation, contracted, or other sources of support, and be able to operate independently to execute the VLS reload mission.

Within each of the seven NCHBs, an expeditionary reload company (ERC) is being organized that will house two ERTs, a blue and gold ERT. This will produce up to 14 ERTs within NAVELSG. Each ERT member is also part of the NCHBs ammunition QUAL/CERT program, current in WTCs 1—3 and 25 ordnance family groups; licensed in handling explosive forklift, aircraft k-Loader, and tractor trailer operations; certified on specific OHE for VLS operations. Lastly, they will also be licensed to operate a 110T mobile crane. There are a variety of ratings within the ERT, including but not limited to, gunner's mate, aviation ordnance-man, logistics specialist, boatswain's mate, and equipment operator. The key point is, regardless of rate, the Sailors must be able to become qualified and proficient in all the training requirements for the successful execution of a surface VLS mission. Another differentiation for the ERT Sailors as compared to the QRT is that the ERT Sailors will be fully qualified in all the combat skills tactics and procedures required of all NECF members for operations in hostile or non-secure environments. Finally, and just as critical, the ERT is not Surface VLS only, but could be deployed for involvement in any type of ordnance movement, such as T-AKE operations, or overland transport of ordnance to/from ammunition supply point magazines to/from APOD or SPOD.

A key step in the establishment of ERTs within NAVELSG has been close communication, cooperation, and collaboration with the two Navy program offices at Naval Sea Systems Command (NAVSEA) and Naval Air Systems Command (NAVAIR) responsible for Surface VLS outfitting and operations. The NAVSEA Program Office (IWS-3L) is responsible for standard missiles, Evolved Sea Sparrow Missile, and vertical launched anti-submarine rockets, as well as the gas management systems, which can differ for each VLS type canister stored in the launcher. The NAVAIR program office (PMA-280) is responsible for the VLS launched Tomahawk Land Attack Missile (TLAM). They also serve as the

certifying agent for both the NMC QRTs and NAVELSG ERTs. Both program offices were instrumental in getting NAVELSGs ERC/ERT program up and running, providing extensive training and outfitting assistance throughout 2020—21. Additionally, the NAVESA program office assisted in facilitating the construction of a VLS surface trainer at NAVELSGs home base in Cheatham Annex, Virginia, by providing two actual MK41 VLS launchers that were installed in NAVELSGs already existing land ship trainer. This extraordinary VLS training asset is a one-of-a-kind in the Navy and was keenly responsible for helping to fast track the stand-up of NAVELSGs first ERTs aggressively ahead of anyone's predictions.

The certification process is a year-long and very detailed process conducted by PMA-280 subject matter experts and began with a site survey of the CAX training facility; a logistics evaluation to determine outfitting requirements; a specialized training course; and a final inspection of required OHE, storage facilities, and the QUAL/CERT program for all ERT members. The final piece was proficiency demonstrations by NAVELSG's first two active-duty ERTs from NCHB-1. In May 2021, the certifying agents from PMA-280 officially certified the Navy's first two ERTs within NCHB-1. This benchmark represented initial operating capability for NAVELSG in this mission area. The remaining ERC/ERTs will now fall under the NAVELSG optimized Fleet response plan, where their readiness generation will be tracked closely. The goal is to reach full operational capability for the entire force by fiscal year 2026, which would provide the warfighters with up to 14 ERTs. The culmination of this elongated effort to establish certified ERTs produced tangible and actionable results in August 2021 as an ERT from NCHB-1 boarded two C-17s with their equipment and deployed to 5th Fleet AOR. While at a remote location, the ERTs safely and expeditiously conducted a surface VLS mission to refresh 14 TLAMs on a guided-missile destroyer, which they had concurrently offloaded from a T-AKE.

Attention has now turned to training the remaining ERTs within NAVELSG, as well as programming for the ERC table of allowance (TOA), which essentially is the equipment needed to conduct the mission. The ERC TOA contains elements of NAVELSG's

Surface, Air, and Cargo Transport capabilities with the addition of specialized OHE that is specific to the VLS mission. It includes tractor trailers, aircraft K-loaders, forklifts, stake trucks, OHE, and in the near future, the 110T mobile crane. This equipment provides the ERT with the capability to fly in, disembark, conduct the mission with minimal or no support, and then embark for immediate egress to the next reload site of opportunity.

Expeditionary Re-Fuel

The NAVELSG fuels enterprise encompasses a traditional expeditionary bulk fueling capability and a significant reemergence of its expeditionary aviation refueling capability. Currently, NAVELSG fuel cargo handlers operate the bulk fuel facility at Isa Air Base, Bahrain, which provides Class III support to various naval, Joint, and coalition aviation assets operating in the U.S. Central Command AOR.

The bulk fueling capability exists to provide Class III in an expeditionary environment to a variety of ground transportation requirements. The emerging expeditionary aviation refueling capability will seek to complement what already exists in the U.S. Marine Corps (USMC) Marine Wing Support Squadrons, providing aviation fuel to the panoply of aviation assets, including special mission aircraft, rotary wing, and tactical fighters, in a more mobile manner than the traditional bulk fuel capability.

NAVELSG is fully committed to naval integration with USMC partners to further this capability, participating in exercises and proofs of principle in the Philippines, Japan, Alaska, and CONUS, such as the most recent large scale exercise 2021. They have participated in training opportunities to accelerate institutional knowledge, such as the USMC forward arming & refueling point OIC course, part of the USMC weapons & tactics instructor certification at Marine Corps Base 29 Palms, and the expeditionary fuels course at Fort Lee, Virginia under the Army Quartermaster School.

Expeditionary Re-Supply

The USMC MPF is a national, sea-based strategic asset, ready to sail to a conflict when tasked by the appropriate authority.

NAVELSG, has long been a key enabler of MPF operations, boarding the ships of the maritime prepositioning squadron (MPSRON) to conduct offloads of all classes of critical cargo both pierside and at anchor (in-stream) to then be forwarded on to the customer. NAVELSG Sailors are constantly at the ready to respond to such an activation to ensure those on the front lines have what they need to take the fight to the enemy. In addition to MPF, NAVELSG supports U.S. Transportation Command led operations such as Joint Logistics Over-the-Shore (JLOTS) and Joint Task Force — Port Opening.

Additionally, the NAVELSG air cargo capability performs a similar function in the air mode of transportation, operating the air terminal at an APOD/E to load and/or offload passengers, cargo, and mail. For instance, NAVELSG Sailors operate the air terminal at Minhad Air Base in the United Arab Emirates under MSC Central (CTF 53), providing air cargo support to the AOR. The NAVELSG cargo terminal capability transports cargo from either a SPOD or APOD for reception, staging, and onward integration in either a line haul or convoy scenario.

NAVELSG re-Supply capabilities are trained and exercised at annual events such as Native Fury, JLOTS, Rim of the Pacific Exercise, Saber Strike, Freedom Banner, MPF-EX, and Pacific Partnership in conjunction with Naval Supply Systems Command Fleet Logistics Center Pearl Harbor, Hawaii. Annual operations include Operation Pacer Goose supporting U.S. Space Command in conjunction with Defense Logistics Agency Norfolk; Operation Deep Freeze at McMurdo Station, Antarctica in support of the National Science Foundation, and ongoing support to the NECF Task Force in the Indo-Pacific, CTF-75. Finally, NAVELSG maintains a strong relationship with the MPF Maintenance Cycle program managers at Blount Island Command in Jacksonville, Florida, providing offload/backload support of Improved Navy Lighterage System watercraft and ordnance from MPSRON vessels, which double as incredible training opportunities for the NAVELSG Force. 🌟

For more news from Navy Expeditionary Logistics Support Group, visit www.dvidshub.net/NAVELSG or find us on social media. Facebook: @NAVELSG; Instagram @NAVELSG



Sailors swing literage aboard USNS 1st LT Jack Lummus (T-AK 3011) during an in-stream loading exercise.—photo by Chief Boatswain's Mate Cynthia VanHorn

reloads at locations considered remote, austere, or expeditionary; with no or very little infrastructure in place to facilitate reload or the logistical phases leading to it. This creates a significant logistical dilemma for both reloading our combatants ashore or at sea. Working with the NEXWDC, a working group was formed with the pertinent stakeholders to examine this problem. Their task was to formalize a concept of operations (CONOPS) to address the VLS reload challenge in expeditionary environments, both ashore and at sea.

This project came to completion in April 2020 with the formal signing of the

cargo handling and cargo transport elements of an NCHB with the VLS loading/unloading mission; therefore, providing full aerial port of debarkation/embarkation (APOD/E) to seaport of debarkation (SPOD) delivery and VLS re-Load capability. The ERT is trained and equipped to operate in uncertain or hostile environments and at austere locations where OHE and infrastructure may not be readily available.

To meet the direction of the USFFC EXORD CONOPS, NAVELSG embarked on a developmental trajectory to begin organizing, equipping, training, and certifying multiple ERTs within its force, specifically the



A Sense of Community: First-Gen Hispanic American Serves Navy Supply Corps

By Tristan Pavlik

OFFICE OF CORPORATE COMMUNICATIONS, NAVSUP WEAPON SYSTEMS SUPPORT

From a young age, Lt. j.g. Glen Moran was instilled with a sense of patriotism after watching his father serve in the U.S. Army and his mother work as a nurse. He watched his parents devote their lives to serving their country and community. Today, Moran is proud to be a ‘Mustang’ in the U.S. Navy as he models a future available to other young Hispanic Sailors.

Moran said watching his native Ecuadorian father serve as a Soldier then become a New York City police officer, he saw the many paths available to him and wanted to continue to pave the way for other Hispanic Americans. He did this by first enlisting in the Navy and then commissioning as a Supply Corps officer.

A born and bred New Yorker, Moran said he grew up in a melting pot of cultures. Raised in a Hispanic home, he grew up celebrating and navigating the first-generation American experience to which only those with immigrant parents can relate.

“When I think of Hispanic Heritage [month], I think about how I get to stand here today as a legacy and proof of just a fraction of the sacrifices and outstanding contributions of the Hispanic and Latino community in our country,” said Moran.

It was not a question for him if he would serve, but how. His first opportunity to serve was as a machinery repairman aboard USS Bataan (LHD 5). It was there that he became

familiar with the naval supply chain. On his second assignment onboard Naval Air Station Sigonella, he was encouraged by his leadership to commission as an officer.

During his enlisted time, he became very familiar with the Navy Supply Corps and experienced a strong sense of community similar to what he felt growing up in New York City.

In January 2019, Moran was selected for a commission as a Navy Supply Corps officer and completed Officer Candidate School and Navy Supply Corps School in Newport, Rhode Island.

This reinforced his sense of purpose and duty within the Navy and bolstered his sense of pride to wear the moniker ‘Mustang,’ a term for officers who were enlisted prior to their commission.

His first assignment as an ensign was aboard USS Arleigh Burke (DDG 51) where he served as an assistant Supply Corps officer. While aboard, he was asked to serve as a guest speaker for the celebration of Hispanic Heritage Month. This gave him yet another opportunity to uplift Hispanic voices and demonstrate the American dream.

“Though I was born in our very own land of the free, home of the brave, I take much

pride in identifying with my Hispanic roots,” he said.

Another way Moran demonstrates his dedication to service is by being available to his fellow Hispanic Sailors as a mentor. As he is both a first-generation American and Mustang, he is uniquely positioned to understand their point of view. Moran emphasized the importance of having a mentor as their assistance helped him greatly when he was preparing his officer package for Officer Candidate School.

It is people like Carlos Del Toro, Cuban native and current Secretary of the Navy, who shaped the Navy for us to come, said Moran. “Representation is our way of paying tribute to the generations of Hispanic Americans who have positively influenced and enriched our nation and society. I feel a sense of pride for people like Alex Rodriguez, Sonia Sotomayor, or Eva Longoria who encourage children to follow their dreams and to view their roots as an asset and never a setback.”

Moran is now participating in the Navy Acquisition Contracting Officer Internship at NAVSUP Weapon Systems Support (WSS). “I am the product of an Ecuadorian father whose country straddles the equator. I am the product of a Dominican mother whose

skin is rich in melanin from the sunshine that always warms the Caribbean islands, but most importantly my people’s heart,” said Moran. “I am a product of a country whose motto is ‘God, homeland and freedom’ and where the ceviché tastes like everyone’s grandmother made it. I am proud to be a Hispanic American.”

NAVSUP WSS and the U.S. Navy, as stated by the Naval History and Heritage Command website, “... are strengthened by the diversity of its force as it underlines that patriots of Hispanic American Heritage continue to build legacies of freedom and diversity as they fight for the security of the country and the peace of the world.”

National Hispanic Heritage Month was established by Title 36, U.S. Code, Section 126 and Public Law 100-402. Hispanic Heritage Month is observed from Sept. 15 — Oct. 15 each year. 🌟

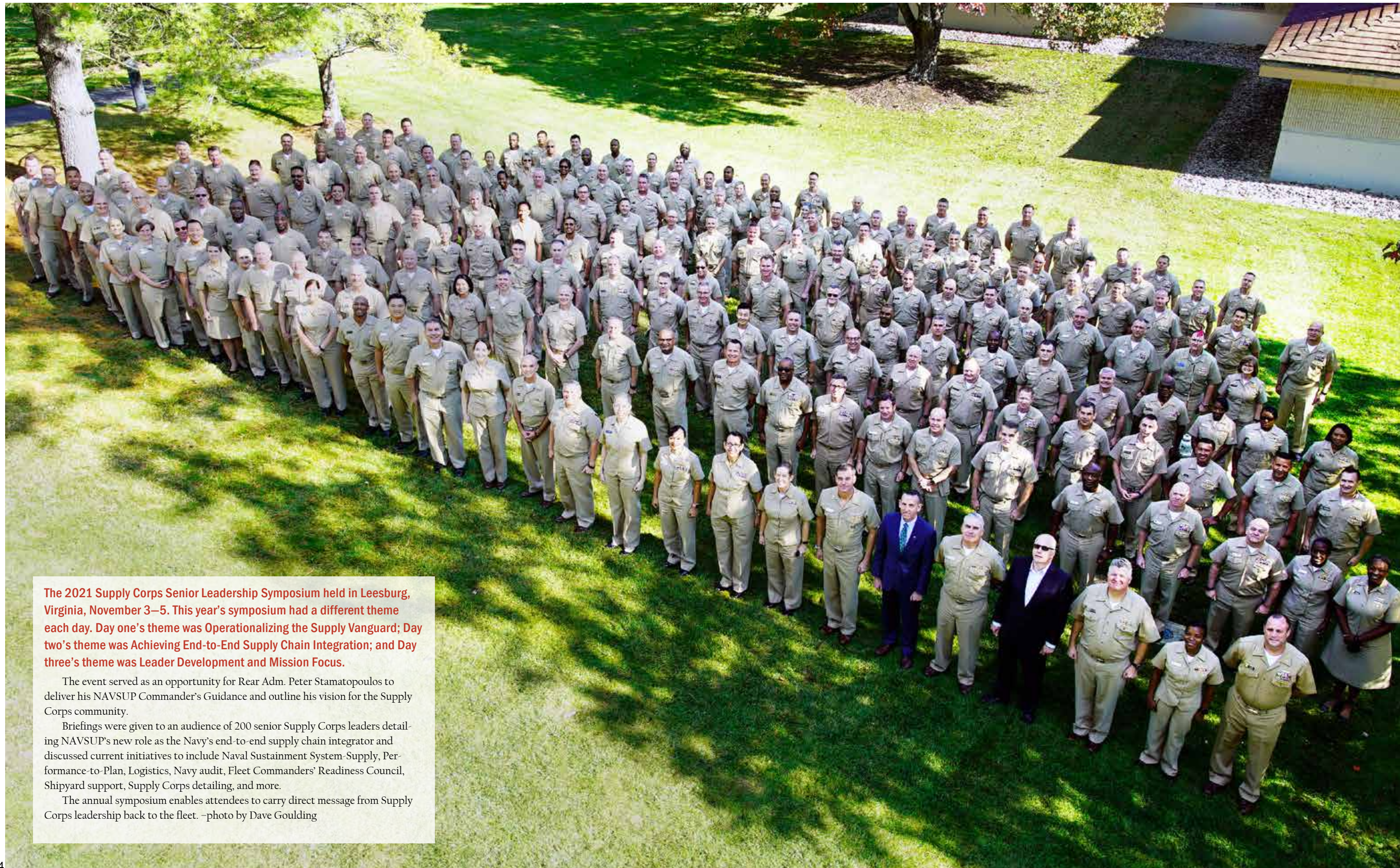
For more information about Hispanic American Heritage in the Navy, visit <https://www.history.navy.mil/browse-by-topic/diversity/hispanic-americans-in-the-navy.html>.



Adm. Christopher W. Grady, commander, U.S. Fleet Forces Command (USFFC), *left*, receives an honorary Supply Corps flag officer certificate from Rear Adm. Peter Stamatopoulos, commander, Naval Supply Systems Command.

USFFC trains, certifies, and provides combat-ready Navy forces to combatant commands that are capable of conducting prompt, sustained naval, joint and combined operations in support of U.S. national interests. —photo by Mass Communication Specialist 1st Class Theodore Green

Left: Lt. j.g. Glen Moran is now participating in the Navy Acquisition Contracting Officer Internship at Naval Supply Systems Command Weapon Systems Support (NAVSUP WSS).—photo by Kelly Luster



The 2021 Supply Corps Senior Leadership Symposium held in Leesburg, Virginia, November 3–5. This year’s symposium had a different theme each day. Day one’s theme was Operationalizing the Supply Vanguard; Day two’s theme was Achieving End-to-End Supply Chain Integration; and Day three’s theme was Leader Development and Mission Focus.

The event served as an opportunity for Rear Adm. Peter Stamatopoulos to deliver his NAVSUP Commander’s Guidance and outline his vision for the Supply Corps community.

Briefings were given to an audience of 200 senior Supply Corps leaders detailing NAVSUP’s new role as the Navy’s end-to-end supply chain integrator and discussed current initiatives to include Naval Sustainment System-Supply, Performance-to-Plan, Logistics, Navy audit, Fleet Commanders’ Readiness Council, Shipyard support, Supply Corps detailing, and more.

The annual symposium enables attendees to carry direct message from Supply Corps leadership back to the fleet. –photo by Dave Goulding

Returning Expeditionary Medicine to the Arctic Circle

By Lt. Cmdr. Edward Nixon

NAVAL FORCES EUROPE-NAVAL FORCES AFRICA-C6F LOGISTICS PLANNER, N45



Personnel from U.S. Navy Expeditionary Medical Support Command and U.S. Naval Forces Europe and Africa/U.S. Sixth Fleet stow gear as part of the delivery of an Expeditionary Medical Facility) to Bogen Bay, Norway. —photo by Norwegian Home Guard Combat Media Team

Displaying a commitment to European partners and ensuring that the U.S. Navy has the medical readiness infrastructure to respond to a dynamic security environment, Naval Forces Europe (NAVEUR), in coordination with the U.S. Navy Expeditionary Medical Support Command (NEMSCOM), returned to the Norwegian caves.

NAVEUR and NEMSCOM facilitated the return to the cave by delivering an Expeditionary Medical Facility (EMF). The 150-bed mobile hospital can be operated within Norway's expansive cave structure or moved to respond to any theater contingency. The enhanced medical capability that the EMF brings to northern Europe provides commanders with increased opportunities to develop shared processes and procedures with NATO allies and partners in the region.

"Working with the Norwegian military was an outstanding experience. Their professionalism and capabilities contributed to our success and helped us realize mission success above our usual high-performance parameters," said Lt. Cmdr. Michael Lucas, a Supply

Corps officer and the NEMSCOM director of operations. "Expeditionary Medical Facilities are deployable on short notice and contain many capabilities of a modern hospital. A benefit of the EMF is its self-sufficiency and sustainability due to the variety of civil engineering support equipment present in the caves. The caves provided an excellent storage solution for quick stow and EMF deployment. The Norwegian military has been extremely cooperative and professional in the support of our mission. We look forward to continued operations with them in the future."

The Norwegian leadership agreed with Lucas' comments.

"The move is a clear demonstration that the United States remains committed to the defense of Norway and of Europe," said Lt. Gen. Yngve Odlo, commander Norwegian Joint Headquarters.

EMFs are deployed to locations around the world, ready to respond to crises that require a significant and sustained medical response. Lt. Cmdr. Anthony Skrypek, a Medical Service Corps officer and NAVEUR Force Medical Planner, worked extensively to return this medical treatment capability to the European theater.

"I've been working this project for three years and it is a great feeling to see it across the finish line," said Skrypek. "This move shows our commitment to Norway and Europe and will allow us to exercise medical and logistical processes in an Arctic environment, which improves interoperability with NATO allies and partners."

This EMF is not the first connection between U.S. Navy medicine and Norway, however. Prior to 2003, Navy medicine operated two 500-bed fleet hospitals in the country. The two fleet hospitals, consisting of 450 international standardization organization containers and 78 vehicles each, were located in the area of Bogen Bay and provided flexibility and capability throughout Europe, Africa and the Middle East.

These hospitals were used extensively in Operation Desert Storm and were returned to Norway after the conclusion of the Gulf War in 1991. During Operation Iraqi Freedom (OIF) in 2003, they were sent to Kuwait and Rota, Spain. Following their support to OIF, they were sent to the U.S. for repair and resupply. In 2007, the smaller and more agile EMF replaced the fleet hospital concept, ushering in a new approach to expeditionary medicine.

Although EMFs are smaller than fleet hospitals, they still provide a robust level of support in medical treatment. EMFs are capable of conducting theater hospitalization for the Joint Force and consist of 20 intensive care unit beds, 130 acute care ward beds, four operating rooms, an emergency room, and a laboratory, as well as the ability to conduct x-rays and computed tomography (CT) scans. They can store 300 units of blood and 192 units of plasma and their daily throughput can be as high as 30 hospital admissions and 36 surgical cases. The delivery of the EMF in Norway required the use of 195 containers with 165 pieces of Civil Engineering Support Equipment.

"In this era of great power competition, distributing our capabilities around the globe drives down risk," said Rear Adm. Michael Curran, director, Readiness and Logistics, U.S. Naval Forces Europe-Africa/U. S. Sixth Fleet. "The movement of an expeditionary hospital to Norway is a perfect example of how U.S. and allied forces provide mutual support in developing a resilient medical and logistics network."

NEMSCOM is on Cheatham Annex in Williamsburg, Virginia, and is headed by Capt. Robert Morrison, Military Sealift Command. It is responsible for building and maintaining rapidly deployable medical systems to support contingency operations, humanitarian assistance, and real-world events and exercises around the globe. In order to address emerging requirements more responsively, Navy Medicine transformed the legacy fleet hospitals into more agile, flexible, scalable, modular Expeditionary Medical Facilities to support the full range of military operations. NEMSCOM is in the business of saving lives. It has a uniquely diverse staff, comprised of active duty, government service civilians and a team of dedicated contract support personnel. Together, they embody the idea of strength through diversity and it is this mix of diverse experts that allows NEMSCOM to be the most capable and adept command within the Department of Defense in regard to the design, production and delivery of deployable medical capabilities. ✨





Rear Admiral Edward K. Walker, Jr., SC, USN

January 23, 1933 ~ December 11, 2021

It is with a heavy heart that I inform you of the passing of Rear Admiral Edward K. Walker, Jr., SC, USN (Ret.), age 88, on December 11, 2021. RADM Walker retired from the Navy after 34 years of active service, while serving as commander, Naval Supply Systems Command (NAVSUP), and 35th Chief of Supply Corps from 1984 to 1988.

Born in Annapolis, Maryland, he graduated from the United States Naval Academy in 1954 and was commissioned ensign in the Supply Corps. He attended the Navy Supply Corps School in Athens, Georgia, and received a master's degree in Business Administration from George Washington University. His first tours were on USS New Jersey (BB 62) and USS Wren (DD 568).

From 1957 until 1964, he served at Naval Supply Depot, Newport, Rhode Island, and Naval Stations Rodman, Panama and Norfolk, Virginia. He had the distinction of being the first squadron supply officer in the submarine force during his following tour with Submarine Squadron 16, in Rota, Spain.

After attending Armed Forces Staff College, he was assigned as a joint strategic operations plans officer in the office of the Chief of Naval Operations. He then served aboard USS Howard W. Gilmore (AS 16) and later returned to Washington as the attack submarine programs and budget officer in the office of the deputy chief of naval operations (submarine warfare). He served as force supply officer on the staff of Commander, Submarine Force Atlantic. He served two years as executive officer, Navy Ships Parts Control Center, Mechanicsburg, Pennsylvania, and assumed command of Naval Supply Center, Puget Sound, Washington in June 1980.

Promoted to rank of Rear Admiral in July 1981, he was assigned as assistant chief of staff for logistics readiness and fleet supply officer for Commander-in-Chief, U.S. Atlantic Fleet. In 1983, he assumed duties as assistant comptroller of the Navy for financial management systems and commander, Navy Accounting and Finance Center.

His personal commendations include the Distinguished Service Medal, Defense Superior Service Medal, three Legions of Merit, Meritorious Service Medal, Navy Commendation Medal, as well as several other personal decorations.

RADM Walker was an exceptional officer, husband, father, and shipmate who will be greatly missed. Please keep the Walker family in your thoughts.

P.G. STAMATOPOULOS
RADM, SC, USN



From Family and Friends

Rear Admiral Walker was born in Annapolis, Maryland, in 1933. As the son of a Naval Officer, he grew up in a variety of locales worldwide. He graduated from the U.S. Naval Academy in 1954 and was commissioned an ensign in the Supply Corps. Sea duty tours in the battleship USS NEW JERSEY, BB-62, and the destroyer USS WREN, DD-68, followed. From 1957 until 1964, he served at naval stations in Norfolk, Virginia, Rodman in the former Panama Canal Zone, and at the Naval Supply Depot in Newport, Rhode Island. In the next tour, he was on the commissioning staff of the second Polaris submarine squadron, SUBRON SIXTEEN, and deployed with it to Rota Spain to establish the first U.S. strategic missile presence on the European continent, just outside the Mediterranean.

Upon leaving Spain, he attended the Armed Forces Staff College and subsequently was assigned as a Joint Strategic Operations Plans Officer in the Office of the Chief of Naval Operations at the Pentagon. His next tour was aboard the submarine tender USS HOWARD W. GILMORE, AS-16, with Submarine Squadrons FOUR and TWELVE. Following this sea tour, he returned to the

Pentagon where he was the Attack Submarine Programs and Budget Officer in the Office of the Deputy Chief of Naval Operations, Submarine Warfare.

From April 1975 until June 1978, he served as Force Supply Officer on the Staff of the Commander, Submarine Force, U.S. Atlantic Fleet. He then served two years as Executive Officer, Navy Ships Parts Control Center, Mechanicsburg, Pennsylvania. In June 1980, he was ordered to the west coast and assumed command of the Naval Supply Center Puget Sound in Bremerton, Washington.

He was promoted to the rank of Rear Admiral in July 1981 and reported to Norfolk where he served as Assistant Chief of Staff for Logistics Readiness and Fleet Supply for the Commander in Chief, Atlantic Fleet. In June 1983, he assumed duties as Assistant Comptroller of the Navy for Financial Management Systems in the Office of the Secretary of the Navy, and Commander, Navy Accounting and Financial Center. On 28 March 1984, he became Commander, Naval Supply Systems Command, and the 35th Chief of Supply Corps.

During his career, Admiral Walker was awarded numerous personal decorations, including the Distinguished

Service Medal, was a qualified submariner, and earned a Master's Degree in Business Administration and Financial Management from George Washington University.

Retiring from active duty in September 1988, Admiral Walker became the Vice President for Administration and Director of Corporate Strategy for Resource Consultants, Inc. (RCI), a worldwide government services contractor. He retired from this position in September 2000.

Admiral Walker remained active and continued to serve in a wide variety of endeavors including: Chairman, Vinson Hall Corporation; Member and Treasurer of the Board of Directors of the U.S. Navy Memorial Foundation; Member of the Board of Visitors of Elon University; Trustee, U.S. Naval Academy Foundation; and Vice Chairman of the Board of Directors of Herley Industries of Lancaster, Pennsylvania. He was a life member of the Naval Academy Alumni Association, the Submarine League, the Military Officers Association, the Navy League, and the Surface Warfare Association.

He is survived by his sister Gail Reuning, his two daughters Wendy Walker and Lynn Walker Streett (husband Bryant), and by his two grandchildren Carolann Streett (husband Jon Cunningham), and David Streett (wife Gretchen Apgar). His lost his beloved wife, Carol Ann, in 2002. 🌟





Retired Capt. William “Bill” C. Scott

Retired Capt. William C. Scott, SC, USN, 78, passed away on June 3, 2021. Scott retired from the Navy after 24 years of service while serving at the Defense Contract Administration Services Management Area, Denver, Englewood, Colorado. He received his bachelor's and master's degrees from the University of Colorado. Duty assignments include: Strategic Systems Program Office and Office of the Chief of Naval Material, Washington, D.C.; USS L.Y. Spear (AS 36); Naval Supply Systems Command, Washington, D.C.; Commander Submarine Force, U.S. Pacific Fleet, Pearl Harbor, Hawaii; Ships Parts Control Center, Mechanicsburg, Pennsylvania; Commander, U.S. Naval Support Activity and U.S. Naval Forces and Chief, Naval Advisory Group, Saigon, Vietnam; USS Fulton (AS 11); Naval Supply Center San Diego, California; USS Pargo (SSN 650); USS Argonaut (SS 475); USS Requin (SS 481); and USS Cutlass (SS 478).

Retired Capt. Charles L. Culwell

Retired Capt. Charles L. Culwell, SC, USN, 94, passed away on August 19, 2021. Culwell retired from the Navy after 31 years of service while serving as the Commanding Officer at Naval Supply Center, Oakland, California. He received his bachelor's degree from the U.S. Naval Academy and his master's degree from the Naval Postgraduate School. Duty assignments include: USS Foss (DE 59); Naval Administrative Command, Naval Postgraduate School, Monterey, California; Mobile Signal Communications Company, Allied Forces, Souther Europe, Naples, Italy; Naval Air Station, Corpus Christi, Texas; USS Vulcan (AR 5); Navy Supply Corps School, Athens, Georgia; Navy Fleet Material Support Office, Mechanicsburg, Pennsylvania; USS Kitty Hawk (CV A63); Defense Peronnel Support Center, Philadephia, Pennsylvania; and Staff, Commander Service Force, U.S. Pacific Fleet, Pearl Harbor, Hawaii.

Retired Capt. Benedict J. Maguire

Retired Capt. Benedict J. Maguire, SC, USN, 74, passed away on September 12, 2021. Maguire retired from the Navy after 24 years of service while serving at the Philadelphia Naval Shipyard, Philadelphia, Pennsylvania. He received his bachelor's degree from Manhattan College and his master's degree from the University of Michigan. Duty assignments include: Defense Industrial Supply Center, and Aviation Supply Office, Philadelphia, Pennsylvania; USS Ranger (CV 61); Commander Naval Logistics Command, U.S. Pacific Fleet, Pearl Harbor, Hawaii; Navl Supply Center, and Naval Air Station, North Island, San Diego, California; USS Ranger (CV 61); Commander Cruiser-Destroyer Force, U.S. Pacific Fleet; and USS Lyman K. Swenson (DD729).



CAPT KENNETH WILTON RYKER III
33 years — October 1, 2021

CAPT RICHARD H. WILHELM
33 years — October 1, 2021

CAPT SCOTT DAVID LOGAN
31 years — September 1, 2021

CAPT ANDREW M. MATTHEWS
30 years — September 1, 2021

CAPT TIMOTHY L. DANIELS
30 years — October 1, 2021

CAPT JAMES R. MACARANAS
30 years — October 1, 2021

CAPT LORENZO E. WILLIAMS
30 years — October 1, 2021

CAPT MICHAEL CHARLES MCCORMACK
24 years — September 1, 2021

CAPT ROBERT SCOTT MAZZARELLA
24 years — October 1, 2021

CDR AARON BRADFORD SIKES
33 years — September 1, 2021

CDR NICOLE CRYSTAL PONDER
30 years — October 1, 2021

CDR DOUGLAS HOWARD THOMPSON
21 years — October 1, 2021

CDR JOHN PATRICK HAGAN
20 years — September 1, 2021

CDR ALEXANDER PAUL KACZUR
20 years — September 1, 2021

CDR DAVID JEROME OZECK
20 years — September 1, 2021

CDR TAMARA TRACEY SONON
20 years — September 1, 2021

CDR MICHAEL AUGUSTINE
20 years — October 1, 2021

CDR BRADLEY CANNON CARROLL
20 years — October 1, 2021

CDR PETER F. HARRINGTON
20 years — October 1, 2021

CDR ANGELA CAROLE WATSON
20 years — October 1, 2021

LCDR DAVID CHRISTOPHER KNOBEL
25 years — September 1, 2021

LCDR TUCKER HAGER MCKENNEY
22 years — October 1, 2021

LCDR PHILLIP MOGILEVSKY
20 years — October 1, 2021

LCDR STEVEN EUGENE PETERS
20 years — October 1, 2021

LCDR RICHARD C. PLEASANTS
20 years — October 1, 2021

LT MELVIN EARL LACEY JR.
21 years — October 1, 2021

NAVSUP Fleet Logistics Center Yokosuka Fuels Partner Nations

By Lt. Cmdr. Blake Garner

REGIONAL FUELS DIRECTOR,
NAVSUP FLEET LOGISTICS CENTER YOKOSUKA

The mission of NAVSUP Fleet Logistics Center (FLC) Yokosuka fuels department (C700) is to safely and efficiently receive, store and issue petroleum, oil and lubricant (POL) intended for the Department of Defense. However, occasionally that mission set expands and C700 is required to support partner nations as well to ensure they have the fueling requirements met to complete their operations.

Recently, C700 has seen a massive increase in the amount of partner nation vessels requiring POL. Since August of 2021, NAVSUP FLC Yokosuka have fueled vessels from India, United Kingdom, New Zealand and may expand to Canada.

This level of support was on full display during the U.K. Carrier Strike Group's deployment to the U.S. 7th Fleet. This carrier strike group has not made a deployment to the U.S. 7th Fleet in support of Pacific operations since 1997, so ensuring a functional supply chain of POL from NAVSUP FLC Yokosuka and Defense Logistics Agency was critical. During the most recent port visit to Yokosuka, the RFA Tidespring (A136) pulled pierside at Defense Fuel Service Point (DFSP) Hakozaki to receive two million gallons F76 and 800,000 gallons of JP5 fuel. The last time Tidespring pulled into DFSP Hakozaki was 2017 and they received only one-third of what was requested in 2021.

Furthermore, C700 coordinated a last-minute fuel barge for HMS Queen Elizabeth (R08) pierside onboard Commander, Fleet Activities Yokosuka. This was challenging, as the flight deck configuration was different than most aircraft carriers previously refueled. NAVSUP FLC Yokosuka had to request a floating barge from port operations and moor outside of that to ensure their hoses could get adequate flow to their risers. Constant communication, explaining the process and patience was critical to ensuring the successful evolutions of these ships and all partner nation ships that have recently been refueled by NAVSUP FLC Yokosuka C700 personnel.

These operations with partner nations are likely going to increase as Indo-Pacific Command continues to be more strategically critical. Ensuring NAVSUP FLC Yokosuka continues to improve processes both on the partner nation side and within its fuels department is essential. 🌟



Left: United Kingdom's HMS Queen Elizabeth (R08) receives F76 and JP5 via fueling barge onboard Commander, Fleet Activities Yokosuka (CFAY). The fueling barge is outboard of a floating barge provided by CFAY Port Operations.

The Queen Elizabeth class aircraft carrier received 132,000 gallons of JP5 fuel and 409,000 gallons of F76 fuel from NAVSUP Fleet Logistics Center Yokosuka throughout a two-day evolution, performed by military and Japanese civilian personnel. —photo by Lt. Cmdr. Blake Garner

Below: With a cut of a ribbon, Navy Gateway Inns and Suites officially becomes the seventh business line under the Navy Exchange Service Command.

Make a reservation at a NGIS Property for your next trip at <https://ngis.dodlodging.net>



Above: Attendees cutting the cake were Rear Adm. Matt Ott, deputy chief of staff for Fleet Ordnance and Supply/Fleet Supply officer, U.S. Fleet Forces Command; Ed Cannon, director, CNIC Fleet and Family Readiness; Capt. Michael Witherspoon, commanding officer, Joint Expeditionary Base Little Creek-Fort Story; Tamara Davis, director, NGIS; retired Rear Adm. Robert Bianchi; and Capt. Craig Abraham, deputy commander Military Services, NEXCOM. —photos by Kristine Sturkie

Navy Gateway Inns & Suites Becomes Navy Exchange Service Command's Seventh Business Line

By Kristine Sturkie

OFFICE OF CORPORATE COMMUNICATIONS,
NAVY EXCHANGE SERVICE COMMAND

With a cut of a ribbon, Navy Gateway Inns & Suites (NGIS) officially becomes the seventh business line under the Navy Exchange Service Command (NEXCOM).

"NEXCOM is a purpose-driven worldwide Navy command, laser focused on supporting and sustaining our Navy warfighters and military families," said retired Rear Adm. Robert Bianchi, chief executive officer of NEXCOM. "With the onboarding of the NGIS program, their temporary duty (TDY) mission will undoubtedly provide a vital element in NEXCOM's portfolio of quality of life benefits, geared to provide for our deserving guests. I'm honored to welcome aboard the NGIS team, and I know they will strengthen our command's culture which reinforces and celebrates diversity, inclusion and innovation."

On Oct. 1, a small ribbon-cutting ceremony was held on Joint Expeditionary Base Little Creek-Fort Story, Virginia, which served as the official announcement of attainment of 'Initial Operational Capability' of Navy Gateway Inns & Suites by NEXCOM. Those who attended the ceremony included retired Rear Adm. Robert Bianchi; Ed Cannon, director, CNIC Fleet and Family Readiness; Rear Adm. Matt Ott, deputy chief of Staff for Fleet Ordnance and Supply/Fleet Supply officer, U.S. Fleet Forces Command; Tracey Ricker, director, Fleet Installations and Environment, U.S. Fleet Forces Command; Capt. Michael Witherspoon, commanding officer, Joint Expeditionary Base Little Creek-Fort Story; Capt. Craig Abraham, deputy commander Military Services, NEXCOM; and Tamara Davis, director, NGIS. Following the ribbon cutting, in Navy tradition, those distinguished guests also performed a ceremonial cake cutting.

On Jan. 4, 2021, Gregory Slavonic, performing the duties of the Under Secretary of the Navy, issued a memorandum that directed the consolidation of the Navy's Permanent Change of Station lodging program, NEXCOM's Navy Lodge Program and the Department of the Navy's Temporary Duty Lodging program, NGIS, under NEXCOM with Initial Operational Capability by Oct. 1, 2021 and Full Operational Capability by 30 September, 2022.

NGIS is a professionally managed, business-based Department of Defense (DoD) Lodging Program. NGIS contributes to mission readiness by offering quality lodging and services for a mobile military community, while keeping official travel costs to a minimum. With more than 17,000 rooms at 61 military installations worldwide, NGIS provides Priority-One lodging for the official TDY traveler. NGIS delivers comfortable and welcoming accommodations with cost-saving room rates for individual and group TDY travelers, permanent change of station travelers, DoD civilians and leisure travelers, retirees, Reservists and sponsored guests.

For more information or to make a NGIS reservation, visit <https://ngis.dodlodging.net/>

NEXCOM also oversees Navy Exchange stores, Navy Lodge Program, the Ships Store Program, Navy Clothing and Textile Research Facility, Uniform Program Management Office and the Telecommunications Program Office. 🌟

Winter 2022

Evacuees from Afghanistan prepare to board a flight to the United States onboard Naval Station Rota. —photo by Mass Communication Specialist 2nd Class John Owen



NAVSUP in Spain Leverages Capacities, Resources to Support Operation Allies Welcome

By Lt. Shane O'Donnell

NAVSUP FLC SIGONELLA PUBLIC AFFAIRS

(This article is the third of a three-story series that highlights the logistics support that NAVSUP FLC Sigonella provided during Operation Allies Welcome - 2021)

NAVSUP Fleet Logistics Center Sigonella (FLCSI) provides a full range of solutions for logistics, business and support services to the Navy, Joint and Allied Forces throughout the U.S. European Command area of responsibility, including at Naval Station (NAVSTA) Rota, Spain.

As thousands of Special Immigration Visa (SIV) applicants transited from Afghanistan through NAVSTA Rota during Operation Allies Welcome (OAW), NAVSUP FLCSI leveraged its logistics support capacities and resources to support the humanitarian effort.

"We've enthusiastically embraced our logistics support role by ensuring the qualified evacuees have adequate food, medical supplies and quality-of-life services during their time with us," said Capt. Douglas MacKenzie, NAVSUP FLCSI commanding officer. "Assisting these qualified evacuees has been the right thing to do, and on behalf of our NAVSUP team, we are very proud of our ability to support the Commander of Navy Region, Europe, Africa, Central, the installation commanding officers, and the inter-agency teams by providing world-class logistics support to this humanitarian mission at our bases in Sigonella and Rota, and we remain committed to meeting the needs of the Navy, Joint, Inter-Agency, NATO mission partners for the duration of this operation."

NAVSUP FLCSI has been supporting OAW at NAVSTA Rota by performing various logistics support functions including contracting actions, aircraft refueling and transportation services.

"Our contracting specialists initially provided the heavy lift for OAW by assisting the installation and its tenant commands with defining requirements and executing contracting actions that procured essential quality-of-life products and services," said Cmdr. Bert Phillips, NAVSUP FLCSI Rota site director.

Essential quality-of-life services procured through contracting actions included halal food provisions, household items, medical supplies, sanitation equipment, internet service, power generators, building materials and security infrastructure.

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Sailors assigned to NAVSUP Fleet Logistics Center Norfolk assist qualified evacuees from Afghanistan with choosing household items during Operation Allies Welcome Sept. 20, 2021 at Naval Station Rota, Spain. —photo by Logistics Specialist 3rd Class Gemchristian Hernandez

...continued from page 33

“Government contracts have been key to using industry to quickly obtain the necessary goods and services for this humanitarian effort,” said Teresa Kelly, FLCSI Contracting Office deputy. “To meet the demand for contracting actions during this high tempo operation, we’ve needed all of our specialists to generate solutions to a number of challenges. They have surpassed all of my expectations in supporting the operation while at the same time continuing to service our day-to-day customers. I’m truly proud of them all.”

On NAVSTA Rota’s flight line, NAVSUP FLCSI’s fuels team issued more than 200,000 gallons of fuel to 30 aircraft used by NATO, U.S. Department of State charters and U.S. Civil Reserve Air Fleet aircraft to transport SIV applicants and operation-related supplies. The team also delivered more than 8,000 gallons of diesel fuel to power generation equipment to sustain climate control and lighting to shelter facilities on base.

As newly-arrived SIV applicants underwent administrative in-processing, Non-Combatant Evacuation Operations Tracking System kits were used by U.S. agencies such as the FBI, and the U.S. Departments of State and Homeland Security. NAVSUP FLCSI’s transportation and customs clearance teams were responsible for the secure and timely delivery of this administrative equipment to Spain from the U.S.

“Our understanding of the Spanish customs process and our strong relationships with our commercial carrier partners were key factors in coordinating expeditious deliveries of this equipment and other operation-related materials in support of this humanitarian operation,” said Roberto Cordero Morales, NAVSUP FLCSI Site Rota transportation officer.

Apart from supporting OAW through fuels, transportation and contracting services, 50 of the command’s military and civilian personnel were temporarily re-assigned from their normal duties to augment a number of base-wide logistics efforts.

Some of these efforts included inventorying food, water, lodging supplies, hygiene items and other OAW-essential equipment, which were subsequently distributed these quality-of-life supplies to SIV applicants who requested them.



Evacuees from Afghanistan board a bus to go to their temporary lodging after arriving at Naval Station Rota. —photo by Mass Communication Specialist 2nd Class John Owen

“There was an outpouring of support from the local community with over 87,000 individual line items donated in support of OAW,” said Katherine McCarthy, Navy-Marine Corps Relief Society, Rota director. “NAVSUP Sailors worked directly with the Navy-Marine Corps Relief Society in delivering bags of donated goods from the base chapel to the Red Cross for further distribution to the travelers.”

Check out this video story <https://youtu.be/2CYUEDb039o> about NAVSUP Sailors who volunteered to manage a kiosk that was set up for qualified evacuees to have access to quality-of-life goods.

NAVSUP personnel supporting OAW included members of an Enterprise Logistics Response Team (ELRT) from NAVSUP’s fleet logistics centers located around the globe at locations such as Norfolk, Virginia, San Diego, California, Puget Sound, Washington, Pearl Harbor, Hawaii, and Yokosuka, Japan.

“The ELRT Sailors’ assistance was paramount to our success meeting our

high-tempo responsibilities for OAW, and for maintaining all normal mission support functions at NAVSTA Rota with zero deficiencies,” Phillips said. “The combined capability of FLCSI’s Site Rota team and the ELRT enabled the NAVSUP Enterprise to show its value and speed during an urgent humanitarian operation.”

To meet the operation’s logistics requirements for OAW at NAVSTA Rota, NAVSUP FLCSI collaborated with multiple tenant commands, governmental and nongovernmental organizations. These include the Defense Logistics Agency, Naval Facilities Engineering Systems Command, U.S. Naval Hospital Rota, Rota Naval Base Security, Command Task Force 68, NAVSTA Rota Air Operations, the Navy Marine Corps Relief Society, Red Cross, Rota Morale Welfare and Recreation, Navy Exchange, Defense Commissary Agency, the FBI, Department of Homeland Security, and the U.S. Department of State.

“We’ve all had to work around the clock and against tight deadlines in order get

capabilities in place to host the qualified evacuees,” Phillips said. “All the while, NAVSUP’s logisticians maintained our normal areas of support to the installation. I have seen my team’s dedication to the weeks-long operation while overcoming personal and professional challenges. I am honored and humbled to have led them through this incredible accomplishment.”

NAVSTA Rota’s strategic location enables U.S. allied, and partner nation forces to deploy and respond as required to ensure security and stability across Europe and Africa. During OAW, NAVSTA Rota supported Department of State mission to facilitate the safe departure and relocation of U.S. citizens, Special Immigration Visa recipients, and vulnerable populations from Afghanistan. 🌟

Reserve Sailors Provide Mission Critical NAVSUP Products and Services to the fleet at Camp Lemonnier, Djibouti

By Lt. Cmdr. Michael Bock

SITE DIRECTOR,
CAMP LEMONNIER, DJIBOUTI

U.S. Navy Rear Adm. Michael Curran, Fleet Supply, Logistics, and Ordnance, U.S. Naval Forces Europe/Africa/Sixth Fleet, visited the strategically important Camp Lemonnier, Djibouti (CLDJ) this past summer.

Camp Lemonnier is a predominantly Reserve component staffed base, with 36 reserve Sailors making up the Camp Fleet Logistics Center Sigonella—Site Djibouti.

During his visit, Curran met with the Commandant of the Port of Djibouti to continue to build relationships between the U.S. Navy and the host nation.

The port of Djibouti provides a critical replenishment location to ships in the 5th and 6th Fleets. CLDJ N4/FLC Sigonella—Site Djibouti personnel provide all oversight and support for both combatant and supply ships while in port.

(Caption?) Cmdr. Tyler Branham, CLDJ supply officer, a Reservist from Seattle, Washington, discusses the differences between ports in the U.S. and the Port of Djibouti.

During his visit, Curran awarded a Navy Expeditionary Supply Corps Officer Warfare Device to Lt. j.g. Webster McClure, a Reservist from Stafford, Virginia, while onboard CLDJ. ☀

Right: U.S. Navy Cmdr. Tyler Branham, Camp Lemonnier supply department head and the Commandant of the Port of Djibouti, Capt. Mohamed Moussa Abar discuss the differences between the Port of Djibouti and the Port of Seattle during a visit by U.S. Navy Rear Adm. Michael Curran, Fleet Supply, Logistics, and Ordnance, N4, U.S. Naval Forces Europe/Africa/Sixth Fleet. —photo by Mass Communication Specialist 1st Class Randi Brown



Above: U.S. Navy Rear Adm. Michael Curran, Fleet Supply, Logistics, and Ordnance, U.S. Naval Forces Europe/Africa/Sixth Fleet, awards Lt.j.g. Webster McClure the Navy Expeditionary Supply Corps Officer Warfare pin. —photo by Mass Communication Specialist 1st Class Jacob Sippel

Above: U.S. Navy Rear Adm. Michael Curran, Fleet Supply, Logistics, and Ordnance, N4, U.S. Naval Forces Europe/Africa/Sixth Fleet and the Commandant of the Port of Djibouti, Capt. Mohamed Moussa Abar discuss the logistics of the Port of Djibouti. Rear Adm. Curran visited Camp Lemonnier while participating in Cutlass Express. Cutlass Express is one of three African regional Express series exercises sponsored by U.S. Africa Command and facilitated by U.S. Naval Forces Europe-Africa/U.S. 6th Fleet. —photo by Mass Communication Specialist 1st Class Randi Brown

NAVSUP Leverages Manpower During Operation Allies Welcome to Connect Evacuees, Interpreters

By NC1 Shaba Rowe

NAVSUP FLC SIGONELLA

I have had a few amazing experiences since I have been in the Navy, and being stationed at NAVSUP Fleet Logistics Center (FLC) Site Sigonella once again opened the door to amazing experiences and the opportunity to not only help those in need, but do something that gives a sense of pride.

During Operation Allies Welcome, I volunteered to assist the Department of Defense Interpreters without knowing what the job fully entailed. At the time, I didn't know the interpreters would rely on me so much, or that my duties would mean much more than providing transportation and ensuring they had food to eat.

The days were hot and long, but after the first week, we had a routine. We not only had a routine, but we also developed a form of family unit. Transporting the interpreters from point A to point B to assist our visitors was not always easy, but we worked together. Some days, they didn't get a chance to eat lunch or missed breakfast because they were either too busy with patients at the medical tents, or they were helping in biometrics, but they did not complain and kept a positive attitude.

They knew how important the mission was and that's why we ensured they had the basic items they needed. Many days they were required to do double shifts, which meant they were standing for longer than eight hours. Each interpreter was known around the camp by his or her first name. They were always needed in multiple places at once, but they remained flexible. They were there to greet our visitors before they disembarked the plane and took the time to explain exactly what was happening and what was required from the visitors. The visitors were tired, but they had a familiar language explaining to them what they would need to do at each station. They spent many long hours in biometrics, medical tents, the hospital, the commissary stores, food tents and even engaged in physical activities and basic English lessons.

I will look back in a few years and be in amazement of how busy I was, but I would do it again in a heartbeat. It was not always an easy day, but I am thankful that I was a part of history!

Naval Air Station (NAS) Sigonella supported the Department of State mission to facilitate the safe departure and relocation of U.S. citizens, Special Immigration Visa recipients, and vulnerable populations from Afghanistan. As thousands of the travelers transited from Afghanistan through NAS Sigonella, Italy and Naval Station Rota, Spain, NAVSUP FLCSI leveraged its logistics support capacities and resources to support the humanitarian effort. One of the resources was temporarily re-assigning military and civilian personnel to assist escorting interpreters around the installation where they were needed to communicate between U.S. agency personnel and the qualified evacuees. ☀





NAVSUP's FLCSI Supports Operation Allies Welcome

By Joseph Yanik
OFFICE OF CORPORATE
COMMUNICATIONS, NAVSUP FLEET
LOGISTICS CENTER SIGONELLA

As thousands of Special Immigration Visa (SIV) applicants transited from Afghanistan through Naval Air Station (NAS) Sigonella, Italy and Naval Station Rota, Spain during Operation Allies Welcome (OAW), NAVSUP Fleet Logistics Center Sigonella (FLCSI) leveraged its logistics support capacities and resources to support the humanitarian effort.

Fueling and Refueling

For OAW, NAVSUP's military and civilian logisticians adjusted focus of their logistics support mission sets temporarily to the evacuees, including refueling aircraft that land at and depart from NAS Sigonella.

During the weeks-long humanitarian operation, the command's fuels department refueled 90 commercial and military aircraft carrying SIV applicants and mission equipment so they could depart on schedule to their final destination.

"With this operation's high tempo, we've had to optimize our processes for obtaining and delivering fuel to NAS Sigonella," said Rey Santos, Regional Fuels

Left: Logistics Specialist Chief Petty Officer Matthew Thompson (left), Naval Supply Systems Command Fleet Logistics Center Pearl Harbor, Hawaii, assists with unloading food items stores in support of Operation Allies Refuge onboard Naval Air Station Sigonella, Italy.

deputy director. "Our fuels team set up an intuitive program which enabled a more proficient dispatching system. This forward posture allowed trucks to have a hose on the aircraft within 10 minutes of the fuel ladder being in place."

Santos added that NAVSUP FLCSI's fuels division delivered more than 511,000 gallons of aircraft fuel and 3,900 gallons of diesel fuel used to power the generators that had been placed around the installation.

Camp 720

One of the command's resources at NAS Sigonella re-purposed in support of OAW was building 720, a 16,000-square-foot warehouse facility that is under construction to become the installation's future fleet mail center. During September 2021, the building was used as a temporary lodging facility for evacuees, then later converted into a storage location for operation-related supplies.

"With its proximity to the flight line, building 720 was a perfect location to house evacuees as they worked their way through the screening process," said Lt. Cmdr. Treven Feleciano, NAVSUP FLCSI operational officer. "Within a 24-hour time period, Camp 720 was established with cots, dining tents, bathroom facilities, and Wi-Fi to make it as comfortable as possible for the arrivals from their long journey."

U.S. Marine Corps Gunnery Sgt. Joseph Melendez, NAVSUP FLCSI, helped set up cots at building 720 before the arrival of the qualified evacuees, and continued assisting with the deliveries of meals and other living supplies to the travelers staying at building 720.

"It's been very rewarding to play a role in caring for the travelers during

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Below: Logistics Specialist Petty Officer 1st Class Edgar Sulite, assigned to, Naval Supply Systems Command (NAVSUP) Fleet Logistics Center Yokosuka, Japan, transports water bottles in support of Operation Allies Refuge onboard Naval Air Station Sigonella, Italy.



Above: Logistics Specialist Petty Officer 2nd Class (LS2) Calvin Jackson (right), Naval Supply Systems Command Fleet Logistics Center (NAVSUP FLC) Norfolk, Virginia, directs LS2 Sergio Torres, NAVSUP FLC Puget Sound, Washington, with while loading supplies onto a truck in support of Operation Allies Refuge onboard Naval Air Station Sigonella, Italy. —photos by Joe Yanik

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their temporary stay with us," Melendez said. "First impressions are everlasting, and I wanted them to feel welcome."

To read more about Camp 720 visit <https://www.dvidshub.net/news/406169/navsup-mail-facility-sicily-repurposed-support-oaw>.

"A Greater Sense of Purpose"

More than 100 of NAVSUP's military and civilian personnel were temporarily re-assigned from their normal duties to augment a number of base-wide logistics efforts.

Support efforts included inventorying and distributing mission-essential equipment and quality-of-life goods, escorting linguists to locations where they provided interpreting services, and preparing and maintaining the temporary housing facilities.

Normally assigned to the installation's logistics support center, Logistics Specialist 3rd Class Patrick Hanlon, NAVSUP FLCSI, became qualified to provide security for the perimeter of one of the temporary housing facilities during OAW while on temporary active duty orders with the base's security forces.

"Being a part of this operation means coming to work with a greater sense of purpose," Hanlon said. "Taking part in this humanitarian mission means something much larger than myself and I take great pride in playing my role. Not only am I accountable to the people in my command, but now I have a responsibility to the thousands of these travelers seeking safety and refuge."

"The Right Thing to Do"

"We enthusiastically embrace our logistics support role, ensuring the evacuees have adequate food, medical supplies and quality-of-life services during their time with us," said Capt. Douglas MacKenzie, NAVSUP FLCSI commanding officer. "Assisting these qualified evacuees is the right thing to do, and on behalf of our NAVSUP team, we are very proud of our ability to support to the Commander of Navy

Navy Reservist Logistics Senior Chief Saul Duran and Navy Reservist Aviation Boatswain's Mate (Fuels) Chief Christina Olson, both temporarily assigned to NAVSUP FLC Sigonella, played key roles during Operation Allies Welcome. —photo by Joe Yanik



Region, Europe, Africa, Central, the installation commanding officers, and the inter-agency teams by providing world-class logistics support to this humanitarian mission at our bases in Sigonella and Rota, and we remain committed to meeting the needs of the Navy, Joint, Inter-Agency, NATO mission partners for the duration of this operation."

Known as the "Hub of the Med," NAS Sigonella's strategic location as the Navy's only overseas air station enables U.S., allied, and partner nation forces to deploy and respond as required to ensure security and stability in European, Africa, and Central Command areas of responsibility. NAS Sigonella is currently supporting the Department of State mission to facilitate the safe departure and relocation of U.S. citizens, Special Immigration Visa recipients, and vulnerable populations from Afghanistan.

"Our logistics teams are giving their all to meet this surge," said U.S. Navy Rear Adm. Duke Heinz, U.S. European Command director of logistics. "Our ability to rapidly meet this high demand is a testament to the skill, training and interconnectedness of our logistics professionals, and of course the pre-positioning of equipment we need for the operation." ✨



Winter 2022

NAVSUP Weapon Systems Support Welcomes New Deputy Commander, Ships and Submarines

By Angela King-Sweigart

OFFICE OF CORPORATE COMMUNICATIONS, NAVSUP WEAPON SYSTEMS SUPPORT



"I am excited for this new opportunity and position," she said. "I look forward to seeing all the great supply innovations here that help keep our fleet mission readiness high."

NAVSUP Weapon Systems Support (WSS) has a new member on its executive command team. Capt. Pamela Theorgood relieved Capt. David Carnal as NAVSUP WSS deputy commander, ships and submarines, on Sept. 17.

The deputy commander, ships and submarines, is responsible for managing the maritime supply chain across three directorates: Nuclear Reactors and Supply Chain Management, Surface Operations, and Submarine and Aircraft Carrier Operations. Each directorate supports the fleet by ensuring Sailors receive needed materials and components to repair, replace and update systems on numerous ships and submarines throughout the Navy. Subject matter experts coordinate with industry and mission partners to manage ordering inventory and retiring various systems throughout their lifecycles. Weapon systems they support range from aircraft carriers to dive equipment.

Carnal has temporarily held the position since April 7. He will be moving back to his previous position as the assistant deputy commander for supply chain technology and systems integration at NAVSUP Headquarters. Carnal is proud of the team's efforts during the COVID-19 pandemic.

"Working with the team during these extraordinary times has been a challenge, but this team of professionals have faced these challenges head on to continue to innovate and optimize the Navy's supply chain to keep our naval forces mission ready," he said.

Theorgood's previous assignment was assistant chief of staff for logistics and ordnance for Commander, Naval Surfaces Forces Pacific in Coronado, California. She also has served as the commander of the Defense Contract Management Agency, Manassas and as the senior supply officer aboard the USS Bataan (LHD 5).

"I am excited for this new opportunity and position," she said. "I look forward to seeing all the great supply innovations here that help keep our fleet mission readiness high."

Above left: Capt. Pamela Theorgood relieved Capt. David Carnal as NAVSUP WSS deputy commander, ships and submarines, on Sept. 17. —U.S. Navy courtesy photo



Navy Contracting Office NAVSUP Team with NAVSUP Fleet Logistics Center Sigonella Chief of Contracting, Capt. Jerry King. —U.S. Navy courtesy photo

NAVSUP FLC Sigonella's Navy Contracting Office in Somalia: Providing Contracting Support to the Joint Warfighter in East Africa

By Lt. Cmdr. Jimmy Toala

NAVY CONTRACTING OFFICE (NCO)
LEAD CONTINGENCY CONTRACTING
OFFICER, NCO-SOMALIA,
NAVSUP FLEET LOGISTICS
CENTER SIGONELLA

The Navy Contracting Officer-Somalia, along with the department's Navy Contracting Office, Naval Supply Systems Command (NCO NAVSUP) and Navy Contracting Office Facilities Engineering Acquisition Division (NCO FEAD), were established in October of 2020 to provide support to the Combined Joint Task Force — Horn of Africa (CJTF-HOA) missions in East Africa.

The NCO NAVSUP, assigned to NAVSUP Fleet Logistic Center (FLC) Sigonella's Site Djibouti, is in a unique position to provide contracting solutions for contingency operations as defined in U.S Code Title 10. NCO NAVSUP directly supports the commanding general of CJTF-HOA priorities, including successful implementation of U.S. Africa Command's enduring and near-term priorities. Enduring priorities comprise of 'Building a More Lethal Force, Reforming for Greater Performance and Affordability, and Risk Management.' The near term priorities encompass Continuation of Effective Operations in a Degraded Environment, Global Posture Review for East Africa, and Crisis Response and Warfighter Support.

The NCO NAVSUP team, embedded in Camp Lemonnier, Djibouti, consists of seven deployed Navy and Army contracting officers and contracts specialists and two civilian contracting officers assisting from NAVSUP FLC Sigonella. NCO NAVSUP supports contingency operations in East Africa (Djibouti, Somalia, and Kenya), including operations Octave Quartz and Freedom Sentinel. Warfighters supported downrange include Joint Special Operations Task Force — Somalia, Joint Special Operations Task Force — East Africa, and other Special Operations Command warfighters.

NCO NAVSUP provides contracting solutions for requirements including, but not limited to, expeditionary sustainment support services in Somalia and Kenya Forward Operating Bases, armored and non-tactical vehicles leases, internet services, water, and material handling equipment leases. Through a range of contracting solutions, the NCO NAVSUP is a mission-enabler to warfighters conducting anti-terrorism and humanitarian operations in East Africa area of responsibility. 🌟

NAVSUP FLC Pearl Harbor Strengthens the Fleet through Food Service Training and Support

By Daniel Mayberry

OFFICE OF CORPORATE COMMUNICATIONS
NAVSUP FLEET LOGISTICS CENTER PEARL HARBOR

NAVSUP Fleet Logistics Center (FLC) Pearl Harbor regularly deploys its Navy Food Management Team (NFMT) to train, assist, and technical support all foodservice teams throughout the Indo-Pacific via NFMT Assist Visits.

During the COVID-19 pandemic, the NFMT Assist Visits were limited and done primarily through remote means. However, as more Sailors have become vaccinated and preventative measures have greatly reduced infection rates, on-site NFMT Assist Visits are being held at afloat and ashore units in the Indo-Pacific area of operation.

"During COVID, we lost that ability when we switched to virtual means such as Microsoft Teams and Zoom," said NFMT Director, Chief Warrant Officer 4 Paul Arboleda, "but our goal is to provide that face-to-face and over the shoulder training as much as possible."

USS Hopper (DDG 70) was the most recent vessel to receive an NFMT Assist Visit from NAVSUP FLC Pearl Harbor. The visit was conducted over the course of four days, occurring September 27 — 30. Before the visit, the NFMT briefed with the command and their food service team leadership to set the scope of the training. Assist visits are required for naval vessels every 24 months, prior to deployments, emergency situations, or within three months following time in the shipyards, although they may be requested anytime.

"Having the team come and help myself as a first-time supply officer was extremely beneficial to my career," said Lt. Dejah Mills-McGee, supply officer aboard Hopper. "I know my team loved picking their brain."

"Our team has the capability to conduct all kinds of training that include food service management, sanitation, cooking and baking techniques, inventory, and financial auditing, to name a few," said Arboleda. "During our visit to the Hopper, we also 'trained the trainer,' and our team instructed Sailors from the base on how to conduct assist visits."

The NAVSUP FLC Pearl Harbor NFMT is made up of culinary specialists, retail service specialists, a food service management analyst, an engineer, and an Army preventive medicine technician, totaling over 100 years of military experience and expertise. They implement "train the trainer" instruction to build future leaders as early as possible.

"We are arming potential leaders with the right tools and knowledge that will give them the flexibility to facilitate any food service or retail training at their own time and pace," said Arboleda. "We must also emphasize that training must never stop. From the team's perspective, we must give our all in training our junior Sailors."

The NFMT works on a weekly training schedule for assist visits and other food service classes and facilitates "train the trainer" at least once a month. Commands may contact an NFMT in their area of operation to learn of further training opportunities available at their local NAVSUP FLC.

"I would recommend doing two command assist visits. One to a supply management inspection (SMI) and another a month or two after the inspection," said Petty Officer 1st Class Mandriecka Francis, the leading culinary specialist aboard Hopper. "If the SMI will not happen for a couple of years, I recommend two or three visits a year just to have outside eyes see your operation and let you know where you can make changes." 🌟

Below: Chief Warrant Officer 4 Paul Arboleda, director of the Navy Food Management Team (NFMT) for Naval Supply Systems Command Fleet Logistics Center Pearl Harbor, briefs the food service team of USS Hopper (DDG 70) as the NFMT begins a command assist visit.



Above: Chief Petty Officer Kyle Foxwell, machinist mate and instructor with the Navy Food Management Team for NAVSUP Fleet Logistics Center Pearl Harbor, inspects equipment aboard USS Hopper (DDG 70) during a command assist visit. —photos by Daniel Mayberry

NAVSUP Small Business Innovation Research Award to Improve Operational Readiness

By Matthew Morrison

NAVSUP OFFICE OF CORPORATE COMMUNICATIONS

NAVSUP Headquarters leveraged the recent Small Business Innovation Research (SBIR) Phase III award to improve operational readiness across key products and services. The award was presented to Premier Solutions HI, LLC (PSHI) via a basic ordering agreement issued by NAVAIR- Naval Air Warfare Center Aircraft Division Lakehurst (On behalf of NAVSUP).

The award supports continued hardware and software requirements across Department of Defense (DoD)-wide entities and was made possible by NAVSUP's Office of Small Business (OSBP) Programs SBIR, Department of the Navy (DoN) SBIR, and NAVAIR Contracting (DoN SBIR Contracting Center of Excellence).

The SBIR award has three phases.

The objective of phase I is to establish the technical merit, feasibility, and commercial potential of the proposed federal research/research and development (R/R&D) efforts and to determine the quality of performance of the small business awardee organization prior to providing further Federal support in Phase II.

The objective of phase II is to continue the R/R&D efforts initiated in phase I. Funding is based on the results achieved in phase I and the scientific and technical merit and commercial potential of the project proposed in phase II.

Finally, the objective of phase III, where appropriate, is for the small business to pursue commercialization objectives resulting from the phase I and phase II R/R&D activities.

PSHI developed a program solution tailored specifically for the Navy called Financial Audit Compliance Enhancement Tool (FACET), a turnkey solution for document scanning, document retention, and process

automation. The program is purpose-built to help the Navy comply with DoD mandates for Financial Improvement and Audit Readiness (FIAR). It's used fleetwide to capture, index, and store financial records for easy retrieval — supporting higher levels of auditability.

The initial Phase I effort was developed under NAVSUP Topic Number N171-077 "Food Service Integrated Barcode and Inventory Management System." The intention was to modernize Food Service Management (FSM) efforts to increase the speed of pier-side food provisioning and FIAR accountability shipboard.

During Phase II, PSHI developed the functionality of the barcode scanning technology and identified specific methods for incorporating Common Logistics Information Platform Board (CLIPBoard), a scan-and-count system that receives taskings from and sends results to other applications, into the FACET tool. Developed with Navy SBIR funding as a module of FACET, CLIPBoard scans barcodes matches, them to due-ins via mobile, then sends that information back to FACET for full FIAR audibility.

The development team delivered a software/hardware CLIPBoard prototype to demonstrate its features and ability to improve afloat and ashore supply and logistics operations.

PSHI tested the CLIPBoard application and demonstrated the concept and prototype to potential Navy stakeholders across multiple supply and logistics roles. Based on stakeholder feedback, PSHI made numerous improvements to functionality and usability for the prototype, including enhanced design to enable the application to communicate with commercial logistics software platforms, and to enable self-directed computer-based training on mobile devices.

Additionally, PSHI modified FACET to incorporate the use of CLIPBoard mobile devices into the system design, while at the same time leveraging existing Navy investments in document scanners, computing architectures, software, security accreditation, training and services. This modification of FACET allow for seamless integration of CLIPBoard and high-speed scanning devices for precise three-way auditability check.

Integration of CLIPBoard takes away the old process of manual counting and documentation via pen and paper, with a manual upload later. The new process enables commercial supply chain management best practices such as barcode receiving and in-transit visibility, reducing overall workload and potential data entry errors. CLIPBoard works with all supply classes (parts, munitions, etc.), providing key enhancements to legacy FSM, FACET, and R-Supply.

In an effort to capitalize on the technologies developed under Phase I and II; specifically barcode and high-speed scanning of key supporting documents (KSD), NAVSUP OSBP and SBIR personnel brought together NAVSUP product and service leads to determine how to leverage FACET for maximum use across the NAVSUP Enterprise.

They discovered that FACET technology would be critical in assisting and improving NAVSUP Inventory Operations Center's (IOC) efforts. The availability of a cloud based KSD repository dramatically improves the speed and accuracy of ongoing FIAR audit related efforts and further improves compliance metrics.

NAVSUP also anticipates that FACET technologies will be used for Navy warehouse modernization and postal operations in early fiscal year (FY) 22. The availability of this contracting vehicle across DoD/DoN requirement holder will allow for streamlined acquisition; providing significantly reduced administrative burden and delay for support.

The impact of FACET spans across the Navy, from NAVSUP food provisioning and Navy Postal, to DoN-wide FIAR/IOC compliance efforts, and Navy warehouse modernization efforts. The implementation of FACET will provide an enterprise level visibility to the documentation that supports warehouse operations.

During the first wave of implementation, starting this FY, there are more than 40 specific sites where fleet logistic center operations will be supported by FACET. Any performance improvements resulting from FACET will be realized in early FY22 and beyond.

"While actual cost savings aren't known at this time, the current benefit is a readily available contracting solution across DoN and DoD," said Hal Casey, director of NAVSUP DoD and DoN Systems.

"Tracking the documentation of warehouse operations will support the tracking of assets, which reduces inventory inaccuracies. A reduction in inventory inaccuracies supports inventory visibility, which reduces requirements to replace items that cannot be located. Together the costs savings, efficiency improvement and subsequent increase in readiness makes the effort worth the investment."

The use of high speed FACET scanners for scanning of physical paper receiving and provisioning documents will reduce the need for shipboard storage of KSD's and ensure that documents remain as artifacts and retrievable within seconds. The availability of a cloud based KSD repository will dramatically increase the speed and accuracy of ongoing FIAR Audit related efforts and further improve compliance metrics.

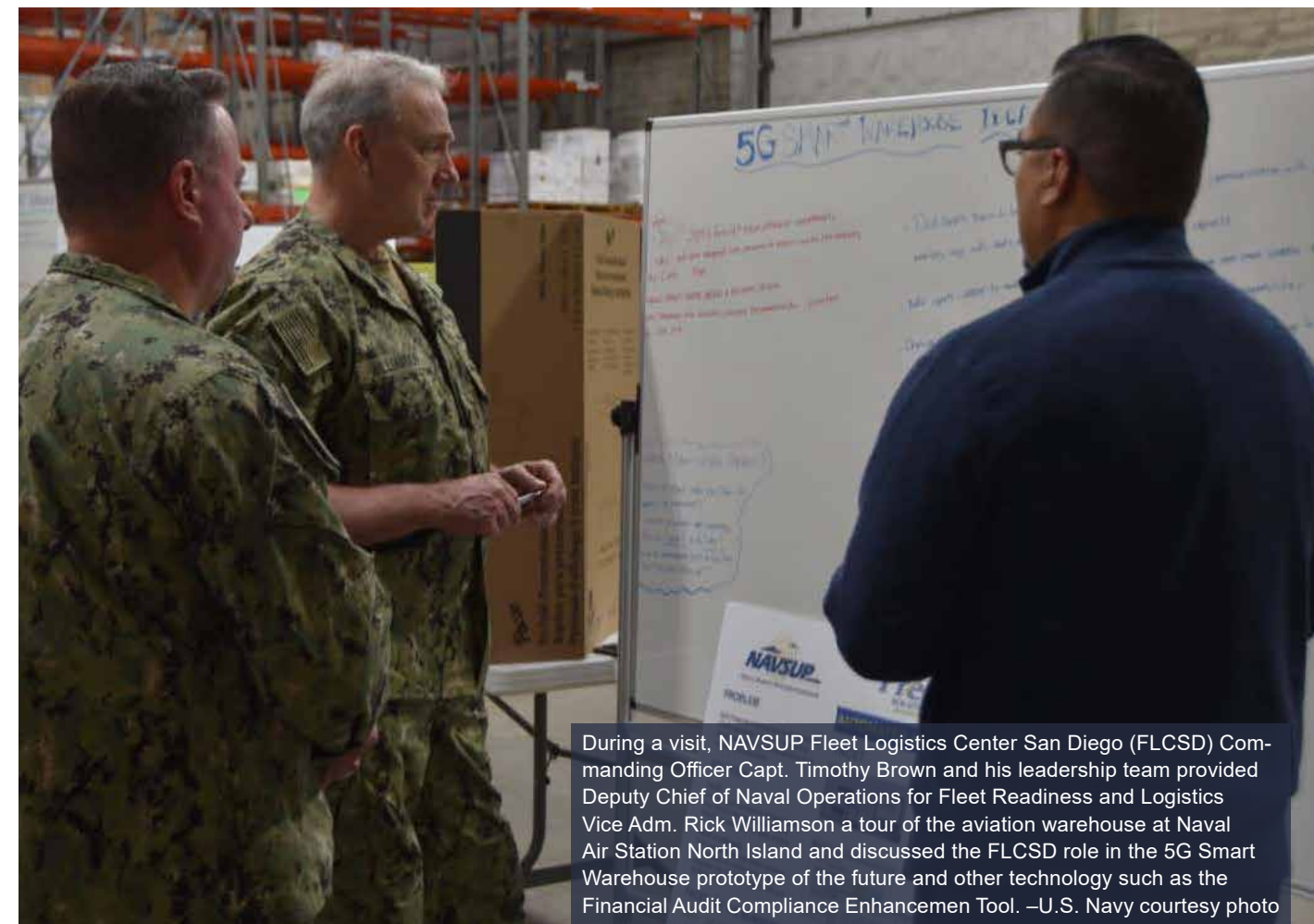
Phase III began at the end of September. During this phase, PSHI will deliver the customer an improved end-to-end FIAR complaint technology solution engineered to streamline businesses processes across various platforms. CLIPBoard, coupled with the SBIR enhanced FACET platform, will afford multiple DoD customers a modern logistics capability, improved financial transparency, and reduced workload demand for the fleet.

Phase III will seek to capitalize on the development of CLIPBoard and associated

revisions to FACET for utilization across a multitude of key DoD logistic efforts and supply classes that required three way check for auditability and accountability.

It is anticipated that DoD will further seek the use of these SBIR developed technologies to improve the logistical efficiency in the areas of provisioning, supply operations, warehouse modernization and FIAR reconciliations and audit efforts.

NAVSUP is headquartered in Mechanicsburg, Pennsylvania, and employs a diverse, worldwide workforce of more than 22,500 military and civilian personnel. NAVSUP and the Navy Supply Corps conduct and enable supply chain, acquisition, operational logistics and Sailor & family care activities with our mission partners to generate readiness and sustain naval forces worldwide to prevent and decisively win wars. Learn more at www.navsups.com, www.facebook.com/navsup and <https://twitter.com/navsupsyscom>. 🌟



During a visit, NAVSUP Fleet Logistics Center San Diego (FLCSD) Commanding Officer Capt. Timothy Brown and his leadership team provided Deputy Chief of Naval Operations for Fleet Readiness and Logistics Vice Adm. Rick Williamson a tour of the aviation warehouse at Naval Air Station North Island and discussed the FLCSD role in the 5G Smart Warehouse prototype of the future and other technology such as the Financial Audit Compliance Enhancement Tool. —U.S. Navy courtesy photo



Service members and staff from Naval Special Warfare Logistics Support Unit (LOGSU) 1 pose for a group photo in front of their headquarters building to commemorate the command's 20th anniversary. LOGSU-1 plans, coordinates, synchronizes, and provides logistics support for Naval Special Warfare Group 1, directly supporting forces during training and while deployed to U.S. Central and U.S. Indo-Pacific Commands. —photo by Petty Officer 1st Class Paolo Bayas

Naval Special Warfare Logistics Support Unit 1 Celebrates 20th Anniversary

By Petty Officer 1st Class Alex Smedegard

NAVAL SPECIAL WARFARE GROUP ONE

Naval Special Warfare (NSW) Logistics Support Unit (LOGSU) 1 held a ceremony to commemorate the command's 20th anniversary at the Silver Strand Training Complex, Oct. 14.

"This milestone in our command attributes heavily to the support we have given to our nation's elite fighting force," said Cmdr. Joseph Bossi, commanding officer of LOGSU-1. "It is a great honor to be here and be a part of a community with such a rich history."

Among those in attendance included Rear Adm. H.W. Howard III, commander, Naval Special Warfare Command (NSWC); Master Chief Bill King, Force Master Chief, NSWC; Capt. David Abernathy, commodore of Naval Special Warfare Group (NSWG) 1; Capt. Mick Wilson, director of logistics, NSWC; retired U.S. Navy Capt. Gerry Harms, director of logistics at NSWC from 1999-2004; and retired U.S. Navy Capt. Bob Snyder, the first commanding officer of LOGSU-1, who traveled from his home in northern Virginia to serve as keynote speaker for the day's events.

"Our LOGSU concept has withstood the test of time and was absolutely the right decision in 2001," said Snyder. "The success our people achieved when responding to our nation's calling to act 20 years ago yielded profound impact throughout the years and is a direct testament to the resiliency, perseverance and aptitude our people endured at this command."

LOGSU-1's history dates back to Oct. 16, 2001.

9/11 occurred during LOGSU-1's early formation, and in the months immediately following, Snyder found his command supporting Task Force K-Bar — America's initial response

in Afghanistan. Task Force K-Bar, led by the NSWG-1 commodore, then Capt. Bob Harward, was tasked with carrying out President Bush's objective to eliminate Afghanistan as a safe haven for international terrorists.

"LOGSU changed the game and became an essential element, if not the key enabler, for transforming our community to the professional and strategic war-fighting force we are today," read a quote provided by retired Vice Adm. Harward for the ceremony. "The innovation and support we received was instrumental in our early war-fighting efforts and directly attributable to leaders like [Snyder] who demonstrated and provided the critical vision, culture, and support we needed as we responded to 9/11. We would not have succeeded without it, and the timing could not have been better."

Retired U.S. Navy Capt. Gerry Harms served as a driving force for the implementation of the LOGSU concept under former Rear Adm. Eric Olson's NSW-21 initiative. Harms spoke at the anniversary celebration and reflected upon LOGSU-1's inception and early infancy.

"[Task Force K-Bar] was the first time the NSW task force commander had a single senior officer coordinating his theater logistics, synchronizing personnel and equipment support, and plugging into the joint logistics enterprise," said Harms. "It was a herculean effort and a first for NSW."

LOGSU-1 remained vital in supporting operations, and in 2003, during the invasion of Iraq, would support the largest special warfare forward-deployed effort in our nation's history.

Retired Adm. William "Bill" McRaven, who rose through the ranks in the SEAL community and became NSW's second four-star admiral and commander of U.S. Special Operations Command in 2011, served as the commander of Naval Special Warfare Command at LOGSU-1's inception.

"When we look back 20 years... what would we have done without LOGSU," read a quote provided by McRaven for the ceremony. "LOGSU came along at a time when we really needed to be professionalizing the force and talking logistics. They revolutionized Naval Special Warfare. The timing could not have been better."

At the time of LOGSU-1's infancy, it's facilities were spread out across Naval Amphibious Base Coronado. Today, LOGSU-1 resides in newly constructed facilities located at the Silver Strand Training Complex in Coronado, California. LOGSU-1 is located in the middle of the complex allowing for improved access to the SEAL Teams it supports.

"The impact of the LOGSU's has literally put us in the heart of the community," said Snyder. "You men and women standing here today are writing the next chapter in LOGSU-1's history."

Today, 430 personnel at LOGSU-1 provide expeditionary logistics and support services to NSWG-1's eight other subordinate commands, directly supporting NSW whether in garrison, training, or deployment.

"We must innovate and find ways to bring resources to bear on our most significant challenges to ensure the integrity of support for the fight to come," said Bossi. "There is no doubt in my mind that you will more than meet the challenges that lie ahead, just as we have done so in the past. Happy 20 years to our robust enterprise, and with more phenomenal years to come!" 🌟

Retired U.S. Navy Capt. Bob Snyder, Naval Special Warfare Logistics Support Unit (LOGSU) 1's first commanding officer, delivers remarks during a ceremony commemorate LOGSU-1's 20th anniversary. —photo by Petty Officer 1st Class Paolo Bayas



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The NAVSUP YouTube page has recently added a collection of thirty-second videos meant to aid Sailors in various aspects of life. The informative videos range from maximizing Sailor health and performance to household goods moving tips.

You can watch the videos here:

<https://www.youtube.com/user/NAVSUPHEADQUARTERS/videos>

