

Chapter 3 – Operations Support

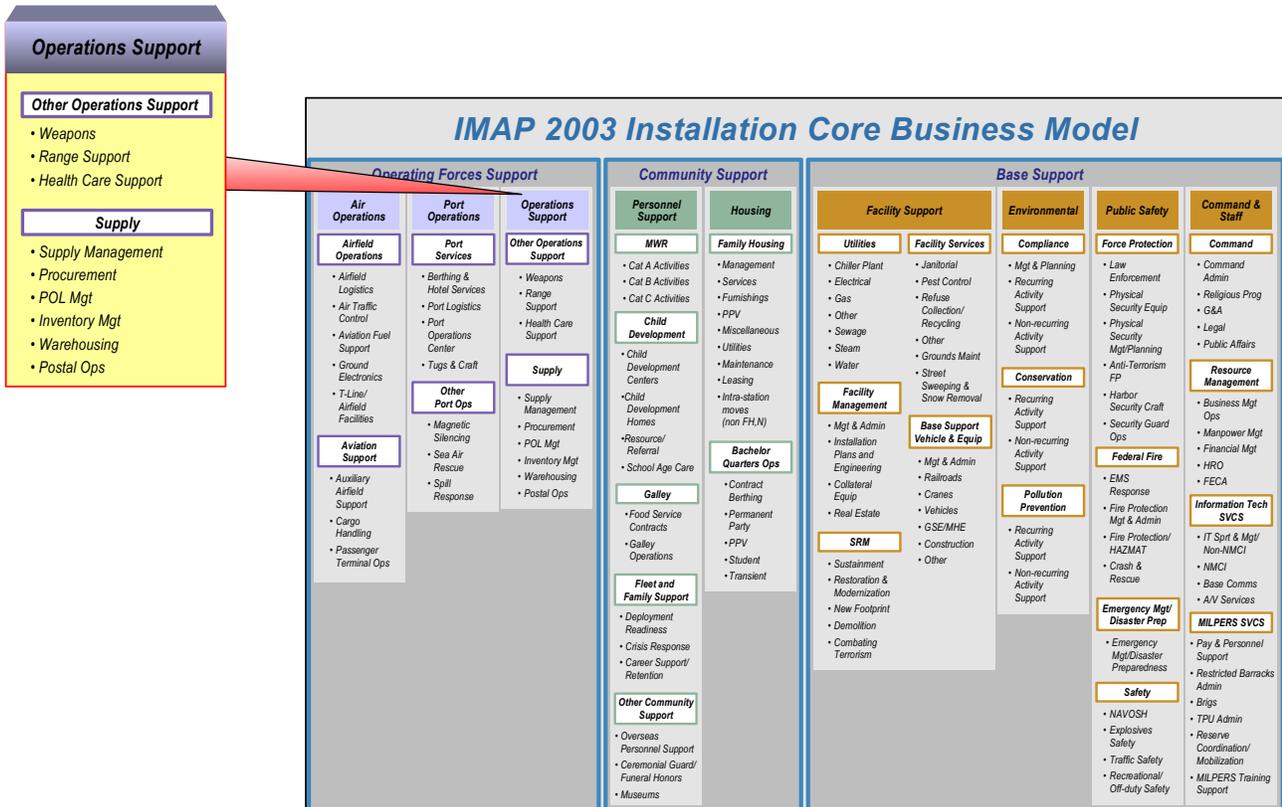
Overview

Within IMAP 2003, the direct support to the Navy's operational forces provided by the Shore Establishment is most directly relevant through the three Core Business Areas under Operating Forces Support. While the support provided through the Air Operations and Port Operations functions addressed in Chapters 1 and 2 is most commonly thought of as the direct support to the Fleet, the same is also true for the functions and sub-functions within the Operations Support Core Business Area.



The Operations Support Core Business Area provides a wide spectrum of services and functions in direct support of operational missions using BOS funding at Shore Installations. The two functions within this Core Business Area are Other Operations Support and Supply. The Other Operations Support function includes the key sub-functions addressing Weapons, Range Support, and Health Care Support. The Supply function covers the Supply support to the Fleet from the shore establishment.

When examined as an entire Core Business Area, Operations Support remains relatively small in terms of its overall obligations expended in FY 2003. The same was shown as true in last year's report. For FY 2003, the total IMAP direct BOS obligations for this Core Business Area came to some \$201M. Significantly, the overall Operations Support obligations in FY 2003 remain more than that expended for either the Air



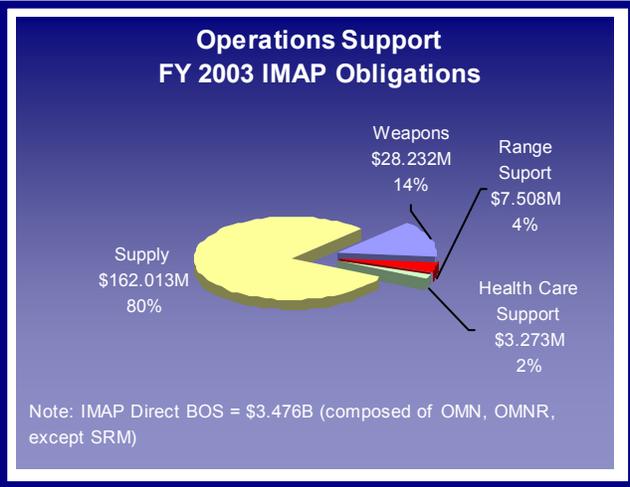
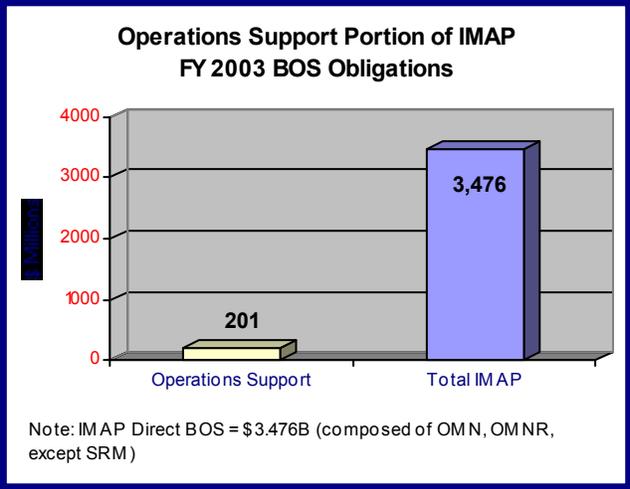
Operations Core Business Area (\$84.1M) or the Port Operations Core Business Area (\$134.8M). Thus, for the three Core Business Areas within the overall Operating Forces Support portion of IMAP 2003, the sub-functions and activities within the Operations Support Core Business Area account for 47.2% of the total expenditures.

Within the Operations Support Core Business Area, only the Supply function has a currently active IPT. The other sub-functions within Other Operations Support have widely diverse activities and limited associated funding. No IPT has been established for the Other Operations Support function.

As shown in the accompanying chart, the Supply Function (\$162.M) accounts for 80% of the total obligations within this Core Business Area. The Weapons sub-function follows at 14% and some \$28M in total direct BOS obligations. The other two sub-functions contribute significantly less with Range Support at 4% (\$7.5M) and Health Care Support at 2% (\$3.3M).

The overall recorded IMAP obligations for the Supply function were remarkably similar in FY 2002 and FY 2003 at around \$160M. Within the Other Operations Support function, all three sub-functions showed relatively significant increases in obligations in FY 2003 over FY 2002, with the overall increase at around 41% up to a total of \$39M from last year's total of \$27.66M.

During FY 2003, separate Special Interest Item codes (SII) were established for both Other Operations Support (OO) and for Supply (SP). These SII will permit greater visibility throughout the budget process and through the execution cycle for both of these functions commencing in FY 2004. In fact, in both the OPNAV N46 BAM submission for POM-04 (January 2002) and the OPNAV N46 Capabilities Plan submission for PR-05 (January 2003), detailed requirements were presented for both Other Operations Support and for Supply. The Weapons sub-function was first split out from the Air Operations and Port Operations Core Business Areas in the PR-05 submission.



The FY 2003 Navy-wide performance data call was conducted for the Supply function. Overall, the Supply function performed Navy-wide at Capability Level 2 (score of 7.32 out of 10), while, more importantly, meeting its mission requirements. This, when compared to the less rigorous performance data call for FY 2002, showed an overall Supply functional score of 7.43 out of 10 (Capability Level 2). The data call for FY 2003 provided a refined evaluation of the Product of the Plan for Supply with coverage across all of the Supply sub-functions. The complete results by Region for the Supply function are included at the end of this Chapter. These results showed continued strength in several

of the Supply sub-functions and overall superior performance to the Fleet across the Navy. This overall performance also reflected the strong work by the Supply IPT during FY 2003. During a series of meetings, the Supply IPT successfully reworked the developed metrics for each sub-function and refined the Supply Capability Level descriptors. These modifications contributed significantly to an improved set of performance metrics for the Supply function.

The results of the review for this report show the potential benefits for several future actions under CNI. Both of the functions under Operations Support provide significant direct contributions to the Fleet. As such, the Navy should consider funding these functions at similar Capability Levels to those approved for funding the Air Operations and Port Operations Core Business Areas. In this era of reduced funding availability, it remains important to seek the highest level of service to the Fleet in the areas most directly contributing to Fleet readiness. The Supply IPT has made very important improvements to the overall performance metrics. The Navy must also consider how best to make similar improvements for the sub-functions under Other Operations Support.



Product of the Plan

Operating Support Summary

Other Operations Support:

- Funded at C-3 readiness rating for FY 2003.
- Overall performance not measured – no IPT.
- New SII assigned.
- A 41% increase in obligations in FY 2003 over previous year.
- Level of expenditures potentially calls for an IPT for the Weapons sub-function.
- The Range Support sub-function should be linked to the Navy Range Office on the OPNAV Staff.
- Funding for these three sub-functions should be commensurate with the level of funding for Air and Port Operations Core Business Areas.
- Function and activities more appropriately “Mission” funded vice BOS funded.

Supply:

- Funded at C-3 readiness rating and performed at Capability Level 2.
- Reported Capability Level 2 performance is similar to the performance delivered in FY 2002. Performance at Capability Level 2 is due to improved data survey, wider scope of evaluation, and better metrics.
- Met mission requirements.
- Improved performance metrics and Capability Level descriptors, the result of strong IPT work.
- Plan is to transfer all Supply functions and activities to NAVSUP during FY 2004.

Other Operations Support

Scope of Program

The Other Operations Support function includes BOS funded activities in the following three sub-functions:

Other Operations Support	
➤	Weapons
➤	Range Support
➤	Health Care Support



Weapons: The Weapons sub-function addresses all activities that provide receipt, segregation, storage, issue, handling, maintenance, tests, and checks of weapons. This sub-function also includes explosive ordnance disposal (EOD) activities where applicable.

Range Support: The Range Support sub-function includes BOS funded activities in support of either a station-operated training or RDT&E range/s or Stand Alone (separate UIC). It includes personnel support (security forces, guards, diving units), target acquisition support, maintenance and retrieval support, range upkeep/ordnance sweeps, vehicle support, and transportation services.

Health Care Support: This sub-function includes installation provided reimbursable BOS funded activities in support of operations and facilities of tenant health and dental care providers.

Progress in FY 2003

During FY 2003, no IPT was established to address the standards, capability levels or specific requirements for these sub-functions as the overall budget

remains a relatively small portion of the total IMAP. The total direct BOS obligations for FY 2003 for the Other Operations Support function were \$39M, or just one percent of the total IMAP BOS obligations. These three sub-functions have been addressed as collateral duty responsibilities within both OPNAV N46 and CNI for any one individual. The same is true at the regional level. Thus, there is currently little headquarters level focus on any of these three sub-functions. However, given the overall level of obligations for the Weapons sub-function (\$28M), CNI should consider a review of the Weapons activities together with the staff of OPNAV N41 to determine the potential for creating a separate IPT for the Weapons sub-function. Of equal or more importance is the fact that during the stand-up of CNI over the summer of 2003, the divesting Claimants retained significant portions of the Weapons sub-function activities as “Mission” funded with no transfer of funding, responsibility or oversight to CNI. Therefore, the most significant action for CNI in the Other Operations Support functional area in FY 2004 is to seek full agreement on what is included here as “Mission” funded versus “BOS” funded.

Likewise, CNI will need to continue to review the Range Support sub-function in terms of how these activities relate to an OPNAV office for Ranges – yet to be established, but under consideration. With the need for CNI to interface directly with the Fleet Commanders and in particular with the new COMUSFLTFORCOM and his training responsibilities for use of the ranges, CNI’s responsibilities for supporting this sub-function require further review. The key here is to ensure the proper distribution of responsibilities and funding between the Mission Commander and the Regional Commander for the Range Support function.

Significantly, the new Special Interest Item code (SII) for Other Operations Support (OO) will contribute to CNI’s ability to track funding for these three sub-functions throughout the budget process and down through the execution year at the regional level.

Assessment and Performance

Other Operations Support BOS Direct Funding Obligations from IMAP		
Sub-Function	FY 2002 Obligations	FY 2003 Obligations
Weapons	\$24.352M	\$28.232M
Range Support	\$2.607M	\$7.508M
Health Care Support	\$0.703M	\$3.273M
TOTAL Other Operations Support	\$27.662M	\$39.013M

Weapons: The Weapons sub-function contributes the most significant portion of the overall obligations under the Other Operations Support Core Business Area. The total BAM requirement for the Weapons sub-function (spilt between the Airfield Support and Seaport Support Core Business Areas) submitted for FY 2003 in PR-03 was set at \$38.344M. This requirement was over 50% higher than the submission for FY 2002 in POM-02. The total IMAP direct obligations in FY 2003 for the Weapons sub-function equaled \$28.232M. As was true last year, the most significant obligations for the Weapons sub-function came from Guam (\$12.7M) and from NAVBASE Pearl Harbor (\$5.96M). Of note, Guam and NAVMAG Pearl Harbor Weapons had already transferred this function from "Mission" to BOS for FY 2004.

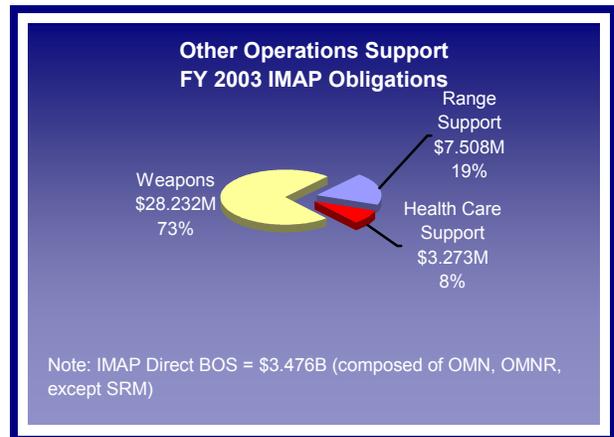


Range Support: The Range Support sub-function was included under the previous Core Business Areas of Airfield Support and Seaport Support – now Air Operations and Port Operations. The Range Support sub-function was not included as a separate line item for the OPNAV N46 BAM submission for PR-03. During FY 2003, this sub-function was elevated with specific requirements detailed for FY 2004 and beyond. The total FY 2003 obligations of \$7.508M showed a nearly threefold increase over FY 2002.

These total obligations were attributed to the following locations: NAVSUPACT Souda Bay, Crete (\$2.47M); NAVBASE San Diego (\$2.6M); NAS Oceana (\$1.3M); and Fleet Activities Okinawa, Japan (\$0.95M). Significantly, the CNI support for ranges has the potential for costs above what is immediately apparent. For example, at San Clemente Island, Commander Navy Region Southwest has the responsibility to keep the roads open for access to the targets at considerable expense, although some of these costs are reimbursable.

Health Care Support: The Health Care Support sub-function was included under the Other Mission Support Core Business Area during the development of PR-03. The overall BAM requirements submitted for FY 2003 for Health Care Support were \$1.384M. During FY 2003, execution was reported at \$3.273M or nearly 2.5 times the BAM submission. The increased obligations occurred at two prime locations – NAVSTA Guantanamo Bay, Cuba (\$2.8M) and NAVSUPFAC Diego Garcia (\$0.373M).

Other Operations Support Funding			
FY 2003	FY 2003	FY 2003	FY 2003
Full Mission Requirement from IMCs	OPNAV N46 BAM Requirement	Special Interest Item for "OB" (For FY 2004, SII = "OO")	IMAP Obligations
\$42.6M	\$38.344M		\$39.013M



The three sub-functions under Other Operations Support do not receive significant visibility across the budget process or within the structure of the new CNI organization. However, these activities provide for significant direct contributions to the Fleet. As such, CNI should seek to fund these functions at similar Capability Levels to those approved for funding the Air Operations and Port Operations Core Business Areas. In this era of reduced funding availability, it remains important to seek the highest level of service to the Fleet in the areas most directly contributing to Fleet readiness. Clearly, the Weapons and Range Support sub-functions have been shown to do just that. The new SII code and improved development of the true requirements for these sub-functions will help significantly. Overall, these three sub-functions lend themselves to continued CNI review in terms of defining "Mission" funding versus BOS funding.

Other Operations Support:

- Funded at C-3 readiness rating for FY 2003.
- Overall performance not measured.
- New SII assigned.
- A 41% increase in obligations in FY 2003 over prior year.
- Level of expenditures potentially calls for an IPT for the Weapons sub-function.
- The Range Support sub-function should be linked to the proposed Navy Range Office on the OPNAV Staff.
- Funding for these three sub-functions should be commensurate with the level of funding for Air and Port Operations Core Business Areas.
- Function and activities more appropriately "Mission" funded vice BOS funded.

Supply

Scope of Program



The Supply function includes sub-functions and activities that provide Supply and Logistic services to the mission operations of the installation. Some regions have Fleet Industrial Supply Centers (FISCs) in their geographical area, while other regions do not presently have them. For some Supply sub-functions, the FISCs are mission-funded to provide those services and do so. On the other hand, for some Supply sub-function areas of responsibility,

the FISC performs these services as a reimbursable expense to the BOS appropriation based on various arrangements at the regional level. The costs reported here are only BOS charges incurred in the absence of a FISC or if the FISC performs the service on a reimbursable basis. The activities within the Supply function at the Navy's installations are critical to the operations of the Navy. They conduct transactional processing to provide support and to meet the operational requirements of the war fighting community.

Supply

- **Supply Management**
- **Procurement**
- **POL Management**
- **Inventory Management**
- **Warehousing**
- **Postal Operations**

Supply Management: The Supply Management sub-function provides for the management and administration of installation Supply activities. It includes installation support for personal property management activities (Household Goods (HHG)) and management of the Consolidated Hazardous Re-utilization Management Program (CHRIMP).

Procurement: This sub-function addresses the procurement, contracting, contract administration and small purchasing services for the installation.



POL Management: The POL Management sub-function includes BOS activities (i.e., facilities maintenance and transportation) that manage and support POL requirements not provided by a FISC.



Inventory Management: The Inventory Management sub-function covers activities involved in managing stocks of supplies (either raw commodities or end-use items) necessary to support end users. This includes commodity management, technical support, cataloging, supply standardization, stock control, training, and inventory control support. It does not include management of POL inventories.

Warehousing: This sub-function includes all activities involved in storing material for future use or shipment. It includes receiving, material handling (including reprocessing), issue, shipping, warehouse inventory control, internal security activities and associated transportation costs.

Postal Operations: The Postal Operations sub-function includes all activities involved in the operation of the installation's Post Office. It includes installation BOS funded activities undertaken to deliver US mail and guard mail on the installation.



Progress in FY 2003

Together with the establishment of CNI as the single Shore Installation Claimant, the progress made by NAVSUP in its transformation efforts contributed toward the goal of obtaining sufficient funds to allow for recapitalization and the long-term sustainment of the Fleet. This effort addressed the NAVSUP organizational structure, functional alignment, and customer alignment. The NAVSUP objectives are to maintain its ability to accomplish its mission and support its customers, to seek opportunities to improve its processes, and to gain efficiencies. This entire transformation effort links directly to the Shore Installation Management and CNI improvement efforts for the Supply function under the Core Business Area of Operations Support.

In support of this, the Supply IPT has made very important improvements to the overall performance metrics. At this time CNI and NAVSUP are actively negotiating an agreement for NAVSUP to become the Navy-wide service provider for the six sub-functions within the Supply function during FY 2004. Several teams have been formed to capture workload, labor and performance metric information to support the smooth transfer of operations to NAVSUP. The intended use of this data is to understand, analyze and negotiate the transfer of all BOS Supply functional workload to NAVSUP via COMFISCs through a reimbursable payment. CNI will retain oversight of the BOS Supply program as the program manager/resource sponsor and will monitor workload and performance with COMFISCs.

The major portions of the entire Supply function are covered in the two areas of civilian personnel costs and the contract services costs. This is consistent with the services delivered and the activities performed.

The development of a separate Special Interest Item code (SII) for the Supply function (SP) commencing in FY 2004 is an important step forward to allow for better visibility of all that the ashore side of Supply does to support Navy operations.



Assessment and Performance

During FY 2003, the Supply IPT took the actions suggested in last year's Stockholders' Report. This IPT met several times to redefine and refine the Supply performance metrics and Capability Level descriptors. This excellent work allowed for a more significant performance data call across the Navy, addressing all six of the Supply sub-functions. The results of this IPT work and the data call are covered below.

The Capability Level 1 descriptor for Supply Management calls for the required resources and expertise to execute full mission and meet or exceed the standards for processing Household Goods (HHG) actions and executing the Hazardous Material Reduction Program (CHRIMP). The corresponding performance metrics relate directly to these two measures. The work of the Supply IPT to refine these metrics was evident in the successful measurement of the Navy's performance in the Supply Management sub-function for FY 2003. The overall score came in at Capability Level 3 (6.5 out of 10). Of note, improvements in the CHRIMP process have resulted in significant savings starting in FY 2003.

Supply BOS Direct Funding Obligations from IMAP		
Sub-Function	FY 2002 Obligations	FY 2003 Obligations
Supply Management	\$26.053M	\$27.760M
Procurement	\$43.645M	\$30.589M
POL Management	\$8.406M	\$10.629M
Inventory Management	\$29.830M	\$29.467M
Warehousing	\$42.305M	\$42.659M
Postal Operations	\$13.231M	\$20.909M
TOTAL Supply	\$165.592M	\$162.013M

Procurement: The Procurement sub-function was clearly detailed in the OPNAV N46 BAM submission for PR-03. It was included within the Supply function under Command Support. The overall requirement for FY 2003 submitted in PR-03 was at \$61.27M. This requirement was some 90% of the total requirement requested from the claimants. The IMAP reported FY 2003 total direct BOS obligations are \$30.589M for the Procurement sub-function. This is considerably less than what was reported for FY 2002 (\$43.645M). CNI plans to examine the disconnect here between the requirement and the level of obligations under the Procurement sub-function.

Supply Management: The Supply Management sub-function was not clearly defined in the BAM submission for PR-03. During the subsequent BAM submission for POM-04 (January 2002) and the Capabilities Plan submission for PR-05 (January 2003), the detailed requirements for Supply Management were better articulated. These improvements resulted from the improved definitions and metrics within the overall Supply function. For FY 2003, the overall direct BOS obligations as shown in IMAP for the Supply Management sub-function were recorded at \$27.760M. In comparison, the obligations for FY 2002 were at \$26.053M.

The performance metrics and Capability Level descriptors for the Procurement sub-function revolve around the effective use of the Simplified Acquisition Program (SAP) and the reported delinquency rate standards. The FY 2003 performance data call for Supply covered these areas in great detail. The results show the Procurement sub-function performance at Capability Level 3 (5.84 out of 10) total across the Navy.

POL Management: The POL Management sub-function was addressed under the Supply function in the PR-03 submission for FY 2003. These requirements came to a total of \$20.662M. This represented some 90% of the total requirements submitted by the IMCs for FY 2003. The actual obligations reported in IMAP for FY 2003 were considerably less at \$10.629M. The FY 2002 obligations for POL Management were in the same order of magnitude at \$8.4M. It would appear the development of the requirements for POL Management does not fully correspond with the actual level of obligations for this sub-function.



During FY 2003, the Supply IPT developed Capability Level descriptors and performance metrics for the POL Management sub-function. These standards place the most significant weighting on the percentage of fuel transfers completed within the required delivery period to meet mission needs. Less emphasis is placed on the percentage of scheduled maintenance actions completed. The overall POL Management performance across the Navy in FY 2003 was at a high Capability Level 2 (8.43 out of 10).

Inventory Management: The Inventory Management sub-function was included in the BAM submission for PR-03 under the Supply function. OPNAV N46 submitted the BAM requirement for Inventory Management at \$29.415M. The review of the FY 2003 IMAP obligations shows the expenditures at \$29.467M, almost matching the FY 2002 obligations of \$29.83M. Within the Supply functional area, the Inventory Management sub-function shows the closest relationship between the requirements and the obligations.



The Inventory Management performance metrics and Capability Level descriptors address the key areas of percentage of net effectiveness, warehouse refusal rate, and the bounce back rate together with the relationship between these measures. For FY 2003, the regions reported the overall Navy performance for Inventory Management at a low Capability Level 2 (7.01 out of 10).

Warehousing: The Warehousing sub-function accounts for the largest percentage of the total obligations within the Supply function. The total requirement submitted for FY 2003 in the PR-03 BAM submission was \$69.465M. This total represented 90% of requirements from the Claimants. Of note, the recorded IMAP direct BOS obligations for the Warehousing sub-function came to \$42.659M. These obligations were very similar to the reported obligations for Warehousing in FY 2002 (\$42.3M). Thus, the actual obligations were considerably less than the requested budget.

The performance metrics and Capability Level descriptors for the Warehousing sub-function concentrate on the areas of issues processing and receipt processing. The weighting within this sub-function is equally distributed between three areas:

- the percentage of issues processed.
- the percentage of DTO receipts available.
- the percentage of stock receipts stowed per standards.

For FY 2003, the overall Navy performance for the Warehousing sub-function was reported at a Capability Level 2 (7.8 out of 10).

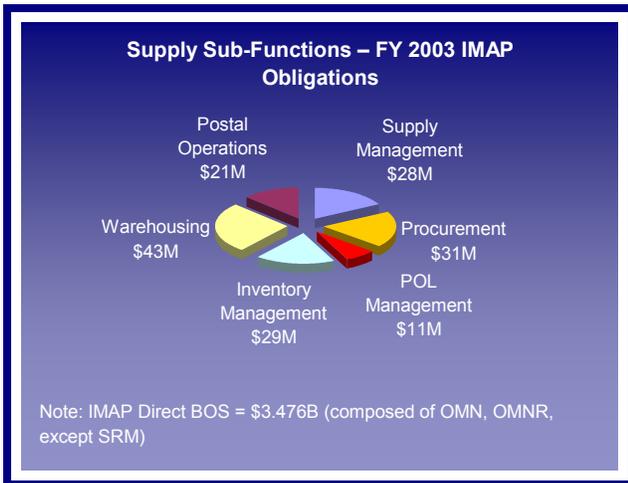
Postal Operations: The Postal Operations sub-function was included under the Command Support Core Business Area in the BAM submission for PR-03. For Capabilities Plan submission for PR-05 (January 2003), the requirements for the Postal Operations sub-function were addressed by OPNAV N46 under the Supply function of the Operations Support Core Business Area. For FY 2003, the requirements for the Post Operations sub-function were submitted as \$17.93M. This requirement represented 90% of the total requirements submitted by the IMCs for FY 2003. During FY 2003, the reported IMAP direct BOS obligations for Postal Operations were \$20.909M, or over 50% higher than the obligations the previous year.



Through the strong work of the Supply IPT, the Capability Level descriptors and the performance metrics for Postal Operations were completed. The emphasis was placed on the percentage of mail processed in accordance with DOD and USPS Procedural Standards and the percentage of mail delivered within Navy Timeliness Standards. Regional mail centers have emphasized improved procedures in order to realize significant postage savings. These resultant savings come from overall consolidation efforts and improved screening of premium mail services. As reflected in the results of the Supply performance data call, the Postal Operations function is meeting the needs of the Navy with a Capability Level 3 score (6.76 out of 10).

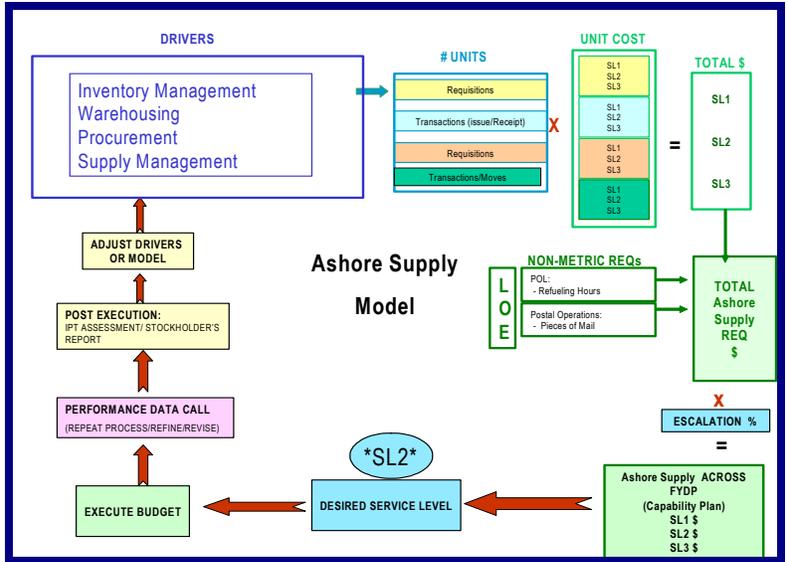
Supply Overall Performance By Region		
Region	FY 2003 Performance: Score	FY 2003 Performance: Capability Level
Northeast	7.19	CL 2
NDW	7.61	CL 2
Mid-Atlantic	7.08	CL 2
Southeast	7.86	CL 2
Northwest	6.02	CL 3
Southwest	7.40	CL 2
Midwest	5.22	CL 3
Gulf Coast	7.34	CL 2
South	7.60	CL 2
Hawaii	7.62	CL 2
Japan	6.78	CL 3
Korea	7.24	CL 2
Guam	7.48	CL 2
Europe	7.52	CL 2
Southwest Asia	5.99	CL 3
Overall Performance	7.06	CL 2

Supply Overall Performance By Sub-Function		
Sub-Function	FY 2003 Performance: Score	FY 2003 Performance: Capability Level
Supply Management	6.5	CL 3
Procurement	5.84	CL 3
POL Management	8.43	CL 2
Inventory Management	7.01	CL 2
Warehousing	7.8	CL 2
Postal Operations	6.76	CL 3
Overall Performance	7.32	CL 2



During FY 2003, the OPNAV N46 staff completed the initial Verification and Validation Process submission to OPNAV N8 on the Base Operating Support Performance and Pricing Models. The overview of the model for the Supply function is shown below. Note that Service Level was changed to Capability Level in FY 2004.

SIM Stockholders' Report FY 2003



Supply Funding			
FY 2003	FY 2003	FY 2003	FY 2003
Full Mission Requirement from IMCs	OPNAV N46 BAM Requirement	Special Interest Item for "OB" (For FY 2004, SII = "SP")	IMAP Obligations
\$230.45M	\$207.409M		\$162.013M

- Supply:**
- Funded at C-3 readiness rating and performed at Capability Level 2.
 - Reported Capability Level 2 performance is similar to the performance delivered in FY 2002. Performance at Capability Level 2 is due to improved data survey, wider scope of evaluation, and better metrics.
 - Met mission requirements.
 - Improved performance metrics and Capability Level descriptors the result of strong IPT work.
 - Plan is to transfer all Supply functions and activities to NAVSUP during FY 2004.

NAVAL SUBMARINE BASE, NEW LONDON,

Port Services Officer creates boat refurbishing contest that nets nine bass boats for MWR check out, while fostering camaraderie and competition amongst local sailors. Teams refurbished decrepit DRMO castoffs to better-than-new condition for prizes and trophies and MWR donated new 25 horsepower motors all of which cost of new purchase price for like boats.

NAVREGNW established single POC with Washington State

authorities for State Child Protective Services, Family Child Care Services, Women, Infant and Children programs. Established Child Development and Child Development Home central 1-800 number for registering children into Navy childcare. Appointed one "lead" CDC and Youth Activities Manager for region to coordinate all regional centers and homecare programs. The reorganization allows for centralized and consistent planning, budgeting and execution.



NAVREGNW established General Mess Hybrid to reduce OB costs, improve

customer satisfaction and increase flexibility. Results of the pilot program were dramatic:

- Hours of operation of the former AGM were doubled
- Entrée selections for evening meal increased from only 2 to over 20!
- Table service for patrons at evening meal vice institutional cafeteria service
- Reduced Food Service Attendant costs by 24%
- Trident Training Facility working to develop curriculum in conjunction with local community college leading to associates degree
- Agreement in place for procurement of food product under Prime Vendor contract through DSCP

NAF Atsugi now has a thriving a supportive Ombudsman Program due to the personal initiative of Natsuko Lovell.

Mrs. Lovell knows the concerns and issues of sailors and their families first hand. A Navy wife for 13 years, she also knows what it is like moving to a foreign country—a native of Japan, she spent several years in the States with her husband, on various tours. Seeing the need for the vital link in the communication chain, she was at the forefront in establishing NAF Atsugi's Ombudsman Program, now proudly serving the needs of Atsugi's sailors and families.



Commander, U.S. Forces Japan's Regional Master Chief, CNOCM Mike Driscoll was the driving force behind Operation

Save the Holiday. Recruiting volunteers from Yokosuka, NAF Atsugi, NAF Misawa, family members and DoD civilians. They sprang into action to provide a holiday meal to the 3000 sailors and family members on Guam. Without electricity or potable water following Typhoon Pongsona, most Guam families had little hopes for a traditional holiday meal. The volunteers arrived in Guam just before Christmas, utilizing the galley of the USS FRANK CABLE (AS40), they prepared 3000 holiday meals. No small feat considering the galley usually meets the needs of half that number. With precision and coordination the day came off without a hitch, and everyone involved took away wonderful memories for a lifetime.

They into a provid holiday to the sailor family memb Guam Witho tricity potab follow Typho Pongs most family little a trad holid The arriv