

Q&A: Vice Adm. William J. Galinis, Commander, Naval Sea Systems Command



Vice Adm. Bill Galinis, center, tours a naval facility. *U.S. NAVAL SEA SYSTEMS COMMAND*

Vice Adm. Bill Galinis, commander, Naval Sea Systems Command, responded to questions about the Naval Sustainment System – Shipyard from Senior Editor Richard R. Burgess.

What is the Naval Sustainment System – Shipyard?

GALINIS: Naval Sustainment System – Shipyard (NSS-SY) is a Navy corporate initiative focused on meeting our on-time ship and submarine delivery commitments at all our naval shipyards. This Navy-wide approach is designed to address all functional areas affecting execution performance in our public shipyards to include planning, material procurement, engineering, waterfront execution, facilities, information technology and

fleet partnership. For years, we have struggled to deliver submarines and aircraft carriers back to the fleet on-time from scheduled maintenance periods. Over the last decade, we've worked to increase productivity by growing the size of our workforce, improving our training processes to accelerate learning and get our newest hires to the waterfront as quickly as possible. In working to improve the on-time performance of the shipyards we realized that we needed to rethink how we approached both the way we plan and execute the work.

At the heart of NSS-SY is the "get real, get better" approach. The direction provided in the CNO's [Chief of Naval Operations'] Charge of Command to self-assess, self-correct and learn is clear. For us, that means that we need to look at our processes and procedures, understand where there are barriers that hinder or slow production work and then permanently remove them. To do this, we follow a stair-step process that empowers everyone from the deckplate or shop floor all the way up to me to fix issues or elevate them up the chain of command until it reaches the right level where the issue can be addressed. We call this the "fix or elevate" process, and it allows us to identify issues that prevent our production workforce from getting their job complete on time. The issue could be that our mechanics do not have the right tools, drawings or material on hand and we work with all of the Navy's stakeholders – across the shipyard enterprise, NAVSEA, other Navy system commands, the fleet or Navy leadership as required – to ensure that our people have what they need, when they need it, so they can do their job.

Two additional important elements of the NSS-SY effort are the requirement to standardize practices across our naval shipyard enterprise. This includes starting with how we train our workforce, our business practices, material procurement efforts and work execution processes. There is tremendous opportunity in this area.

During this era of strategic competition, and when you

consider the average cost of about \$1 million per day to keep a submarine in a shipyard, every day matters when it comes to our availabilities. Every day of maintenance delay costs the Navy steaming days, training days, and forces other ships and crews to stay out longer. With NSS-SY, we are working to ensure that we maximize our skilled workforce so we can continue to deter aggression and win in a fight.

How and when did NSS-SY originate?

GALINIS: NSS-SY has its roots in Naval Sustainment System – Aviation when Naval Air Systems Command [NAVAIR] took on the challenge to have 80% of our F/A-18E/F Super Hornets and EA-18G Growlers mission capable. NAVAIR not only met but exceeded its requirement, and we in NAVSEA saw the goodness inherent in the NSS process and started applying it to our naval shipyards.

The level of complexity in maintaining a nuclear submarine or aircraft carrier is enormous, so we had to not just scale up what NSS-Aviation did, but really elevate the whole process to a new level. We worked diligently within NAVSEA headquarters and the naval shipyard enterprise to start the process. Initially leveraging the Navy's Performance to Plan initiative focusing on data and data analytics to identify key deficiency areas, we learned pretty quickly that we needed to take a much more holistic approach that brought senior leaders from multiple NAVSEA equities, other Navy Systems Commands, the fleet and Navy leadership.

This process led to the establishment of the NAVSEA Transformation Office led by NAVSEA's executive director Giao Phan and is comprised of nine pillars, each lead by a one- or two-star admiral:

- Engineering: Rear Adm. Jason Lloyd (NAVSEA 05)
- Planning: Rear Adm. Jim Downey (PEO CVN) and Rear Adm. Dave Goggins (PEO SSN)

- Materials: Rear Adm. Ken Epps (NAVSUP WSS)
- Inside Shops: Rear Adm. Scott Brown (NAVSEA 04)
- Waterfront Production: Rear Adm. Scott Brown (NAVSEA 04)
- Fleet Operations: Rear Adm. William Green (USFFC N43)
- Shipyard Resourcing: Rear Adm. Scott Brown (NAVSEA 04)
- Infrastructure: Rear Adm. Troy McClelland (PEO SIOP)
- Information Technology: Rear Adm. Huan Nguyen (NAVSEA 03).

Additionally, within each shipyard, aligned to the waterfront production pillar, we have established execution teams lead by “champions.” Our champions are senior, experienced shipyard personnel recognized as experts by leadership and their peers in the areas they are leading. This is really where the proverbial “rubber meets the road” and this team is driving the change we need inside our shipyards.

This team is working to ensure that we are aligned and working together, from NAVSEA headquarters to the shipyard waterfront to provide our skilled mechanics and trades with the material, training, equipment, technology and facilities required to execute their mission on time. These leaders are responsible for solving issues at their level and elevating issues as needed to improve the output of the naval shipyards.

Why the need for a change?

GALINIS: As CNO [Adm. Mike Gilday] wrote in his NAVPLAN, “There is no time to waste – our actions in this decade will set the maritime balance of power for the rest of the century.”

We are in an era of strategic competition with China and Russia. Both those countries are making significant investments in their navies and air forces to try and disrupt global dynamics and stability for their own economic benefit. Our Navy serves as the stabilizing force across the globe, and that is true because we are forward deployed and have the greatest Sailors and ships of any nation. Fleet readiness is

top priority and foundational to executing our sea control and power projection missions. The work to provide our Navy and our country with materially ready submarines and aircraft carriers starts in our four public shipyards. Our naval shipyards are critical in ensuring that our submarines and aircraft carriers are materially ready to fight and win. NSS-SY is working to ensure that these front-line assets are delivered on time, every time so the fleet can meet its mission to preserve peace and win wars.

How is it an improvement on the way ship sustainment was done in the past?

GALINIS: The primary difference between NSS-SY and other efforts to improve naval shipyards' performance is the whole-Navy approach we're taking. No longer are we putting the onus on the individual shipyards to figure out how to improve. Instead, we are using metrics, data analytics, and workforce input to drive the procedural changes and business rule updates needed to ensure that we provide the production and engineering workforce with the full scope of what they need to be successful and make every day of a maintenance availability matter.

As I said earlier, we're taking a holistic approach to how the naval shipyards are supported from across the entire Navy. Under Fleet Maintenance Officers Rear Adm. Greene and Capt. [Daniel] Ettlrich, both former naval shipyard commanders, we are working with the fleets to improve our productive capacity within each shipyard by adjusting targets for our wage grade, or trade, personnel while also building a path to become a "master mechanic," essentially providing a career in the trades with the appropriate level of training and compensation.

No availability can be completed on time if the planning and engineering isn't done right, so Rear Admirals Downy and Goggins are working to improve our planning efforts by

refocusing of planning milestone adherence and the quality and completeness of the planning products delivered to the shipyards. Rear Adm. Jason Lloyd has developed a team to address non-value-added requirements and “engineer work out” of availabilities to improve our on-time performance. Where the on-time procurement and delivery of material has proven to be one of our bigger challenges, and tied to our planning and engineering efforts, Rear Adm. Epps has implemented Material Planning Conferences tied to our availability planning efforts as well as rebuilding our rotatable pool processes.

On the infrastructure front, under Rear Adm. Nguyen, we’re working to improve our IT infrastructure to improve connectivity and information sharing while also working to upgrade computers at the four shipyards to improve productively and reduce unproductive time.

Adm. McClellan is executing the required physical infrastructure upgrades needed to execute maintenance in as efficient manner possible, with active projects in progress at Portsmouth and Norfolk and soon in Pearl Harbor and Puget Sound.

It all comes together on the waterfront and in our shops, and that is where Rear Adm. Brown is focused on a really, “back to basics” effort. As mentioned earlier, there are strong teams within each shipyard, led by our champions, working to implement the required change in this pillar. The focus here is to essentially rebuild our management and execution processes for executing complex ship maintenance and modernization efforts. Additionally, he has a strong effort in place to improve production shop performance, ensuring the production shop workforce has what they need to execute their mission.



USS Pasadena (SSN 752) returned to the fleet Oct. 31 following successful completion of its Drydocking Selected Restricted Availability at Norfolk Naval Shipyard. *U.S. NAVY / Aldo Anderson*

What are some of the lessons learned from the first four submarine pilot projects? Did they emerge from the shipyard on time?

GALINIS: Each shipyard has executed a number of initiatives we call sprints that are designed to quickly test ideas. During the first phase of NSS-SY, we focused on the waterfront production system and piloted OCC [Operations Control Center] and Start of Shift initiatives across four submarine CNO availabilities – USS Mississippi (SSN 782), USS Louisiana (SSBN 743), USS Virginia (SSN 774) and USS Pasadena (SSN 752).

Not every sprint resulted in positive outcomes. One example was our testing a new way to record work time for the

production workforce. We thought we could remove some work hours at the supervisory level but, when we evaluated the pilot, we did not see the return on investment so we ended the pilot pretty quickly so we could put our efforts elsewhere. Although we don't like to see our effort not pan out, it's better that we fail fast so we spend more time in areas that may result in real time or energy savings.

A consistent theme in what we learned with the early efforts was a need to scale successful pilots quickly – the crew boards for example. Our approach here will be to implement pilot efforts where we see the need for improvement, quickly assess the impact of these pilots, and, if they work, scale them quickly across the four naval shipyards.

Our near-term efforts are really focused on the waterfront pillar to rebuild and reinforce the importance of our project management fundamentals. Improving our waterfront execution efforts, combined with near-term wins in material, engineering and IT, is where I believe we will have the most impact on avails in progress.

Looking a little further out, improving our planning efforts, getting this planning done on time with the requisite level of quality, combined with improved on time material procurement and delivery will be impactful. This will also improve our ability to manage the production work during a submarine or aircraft carrier availability.

Have you started any follow-on (post-pilot) availabilities using NSS-SY? Have you expanded beyond applying it to submarines?

GALINIS: Yes, we have. For example, we've established operational control centers that have been fully implemented for all CNO availabilities in progress and even into some of our shops.

The operational control centers are integral to our fix or

elevate approach as issues identified at the waterfront or shop floor are sent there for evaluation and are either fixed or moved up the chain of command. It allows the project teams and trades a single place to send issues they cannot address themselves and serves as a way to bring subject matter experts together into a single space to investigate and address productivity barriers. This effort has driven down work stoppages in terms of numbers and durations on the waterfront and shown some improvement in getting decisions to the waterfront faster.

We've also continued to mature the use of crew boards across our availabilities, incorporating feedback from the waterfront. These crew boards lay out what specific work teams should accomplish that day. In establishing this daily goal, our tradespeople can better understand what they need to do and make every day matter. It also helps to track the status of ongoing work and help identify barriers to completion.

Additionally, the work being done within the waterfront pillar to improve and strengthen work execution principles, what we refer to as "project management fundamentals," or PMF, has been very important. PMF is the tactical process used by our project teams to manage work execution during ship maintenance availability. The team is taking a back-to-basics approach to strengthen the training and understanding of these fundamentals, reestablish consistency of implementation and adherence, measuring throughput and incorporating commercial best practices where appropriate. This is one of our top focus areas to improve availability execution in the near term.

What metrics do you use to assess the success of availabilities under NSS-SY?

GALINIS: Ultimately, the only metric that counts is the number of days of maintenance delays. Our goal is to deliver all availabilities on time by 2023.

We have identified a number of metrics that we know will lead to a decrease in the number of days of maintenance delays. For example, we are looking at on-time task completion, how much production work is accomplished each day as compared to a daily schedule, and how much we are reducing unplanned work, or work that is not identified prior to the start of the availability. We are constantly reassessing how we measure ourselves to ensure we stay focused on the right measurements and tasks.

We also have tangential information about our workforce's buy-in to the program. When we first started rolling out crew boards, they did not go to every shop on every availability. Instead, we tested the concept with a couple shops on a couple availabilities. One day, a supervisor walked past a crew board, saw the goodness and value in sharing that information, and on his own built his crew their own crew board. When you have that type of buy in to a concept, you know you're on to something good.

What new technology, if any, has been introduced as part of NSS-SY?

GALINIS: While NSS-SY is principally focused on improving our business and production practices, and I discussed the importance of standardizing of our practices, equally important is our ability to innovate and improve our processes as well as bring in new technology. We have consistently encouraged and challenged our shipyard to look for improvement opportunities.

A good example of driving innovation into our work practices is the current friendly competition between Portsmouth and Pearl Harbor Naval Shipyards on Virginia-class work practices to drive time and cost out of these availabilities.

On the technology front, we stood up an Engineering Intervention Board to more efficiently and quickly evaluate

new technologies as part of its effort to remove schedule and cost from availabilities. And many of these new ideas come from the waterfront.

Examples of technologies the EIB is currently evaluating include an automated condenser cleaning system that cleans condenser tubes while saving substantial time. We are also looking into an autonomous grit-blasting system that also reduces the workforce requirements. Same for a phased array ultrasonic non-destructive testing technique and laser ablation that removes rust and other materials with a laser beam and not a wire brush or wire wheel.

What are the cost advantages, if any, demonstrated by the NSS-SY projects?

GALINIS: NSS-SY is focused on improving business practices within the shipyards and maximizing the productive time of our artisan and engineering workforce. It's about on-time work completion that results in on-time deliveries and therefore on-cost deliveries as well. From a shipyard perspective, providing our waterfront mechanics/trades the right material at the right time, the right tools, technical information, etc., will allow them to be more efficient. The more effective we make our skilled tradespeople, the quicker they can complete a job and then move to the next one, which reduces the number of work hours and days in an availability, and the quicker we can buy back idle time for the ships and their crews.

That said, there is a cost component to delivering ships on time. For every day a submarine is delayed in an availability, the Navy expends about \$1 million. That includes all the operational costs for the boat. For aircraft carriers, that figure doubles to \$2 million. When the ship and its crew is in the shipyard, the Navy is not getting productive capacity from its investment.

Similarly, there is a readiness deficit that we run when we do not deliver on time. For the delayed ship and its crew, that's less time working together as a team, at sea, where they need to be to gain true warfighting proficiency. It also causes us to run deployed crews and their ships longer and harder than we want and that has an impact on our people and warships.

Ultimately, NSS-SY is about delivering ships on time, every time but ensuring our workforce has what they need, when they need it, to get the job done.

What feedback are you getting from the shipyard workers on NSS-SY?

GALINIS: The feedback has been positive. As with every new concept it takes a while for people to really understand what we're doing and why we're doing it. We are really starting to see the momentum build for the NSS-SY efforts. We need to drive the credibility and ownership of this effort to the waterfront. The credibility piece will be built by demonstrating how these initiatives make the job easier for our tradespeople by ensuring they have the right material when they need, they have the right work sequence, correct technical drawings and the ownership element. We are seeing now where the shipyards are using the NSS-SY efforts to drive improvements in the shipyards.

Frankly, our shipyard personnel were a little guarded about NSS-SY to start. They have seen other attempts to improve productivity that have had limited success. Additionally, there was some who thought NSS-SY was going to add an already high workload. While there is some investment/work upfront required, the bottom line here is that the improvements we are making need to make it easier for our naval shipyard waterfront teams to meet their commitments. NSS-SY is about making these teams successful. The focus here is to remove barriers and provide the resources required to enable them to do their job safely and on-time.

Our naval shipyards are national assets, and our people are the heart and soul of this enterprise. We have a leadership team aligned on the imperative to improve – to get real and get better. The shipyard team is committed to meeting our commitments to the fleet in terms of on time delivery. Through the NSS-SY effort, we have developed a process to improve our execution performance, measure our improvements and correct where required and hold ourselves accountable for sustaining this performance across our naval shipyards.

How does NSS-SY relate to the Shipyard Infrastructure Optimization Program?

GALINIS: NSS-SY and SIOP share the same goal of setting our public shipyards up for long-term success with success being measured in the on-time delivery of submarines and aircraft carriers out of maintenance availabilities.

SIOP is focused on recapitalizing the physical infrastructure – upgrading the dry docks and the shipyard infrastructure to include our shop facilities, and then the industrial plant equipment, all required to execute maintenance on new classes of submarines and aircraft carriers.

NSS-SY, on the other hand, is about updating our business practices, work execution processes and procedures to support the on-time execution of ship availabilities and ensure our mechanics and engineers have the tools and material they need to safely execute their work on time and with minimal or no delays.

Separately, NSS-SY and SIOP will result in substantial positive changes within the naval shipyards. When you combine NSS-SY and SIOP together, you have the truly fundamental and unprecedented investment that our shipyards require to execute maintenance on time, every time for generations to come.

Do you foresee expansion of NSS-SY concepts to private shipyards for Navy ship availabilities?

GALINIS: Yes, I do, and in fact we are sharing best practices and lessons learned from our NSS-SY efforts with our counterparts in the private sector. A component of NSS-SY is the Navy adopting industry best practices in order to become more efficient. That said, it will only benefit the Navy to share our best practices with our ship maintainers and builders.

CNO Updates Professional Reading Program



U.S. Navy Airman Benjamin Adams reads a book on the fantail of the aircraft carrier USS Nimitz (CVN 68), July 5, 2017, in the South China Sea. *U.S. NAVY / Mass Communication Specialist 3rd*

Class Ian Kinkead

WASHINGTON – Chief of Naval Operations Adm. Mike Gilday released an update to the CNO Professional Reading Program, May 6, the CNO's public affairs office said in a release.

The CNO-Professional Reading Program consists of 12 books, and is a mix of writing genres including fiction, non-fiction, military, strategy, management, and technology, among others.

“A learning mindset is essential to accelerating our warfighting advantage,” said Gilday. “A Navy that learns, adapts, and improves the fastest will be the most successful. Knowledge sharing is essential to creating a learning culture.”

The goal of the program is to contribute to a culture dedicated to warfighting and learning, while simultaneously supporting the personal and professional development of Sailors beyond that of their primary designator or rating.

“We are driving a fleet-wide campaign of self-improvement,” said Gilday. “We must foster an organization that supports and empowers Sailors to have an independent quest for knowledge through reading and information sharing. What you know and how fast you learn is relevant in this era of strategic competition.”

The following books are included in the newly released update:

1. “To Rule the Waves” by Bruce Jones
2. “A Brief Guide to Maritime Strategy” by James Holmes
3. “China as a 21st Century Naval Power” by Michael. A. McDevitt
4. “Not One Inch” by Mary E. Sarotte
5. The Sailor’s Bookshelf: Fifty Books to Know the Sea” by Admiral James G. Stavridis

6. "Army of None: Autonomous Weapons and the Future of War" by Paul Scharre
7. "Fortune Favors Boldness" by Barry Costello
8. "The Last Stand of the Tin Can Sailors: The Extraordinary World War II Story of the U.S. Navy's Finest Hour" by James Hornfischer
9. "World War II at Sea: A Global History" by Craig Symonds
10. "Ashley's War: The Untold Story of a Team of Women Soldiers on the Special Ops Battlefield" by Gayle T. Lemmon
11. "Dare to Lead" by Brene Brown
12. "Mindset: The New Psychology of Success" by Carol Dweck
13. Link to CNO's Professional Reading Program website:
<https://www.navy.mil/CNO-Professional-Reading-Program/>.

Most of the books are available at no cost to Sailors in both e-Book and digital audio format from the Navy MWR digital library collection. Eligible patrons can download the books through: <https://www.navymwrdigitallibrary.org>.

Coast Guard to Commission Fast Response Cutter Pablo Valent



Coast Guard Cutter Pablo Valent, a 154-foot Sentinel-class vessel, is homeported at Coast Guard Sector St. Petersburg, Florida. *U.S. COAST GUARD*

ST. PETERSBURG, Fla. – The Coast Guard will commission the 48th Sentinel-class fast response cutter Pablo Valent (WPC 1148), into service at Coast Guard Sector St. Petersburg on May 11, the Coast Guard 7th District said May 6.

Rear Adm. Brendan McPherson, commanding officer of the Coast Guard 7th District, will preside over the ceremony. Cecilia Guillot, Valent's great-niece, is the ship's sponsor.

The cutter's namesake Pablo Valent was originally from Corpus Christi, Texas, and joined the United States Life-Saving Service in 1912. In September 1919, Valent helped rescue the crew of the hurricane-damaged schooner Cape Horn off the coast of Texas. For his heroic efforts, Valent received the Silver Lifesaving Medal and the Grand Cross of the American Cross of Honor Society. Valent was one of the first Hispanic Americans to receive these honors.

The Cutter Valent is the 48th FRC and is the first to be homeported in St. Petersburg with missions including search and rescue, maritime law enforcement, coastal security and living marine resources. There are 12 other FRCs in Florida, which operate throughout the Caribbean Sea.

Sector St. Petersburg is one of the Coast Guard's largest commands, with an area of responsibility encompassing over 400 nautical miles of coastline along Florida's west coast.

Navy to Christen Future Littoral Combat Ship Beloit



The future USS Beloit's sister Freedom-class LCS, the USS Minneapolis-Saint Paul (LCS 21). *LOCKHEED MARTIN*
ARLINGTON, Va. – The Navy will christen its newest Freedom-

variant littoral combat ship, the future USS Beloit (LCS 29), during a 10:00 a.m. CDT ceremony Saturday, May 7, in Marinette, Wisconsin, the Defense Department said May 6.

The Sen. Tammy Baldwin (D-Wisconsin) will be the principal speaker. Also providing remarks are Rep. Mike Gallagher (R-Wisconsin), Vice Adm. John Fuller, Naval Inspector General, Vice Adm. Francis Morley, principal military deputy to the assistant secretary of the Navy for Research, Development, and Acquisition, Lori Curtis Luther, city manager of Beloit, Wisconsin, as well as shipbuilders Steve Allen, vice president, Small Combatants and Ship Systems, Lockheed Martin Integrated Warfare Systems and Sensors, and Mark Vandroff, CEO, Fincantieri Marinette Marine.

In a time-honored Navy tradition, the ship's sponsor, Beloit native and retired Army Maj. Gen. Marcia Anderson, will break a bottle of sparkling wine across the bow.

"The future USS Beloit will be the first U.S. Navy ship honoring the proud naval contributions of Beloit, Wisconsin," said Secretary of the Navy Carlos Del Toro. "I have no doubt the Sailors of USS Beloit will stand the watch with pride and be ready to respond to any mission, wherever, and whenever, there is a need."

The LCS class consists of two variants, the Freedom and the Independence, designed and built by two industry teams. Lockheed Martin leads the Freedom-variant team, or odd-numbered hulls, constructed in Marinette, Wisconsin. Austal USA leads the Independence-variant team in Mobile, Alabama, for LCS 2 and the subsequent even-numbered hulls.

LCS 29 is the 15th Freedom-variant LCS and 29th in the LCS class. It is the first ship named in honor of the city of Beloit, Wisconsin.

Coast Guard Cutter Cuttyhunk Decommissioned after 34 Years of Service



The official party renders solute during a ceremony held to decommission Coast Guard Cutter Cuttyhunk (WPB 1322) from service Thursday, May 5, at Air Station Port Angeles. Captain Mark McDonnell, District 13 Chief of Response, (left) oversaw the ceremony. *U.S. COAST GUARD / Petty Officer 3rd Class Michael Clark*

PORT ANGELES, Wash. – The Coast Guard decommissioned Coast Guard Cutter Cuttyhunk (WPB 1322) May 5 during a ceremony held at Air Station Port Angeles that was presided over by Capt. Mark McDonnell, 13th Coast Guard District Chief of Response.

Cuttyhunk was one of the Coast Guard's 37 remaining 110-foot Island-class patrol boats. The fleet of Island-class cutters is being replaced by 154-foot Sentinel-class cutters.

Commissioned in 1988, the Cuttyhunk was the 22nd of 49 110-foot patrol boats built in support of the Coast Guard's maritime homeland security, migrant and drug interdiction, fisheries enforcement and search and rescue missions. Cuttyhunk was built by Bollinger Shipyards in Lockport, Louisiana, and commissioned on Oct. 5. Cuttyhunk was named after Cuttyhunk Island, the site of the first English settlement in New England, located off the southern coast of Massachusetts.

Over the past 34 years of service, Cuttyhunk's crew conducted a wide range of operations. The cutter's crews completed over 1,000 operations ranging from law enforcement boardings to search and rescue responses throughout the Pacific Northwest. Cuttyhunk assisted U.S. Naval Base Kitsap Bangor in several submarine escorts before Coast Guard Maritime Force Protection Unit Bangor was established to ensure the safe transport of Ship Submersible Ballistic Submarines.

Nicknamed "The Pest of the West," Cuttyhunk assisted in one of the largest maritime drug seizures in the Pacific Northwest, near Cape Flattery, Washington, in December of 1997. More than 3,500 pounds of marijuana, estimated at a street value of \$15 million, was recovered from the OK Jedi, a 60-foot sailboat with three people onboard.

"It has been an honor and privilege to serve alongside the final crew of Coast Guard Cutter Cuttyhunk," said Chief Warrant Officer Daniel Garver, commanding officer. "During my time onboard, there have been many engineering challenges on our aging 110-foot ship, and I have witnessed the resiliency of our crew as they spent time away from families in selfless service to our country. I am grateful for the crew's

dedication which echoes the hard work put forth by our predecessors during the cutter's 34 years of service."

Cuttyhunk's crew is scheduled to transit to Ketchikan, Alaska. There, the crew will spend several weeks preparing to bring Coast Guard Cutter Anacapa (WPB 1335) south to Port Angeles. Anacapa is also a 110-foot Island-class patrol boat, and was previously stationed in Petersburg, Alaska. She will be shifting homeports to Port Angeles to serve the Pacific Northwest. The Anacapa will be arriving after completing an overhaul in Ketchikan.

Marine Corps Plans to Activate Second Adversary Aircraft Squadron in 2023



An F-5N Tiger II taxis after landing aboard Marine Corps Air Station Beaufort in South Carolina in 2015 to support Marine Fighter Attack Training Squadron 501 in air-to-air training. U.S. MARINE CORPS AIR STATION BEAUFORT / Sgt. Dengrier Baez ARLINGTON, Va. – The Marine Corps plans to activate a second adversary aircraft squadron to meet the future aerial combat training needs of its fighter attack squadrons. The second squadron will provide the East Coast with similar training assets as the West Coast.

According to the 2022 Marine Corps Aviation Plan released this week, Marine Fighter Training Squadron 402 (VMFT-402) will be activated in fiscal 2023 at Marine Corps Air Station Beaufort, South Carolina, scheduled to be safe for flight by the beginning of 2024.

The Corps has long fielded reserve squadron VMFT-401 at MCAS Yuma, Arizona, which flies Northrop 11 single-seat F-5N and one F-5F Tiger II fighters. The squadron is upgrading to 11 F-5N+ and one F-5F+ aircraft.

VMFT-402, which also will be a reserve squadron initially, will be equipped with three F-5N+ aircraft but eventually will operate eight F-5N+ and two F-5F+ aircraft.

To equip the new squadron, the Marine Corps has acquired 11 additional F-5 aircraft from the Swiss air force through the Naval Air Systems Command. The aircraft will be delivered to the Corps over a four-year period beginning in the fourth quarter of 2023.

The Navy and Marine Corps F-5 fleet is going through upgrades to increase capabilities and extend the service life. The fleet is being upgraded with digital cockpits at a rate of two or three aircraft per year. The Naval Air Systems Command plans to integrate TCTS II Tactical Combat Training System – Increment II (TCTS II) to “allow synthetic adversary injects to decrease the forecasted gap in adversary training.”

“Serving as a training asset for the entire MAGTF, as well as the joint force, the F-5 has seen adversary requirements grow significantly over the past 13 years,” according to the aviation plan, in large part because of the pilot training requirements of the F-35 fleet replacement squadrons VMFA-501 and VMFA-502. “Annual fleet adversary requirements are expected to also increase for transitioning squadrons from 12,000 air-to-air sorties in [fiscal 2022] to 17,000 sorties per year in order to meet T2.0 requirements in [fiscal 2025].”

The aviation plan said that “Adversary capacity is the greatest issue in Marine Corps air-to-air training, followed closely by range availability and modernization, and training simulator capabilities. VMFT-401 can source up to 3,300 sorties per year, restrained by aircraft utilization and numbers of F-5s assigned. Combining A/A [air-to-air] requirements for fleet training, FRS [fleet replacement squadron] production and weapon school support, the USMC builds an adversary requirement of nearly 15,000 sorties in

2022. Accordingly, the USMC suffers over an 11,000-sortie capacity gap. Aviation is looking at options to close this gap.”

The U.S. military uses commercial air services which fly former military jets in the adversary role, but, according to the aviation plan, “commercial air services cannot satisfy all of the adversary requirements. The future lies in multiple solutions that include using the fleet of F-5s efficiently, exploring low-cost training opportunities, incorporating Live, Virtual, Constructive capability, and commercial air services to augment requirements.”

**Boeing Names Northern
Virginia Office Its Global
Headquarters; Establishes
Research & Technology Hub**



Boeing's Arlington, Virginia campus, now its global headquarters. *BOEING*

ARLINGTON, Va. – Boeing announced May 5 that its Arlington, Virginia campus just outside Washington, D.C. will serve as the company's global headquarters.

The aerospace and defense firm's employees in the region support various corporate functions and specialize in advanced airplane development and autonomous systems. In addition to designating Northern Virginia as its new headquarters, Boeing plans to develop a research and technology hub in the area to harness and attract engineering and technical capabilities.

"We are excited to build on our foundation here in Northern Virginia. The region makes strategic sense for our global headquarters given its proximity to our customers and stakeholders, and its access to world-class engineering and technical talent," said Boeing President and CEO Dave Calhoun.

Boeing will maintain a significant presence at its Chicago

location and surrounding region.

“We greatly appreciate our continuing relationships in Chicago and throughout Illinois. We look forward to maintaining a strong presence in the city and the state,” said Calhoun. “We also want to especially thank [Virginia] Gov. [Glenn] Youngkin for his partnership, and Senator [Mark] Warner for his support as we worked through the process.”

Over the past two years, Boeing has implemented flexible and virtual solutions that have enabled the company to reduce its office space needs. At its Chicago office, less office space will be required for the employees who will continue to be based there. Boeing will adapt and modernize the workspace to better support future work requirements.

Research & Technology Hub

As part of its effort to tap into engineering and technology talent across the U.S and around the world, Boeing plans to establish a research and technology hub in Northern Virginia. The hub will focus on developing innovations in the areas of cyber security, autonomous operations, quantum sciences and software and systems engineering.

“The future of Boeing is digital,” said Greg Hyslop, Boeing’s chief engineer and executive vice president of Engineering, Test and Technology. “Focusing our R&D and talent development in areas that support digital innovation will fuel the introduction of cutting-edge capabilities. This new hub in Northern Virginia will follow the successful implementation of this technology strategy in other regions.”

As the nation’s largest exporter, Boeing employs more than 140,000 people and is hiring as the commercial market recovers and the company invests in production, innovation and product development. The company’s three business units will continue to be based at their current headquarters, which include Boeing Commercial Airplanes in Seattle; Boeing Global Services

in Plano, Texas; and Boeing Defense, Space and Security in Arlington, Virginia.

USS Sioux City Begins First Deployment of LCS in 6th Fleet



The Freedom-class littoral combat ship USS Sioux City (LCS 11) transits the Atlantic Ocean, May 3. *U.S. NAVY / Mass Communication Specialist 2nd Class Trey Fowler*

NAPLES, Italy – In a historic moment for the region, a Freedom-variant littoral combat ship, USS Sioux City (LCS 11), deployed to U.S. 6th Fleet's area of operations, supporting U.S. and NATO ally and partner interests in Europe and Africa, U.S. Naval Forces Europe and Africa/U.S. 6th Fleet Public

Affairs said May 5.

The deployment provides an opportunity for Sioux City to gain experience in an area littoral combat ships have never before operated.

“Sioux City’s deployment allows us to integrate the LCS’ unique operational capability into our already diverse fleet,” said Vice Adm. Gene Black, commander, U.S. 6th Fleet. “The agility of littoral combat ships allows them to operate in both near-shore and open-ocean environments, enhancing our ability to provide security and stability across the European theater.”

The ship’s size, speed, and agility allow it to perform maritime security operations, theater security cooperation engagements, and freedom of navigation patrols – keeping critical maritime commerce routes open, deterring conflict and coercion, and providing a comparable ship to strengthen partnerships with other countries.

The ship’s motto is “forging a new frontier,” and according to Cmdr. Scott Whitworth, Sioux City’s commanding officer, that is exactly what the crew plans to do.

“USS Sioux City is a combat ready warship manned by battle-minded Sailors, who are prepared and equipped to execute any mission we are tasked with,” said Whitworth. “This deployment will expand the relevance of these ships, particularly their ability to relieve larger surface combatants in key surface-mission areas.”

An embarked detachment of two MH-60S Seahawk helicopters from the Sea Knights of Helicopter Sea Combat Squadron 22 supports Sioux City’s deployment.

Navy Announces Flag Officer Assignments

ARLINGTON, Va. – The secretary of the Navy and chief of naval operations announced May 4 the following assignments:

Capt. Thomas P. Moninger, selected for promotion to rear admiral (lower half), will be assigned as director, Plans, Policy and Integration, N5, Office of the Chief of Naval Operations, Washington, D.C. Moninger is currently assigned as executive officer to commander, U.S. Southern Command, Doral, Florida.

Capt. Nicholas R. Tilbrook, selected for promotion to rear admiral (lower half), will be assigned as deputy director, Plans and Policy (DJ5), U.S. Central Command, MacDill Air Force Base, Florida. Tilbrook is currently serving as executive assistant to the deputy chief of naval operations, Integration of Capabilities and Resources, N8, Office of the Chief of Naval Operations, Washington, D.C.

Capt. Douglas L. Williams, selected for promotion to rear admiral (lower half), will be assigned as director for test, Missile Defense Agency, Redstone Arsenal, Alabama. Williams is currently serving as technical director and deputy direct reporting program manager, Strategic Systems Program, Washington, D.C.

General Dynamics Appoints Krugh as President of Bath Iron Works



Charles F. Krugh, the new president General Dynamics Bath Iron Works. *GENERAL DYNAMICS*

RESTON, Virginia – General Dynamics has appointed Gulfstream Aerospace executive Charles F. Krugh as president of General Dynamics Bath Iron Works, General Dynamics said May 5.

“Chuck’s leadership, proven track record in manufacturing and expertise in managing complex supply chains will be an enabler to Bath Iron Works as it expands and increases the pace of shipbuilding for the U.S. Navy,” said Robert E. Smith, executive vice president for Marine Systems.

A U.S. Army veteran, Krugh served in a variety of aerospace manufacturing roles before joining General Dynamics in 2011 as a senior vice president and general manager for Jet Aviation. He was appointed as Gulfstream’s vice president for supplier operational support in 2018.