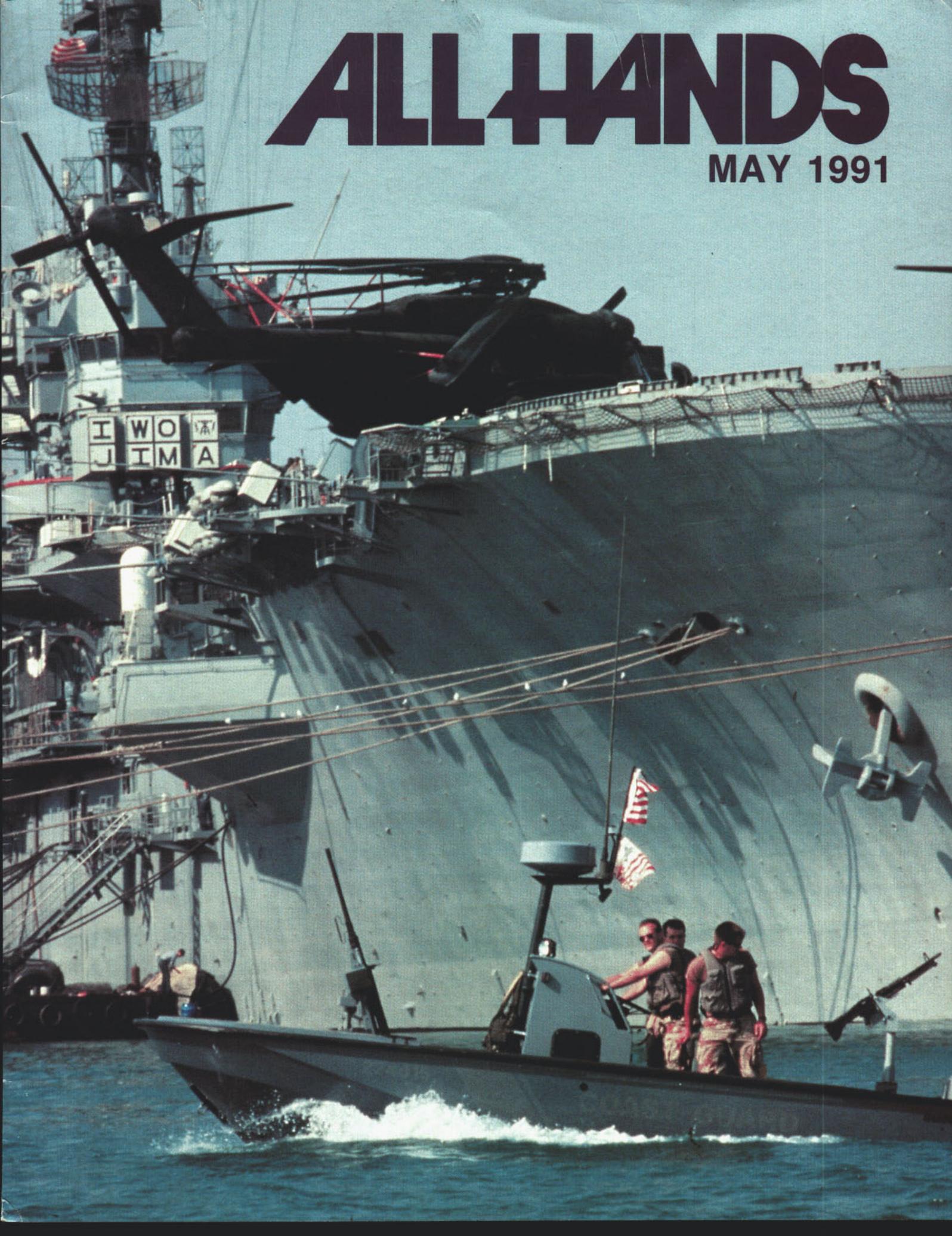


ALL HANDS

MAY 1991



An SH-3H *Sea King* loaded with mail lands aboard USS *Saratoga* (CV 60).
Photo by Tech. Sgt. Rose S. Reynolds.



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ALL HANDS

MAGAZINE OF THE U.S. NAVY
 MAY 1991 — NUMBER 890
 68th YEAR OF PUBLICATION



Photo by Master Sgt. Bill Thompson USAF

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Front Cover: A Coast Guard patrol boat passes as USS *Iwo Jima* (LPH 2) moors in Bahrain. Coast Guardsmen provide security in the ports used by many Navy ships. See story, Page 24. Photo by PA1 Chuck Kalnbach.

Back Cover: A plane captain aboard USS *Independence* (CV 62) shows his true grit during flight operations in support of Operation *Desert Storm*. Photo by PH1(AC) Scott M. Allen.

News You Can Use

Personnel issues

VHA, leave "cash-in" authorized for recalled reservists

The National Defense Authorization Act for FY91 has authorized payment of Variable Housing Allowance and a special leave "cash-in" policy to reservists recalled for more than 140 days in response to the Middle East crisis.

VHA supplements Basic Allowance for Quarters, which is aimed at defraying living expenses in areas with high housing costs. VHA payment is effective with the first day of mobilization and retroactive for any portion of the preceding fiscal year. Reservists are considered permanently assigned to their monthly drill training station for VHA entitlement purposes and should receive payment based on that location.

Reservists without a monthly training site will be paid the VHA rate for the place from which they were called: their home of record. Service members must submit the appropriate VHA certificate and a copy of their lease or mortgage payment to their designated Navy finance and accounting office. Reservists called to active duty in response to the Middle East crisis may cash in earned, but unused, leave accrued as a result of the period of active duty. This also applies to reservists who have previously cashed in earned leave for prior active-duty recalls.

Payment will be made when the reservist completes the period of active duty. □

Special recognition

SecDef authorizes wear of National Defense Service Medal

Secretary of Defense Dick Cheney has authorized the award of the National Defense Service Medal to all members of the U.S. Armed Forces serving on active duty after Aug. 2, 1990.

The award is made in special recognition of "the outstanding performance of the armed forces during Operation *Desert Shield* and *Desert Storm*," said Secretary Cheney.

The medal denotes creditable participation in a particular campaign, war, national emergency or expedition.

It has been previously authorized for honorable active service for any period between June 27, 1950 to July 27, 1954; and between Jan. 1, 1961 to Aug. 14, 1974. □

Leader guide

The 1991 Navy Leader Planning Guide may be obtained by submitting form DD 1348 via your supply department (NSN 0500-LP-454-1800 and NavPers 15255R).

For automatic distribution, or to increase quantity, send a standard Navy letter with unit SNDL, quantity desired and point of contact to: Publication and Printing Office (N-012), Bureau of Naval Personnel, Washington, D.C. 20370; or call Autovon 224-1095. □

Coast Guard CPO Academy quotas for Navy members

The U.S. Coast Guard Chief Petty Officer Academy at Petaluma, Calif., has quotas available for active-duty Navy personnel in pay grades E-8 and E-9.

Curriculum is divided into four areas: technical, human, conceptual and personal development.

Prerequisites for admission include: no marks below 3.8 within preceding 36 months; no recorded non-judicial punishment, civil conviction or courts-martial within preceding 36 months; must meet body fat standards; be physically capable of participating in an exercise program; and be recommended by your commanding officer.

Deadline for the February 1992 class is Sept. 15, 1991. See NavAdmin 056/90 for more details. □

Military pay

Savings program for Desert Storm sailors

Sailors participating in Operation *Desert Storm* may deposit all or part of their monthly pay up to \$10,000 in a service-unique trust fund and receive 10 percent interest. Amounts over \$10,000 will earn no interest.

The program applies to sailors receiving combat or imminent danger pay. Interest is earned from the first day of the month in which the deposit is made. If funds are deposited after the 10th of any month, interest will start on the first day of the following month.

Interest will be compounded quarterly on deposits made by allotment, cash or check. For more details, contact the finance office maintaining your record. □

Financial

Save with bonds

The Payroll Savings Plan and U.S. Savings Bonds allow you to save for the future. A \$50 bond purchased monthly for a one-year-old child will grow to \$17,356.08 by the child's 18th birthday. Bonds are also a perfect way to save for your retirement.

See your disbursing officer for details on how to set money aside each payday. □

Allotments

Navy-Marine Corps Relief Society suspends loan repayments

The Navy-Marine Corps Relief Society has suspended repayment action on future loans made to families of sailors and Marines deployed in support of the Middle East crisis. Allotments already in effect before February 1991 are not affected by this change.

In making this policy change, the Society balanced the need for repayments against the fact that service members in the Persian Gulf were in a life-threatening situation.

With that in mind, the Society decided to suspend repayment on all future loans made on behalf of *Desert Storm* sailors and Marines until the operation ends or the service member returns from the region. □

Outlining the future

Leaders foresee a smaller, high-tech maritime force

Story by JO2(SW) Joe Bartlett

As sailors and Marines were fighting during Operation *Desert Storm*, Navy leaders met with members of the House Armed Services Committee in February to discuss the structure and mission of the smaller, high-tech Navy-Marine Corps team of the future.

Navy Secretary H. Lawrence Garrett III, Chief of Naval Operations ADM Frank B. Kelso II and Marine Corps Commandant Gen. Alfred M. Gray testified before the HASC about details in the proposed \$91.6 billion FY92 Navy budget request submitted to Congress.

"In a world that is economically interdependent . . . we simply cannot afford to retreat into isolationism or to abandon our maritime superiority," said Garrett. "Our fundamental policy of maintaining forward-deployed, combat-ready naval forces allowed the United States to have the striking power of two carrier battle groups on scene within days of Saddam Hussein's invasion of Kuwait."

Garrett said the budget's priorities are people, training and readiness, balanced force structure, support infrastructure, a strong industrial base and keeping a technological edge.

The budget request reflects the Navy's commitment to its people by

continuing key personnel and quality-of-life programs, proposing pay raises of 4.2 and 4.7 percent for 1992 and 1993, the construction of nearly 800 new family housing units and improvements in medical programs, CHAMPUS, child care and family

"We must take care of these magnificent men and women . . ."

support programs. Garrett said this focus on compensation and quality-of-life issues, coupled with a continued emphasis on training, will maintain the United States' ability to respond to rapidly developing crises with people who are practiced, professional and combat-ready.

"Ships, airplanes and tanks are of little use without well-trained people to man them," Garrett said.

"We are on the road to a smaller Navy and a smaller Marine Corps," he added. "Our objective is to maintain an appropriate balance of war-fighting capabilities while also balan-

cing our force structure against our manpower needs. It makes no sense to keep our harbors filled with ships and our hangars with airplanes if that means sacrificing the training, readiness, quality and morale of the people required to make them work."

The Navy is slated to have 18,321 fewer people in 1992 and another 15,400 fewer in 1993, reducing the present 569,721 active-duty sailors to an end strength of 536,000 in FY93. They will man a fleet of about 465 ships — including 12 aircraft carriers following the retirement of USS *Midway* (CV 41) and USS *Ranger* (CV 61). The retirement of the remaining battleships, USS *Wisconsin* (BB 64) and USS *Missouri* (BB 63), was included in the request.

Forty-one new ships will join the fleet during the next two years, and construction will begin on 23 more during 1992 and 1993. These additions would offset the inactivation of 65 ships and the transfer of eight *Knox*-class frigates to non-deployable reserve status in FY92 and the transfer of one mine warfare ship to non-deployable reserve status in FY93.

"The budget before you represents a maritime force which is smaller than we've had before," Garrett continued, "but one which remains and

The guided-missile cruiser *Shiloh* (CG 67) slides down the ways at its launch in Bath, Maine.

will remain combat-capable, cost-effective and tailored to the threats we are likely to face as the 20th century draws to a close."

Kelso and Gray joined Garrett to outline the Navy's changing emphasis from containment of the Soviet threat to continued focus on sea control, forward presence in peacetime and power projection to deal with regional contingencies.

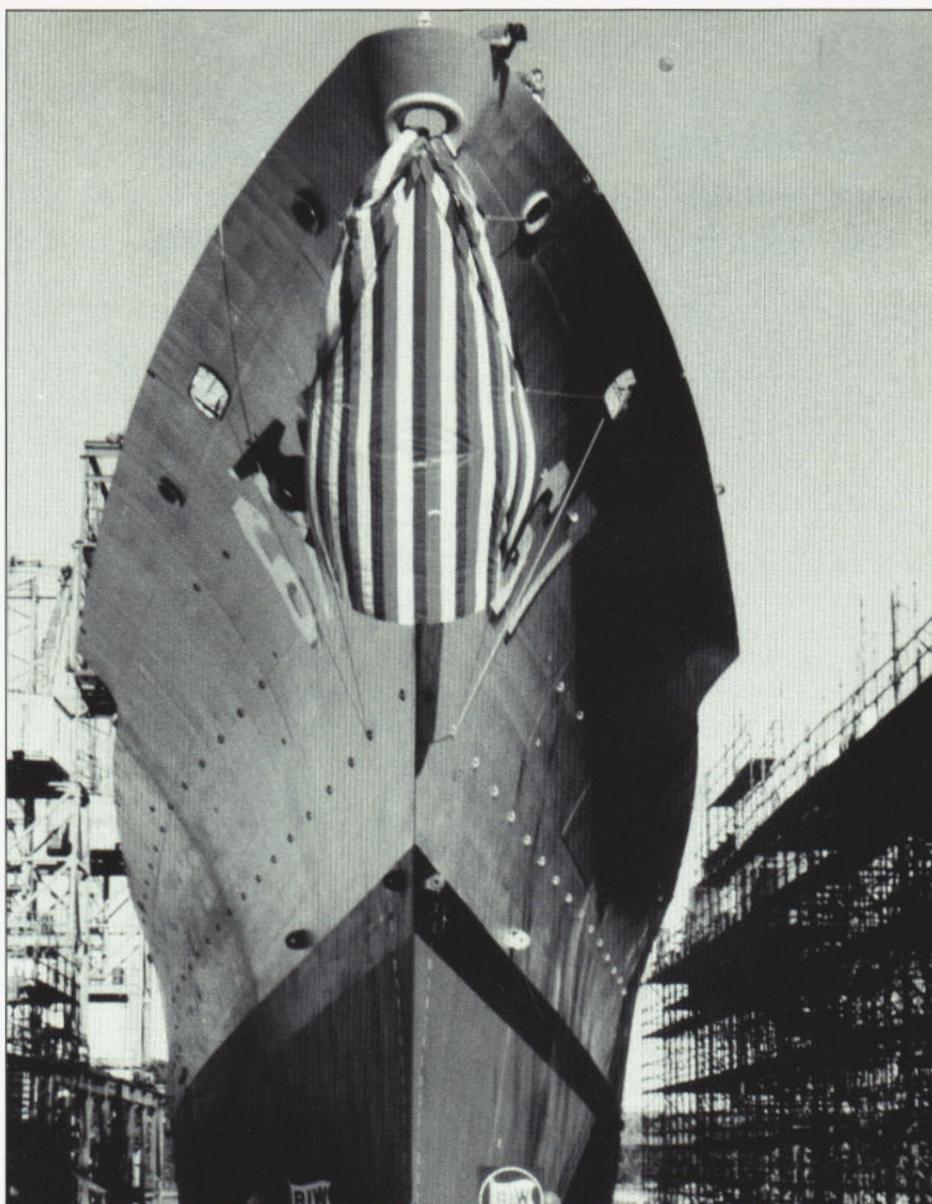
"As *Desert Shield* and *Desert Storm* have shown, a thaw in the Cold War does not guarantee political or economic stability," Kelso said. "I believe that naval forces are likely to be needed to provide presence and a stabilizing influence and to surge to deter or participate in a crisis early."

Gray emphasized the contributions maritime forces have made during Operations *Desert Shield* and *Storm*, noting they were the first on scene following the Iraqi invasion of Kuwait. He echoed the Navy's commitment to people today and in the future.

"Whatever we do in the streamlining of our structure and in the application of declining resources, we must take care of these magnificent young men and women and their families who love them," Gray said.

As the three top Navy-Marine Corps leaders outlined the Navy's FY92/93 budget proposal, Congressman Ike Skelton (D-Mo.) voiced a concern shared by several other committee members — whether a smaller force would affect the Navy's ability to ensure national security.

"We don't know what the future holds, and as a result of that, we should do our best in the national security area to remain prepared," Skelton said. "I'm concerned that we may find ourselves undoing the national defense. Could we, with the force projected for 1995, do what we are doing today to adequately protect



our national interests?"

Kelso noted that the smaller force of about 450 ships projected for 1995 would have difficulty meeting today's challenge in the Middle East as quickly as the present force has done.

"It would be very difficult for us to sustain a presence for a long period of time given the force structure projections for 1995," Garrett said. "Certainly, we would not have a surge capability, and if you added to that a conflict in some other part of the world, then it obviously becomes even more difficult, if not impossible."

"We will have to keep our eye on the ball if you will, as these dynamic changes go on throughout the world and see what happens," Garrett said. "We may have to come back and ad-

just the budget . . . but, given the way we see the world going today, we will be able to maintain maritime superiority with the reduced forces."

Kelso echoed Garrett's assessment and said that while it is hard to see clearly where the future leads, he and other Navy leaders will monitor the Navy's ability to respond to world changes.

"We will have to be careful as we go forward and make sure we are on the right path," Kelso said. □

Bartlett is editor of Navy News Service, Navy Internal Relations Activity, Washington, D.C.

Waiting for the storm

Comfort's crew braced for the worst

Story by JO1(SW) Joe Gawlowicz and JO3 Marke Spahr

Aboard the hospital ship USNS *Comfort* (T-AH 20) in the Persian Gulf, crew members drilled intensely for six months preparing to receive the battlefield casualties from Operation *Desert Storm*.

Even though most of the medical staff felt they were physically and materially prepared, few knew for sure how they would feel when they started to treat the first casualties of war. The ship's staff of 1,200 was prepared to receive up to 300 casualties in the first 24 hours of a ground war, and anxiety was high.

"Sea duty is stressful by itself. Add to it abrupt orders to strange places and new jobs, worries over family separation and the threat of war," said LCDR James H. Kleiger, staff psychologist aboard *Comfort*, "and anxiety can build to critical levels.

"However, anxiety is a normal emotion people experience when they are expecting something negative to happen," said Kleiger, "and it can be controlled."

Kleiger's favorite way to ease his stress on board was to play with his hand-held, pocket-sized video game. But, he says, there are many other ways to deal with stress.

"I emphasize three major things," said Kleiger. "One: Work on forming good relationships on board. Solid personal ties act as a buffer to stress. People should have another person on the ship they can open up to.

"Two: Take care of yourself physi-

cally — exercise and eat right. This has both mental and physical benefits.

"Three: Get interested in something. A key to survival is to develop some special interest that absorbs your attention and acts as a distraction from the worries of the day."

Here are the thoughts and feelings of some others on board *Comfort* as they anxiously faced *Desert Storm*.

"My family has taken this pretty well. They know that I'm safe; *Comfort's* one of the safest ships out here," said Hospital Corpsman 3rd Class Gustav Viale, a technician in one of *Comfort's* four intensive care units.

"The only thing I'm scared about is knowing that Saddam has chemical weapons he can fire at any time. And we wouldn't even know they're coming, until they hit us."

"No longer do I wake up counting the days until I can go home," said LTJG Sarah Alexander, a nurse on one of *Comfort's* patient recovery wards. "Instead, I wake up aware of what has to be accomplished out here. We're caring for all the military branches serving here.

"At this point it's scary. I don't want to see any guys my own age coming across our tables. I don't know what I can begin to expect to see. I don't want to see people dying."

"When I first arrived here I really didn't know why we were here, I didn't understand the political aspects," said LCDR Julie Woodruff, a trauma nurse in *Comfort's* casualty receiving bay. "I now feel like I have a purpose being here. I understand more of what Saddam Hussein has been doing all these years and

Comfort crew members run the hospital ship's deck for physical and mental health.



Photo by JO1(SW) Joe Gawlowicz



Photo by JO1(SM) Joe Gawlowicz

Left: Navy nurse LTJG Sarah Alexander writes up a medical report on a patient's recovery progress. Below: HM3 Thompson checks test tubes for results.

what he's done to Kuwait.

"It's hard waiting. But when the time comes, I think we'll be ready to treat the casualties. I'm scared about what I'm going to see. I saw a lot of films about what happened in Vietnam and the types of injuries we're going to see. I work in casualty receiving, so I know I'll be one of the first people to see them get off the elevators.

"I'm telling myself it's going to be OK, if I keep in mind that I'm here to support the troops, and keep calm and patient and do the best I can."

"I've been in the reserves for more than seven years," said HM2 Gene Santilli, recently recalled to active duty from his home and job in Chicago. "When I found out I was going to be activated and sent to the Gulf I was apprehensive — scared. I didn't want to leave my family.

"Now that I'm here, I'm still scared because I don't know what will happen," Santilli said. "I'm back in the Navy — big time."

While his greatest fears in the Gulf stem from the possible use of a chemical attack by Iraq, Santilli's job on board is the decontamination of men and women subjected to just such an attack. "I have a very healthy respect for all the agents. But, my initial fears have gone down some because of the training we've gone through. Now I'm worried because

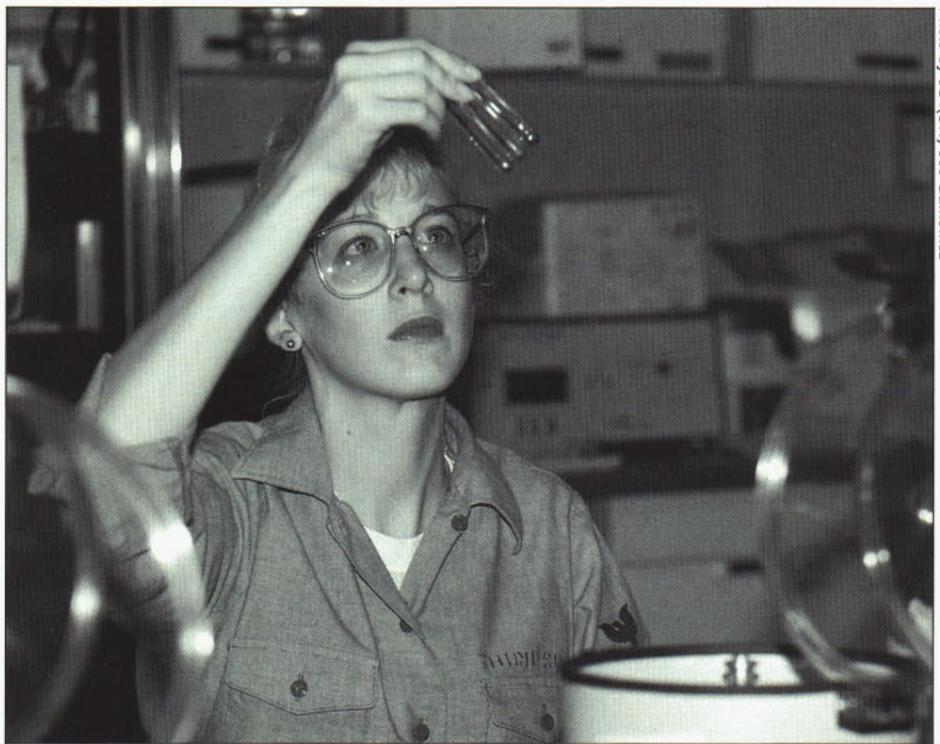


Photo by JO1(SM) Joe Gawlowicz

we have to get the casualties moving; some may have to be decontaminated before any other treatment can be performed."

"I'm anxious about when we'll get started," said Hospitalman Apprentice Andrea Bundren, who works in *Comfort's* post-anesthesia care unit helping patients recover after surgery. "When the first patient rolls in there's definitely going to be some anxiety. Once we get used to the work, we'll do what has to be done.

"When I augment the teams in

casualty receiving, that's probably when I'll feel the most anxiety. We really don't know what we'll see."

During mass casualty situations, corpsmen from various parts of the ship report to casualty receiving to help with the first steps of trauma care when casualties arrive on board. That's where *Comfort's* "storm" begins. □

Gawlowicz is on special assignment to the Persian Gulf. Spahr was temporarily deployed to the public affairs office, USNS Comfort (T-AH 20).

DESERT STORM



Near right: Two young Kuwaiti citizens celebrate their independence by waving flags and a photo of their Emir. Far right: The engines of an F-14A dwarf AA Donald Broadfoot (left) and AN Steven Nath performing a post-flight check aboard USS *Saratoga* (CV 60) operating in the Middle East. Below: An American and Kuwaiti soldier congratulate each other for expelling Saddam Hussein's forces from Kuwait.



Photo by Sgt. Ernie Gratton USMC



Photo by Sgt. Ernie Gratton USMC



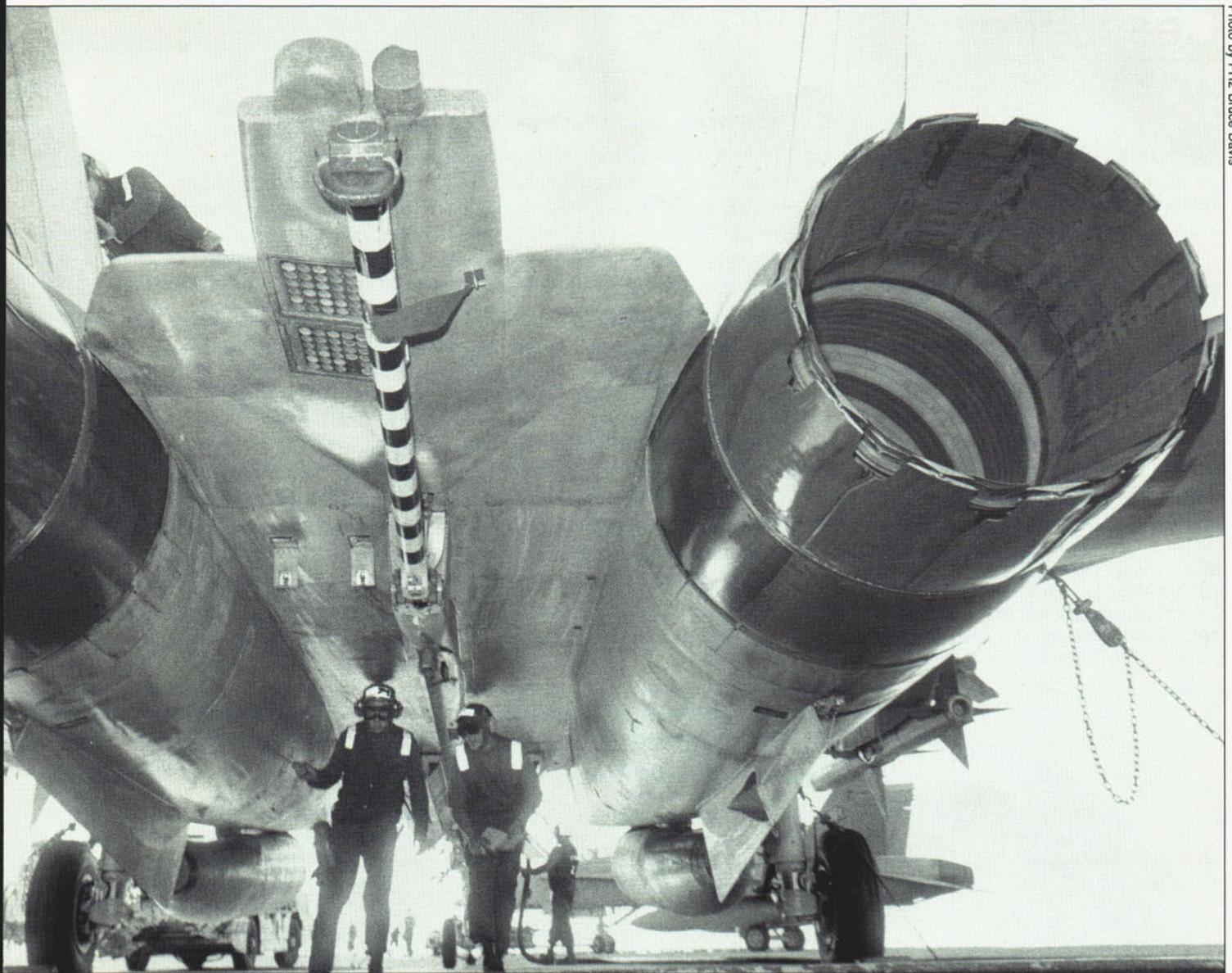
Cease-fire

Story by CDR Frank Evans

U.S. sailors serving aboard vessels taking part in Operation *Desert Storm* celebrated the cease-fire news with joy and excitement reminiscent of "end-of-war" broadcasts following World War II.

Sailors aboard USS *Paul F. Foster* (DD 964), USS *Richmond K. Turner* (CG 20) and USS *Acadia* (AD 42), in port for supplies, were gathered together in front of a newspaper truck buying the souvenir newspapers that read, "War Is Over."

All three ships had sailed deep in-



met with joy in Middle East

to the Gulf. *Foster* and *Turner* launched missile strikes into Iraq.

For many, their first question was, "When are we going home?" Others talked about their most memorable events of the war.

"I'll always remember being one of two women on *USS Iwo Jima* (LPH 2) for a month doing repairs," said Hull Maintenance Technician 2nd Class T.C. Bean, serving aboard *Acadia*. Bean, who is from Ogden, Utah, added, "They had 2,200 men on the ship. We repaired the main steam valve that ruptured and cost 10 American sailors their lives." Her

plans when *Acadia* gets back to port are "to see my family and eat a 'Big Mac.'"

Seaman Randy Coleman, of McCloud, Okla., serving aboard *Turner* will remember the war this way, "When I read the newspaper and saw a picture of a Kuwaiti citizen kissing the American flag it made me feel good. The look on his face following freedom and knowing we were instrumental in freeing Kuwait made me very proud." His thoughts then turned to home. "When I get home I want to spend time with my family and kiss the ground of the United

States of America."

A shipmate of Coleman's aboard *Turner*, Machinist's Mate 2nd Class Benjamin L. Sutton, will look back on the war in the Gulf this way, "We had a few close calls but whenever 'general quarters' was sounded it seemed that it always got me by surprise."

Sutton, of Danville, Calif., continued, "Once we came upon a small Iraqi boat on our starboard side. We thought he was laying mines. When we pulled up behind him, he saw this destroyer coming down on him and he sure looked scared. Many of us took out our cameras and started tak-

Cease-fire

ing pictures. The commanding officer decided he wasn't a threat so we didn't sink him."

Aboard *Foster*, LTJG James White, of Jacksonville, Fla., said his most memorable moment was "the ship's first *Tomahawk* missile launch." The 25-year-old helicopter pilot of Helicopter Anti-submarine Squadron Light 45 Detachment 3, added, "I would also have to include as important the overwhelming support of family, friends and children's letters from half a world away. I wish I could take time to respond to all the cards

After weeks of intensive operations wash day arrived for VAW 125 squadron. AN Kevin Subbert and AN Matthew Morton scrub sand off the readily distinguished E-2C *Hawkeye's* rotodome.

and letters to 'any sailor' that we received while deployed to the Persian Gulf. I feel like I can say, on behalf of all the service men and women, 'Thank you, every American — man, woman and child — who took the time to show that they were concerned and that they cared.'"

LT Burt T. Palmer, officer-in-charge, HSL 45 Det. 3 said, "Looking back I would have to say that the battle of Bubiyan Bay on Jan. 29 and 30 will be my most memorable event of the war." The San Diego helicopter pilot added, "On those two nights, the superb, coordinated effort and teamwork between British *Lynx* helicopter pilots and our 'Lone Wolf 41' helped destroy a major portion of the Iraqi navy."

Now, *Foster* sets her "sea and anchor detail" at about 8 a.m. By 9 a.m. the ship and her crew sail north once again — into the Gulf. They have been on station since early December.

Later the headlines of "peace" are met with excitement for many of the officers and sailors serving aboard U.S. vessels in the Middle East.

In the future in this region of the world, military personnel will stand duty. Ships will go to sea and operational sailing orders will continue to be put in action. □

Evans is a reservist assigned to U.S. Central Command public affairs office.

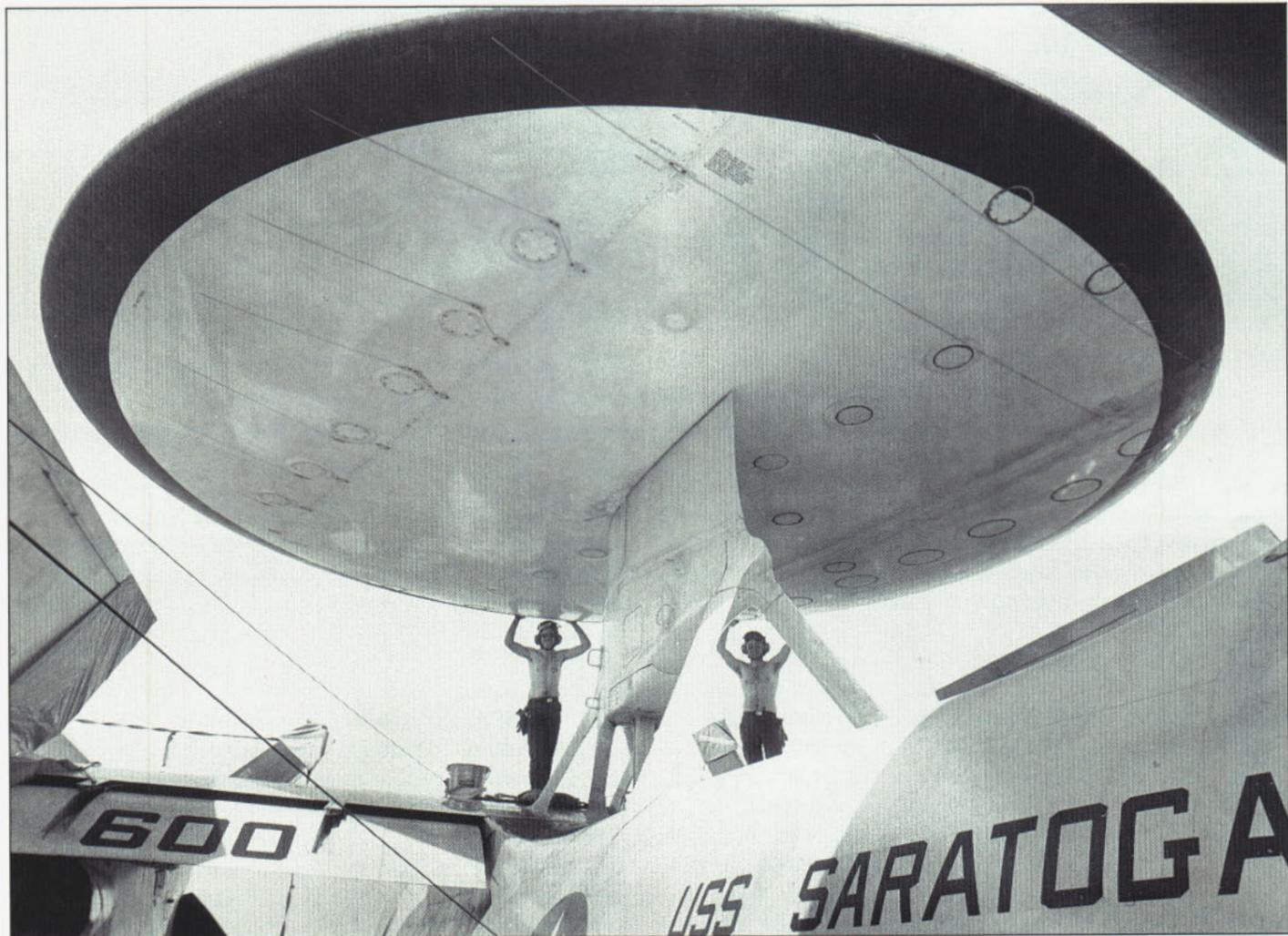


Photo by PH2 Bruce Davis



AOCS

Learning lessons for the air and for life

Story by LTJG John M. Wallach, photos by JO1 Lee Bosco

The day begins with a bone-shattering crash that cuts through the darkness. In each of the six identical spaces on the second deck of the regiment, four shadowy shapes sit straight up in their racks, wide-eyed and breathless. In the passageway outside, a camouflage-clad Marine Corps gunnery sergeant watches intently as a 35-gallon aluminum trash can bounces down the waxed deck, glancing off the bulkheads.

The shapes scurry from their spaces into the light, reeling from the gunny's booming voice, sliding and stumbling in a furious effort to line

Above: An AOCS candidate learns the fine points of attention to detail from battalion OIC LT Hal Collins.

up at attention in pre-assigned order against the bulkhead that runs the length of the upper deck they now call home. With a steely stare from beneath his "Smokey Bear" hat, a symbol that unmistakably identifies him as a Marine Corps drill instructor, the gunnery sergeant escalates his deafening verbal assault of commands, warnings and selected expletives against his shell-shocked students.

The gunny's carefully-chosen words, occasionally caustic, are designed to etch certain underlying points into the minds of the 24 young men and women now prostrate on the deck, struggling to keep up with his furious push-up cadence. Speed,

discipline, teamwork and attention to detail are the concepts of choice. The candidates are not yet aware, but they are learning the first of many lessons that may one day save their lives.

And so begins the first day of Aviation Officer Candidate School, a commissioning program for prospective naval aviation officers selected from the fleet and the civilian sector. During the 14-week course, at Naval Aviation Schools Command, Naval Air Station Pensacola, Fla., students undergo intense academic, physical and military instruction en route to a commission as a naval aviator, naval flight officer, aviation intelligence officer or aviation maintenance duty officer.

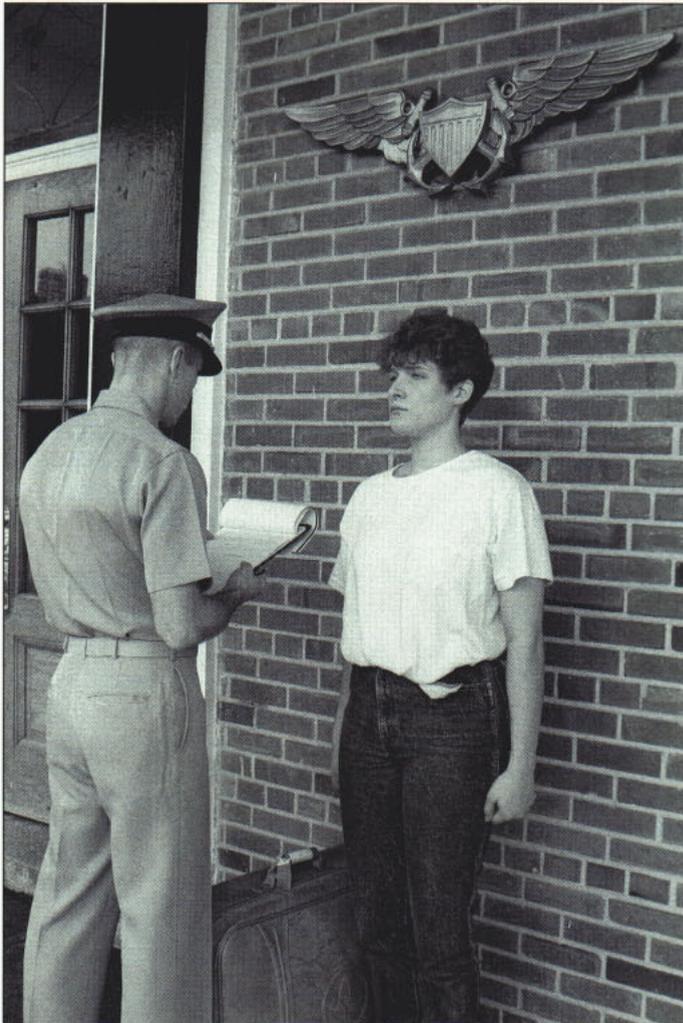


Photo by ENS David P. Chiappetta



AOCS training is tough. It has to be. Every facet of the program has a direct application to life in the fleet. It might be memorizing long lists of obscure facts, running the obstacle course or preparing for one of the critical room, locker and personnel inspections. But ask any aviation officer in the fleet, and he or she will tell you that the training, intense as it may be, is commensurate with the responsibility of the job they hold.

"We apply extreme amounts of pressure over a short, 14-week period," explained LT Hal Collins, officer-in-charge of one of AOCS's two battalions. "This is one of the methods we use to see if officer candidates can deal with the

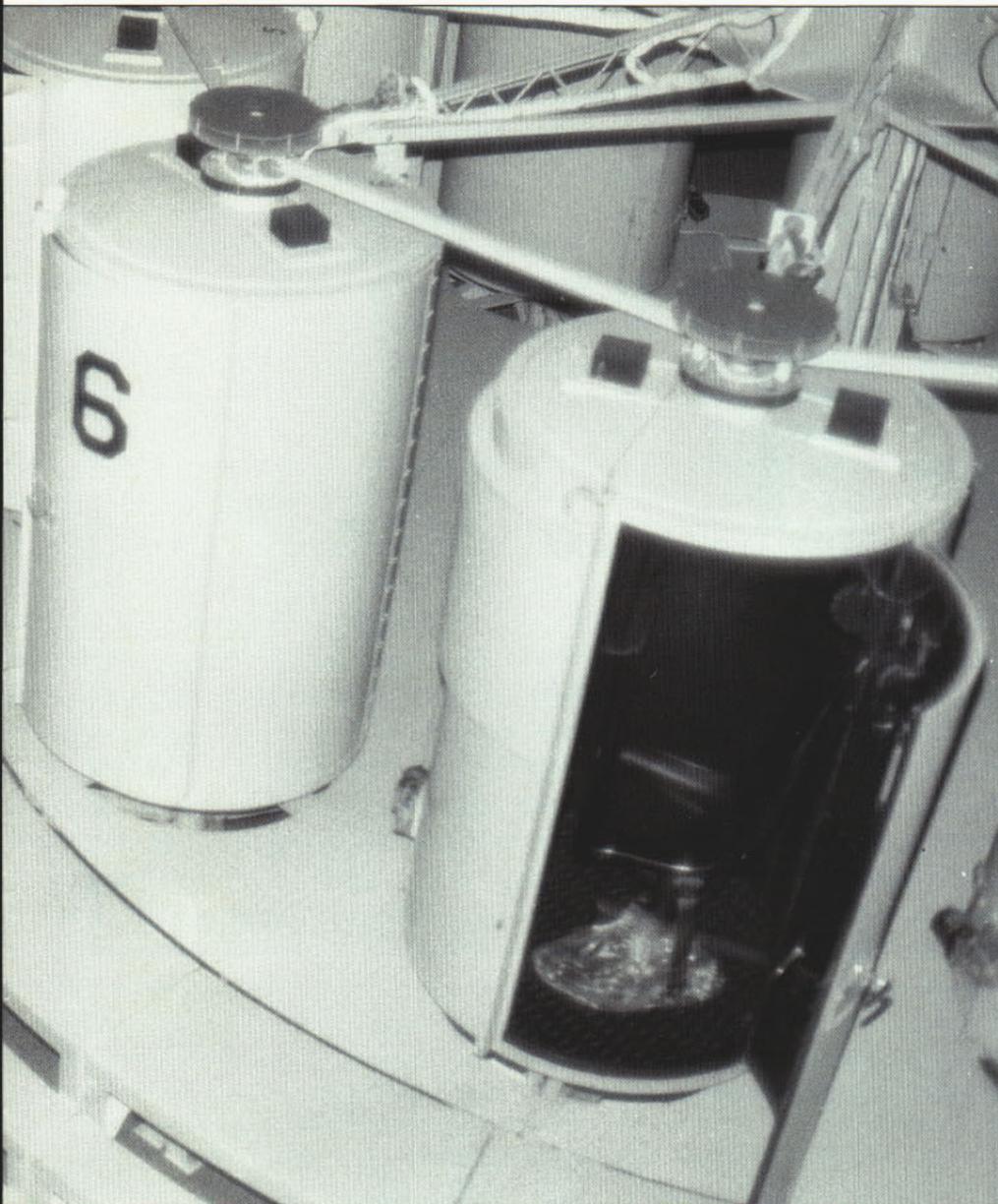
psychological pressures of naval air. We are providing some of the finest training for future aviation officers to be found anywhere."

The first week sets the tone for the rest of the program. Candidates are subjected to rigorous physical and military training after a uniform issue strips them of their civilian clothing and a swarm of buzzing razors strip them of their hair (men only) — their identity and their individuality. It is during this week that the drill instructor begins his most important work, driving home the lessons that will govern the candidates' thought processes for the rest of their careers.

"My job is to instill discipline," said Staff Sgt. Clifton Ford, one of the

Marine Corps drill instructors currently assigned to AOCS. "I sometimes think I'm trying to do in 14 weeks what some parents haven't been able to do in 25 years."

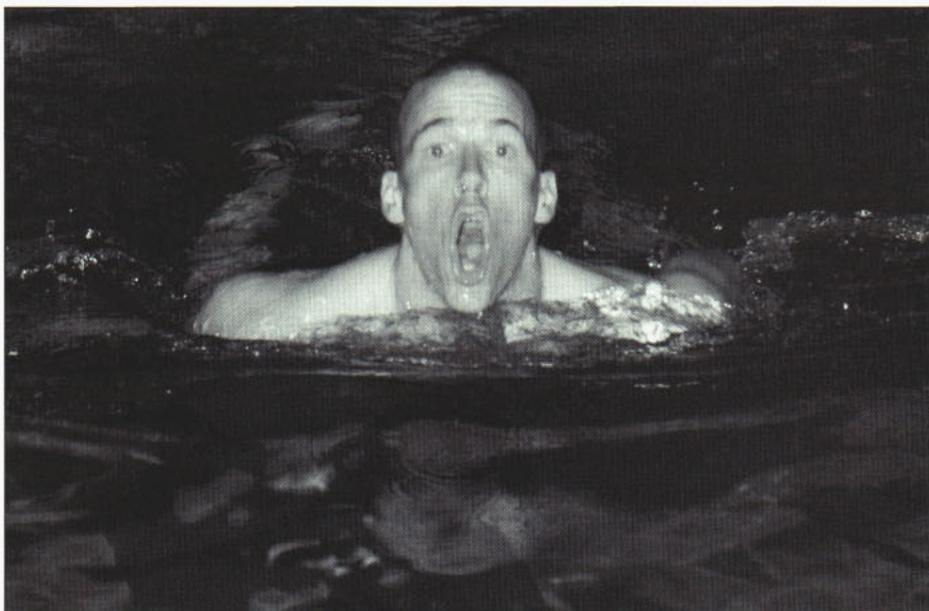
On the drill deck, another DI is hard at work doing just that. "There are no individuals on the deck of a carrier!" he screams at his charges as they grunt and sweat, straining to maintain their composure in the "up" position of one of many push-ups they will endure over the course of their 17-hour day. "If you ain't a team player, you're dead! I can't believe what I'm seein' here! You can't even do 10 push-ups together! How the hell do you think you're gonna get through this program? How the hell



Far left: Shortly after arriving at AOCS, Candidate Meredith Stanley stands at attention while Candidate-LCDR Raymond R. Buettner, in his last week of the program, checks her in. Near left: AOCS candidates emerge victorious from the spatial disorientation trainer, affectionately known as the "spin and puke," and gather to discuss the simulation. Below: Keeping one's head above water is the key to survival.

are you gonna survive in the fleet?" "Teamwork, sir!" the group gasps in semi-unison as they labor through another repetition.

The grueling physical training continues through the first week with increasing intensity. The lessons keep coming. Candidates soon discover there is a procedure for everything, forcing them to relearn even the simplest of tasks — the Navy way. Shoes must be laced properly, outboard over inboard. Clothes hangers must be evenly spaced. The trash can in their spaces must always be empty. There is an extensive list of procedures that must be executed flawlessly before entering the chow hall. Now, every aspect of their lives



U.S. Navy Photo

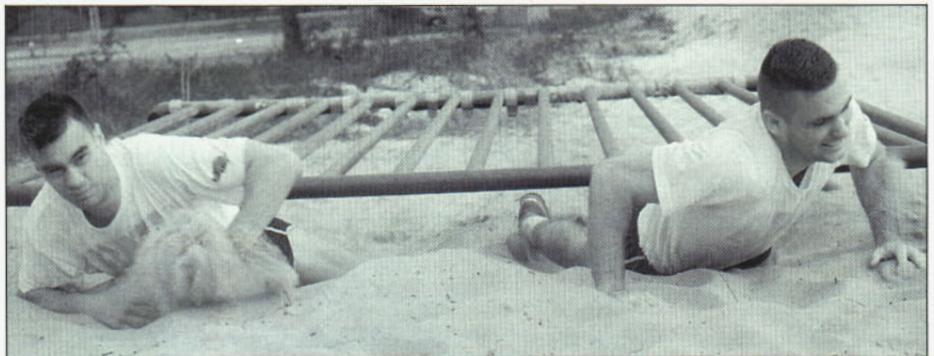


Above: Candidate Gary Commock "sounds off" during an RLP inspection. Right: One pitfall of the obstacle course.

must be given the proper attention. Nothing can be taken for granted, and nothing can be overlooked.

"Reeeel good! Real good attention to detail there, you!" the DI bellows sarcastically as he yanks one of the candidates out of a rifle drill. In his own way, which this time involves a lengthy session of jumping jacks using the rifle as a "dance partner," the gunny explains to the now sweat-soaked candidate that forgetting to button his port aft pocket is no different than forgetting to lower the landing gear on his F-14 later in his career.

Discipline, discipline, discipline — three words which make their true meaning known over the course of the three-and-a-half month program. On the drill deck, a candidate hesitates for a moment before executing the command, "right



shoulder arms." A split second later he is "on his face" with the drill instructor hovering over him, roaring and demanding that he step up his push-up pace.

At the same time, the DI puts the mistake and its subsequent punishment in the proper perspective, using an example from the fleet to drive his point home, both to the candidate on the deck and to his classmates looking on. "When you're comin' in on final and the air boss tells you to eject, you eject!" he booms. "You understand me, son!? You don't have

time to think about it! You don't need to ask yourself why — you just react! You just do it!"

Half a mile away, another class is having its final go at the obstacle course, a torturous 600-yard run through deep, soft sand and 14 obstacles. It is here that they learn to walk the fine line between competitiveness and team spirit.

Everything at AOCS is based on competition. Candidates compete academically, physically and militarily for class standing. A lack of competitiveness means complacency —



Teaching candidates to overcome barriers and work out problems is useful for survival in the fleet.

an intolerable quality for any aviation officer.

Two candidates pair up at the starting line; one is in danger of failing to complete the obstacle course in the required time — a failure that will force him out of his current class and into a holding company where he will have time to overcome his weakness. His running partner, rather than sprinting ahead, runs beside his classmate, shouting encouragement along with the rest of the class. Their cheers of support seem to push their classmate through the sand, pull him over the 8-foot wall and carry him through the rest of the course. He completes it with 10 seconds to spare, and he and his classmates learn yet another valuable lesson — that a team victory can be just as sweet as an individual one.

Attention to detail, speed, discipline and teamwork are all qualities held sacred at AOCS, but only

because they are even more crucial in the fleet — when lives are at stake. Nowhere are these “commandments” emphasized more than in the room, locker and personnel inspections.

The four candidates rigidly stand at attention, nervously awaiting the arrival of the four drill instructors and four class officers who will conduct the RLP inspection. Further down the passageway, review of another space is in progress. The candidates’ strained voices are barely audible above the din of the DIs’ booming commands and the clatter of rifle components, brass buckles and other personal gear being strewn about the room. The four waiting candidates stare anxiously ahead, not even daring to blink.

Without warning, the hatch flies open, slamming against the steel frame of the rack adjacent to the doorway. In an instant, one DI and one class officer converge on each of the

candidates. In one ear, the lieutenant relentlessly demands a recital of the candidate’s chain of command, the 11 general orders of a sentry and other assorted lists of “gouge.” In the other, the drill instructor mercilessly berates the candidate for dirt on a rifle, unevenly-folded T-shirts and smudged brass. Occasionally he pauses to toss a buckle across the space or hang a pair of socks on the candidate’s ears. When the inspection is done, the room is a disaster area — its occupants flushed and winded.

The lesson learned — grace under pressure. The candidates must be able to maintain a rational thought process and their professional composure when chaos is all around them, just as aviators must be able to flow quickly and calmly through their emergency procedures during an in-flight crisis. The candidate, like the aviator he or she hopes to become, has to filter through the distractions, prioritize the required actions, make split-second decisions — and make sure they are the right ones.

“RLPs show us how quickly a candidate can think under pressure,” Collins explained. “While it’s a simulation of operating an aircraft under emergency or battle conditions, it does show us if the candidate can remain calm under pressure and get the job done.”

The lessons learned at AOCS don’t come cheap. It takes complete concentration, dedication and steadfast determination to succeed in the program, just as it does in the fleet. But what the candidates come away with at the end of 14 weeks, other than a commission, is a fundamental set of values and principles that will guide them through their naval careers. These values and principles carry a high price tag, but so do the consequences if they are not followed. □

Wallach is director, print media division, Navy Internal Relations Activity, Washington, D.C., and is a 1988 graduate of AOCS.

Managing your money

Sailors are easy prey for unscrupulous merchants

Story by JO1 Melissa Wood Lefler

Down the street from his off-base apartment, a young sailor waited for a bus which would take him to work. As he shivered in the early morning rain, a salesman watched from a used car lot directly behind the bus stop. Then, the salesman walked over.

"Why wait for a bus when you can ride?" the salesman asked. "I can put you in a car this morning," he added.

Twenty minutes later, the deal had gone down. The young married sailor drove off the lot and headed for morning muster in his new used car.

Then came the catch.

"There was no way this sailor could afford the [car] payments and still pay his rent and buy food — that's the bottom line," said LT Joan Miller, chaplain aboard the Norfolk-based submarine tender USS *L. Y. Spear* (AS 36), the young man's ship.

"Recently," continued Miller, who serves as one of the ship's trained financial management specialists, "another really distraught young man came into my office. He signed a contract to purchase a car. He also made out an allotment to the car dealership for the payments. Later, he realized that the allotment was for more than his pay. He wanted to know if he could get out of the contract."

Although Miller referred the sailor to a Navy lawyer, who will go over the contract looking for loopholes, she knew that, in all probability, the contract is legal, binding and ironclad.

The long-term effects of that contract are also sobering. Miller's research revealed that the used car had been

sold to the sailor for several thousand dollars more than its market value, a concept known as "overcapitalization" in the loan industry.

Furthermore, because the loan had a 30 percent interest rate, the car will ultimately cost almost twice its sale price — or almost three-times its cash value — by the time the seaman makes the final payment.

Throughout the Tidewater area, Navy financial advisers agree that high-interest loans on already over-priced used cars are possibly the number one uninformed purchase which starts sailors on the road to financial disaster.

"Used cars are creating terrible financial hardships for military members," said Barbara Kellar, a financial education officer at Navy Family Services Center Norfolk.

"I remember an E-2, [age] 18, with a wife, [age] 17, and a baby. He was sold a car he couldn't possibly afford. He was sold the car because he signed the contract. Then we're the ones left to try to negotiate the contract with the company — get them to trade it for a cheaper car — maybe," said Kellar.

Although trained to present a detached and professional demeanor, counselors often struggle with personal emo-

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Mistake



This flyer was pulled out of a military newspaper. When an *All Hands* staff member called the number listed on the advertisement she was informed "the number had been disconnected and no further information is available."



tional reactions they must hide from their clients.

"When a person comes in and says, 'I don't have any food for the baby,' my stomach starts to sink — I feel anguished," said Miller, adding that she's heard the statement more than once.

"You want to sit and cry with them when you hear about a hungry baby — but you can't do that," said Storekeeper 1st Class Trisha Hopper, supply department financial specialist for *Spear*. "You also want to reach into your own wallet and hand them \$20 to go buy diapers and formula immediately — but you can't do that either," she added. Instead, Hopper refers people with no food to the Navy-Marine Corps Relief Society, an organization which maintains a food pantry for emergencies.

From command to command, the lists of common financial pitfalls are remarkably similar. Again and again, while working up monthly budgets for people who come for help, command financial specialists see problems stemming from the same sources: high car payments, over-priced furniture sold at inflated interest rates, photo clubs, the high-pressure sales of magazines and encyclopedias and overuse of high-interest credit cards.

Yet these purchases, and the budget nightmares which follow, are just the outward symbols of a much deeper and pervasive moral problem which plagues much of American society today, believes Chief Aviation Support

Equipment Technician Calvin Jackson, a human resources management specialist and command financial counselor for Naval Air Station Norfolk.

"Most of the problems people have are that they let their wants replace their basic needs," said the chief, who has counseled more than 300 financially troubled sailors since he took the job a year ago. "And attitude is a big problem. I've been told [in counseling sessions] that they can't understand why the military is looking into their finances."

Jackson explained that the Navy is concerned about personal finances because the resulting stress can lead to performance and personal problems like marital discord, family violence and substance abuse. "When stress like this builds up, sailors cannot concentrate on safety or the work they have to do."

Jackson is discouraged and exasperated when people who come to his door with 29 and 30 percent interest rates on their car contracts are the same people he warned about such dealings during the command's indoctrination briefing.

His briefing covers topics like deceptive advertising, high interest rates and balloon payments. "Some people just have to learn the hard way," he said with resignation. "It seems people want things in a hurry; they have a need to impress."

Finances

Hopper unknowingly echoed Jackson's pet theme. "Young people say they want to be like their parents, to have the same comforts they have," she observed. "But they don't want to wait the 20 years their parents had to wait in order to be able to afford those comforts."

In an older version of a well-known childhood phrase, Hopper added, "They say, 'Everyone else has it' and so they have to have it too. Usually they have to have it on credit."

For a number of reasons, getting credit in a military town may be considerably easier than getting credit in their hometown.

In Hampton Roads, it's hard to drive anywhere or read anything without being bombarded with billboards, signs or newspaper advertisements which encourage, "We finance E-1 and up! No credit history? Past credit problems? No problem."

An E-1 may not make much, but in this area his steady paycheck makes him a better payment risk [for a merchant] than a [comparable] civilian who may be fired next week," said Steven Bannat of FSC Norfolk. And although credit unions will not finance loans which cause financial hardships, some businesses observe no such niceties.

In search of a vehicle, one petty officer third class recently counted 26 used car dealers along five miles of a major Norfolk thoroughfare. All with prominent displays, sometimes in neon lights: "We finance E-1 and up!"

"You can usually rest assured that when it says, 'We finance E-1 and up!' that means 29 to 31 percent interest," said LT Frederic Lasday, a lawyer who works in the legal assistance department at Navy Legal Services Office, Norfolk. "In the Navy, we call that loan sharking. I don't know what they call it.

"Many clients I see claim they thought they had to take the interest the car dealer offered on the contract as part of the deal," Lasday continued. "They didn't know they could, and should, shop around for lower interest rates."

Financial counselors often find people in financial trouble don't relate interest rates to reality anyway.

"I have counseled people who don't know what interest rate they are paying — and don't care," Jackson said. "I have to break down the interest in terms of real dollars. When I tell them that 49 percent interest means that only 51 cents of that dollar actually pays the account, you can actually see them beginning to understand what this does to their budget and to their disposable income."

There is no usury law, or legal ceiling on interest rates in effect in Virginia, and in some other states as well. Some states operate on laws that benefit the merchant far more than they do the consumers.

The umbrella of protection for consumers that was afforded by the federal usury law disappeared in 1983 as part of national deregulation legislation. And while Hampton

Roads area FSC officials have seen one automobile contract with a 52 percent interest rate, they point out that the interest rate was not illegal. Such a contract is binding if all the provisions it contains are delivered.

Contrary to some young sailors' beliefs, cars cannot simply be returned if the cars or the payments are not to their liking.

"A car is not something you can take back, like clothes," said Jackson, reporting that he knows of cases where sailors have parked cars at the sales lot, thinking that this relieved them of their responsibility to pay.

The only thing that can really protect consumers is consumer education. While high interest devours big chunks of sailors' incomes, the most disheartening part of this equation is that the over-priced, often inferior merchandise marketed to them appeals most to those who already lack the discipline necessary to save for durable goods and are willing to pay, and pay dearly, for instant gratification.

Rent-to-own furniture and appliances are good examples of this type of spending. If a sailor stopped to think every time he put his posterior on a rented cushion, that he paid plenty for the privilege — he might think again.

"When you rent furniture from one of these outfits, you are signing a legal contract," said Kellar, "one which often has insecurity, as well as security clauses.

"An insecurity clause means that if you miss one payment, the company can, if they so choose, come get the furniture from your apartment, and you may still owe the balance of the amount agreed to." Possibly, in this scenario, your shipmate might rent the furniture that you are still paying on — and he might even invite you over to sit on it.

Alluring and "feel-good" purchases charged on credit cards can suck an unwary sailor under, just as quickly as the easy credit terms offered by some merchants.

"I remember a first class petty officer who came to see me only because he had to," said Hopper. "In order to request an early payment of the rest of his selective reenlistment bonus, he had to run his chit by me.

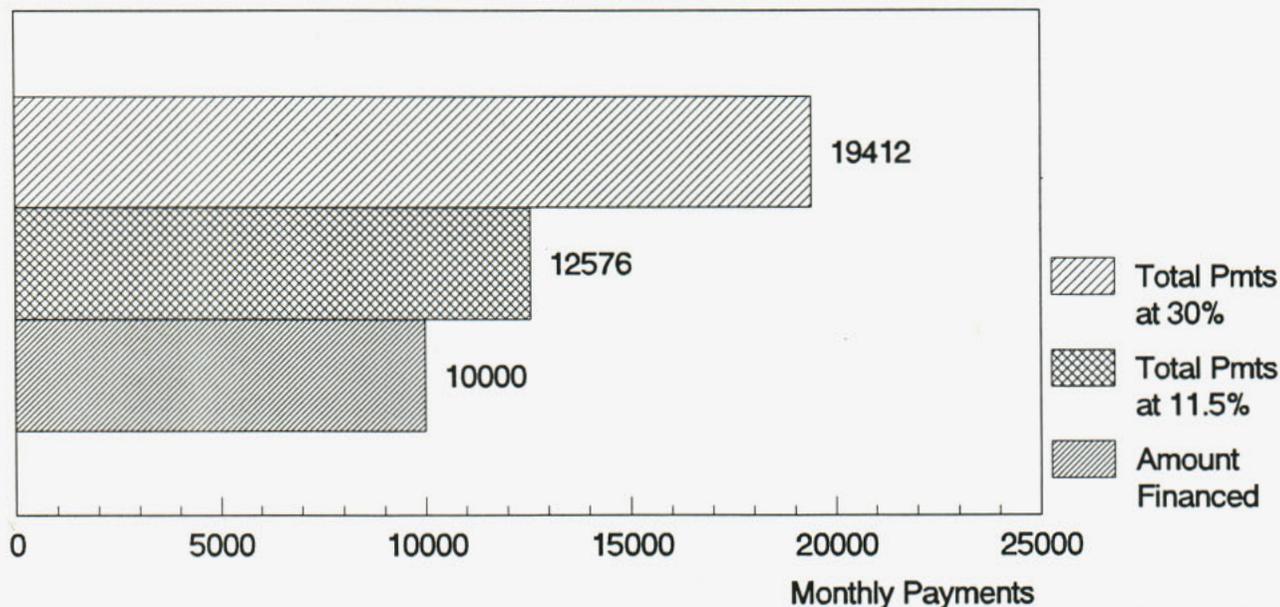
"When I looked at his monthly budget, I discovered he had 17 maxed-out credit cards. The one with the highest limit was \$3,000. He wanted his bonus money to try to lower his monthly credit card payments. It turned out that carrying that amount of debt, paying the available lump sum would only have had a net effect of lowering his payment by \$20 a month."

To borrowers faced with heavy debt, a consolidation loan seems to be an appealing option. In Hopper's experience, such loans have been difficult for the people she counsels to obtain.

An official with the loan department in a local bank is not sympathetic to the problems experienced by people who are overextended.

Buying a Used Car

Car Costs at 30% Interest for 60 Months vs. 11.5% at Credit Union for 48 Months



"A debt consolidation loan may seem to be the answer if you're ready to deal honestly with your financial problems. But what sometimes happens is the bank agrees to finance a consolidation loan, the people begin to get a little comfortable as they experience debt relief, and then say, 'Oh, we can afford to make another payment on something else now.'

"Pretty soon, they're in deeper than they were before. I feel this tendency to overextend is more than a re-education problem. It's a moral problem and a logic problem. When it comes time to pay the bills, ignorance of the law is no excuse; in fact, ignorance is no excuse."

It doesn't take a banker to recognize sound financial strategy. Jackson also believes his clients routinely misunderstand the purpose of debt consolidation.

"They see these loans as an easy way out of debt, but only about a quarter of people who borrow this money actually get out of debt. The rest get in deeper and then try to borrow themselves out again."

People need to look at their debt-to-income ratio and make sure it never goes over 20 percent, said Jackson, recalling a chief petty officer whose interest per month on credit cards came to \$737. "His debt to credit ratio was 45 percent — you really feel the pinch when you get that high," said Jackson.

Even with aggressive credit counseling and intervention, it took two or three years of belt tightening for the chief to get back on an even keel, Jackson estimated. Always, even in worst-case scenarios, Jackson's counseling includes a small amount set aside for savings. "That

way, when they dig out, they're better off than they were to begin with, they're not at ground zero.

"You need to think of your personal life as a business organization with three equally important parts," Jackson continued. "As in any business, a family needs an inventory of appreciating assets, such as a house; and a long-term savings plan for tomorrow. Most of the people I see have been most interested in acquiring their inventory."

Financial specialists agree that education is the long-term solution to prevent sailors from walking into the financial mine fields that await them as soon as they step past any major military installation's main gate.

"You can't physically prevent people from signing a contract," sighed Hopper. "Educate these people — that's all you can do. Things are getting better in my department. Two years ago, it seemed as if every non-rated seaman had to have a sports car, and every person who was transferring had to have the full three months advance pay."

Lasday summed up his philosophy. "As a lawyer, I think that a lot of the problems I see could be remedied through education, and I think that the command has a responsibility to provide that education.

"When it comes down to it, consumer education is all you really have to hang your hat on." □

Lefler is assigned to NIRA Det. 4, Norfolk. JO1 Steve Orr of NIRA Det. 4 contributed to this story.

High pressure, high cost

Solicitations can get you into deep trouble.

Story by JO1 Steve Orr

Service members may find their budgets in disarray because they've purchased cars, furniture and appliances at extremely high interest rates. However, these are items they have actively sought to buy.

Budgets can also fall victim to the high cost of products or services purchased through solicitation — solicitation by telephone, mail or door-to-door salesmen.

It's a fact that questionable methods are sometimes used to sell photo-processing services, encyclopedias and magazine subscriptions.

"There is one photo company whose representatives would literally cruise through town looking for military members," said LT Frederick Lasday, a legal assistance attorney with Norfolk Naval Base Legal Services Office. "They were usually scantily-clad ladies who would pull up next to a sailor walking down the street and ask the sailor if he wanted to participate in a contest or go to a party."

Instead, according to Lasday, the provocatively-dressed young woman would often take the unsuspecting seaman to an office, where he would receive a high-pressure pitch for a very expensive lifetime photo-processing service.

This isn't the only method this photo company has used to push its product. Many times, flyers that look like parcel delivery cards, announce — "You have already won a luxury car, VCR or other gift." These were left under car windshield wipers or stuck in doors and mailboxes.

On the card are boxes that must be scratched to reveal what prize has been won. However, the cards warn not to scratch until a representative is present to verify the prize. A phone number is given to set up an appointment.

"The representatives come to your house in teams of two," said Dean Brassington, a consumer advocate at Norfolk's Family Services Center, who called the phone number to investigate just how this photo company operated.

"They scratch the card. Somehow, it always turns out that what

During Operation Desert Storm unscrupulous businesses capitalized on American patriotism to sell a variety of unneeded products and services.

you've won is between \$100 and \$250 worth of film," Brassington said. "Part of the catch is that you have to use their service to develop it."

The photo service claims to save thousands of dollars in film processing costs, while the company provides the customer with a constant supply of film, a camera and an imitation-leather monogrammed

photo album — all for about \$50 a month over a four-year period, using their payment plan.

"They claim that if you purchased the service on the open market, it would run you about \$3,100," Brassington said. "But realistically, the service they say they provide costs less than \$1,000, but will cost the customer more than \$2,500 using the payment plan.

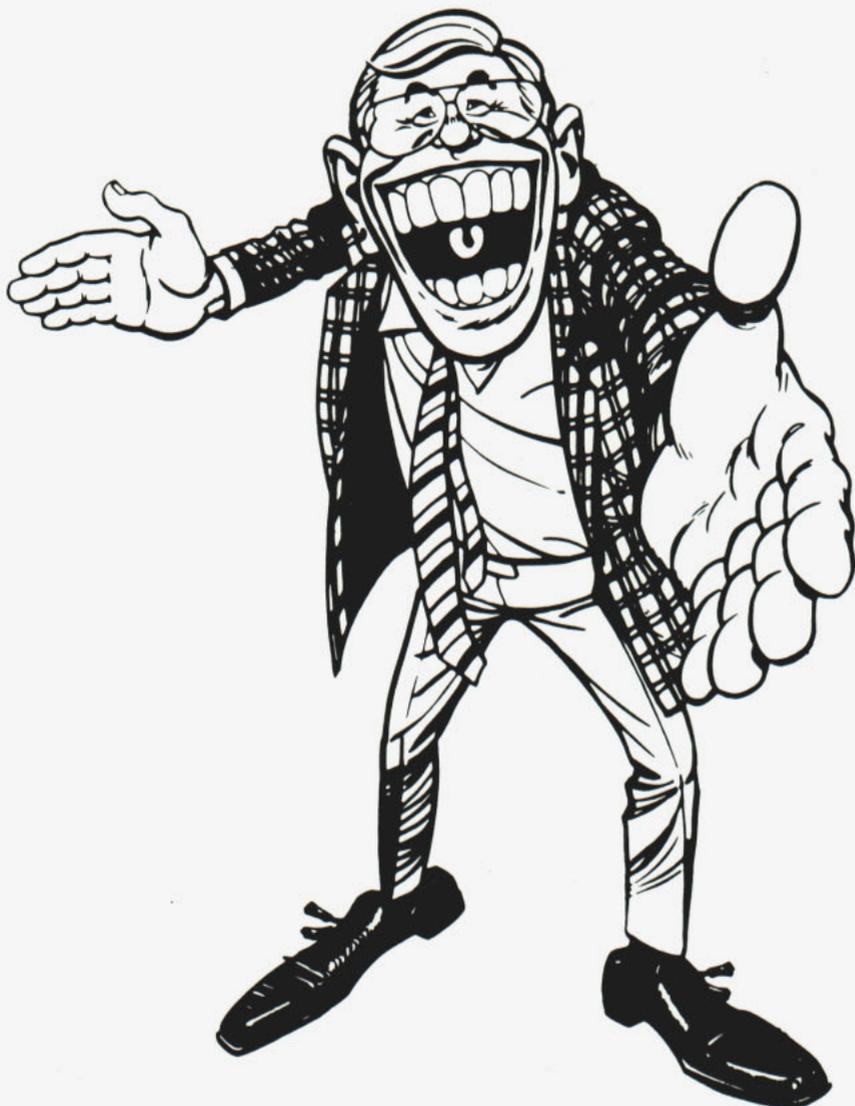
What these businesses are doing is not illegal, although the practices may be deceptive and unethical. One thing that is not deceptive, however, is the legal enforceability of the contracts they write.

"When these contracts were designed, they had already been crawled over by lawyers," said Brassington.

Lasday further explained that a contract is the primary instrument with which "to either defend yourself or to sink your boat."

"These businesses are pretty careful to stay just on the right side of the line," Lasday said. "The consumer has to go quite a distance to show actual fraud. Remember, these people want and need your business. The question should be, how desperate are you to give it to them."

Desperation and loneliness have played a part in turning Operation Desert Storm into "Operation Desert Scam." Unscrupulous businesses capitalized on American patriotism to sell a variety of unneeded products and services. And where better to find patriotic feelings than among the relatives of service people?



Trust me!

In one press release, the Virginia Beach Consumer Affairs Division named several "fraudulent and unscrupulous practices" — all related to *Desert Storm*.

One, operating as a registered charity organization, charged \$15 for a snack pack to be sent to troops in the Gulf. The total value of the snacks was about \$7.

Other solicitations involved

memorabilia. One company offered dog tags to anyone who made a \$10 donation to the United Service Organizations. However, the donation had to be made through this particular company. Later, the USO told investigators that they had nothing to do with the offer.

Another scam, operating out of Florida, offered stainless steel bracelets similar to those popular during

the Vietnam War. The 1991 version sold for a minimum \$20 donation. The money above the cost of the bracelets (worth about 60 cents each) was purported to go to a soldiers support group. But no bracelets were ever shipped to any donors, nor was the money ever donated. The head of the company, already wanted on drug violations, has been arrested and is awaiting trial.

Another operation solicited *Desert Storm* contributions by telephone. The company then would take credit card orders for commemorative stainless steel bracelets — also worth about 60 cents each. The surprise came when the donor discovered that a \$100 hold had been placed against the credit card accounts for up to seven days.

It is ironic that many salesmen tout encyclopedias and magazine subscriptions as a way to increase education levels in families. Perhaps the best use for that "free" encyclopedia that came burdened with \$1,500 worth of supplements, plus finance charges, will be for the sailor to look up the section on compound interest. He'll have plenty of time — he'll have five years before the books are paid for. □

Orr is assigned to NIRA Det. 4, Norfolk.

USS Chosin

Ship represents how peace comes through strength

Story by James W. McIngvale

"The *Aegis* cruiser *Chosin* represents validity of a proven principle: Peace comes through strength," said retired U.S. Marine Corps General Raymond G. Davis, former assistant commandant of the Marine Corps. The Korean War Medal of Honor recipient spoke during the commissioning of USS *Chosin* (CG 65) at Ingalls Shipbuilding division of Litton, in Pascagoula, Miss., Jan. 12 saying, "This commissioning is a tribute to all who served at Chosin and all who will sail in *Chosin*."

More than 2,300 guests were in attendance as Davis placed USS *Chosin*, the 17th of a planned 27 *Ticonderoga* (CG 47)-class *Aegis* cruiser built in commission. The ship and her crew now report to her homeport in Pearl Harbor, for duty with the U.S. Pacific Fleet.

"May all those who sail in *Chosin* remember those gallant warriors who earned this ship her name at the Battle of Chosin," Davis said. "*Chosin* is truly an incredible ship."

CG 65 is the first U.S. Navy warship named "Chosin" to commemorate the 1st Marine Division's historic fight to breakout, during the bitter-cold winter of 1950, from a Chinese Communist encirclement at the Chosin Reservoir during the Korean War. Historians term the Battle of the Chosin Reservoir as the most savage battle of modern warfare.

After Davis, acting on behalf of the Secretary of the Navy, placed the new ship in commission, CAPT Martin J. Mayer, assumed command of *Chosin*, calling her "the most powerful ship of its class in the world. *Chosin* is a

splendid example of American technology, design and achievement."

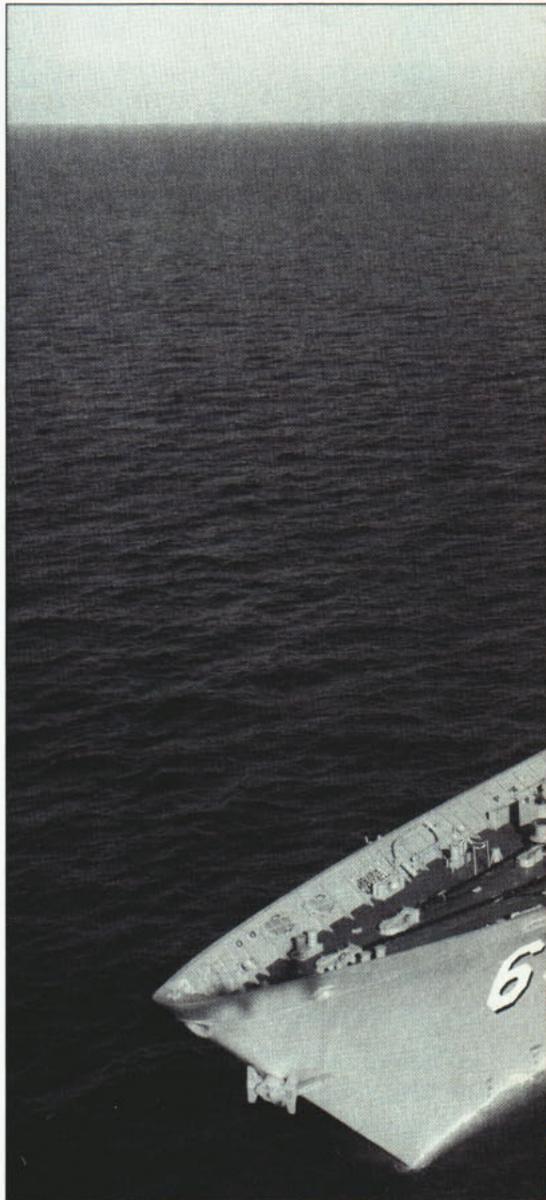
Jerry St. Pe', senior vice president of Litton Industries and president of Ingalls Shipbuilding, welcomed commissioning guests to Ingalls, noting, "Yesterday, Jan. 11, was the 23rd anniversary of the ground-breaking of this shipyard — a shipyard which represents a near billion dollar investment in the industrial base of this nation," St. Pe' added. "And since it

"Chosin . . . is literally the most advanced and capable ship of her class and is manned by an exceptional, well-trained crew."

went into production, 54 new major naval warships have been delivered to the fleet. *Chosin* is fully ready to take up her mission in the Navy's fleet. She has been built by American shipbuilders and is manned by one of the best Navy crews."

Other participants in the commissioning ceremony included: VADM John W. Nyquist, former assistant chief of naval operations for Surface

Warfare; VADM David M. Bennett, commander, Surface Forces, U.S. Pacific Fleet; RADM John T. Hood, *Aegis* shipbuilding program manager;



The *Aegis*-equipped cruiser USS *Chosin* gets under way.

RADM William Earner, commander, Naval Surface Group Middle Pacific; and CAPT R. Bruce Woodruff, supervisor of shipbuilding, conversion and repair, Pascagoula. Air Force Colonel Charles R. Frissell, chief of chaplains at Keesler Air Force Base, Biloxi, Miss., delivered the ceremony's invocation.

Nyquist noted that "Aegis cruisers

are critical to our battle forces. They are the finest, most powerful and versatile surface combatants ever built. I want to recognize the employees of Ingalls Shipbuilding for their tremendous pride in building this great ship."

Bennett said, "The name 'Chosin' pays lasting tribute to the highly-honored and decorated group of

Americans who fought for this country, 'The Chosin Few.' A dedicated group of people from all walks of life have made *Chosin* what she is — a great Navy ship."

Hood said, "It is both fitting and refreshing to start the new year by commissioning this fine ship. Her name *Chosin* represents both a glorious episode in our military history, and the Navy's ability to meet today's challenges. The Navy expects great things from *Chosin*. She is well-built, is literally the most advanced and capable ship of her class, and is manned by an exceptional, well-trained crew."

The Navy's *Aegis* program is one of the most important shipbuilding programs in America today. Designed and built to counter all present and projected missile threats to the Navy's battle forces, *Aegis* ships provide primary protection for those forces well into the next century.

USS *Chosin* is 567 feet long, with a beam of 55 feet. Four gas-turbine jet engines power the 9,500-ton ship to speeds in excess of 30 knots.

Following CG 65, 10 other *Aegis* cruisers and 17 *Arleigh Burke* (DDG 51)-class *Aegis* destroyers are in various stages of production. □



Photo courtesy of Ingalls Shipbuilding

McIngvale is communications director for Ingalls Shipbuilding division, Pascagoula, Miss.

Photo by PH2 John Carnes



Guns a blazin'

Above: On Feb. 6 the battleship USS *Wisconsin* (BB 64) fired her renowned 16-inch guns for the first time in anger since the Korean War to silence an Iraqi artillery battery located in southern Kuwait. Right: Modern, technologically-superior arms, like this *Tomahawk* cruise missile fired toward Iraq at night in the Persian Gulf War, have made the dreadnought a very capable and potent weapon.

Photo by John R. McCutchen, San Diego Union





**DESERT
STORM**



Putting the pieces together

Desert Shield/Storm's complex puzzle

Story by LTJG John M. Wallach

On Aug. 2, 1990, thousands of battle-tested Iraqi troops stormed across the Kuwaiti border, taking their tiny neighbor by force. The brutal occupation that followed touched the world, prompting 29 nations to unite in a powerful coalition against Saddam Hussein and Iraq. The events that followed could best be described with a variation of an old adage: "He who lives by the storm, dies by the storm." For Saddam Hussein, it was a *Desert Storm*.

Less than seven months after the invasion, the Kuwaiti and U.S. flags once again flew side-by-side over the U.S. Embassy in Kuwait City, after U.S.-led coalition forces pounded Saddam Hussein's forces in the air, on land and at sea en route to the liberation of the tiny sheikdom.

Five and one-half-months of intensive planning, coordinating and organizing the vast array of U.S. and allied military components against Iraq manifested itself in a fiery shower of bombs and missiles over Baghdad in the early morning hours of Jan. 17. The relentless air war decimated Iraq's military infrastructure, severing communication and supply lines, smashing weapons arsenals and destroying troop morale. Coalition warplanes rendered Saddam Hussein's air force virtually useless, allowing the allies to gain air supremacy almost immediately.

Equally impressive was the ground offensive, an assault that saw allied forces sweep through beleaguered Iraqi forces in blitzkrieg fashion, leaving burning tanks, empty

Photo by PH2 Charles W. Moore





Photo by PH1(A/C) Scott M. Allen

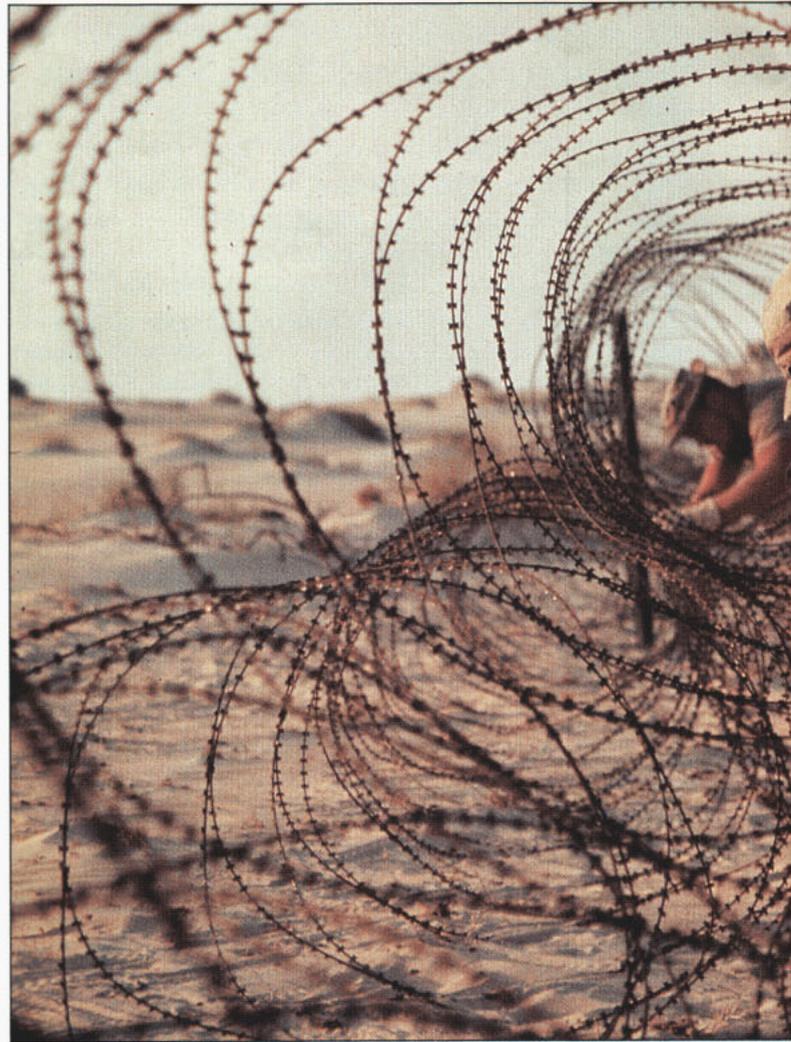


Photo by Spec. Samuel D. Henry

Top: An F-14 *Tomcat* is readied for launch from USS *John F. Kennedy's* (CV 67) flight deck. Left: Aviation ordnancemen aboard USS *Midway* (CV 41) rearm an aircraft for another sortie. Above: CH-46 *Sea Knight* helos take off on another mission.



Photo by PFI Ken M. O'Connell



Above left: Marines from Alpha Company hit the surf on their way to the beach "party." Above: Marines lay anti-personnel wire as a form of protection from an Iraqi sneak attack.

bunkers and U.S. flags in their wake. After a mere 100 hours of the ground war, the world's fourth largest army lay crushed and humiliated. Saddam Hussein's troops, tired, hungry and war-weary from more than a month of relentless allied bombing, surrendered by the thousands. Those who chose to maintain the fight did so with little intensity.

Few would argue that Operation *Desert Shield/Storm* was a textbook example of how to wage a war — a swift, massive buildup of forces, an unrelenting air assault to weaken the enemy and then a comprehensive ground attack. But such an accomplishment is only possible when all pieces of the military puzzle fall into the right places, and only when the right pieces are available in the first place.

The complexities and number of different components of the Operation *Desert Shield/Storm* puzzle made for a multiplicity of possible solutions. Countless options and strategies required a diverse panel of tactical and logistical experts to assemble the pieces.

But by the onset of hostilities, U.S. and allied military leaders had carefully arranged all of their different elements into a single military entity, providing the coalition with a versatile, formidable force.

And the finished product worked as advertised, much to the pride of the American people, the disappointment of defense critics and the dismay of Saddam Hussein. During *Desert Shield/Storm*, the United States and its allies showed Iraq and the world just what a well-organized team united against a common cause can do.

"There's a certain synergism, if you will, between being able to operate not only your air forces, but also your ground forces and your amphibious forces," Defense Secretary Dick Cheney said of the multi-faceted operation to oust Saddam from Kuwait. "We're not in the business of just running an air campaign, stopping the air campaign and then running a ground campaign. It's all one campaign."

One piece of the *Desert Shield/Storm* puzzle was already in place at the onset of the Persian Gulf crisis — the Navy-Marine Corps team. Six forward-deployed ships

that make up the U.S. Middle East Force, a task force which has maintained a continuous presence in the Persian Gulf region for more than 40 years, were placed on alert by President Bush more than a week before the Iraqi invasion.

When Saddam Hussein's troops poured across the border into Kuwait, the forward-deployed USS *Independence* (CV 62) and USS *Dwight D. Eisenhower* (CVN 69) carrier battle groups took up positions in the Red Sea and Gulf of Oman. With no U.S. bases in the region, the two battle groups gave the budding coalition's military force sea-based staying power. They also paved the way for the introduction of U.S. air and ground forces and the eventual deployment of four additional U.S. carrier battle groups, two battleships, nearly 100 other warships, 75,000 sailors and 85,000 Marines, all of which were on station at the inception of *Desert Storm*.

If the *Desert Shield/Storm* puzzle had a heart, it would be strategic sealift. Working in harmony with the U.S. Military Airlift Command, which carried most of the



Photo by Staff Sgt. Jack Ruark USMC

Below: Alpha Company Marines storm the beach. Bottom: A lone service member works in his tent silhouetted by the setting sun in Saudi Arabia.



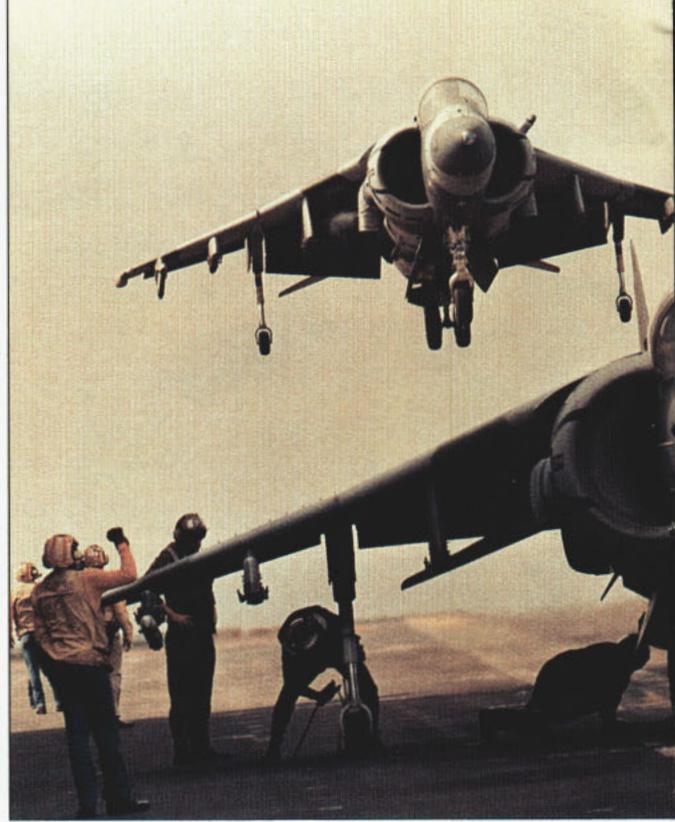
Photo by PHT Ken M. O'Connell



Photo by Tech. Sgt. Perry Heimer



Photo by PH1(A/C) Scott M. Allen



Above: Although camouflaged with desert netting, there's no mistaking the red, white and blue on this tent. **Above right:** AV-8B Harrier jump-jets come in for a landing.

troops to Saudi Arabia, ships of the Navy's Military Sealift Command pumped the lifeblood of U.S. forces — their equipment and supplies — through thousands of miles of sea lanes to the Middle East.

After President Bush's initial deployment order, MSC and its assets were called to action and delivered a logistical performance of historic proportion. In what some have called a "military miracle," U.S. strategic sealift forces transported, as planned, more than 95 percent of the equipment and supplies needed to support *Desert Shield/Storm* troops.

While airlift provided speed, sealift provided substance. According to one Marine Corps assistant maritime prepositioning ship officer, it would take more than 1,000 C-141 cargo flights to deliver the same amount of equipment as one MPS ship.

Sealift ships brought *Sidewinder* missiles for Air Force fighter planes, tires for Marine Corps heavy-duty utility motor vehicles, spare parts for Army M-1 tanks, weapons and ammunition for Coast Guard detachments and fuel for anything that moved, both man and machine.

"Both the government-owned and the commercial vessels in this operation have met the challenges of transporting military equipment to the contingency area in record time," said VADM Frank Donovan, commander, Military Sealift Command. "I am tremendously impressed with the total cooperation displayed by all hands in responding to the international emergency."

Drawing on the multi-billion dollar sealift investment





Photo by PH1(A/C) Scott M. Allen



Photo by PH1(A/C) Scott M. Allen



Photo by PH1(A/C) Scott M. Allen

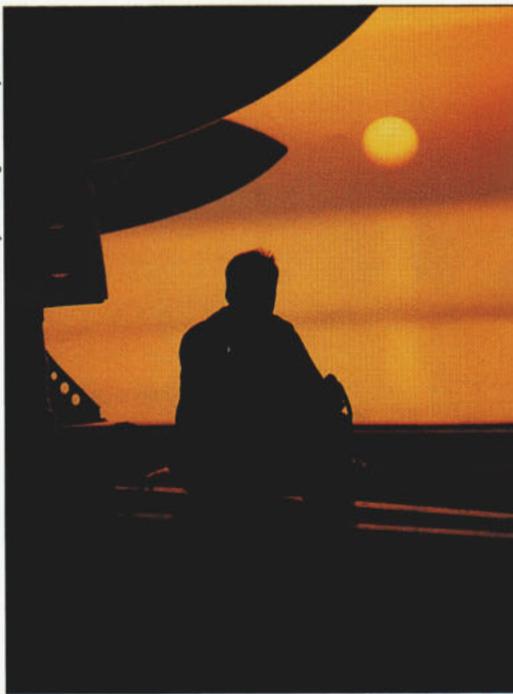
Above: A Marine carries an outboard engine ashore. Left: A plane captain walks the wing for a pre-flight check of an F/A-18 Hornet.

of the 1980s, a venture that appeared more prudent and insightful with each desert off-load, MSC activated its resources quickly. Two squadrons of MPS ships carried tanks, ammunition and other supplies for two Marine Expeditionary Brigades to the Middle East. The first MPS ship began off-loading in Saudi Arabia Aug. 15, less than two weeks after the Iraqi invasion, providing the Marines there with immediate sea-based staying power.

In addition, eight fast sealift ships, which are held to a 96-hour activation schedule, were loaded and sailing by Aug. 22. The first of these, USNS *Capella* (T-AKR 293), was underway with her 24,000 tons of equipment in just six days. MSC also chartered commercial ocean vessels, including the heavy lift ship *Super Servant III*, to transport Navy minesweepers to the Persian Gulf, and activated and deployed the Navy's two 1,000-bed hospital ships, USNS *Mercy* (T-AH 19) and USNS *Comfort* (T-AH 20).

For the first time since then-President Lyndon Johnson mobilized reservists during the Vietnam Tet Offensive in 1969, President Bush gave his military leaders yet another piece to work into the *Desert Shield/Storm* puzzle with an executive order signed just 20 days after the Iraqi invasion. The initial authorization to call up members of the Selected Reserve to active duty provided U.S. commanders in theater, as well as stateside, with ready, capable assets.

On the Navy side, reserve specialists in the areas of medicine, mine warfare, combat search and rescue, cargo



A sailor relaxes for a moment after a hard day on deck by watching and admiring the setting sun.

handling, control of shipping, mobile inshore undersea warfare, construction, intelligence, public affairs and logistics were activated. Some were sent to work alongside their active-duty counterparts in the Persian Gulf, while others filled critical vacancies on the home front.

In both cases, the Naval Reserve proved once again that it could be called upon wherever and whenever needed, reaffirming the inherent value of the Navy's total force concept. "We're trained, we're ready, our morale is high and I think the [American] people are going to see they got their money's worth in the reserves," were the words Naval Reserve Director RADM James E. Taylor chose after the announcement of the initial call-up — words that have proven to be true throughout the entire operation.

If joint operations are algebra, combined operations are calculus, and the two together are quantum physics. Joint/combined operations are never easy. Different equipment, rules of engagement and operating procedures, to name a few, take some getting used to. Add to that different cultures, religions and languages and you have Operation *Desert Shield/Storm*, and yet another piece of the puzzle.

Despite the potential difficulties, the joint/combined operation element fit into the puzzle well. Operation *Desert Shield/Storm* saw all branches of the U.S. and allied armed forces work together, each one performing a specific set of missions toward a common goal.

An example came after U.S. intelligence discovered that Iraq was using 11 oil platforms in the Persian Gulf as anti-aircraft sites. The guided-missile frigate USS *Nicholas* (FFG 47) teamed up with Army helicopters and Kuwaiti patrol boats to take out the platforms and take 23 Iraqis prisoner.

Another example came as the ground war neared, when the battleships USS *Missouri* (BB 63) and USS *Wisconsin* (BB 64) turned their massive 16-inch guns toward the Kuwaiti coastline, destroying Iraqi defenses and providing

gunfire support, 2,300 explosive pounds at a time, for advancing coalition ground forces.

Coordinating and supporting the swarm of warplanes from the United States and seven other allied nations in action in the skies over Iraq and Kuwait was a puzzle in its own. Cooperation among all members of the air alliance, a quality crucial to the success of the air war, dramatically displayed the ability of the 29-nation alliance to act as one fighting force, sending a clear message to Saddam Hussein that the world was truly united against him.

Examples are numerous. Navy F/A-18 *Hornets* flying strike raids into Kuwait received air traffic control support from Air Force E-3A AWACs. Navy EA-6B *Prowlers* jammed Iraqi radar for British and Italian *Tornados* on low-level missions against dug-in Iraqi armor positions. Saudi Arabian F-15 *Eagles* hooked up with U.S. Air Force KC-135 tankers for refueling.

Another piece U.S. leaders had to work into the *Desert Shield/Storm* puzzle was their arsenal of new-generation weapons systems, some of which had come under fire from defense critics and many of which had never been used in anger.

The Navy's sea-launched *Tomahawk* cruise missiles and standoff land-attack missiles both made impressive operational debuts.

Used in concert with Navy surface, sub-surface and air assets, the new missiles proved invaluable, destroying Iraqi military installations from a distance and giving commanders the option of using unmanned weapons systems against heavily-fortified targets.

Dramatic gun camera footage shown at military briefings, and subsequently on nationwide newscasts, showed the pinpoint accuracy of the coalition's laser-guided bombs. Americans watched in awe as "smart" weapons homed in on the doors, windows and ventilation ducts of Iraqi military facilities.

The remarkable success the coalition enjoyed during the Gulf war is a tribute to every piece of the Operation *Desert Shield/Storm* puzzle. Allied commanders in desert war rooms, aviation ordnancemen aboard U.S. aircraft carriers, civilian mariners sailing in Military Sealift Command ships, Seabees setting up mini-cities in the desert and all the other elements that came together to fight for the liberation of Kuwait can be justifiably proud of their contribution to Operation *Desert Shield/Storm*.

There truly were no unimportant pieces. □

Wallach is director, print media division, Navy Internal Relations Activity, Washington, D.C.

USS *San Jacinto*

High morale keeps Aegis cruiser and crew going.

Story by JO2 Dan Ruud

For more than 200 days, human endurance, basic seamanship and the desire to succeed have combined with more than \$1 billion worth of state-of-the-art technology to meet and overcome the rigorous tests and uncertainties associated with combat.

This blend of technology and human drive is found within the 567-foot metallic confines of the Aegis-cruiser USS *San Jacinto* (CG 56). Since her rapid deployment from Norfolk Aug. 16, the three-year-old ship and her more than 350 crew members have spent 85 percent of their underway time in the Red Sea supporting Operation *Desert Shield/Storm*.

This support has come in many forms — from the first Red Sea firing of *Tomahawk* missiles at enemy targets and controlling tactical parameters for the Red Sea battle groups, to enforcing United Nations economic sanctions against Iraq through interdiction operations.

"This all comes from the concept

of building a ship that can do everything," said LT Joe Valentine, *San Jacinto's* public affairs officer. "This ship was built for multi-mission capabilities, therefore, we have top-of-the-line equipment everywhere. This fully-integrated combat system is the most advanced equipment of its type in the Navy and gives us a high degree of flexibility," he said.

"There isn't much we haven't done," added LCDR Richard J. Nolan, the ship's executive officer. "Our primary mission has been riding shotgun (air warfare coverage) for the Red Sea carriers, but we've done a lot of other things as well. The fact that we were able to employ the *Tomahawk* weapon system has contributed to the crew's high morale.

"This was the first war where cruisers had the chance to actually participate in strike operations against the enemy," continued Nolan. "And we were a significant part of the air campaign's success. Everybody here has been involved in

their jobs. We've done a little of everything."

"It's been a pretty smooth deployment," said Quartermaster 1st Class Doug Powell, who added that the ship has covered nearly 40,000 miles since the deployment began somewhat unexpectedly last summer. "The best thing about it is that we've been doing the real thing for a good cause — and now all of our past training has been realized."

San Jacinto's nerve center is its combat information center — a large room where what little light there is radiates from a vast array of consoles, large screen displays and charts.

"The CIC is the center of all our combat and operational systems. It's where we keep track of the equipment status so that the ship can fight," said Chief Fire Control Technician (SW) Charles M. Gusha, combat systems coordinator. "I really love it here because of all the activity. When you're in here you're able to keep on top of everything that's going on," Gusha said.

Operations Specialist 1st Class (SW) Stephen Yingling, an air tactical actions control operator, has spent more than 500 hours during this deployment sitting in front of his display module, one of many in CIC. Despite being surrounded by sophisticated consoles, charts, buttons and ball tabs day after day, Yingling, like many others in CIC, still finds time to shift his thoughts to other things — most notably home.

"Naturally, you think about it," said Yingling, whose wife was expect-

USS *Detroit* (AOE 4) conducts refueling and ordnance loading operations with *Kennedy* and *San Jacinto*. All three ships were assigned to the Red Sea in support of Operation *Desert Storm*.



Photo by PH3 Chester O. Falkenhainer

USS San Jacinto

ing a baby in April. "I look forward to going home, but at the same time, I've wanted to be here to see this war through to a satisfactory conclusion, and that's what we're doing."

In just three years *San Jacinto* has earned the reputation as one of the finest ships in the Navy.

"When people hear *Aegis*, the connotation is usually anti-air warfare, but our flexibility goes far beyond that," said Sonar Technician (Surface) 3rd Class (SW) Robert Vogel, sonar control operator.

"The thing that makes this ship go is the crew's high spirits that come from having all this top-of-the-line equipment," added Navy Counselor 1st Class (SW) Cleo Miles. "Even now, after being out here for seven months with the uncertainties that still exist, having these capabilities and being able to utilize them keeps the morale up. Because of the equipment on this ship, we have a lot of top performers who are well-trained and know they're on a mission."

Because of the many high-tech rates *San Jacinto* requires, Miles said there has been a flood of crew members eager to take advantage of the tax-free reenlistment bonuses they're eligible for.

"I don't know of another 'small boy' that's had more people reenlist in the last month than we have," Miles added. "The challenge for me has been getting the people under a set of orders within the SRB guidelines while the tax-free period is in effect."

"The XO and CO pride themselves on taking care of this crew," said Miles. "If they didn't, they wouldn't be flying me off to the beach to get these people what they want. That's taking care of your people."

Disbursing Clerk 2nd Class Todd Sullivan echoes those sentiments. "This is my third command and it just keeps getting better here. With my job being people-oriented, it's easy to see just how much this command supports the crew."

After putting in a full day at dis-

bursing, Sullivan has been busy after hours as well — volunteering to publish the ship's newspaper, the *Gunslinger News*. Throughout the extended deployment, Sullivan has worked additional hours each night putting out the four- to six-page daily paper. He also takes his turn anchoring the ship's 30-minute newscast on Shipboard Information Training and Education television.

So far, *San Jacinto* has spent 15 of the past 20 months away from her home in Norfolk.

"I've only been on this ship two years and already I'm into the seventh month of my second deployment," said Vogel from his familiar surroundings in sonar control.

"I'd say roughly two-thirds of the crew fall into that category," said Master Chief Electrician's Mate Mark Groomes. "This crew has responded better to this situation than any crew I've been associated with. What's kept them going is dedication to duty. That may sound corny, but it's the truth. And a lot of that can be attributed to Hometown, USA. The support from home has been excellent," said Groomes. "Usually you expect support letters from somebody who is the president of the Jaycees or someone like that. But this time, support has come from all levels.

"We've had some hard, tough times out here in the Red Sea with the uncertainty," said Gunner's Mate (Missiles) Seaman Tim Von Der Heyde. "But we had a blast firing the *Tomahawk* missiles. After working on the launchers for so long and then being able to put them to use for this cause was very satisfying."

San Jacinto's air department has also played a vital role with its two SH-60B helicopters which belong to the proud warriors of Helicopter Anti-submarine Squadron Light 42, Det. 1, home-based at Naval Air Station Mayport, Fla. The detachment has six pilots, three air crewmen and 13 maintenance personnel. The versatile light airborne, multi-purpose system,

or LAMPS MK III, helicopter is capable of performing a variety of missions.

"Our primary mission out here has been surface search and surveillance for the battle groups. We've also been airborne for all 14 maritime interdiction force boardings *San Jacinto* was involved in and we assisted many others," said LT Ken Childress, one of the air department's pilots. "Once Operation *Desert Storm* started, our primary mission shifted to providing search and rescue support for the strike missions."

The air department has also been busy transporting personnel, mail and cargo for *San Jacinto* and other ships in the Red Sea battlegroups.

"Operationally, this has been a very successful deployment for us," said *San Jacinto's* Commanding Officer, CAPT Paul W. Ecker. "Everything has really come together and all our systems have come through for us. The *Tomahawk's* success exceeded everybody's expectations and they performed just as advertised."

But Ecker's praise extends far beyond the systems themselves. "This is really the most challenging deployment I've been on in terms of the short notice we had and the uncertainty that has followed us. What's been toughest on the crew is operating for months without knowing when the deployment would end," Ecker said. "But as you walk around the ship and find the crew's morale still sky high, it shows just how great these guys are.

"This ship has always done extremely well and has a great reputation around the fleet," Ecker continued. "The crew has been able to feed off that. Also, this has been a popular campaign back home and all the support we've received has helped to keep everybody pumped up. The crew knows they are contributing to the war effort and are fulfilling a mission." □

Ruud is assigned to the public affairs staff, USS Saratoga (CV 60).

Navy woman wins national award

Story and photo by JO1 Melissa Wood Lefler

It would be hard to accuse LT Allison Webster-Giddings of having her head in the clouds, despite her lofty feats in the aviation field.

"Determination can get you through just about anything," declared the down-to-earth, CH-46D *Sea Knight* helicopter pilot, "but aptitude does make it easier."

A combination of perseverance, ability, ambition and hard work won the U.S. Naval Academy graduate national recognition as one of the "Outstanding Women in Aviation" of the 1990s. Webster-Giddings was recently chosen as the Navy's representative at the National Aviation Club's sixth annual "Women in Aviation" awards ceremony in Washington, D.C., along with eight other military and civilian honorees. They included an Army astronaut, a NASA mission specialist, a pilot from the United States' world competition aviation team and a woman who piloted a bomber during World War II.

"Knowing that my [air] wing [commander] nominated me made me feel as good as winning it," said the 28-year-old lieutenant, who works in the air operations department of Commander Naval Air Force Atlantic.

Webster-Giddings has had several noteworthy accomplishments as a helicopter pilot during her career. While assigned to Helicopter Squadron 6 in Norfolk, she became the most junior person in the squadron's history to qualify as an aircraft commander. In addition, a cool head under pressure along with flying expertise saved lives and an aircraft when she safely piloted a helicopter to safety after losing an engine.

The road which Webster-Giddings has traveled to become one of only about 200 women aviators in the



LT Allison Webster-Giddings

Navy has been a challenging and ground-breaking one. Although she didn't know 10 years ago, when she graduated from high school in Birmingham, Mich., that she wanted to be a pilot, the naval academy was the former varsity athlete's first choice for college.

To earn her wings, Webster-Giddings put in a year and a half as a student pilot after graduating from the academy.

"It certainly was a challenge," Webster-Giddings said about flight training school, "but there was never a point when I thought I wouldn't make it. Others who thought that way didn't make it."

To master the course, she drew on the lessons learned in sports. "In flight school, you have to use everything you have — physical coordination, determination, intelligence. There are things about being an athlete that help you get through," she said.

Her "can-do" attitude was also in evidence after Webster-Giddings faced some male skepticism when assigned to her first squadron as a helicopter pilot. "My being a woman has no relevance," she told her male colleagues. "We all fly the same aircraft and missions, so let's just leave

gender out of the whole thing." After that, they did, she reports.

Although women are barred by congressional legislation from flying combat aircraft, such as the A-6 *Intruder* her husband flies, Webster-Giddings says that she likes piloting helicopters so much, she wouldn't switch to fighters even if the law was changed.

"It's my community," she said loyally. "We fly a very tight schedule at sea. The [ships] crews are always happy to see us because we bring the mail. We move a lot of cargo quickly from one ship to another and have to put it down in a very small spot."

The longest, most arduous replenishment this *Sea Knight* pilot can remember was about 12 hours. She estimated the CH-46 can bring about 15 pallets — averaging 4,000 pounds of supplies each — from the replenishment ship to underway warships per hour.

"I don't get tired while I'm doing it," said Webster-Giddings. "I don't notice the fatigue until I get back to the ship."

Webster-Giddings stays in shape and works off fatigue and anxiety by skiing, bicycling, running and entering triathlons. Yet, even while running with her feet firmly on the ground, her imagination continues to soar.

"I plan on being in the Navy for at least 20 years, and flying," she said. Within that framework, her future ambitions include test pilot school, and perhaps the astronaut program. "I'd also like to go back to the Naval Academy as an instructor," she added. □

Lefler is assigned to NIRA Det. 4, Norfolk.

Computer technology

Changing the way the Navy communicates

Story and photos by JO1 Lee Bosco

Beneath the rule of men entirely great, the pen is mightier than the sword.

These words, written by Edward Bulwer-Lytton more than a century ago, echo a sentiment known to ancient Egyptian pharaohs as well as modern-day naval commanders: information is power, and whoever can control information is likely to control the battlefield.

More than two decades ago a group of Navy visionaries theorized that the real value lies not only in the information itself, but in the speed with which it can be distributed and put to use. The need for a Navy information clearinghouse was recognized, and in the following years, sailors became

familiar with Naval Regional Data Automated Centers better known as NARDACs.

The same foresight is still at work at the Naval Computer and Telecommunications Station at Naval Air Station Pensacola, Fla.

According to VADM Jerry Tuttle, director Space and Electronic Warfare, "The most important role that NCTS Pensacola now plays is being the example and beacon for other telecommunications and ADP commands to follow as we merge the telecommunications and ADP disciplines. NCTS Pensacola's Enhanced Data Center is the model for all Navy sites and represents locally what we must progress to globally for the

Navy, i.e. the provider of a worldwide all medium, user-to-user service," Tuttle said.

In just the short span of 20 years, the amount and type of information available to the Navy has grown to incredible heights. NCTS represents the Navy's cutting edge in the integrated information technology field. Managing data and training sailors to operate the newest computer technology are just a few of the services NCTS provides to large and small commands throughout the fleet.

"Primarily, we are in the information flow business," said CAPT Don Fraser, NCTS commanding officer. "A big part of our job is to help the Navy better use the new technology available today. For instance, we are currently discussing taking over responsibility for the base phone system. That has usually been a public works operation, but because we are in the voice and data business, and with our more focused view of technology, we can provide better kinds of voice services to the commands on the base."

Fraser sees the entire country's phone system as part of a large computer network and wants to make the Navy's use of that system more cost-effective.

"The same phone lines that carry voice communications also carry data communications between computers via modems," he said. "We in the Navy use phone lines both ways. We

Computers have changed many of the ways we communicate today, be it in reports, memos or via telephone.





A sparsely-manned control room is all that is necessary to assist today's self-sufficient computer's interoperability with each other.

"If a command's system goes down or the workload suddenly gets backlogged they can send that work to us. In the future we expect thousands more commands to take advantage of NCTSs in this way."

Assignment to NCTS is a data processor's dream. Data Processing Technician 2nd Class Cheryl Ann Seay works in all facets of the command and says that if you want to work with computers, this is the best place in the Navy to do it.

"I'm writing programs for, and working with, the most advanced systems available in the Navy," she said. "It is a place that makes you wish you could spend an entire career here because things are constantly changing and improving. It's a great learning environment because new things happen here first, then they get to the fleet."

Aside from processing information, NCTS is available to shore and afloat commands to assist in procuring computer systems and training sailors how to use systems already in place.

"Actually, NCTS Pensacola contributes to every sailor's life daily in a myriad of ways," said Tuttle. "From a 'sugar report' telephone call to mother, wife or girlfriend, to his pay computations, with maintenance, supply, personnel, etc., data to assist him in his work place in between — and in many more ways."

"We are a full-service, integrated information command," said Fraser. "Being computer literate is in the Navy's best interest. We want to see the new technology coming and be in a good position to put it to work for the Navy." □

Bosco is senior staff writer for All Hands.

pay one pile of dollars to push data down those lines and another pile of dollars to push voice down those lines. There is no need to pay twice for those lines."

That kind of thinking is one reason for the creation of NCTS. "VADM Tuttle thought, 'Let me get the folks who speak technology together with the people who have done voice and messages and see if that isn't going to do wonders for us in the Navy,'" Fraser said.

The command is housed in an old warehouse that, from the outside, gives no clue as to the ultra-modern computer center inside. Room after room of computers of all kinds quietly go about processing information from commands as large as the Defense Finance and Accounting Service — Cleveland Center to small units like Pensacola's supply office. The difficulty with this task lies in the computer hardware.

"One of the things that we are most proud of is our ability to work with different kinds of computers at the same time," he said. "The Navy has bought lots of different types of computers, each with its own language. Within our command we use IBM, Burroughs, Unisys and Hewlett-Packard computers. I needed a separate group of people to work each system.

"We thought there has to be a way

to re-engineer our operation so we control all these systems from a central point. We designed programs that translate the different computer languages and we can work all the systems together. I don't know if that's been done anywhere in the public sector or inside the military. We are doing it here."

The enhanced data center is where that "translating" goes on. The room, filled with computer hardware, is state-of-the-art. Surprisingly only a handful of military and civilian technicians are needed to run the center. Data flows continuously into the data center via phone lines. The computer then directs the work to any of the other systems housed at NCTS. The incoming data contains instructions that the receiving computer reads and follows. Thousands of pieces of information are processed without a human being involved.

"There are very few processing centers open 24-hours-a-day. We are one of them," Fraser said. "Someday, stations like ours will be in place in key areas around the United States and overseas. They will serve as regional information centers. For example, we are hooked to more than 5,000 data flow devices in more than 20 states by the Navy network or NavNet. We routinely process information for many different commands and government agencies.

USS *William C. Lawe*

A look back

Story and photos by JO3 Matthew Wilde

"After all the long hours I put into the ship to keep it running, now they are going to sink her," said Master Chief Damage Controlman (SW) Robert Conklin, as he remembered the first Navy ship he served in, USS *William C. Lawe* (DD 763).

Inactive fleet ships float side-by-side at the Inactive Ship Facility in Portsmouth, Va. Once mighty warriors of the sea, they are now floating hulks of steel after being completely stripped of all usable equipment. Every ship eventually becomes one, and now *Lawe* has become one of them as well.

When Conklin first walked aboard the ship as a DCFN in September 1970 he would have told people they were crazy if they had said he would return on a visit more than 20 years later as a master chief. He even surprised himself, not only with what he has accomplished in his naval career, but also by retaining all those memories he still has for his first ship.

"A lot of people would look at the ship now and say it's ugly. All I see is how she used to be and recall all the great memories I had during almost two years of serving aboard her," said Conklin, a native of Paterson, N.J.

As he walked the now old and rusted decks of the destroyer, not one look of disappointment came to his face, only good memories permeated his mind. It seemed as if every hatch cover he saw brought another sea story to mind.

"I remember the first time I went to sea. I was standing outside in the chow line . . . when all of a sudden, a huge wave hit the ship where I was standing and drenched me from head

to toe. It was a scary moment, but now I'll never forget my first time at sea," the 22-year Navy veteran recalled.

Lawe was commissioned Dec. 18, 1946, and was homeported in San Francisco. The ship received her name from a World War II serviceman, Aviation Metalsmith 3rd Class William C. Lawe, who volunteered to fly with Torpedo Squadron 8 during the Battle



DCCM(SW) Robert Conklin walks off *William C. Lawe's* gangplank one last time.

of Midway. Lawe rode as a gunner in a Grumman TBF-1 *Avenger* torpedo plane and was shot down while attacking enemy forces. For his part in this brave action, Lawe received a posthumous Distinguished Flying Cross and the future distinction of his name being given to a Navy destroyer.

When Conklin first reported aboard, the ship was homeported in Mayport, Fla. During her 37 years of service to the fleet, *Lawe* made numerous deployments to the Mediterranean, Caribbean and Mid-

dle East, and provided gunfire support during the Vietnam conflict. She was decommissioned Oct. 3, 1983, and is destined to become a target ship for gunnery exercises.

"Life on a destroyer was so different back then. Everyone lived in such close quarters that it kind of forced the crew of 300 to get along. One of the highlights of the day was watching a movie on the mess deck, since closed-circuit television was not yet available," Conklin said.

"My first deployment was to the Middle East, along with a few shorter ones to the Caribbean. I really remember the liberty I had in Ethiopia and Angola during my first cruise; the cultures were very interesting," he added.

During his time on the ship, he worked out of a 10-man Damage Control shop which maintained and supervised all the firefighting and damage control equipment on board. He also functioned as a repair locker on-scene leader, along with standing hull and sounding security watches.

Now stationed aboard the amphibious assault ship USS *Saipan* (LHA 2), Conklin had the chance to attend a *Lawe* reunion two years ago in Portsmouth, Va. Although he only saw a few sailors there from his day, he said that it was nice to reminisce with the men who first commissioned her.

All good things must come to an end, and now *Lawe* is approaching hers as well. As Conklin walked off the gangplank, he turned and realized this would be the last time he would see her. *Lawe* was once a mighty warrior of the sea, but now she sits, awaiting her final destiny. □

Wilde is assigned to USS Saipan (LHA 2).



Striving for excellence

More than a way of working — it's a way of life

The Navy is making a cultural transformation to an innovative, improvement-oriented leadership style. This "new" style — an offshoot of a management system in use since the mid-1980s at certain shore installations — is called Total Quality Leadership or TQL.

It's a leadership style the Chief of Naval Operations wants practiced from the top down, and it fits hand-in-glove with concepts being em-

braced throughout the Department of Defense.

Essentially, the TQL approach allows leaders to fine-tune the process of how things get done by using input from all members of their teams — from the most junior seaman to the most senior admiral — in making decisions.

The idea, say proponents, emphasizes identifying and fixing problems rather than merely obtaining funds and sustaining programs. Total quality control or TQC, the label given to the Japanese style of management by productivity experts, enabled

that nation to become a world manufacturing leader, and is the basis of TQL. Ironically, the seeds of that style were planted in the Japanese psyche by American business consultant Dr. W. Edwards Deming, who helped reconstruct the devastated Japanese economy following World War II.

The management and leadership sides of the equation involve "a rethinking of the fundamental way you operate your enterprise, how you plan, how you deal with people and how you react to your customers," according to Laurie A. Broedling,

Two Seabee engineering aides compare survey results for new construction.

Crewmen from the frigate USS *Ouellet* (FF 1077) work together to cap a pipeline leak during damage control olympics.

assistant to the Under Secretary of Defense.

TQM and TQL are distinguished from other management approaches by their focus on the "process" of getting a job done rather than just on obtaining results. This focus requires all process participants to share their ideas for improvement and put them into action.

"We have a superior organization with enthusiastic, well-trained, dedicated people," said Chief of Naval Operations ADM Frank B. Kelso II. "We're not instituting TQL because the Navy is in trouble, but because we can do it better.

"Our system works very well," he emphasized, "but with fewer resources available to us and the importance of our mission, we must make every hour of training, every dollar we invest, count."

TQL focuses on customers and what they want vs. what the organization thinks they want, and on the process involved in bringing the product or service to the customer.

TQL focuses on leaders functioning as coaches rather than as judges; on creating an atmosphere of trust by removing the element of fear from the environment; on quality training for all team members, senior and junior alike; and on using statistics to identify common problems and make decisions.

TQL is a long-term program to improve the way the Navy does business. "It isn't a quick fix," said Kelso, "but it will affect every aspect of naval operations in the future."

The CNO also stressed that TQL is not just another management fad. "Some people think it's nothing but good leadership that they've been practicing for years," he said. "Most of them are wrong. TQL is more than that. It's a systematic approach to improving the way we operate, and it



Photo by Baron A. Sekiya

depends on scientific method and using hard data to improve processes on a continuous basis."

Joseph A. Bizup, the CNO's top total quality leadership executive agrees. "Most good managers have been doing some TQL during their careers," Bizup said. "What makes TQL different is that it takes the best parts of several management techniques, and hangs them all together through leadership."

I see an important part of TQL as sharing information horizontally and vertically," said Master Chief Petty Officer of the Navy AVCM(AW) Duane R. Bushey. "Being able to express your thoughts about the job processes without fear makes you part of the system, both in identifying and in correcting the problem."

Bizup said TQL drives out fear to promote innovation. "This can be fear of the boss, fear of speaking out about better ways to do the job or fear of criticism.

"A good leader creates an environment where people are confident they can point out problems and complex-

ities of the work processes, and express concern without fear of reprisal," he said.

"Innovation entails some risk," Bizup added. "A good leader acknowledges that risk is a necessary part of innovation."

Bushey pointed out that many decisions by top managers are based on experience and "gut feelings."

"The part that's going to be foreign and strange to these leaders," he said, "is TQL's analytical processes. As managers, we're going to have to learn to use statistics, charts and predictions as part of the decision-making process."

And TQL requires a new way of thinking about problem solving, according to Senior Chief Aviation Storekeeper Edward Kyle, program manager for enlisted leader development at the Bureau of Naval Personnel.

"TQL calls for looking at the facts and working on real problems rather than just symptoms," he said. "It requires a continuous commitment to improvement."

ABFC Frederick W. Kraiza (right) instructs AA Shawn Hall on the finer techniques of refueling aircraft.



Under TQL, "You don't just solve a problem and walk away from it. You keep going back and studying the process. For example, a 3 percent discrepancy rate is not acceptable when you're under water, flying airplanes or going out to sea," Kyle explained. "You keep striving for zero discrepancies in everything from your ship's preventive maintenance schedule to your squadron's sortie completion rate."

"In the beginning," Kelso said, "TQL will increase the workload for Navy people as they receive formal training, define goals, gather statistical data to help pinpoint areas that need work, and develop new methods to solve problems."

But in the long term, the CNO explained, TQL will decrease our reliance on inspections, lower our accident rate and improve our efficiency by cutting down on repetitive, but unproductive work.

Currently, the Navy is designing its leadership courses for officers and enlisted personnel to include many TQL principles. Courses will emphasize leadership with a quality flavor, starting at officer and enlisted accession points.

Additional courses, specifically for fleet leadership training, will be designed by members of five mobile teams with three teams assigned to the east coast and two teams assigned to the west coast. The teams will visit fleet operating units to conduct on-site TQL training. Team members will then use their experiences to adapt TQL courses to the fleet's needs.

CAPT James S. Baumstark, special TQL assistant for the chief of naval personnel, said the management side of total quality programs has been used at selected supply centers, shipyards and naval aviation depots since 1983, but not as a formal program in

fleet operating units.

"These teams will be the first to bring formalized TQL training aboard ships," he said. "Their members will use what they learn to develop courses for training all other fleet

sailors."

As Bizup summed up, "TQL is more than old-fashioned Navy leadership. It's Navy leadership at its best." □

The 14 Points of TQL

1. Understand the Navy's mission and principles. Get a clear grasp of how your command supports the Navy's mission and how the principles apply to your day-to-day actions.

2. Quality is the essence of TQL. Insist on quality performance and material. Do the job correctly the first time.

3. Know your job. Analyze and understand every facet of your responsibilities and those of your people.

4. Words alone don't solve problems. Look for faults and solutions first in the process and the system, not the people. Improve the process, train the people.

5. Quality training is the key to success. People must be fully trained to do their jobs. You are never too senior to learn.

6. Use analytical methods to understand and improve your jobs. Graphs and charts, properly used,

are invaluable tools in this effort.

7. We are a team. We must work together across departments and commands.

8. Create an atmosphere of trust and open communication where everyone shares a sense of pride in their work. People should not be fearful of telling you what is wrong in order for the problem to be fixed.

9. Inspect smarter. Inspections should be methods of learning and improvement rather than threatening events.

10. Demand quality, not quotas.

11. Education and self-improvement are just as important as training. We must always get better.

12. All improvements, big and small alike, are important.

13. Be a leader. Your job as supervisor is to guide and assist your people.

14. All hands, from seaman to admiral, must learn and use TQL. □

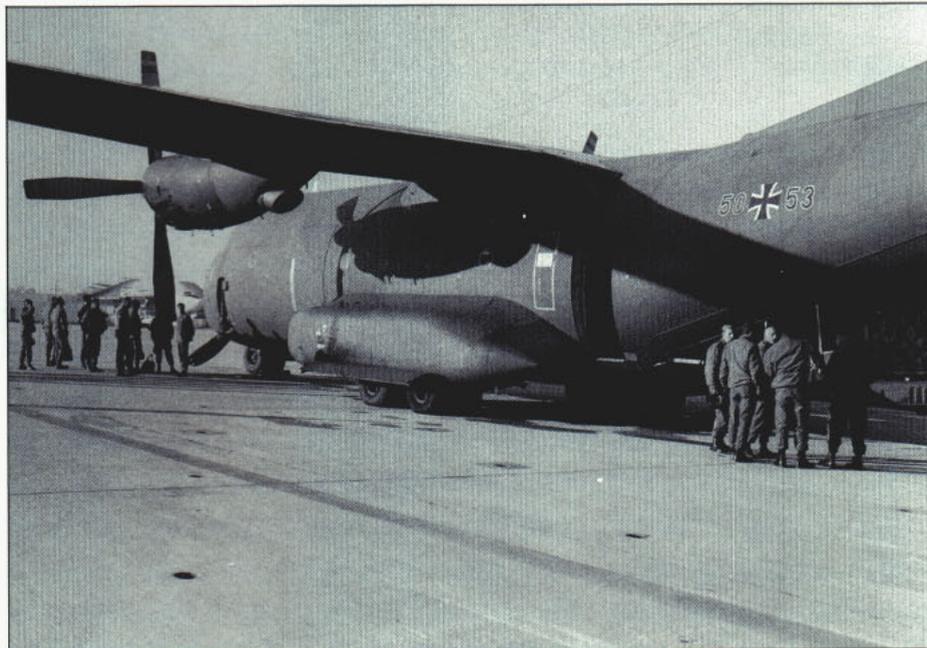
Bearings

U.S., German airlift deploys Seabees to Souda Bay, Crete

As the crisis in the Persian Gulf continued to heat up and U.S. service members deployed to destinations throughout the world, military leaders found new means of transporting troops to areas where they are needed most.

To help DoD allay some of the transportation shortages, the German Ministry of Defense offered the United States six C-160 *Transall* aircraft for use within the European theater. This offer helped support Naval Mobile Construction Battalion 1. According to LT Ben Pina, NMCB 1's embarkation officer, it couldn't have come at a better time, given the recent order to deploy a detail of NMCB 1 Seabees to Souda Bay, Crete.

"As with any deployment of Navy Seabees, we weren't given much time to get our troops from point 'A' to point 'B,'" Pina said. "But as soon as



Below: NMCB 1 Seabees load equipment into the German C-160 *Transall* with Air Force help and await their turn to board (above) for the flight to Souda Bay, Crete.

we received a message from U.S. Air Force European Command informing us of the German offer, we looked into the feasibility of the matter and decided to go with it."

The German C-160 aircraft used to transport the Seabees and their cargo to Souda Bay is similar to U.S. Air

Force C-130 aircraft usually used for such missions, but is slightly smaller and only equipped with two engines.

"While there are differences between the C-160 and the C-130, we didn't experience any problems with this joint effort," Pina said. "The whole idea behind the project was to get to our destination in a safe and timely fashion, which is exactly what happened.

"I think it's very significant that two separate countries were able to combine their efforts into the successful attainment of a common goal," said Pina. "We are very thankful the German and U.S. air forces were able to work together to get us off the ground. Now we can do what Naval Mobile Construction Battalion 1 does best — go to work." ■



Story and photos by JO2 Mike Fratè, assigned to U.S. Naval Mobile Construction Battalion 1, deployed to Rota, Spain.

Bearings

USS *America* deck-launches Marine OV-10 aircraft

With his heartbeat seemingly racing as fast as the OV-10 aircraft's engines, the pilot anxiously awaited the 600-foot takeoff from the carrier deck.

A pretty routine feat aboard USS *America* (CV 66) until you realize the longest catapult on the flight deck is a scant 320 feet. "We're going to deck-launch 'em," said Aviation Boatswain's Mate 2nd Class Robert Chubb of the carrier's air department.

Turning into position as far aft on the flight deck as possible, one of six Marine Corps OV-10 tactical reconnaissance planes prepared for takeoff. "It was built during [the] Vietnam [era] specifically for close-air support, tactical observation and reconnaissance," said Marine Capt. Danno Gannon, weapons and tactics instructor for Fixed-Wing Marine Observation Squadron 1 of Marine Corps Air Station New River, N.C.

"What we typically find ourselves doing," said Gannon, "is working directly with an air officer for an in-



Photo by PH2 Jeff Smith

fantry battalion or regiment to seek and locate targets to be engaged with the supporting arms assets available to us."

Zooming down the runway of a carrier, however, was not a typical endeavor. "We've got a couple of pilots aboard USS *Theodore Roosevelt* [(CVN 71)] and *America* that have taken off [of amphibious assault ships] before," Gannon said smiling. "But we have never, as an operational squadron, taken off from a carrier."

VMO 1 hitched a ride across the

Atlantic aboard *America* and *Roosevelt* to Rota, Spain, where they departed for Saudi Arabia. Between the two carriers, a total of 12 OV-10s headed for the desert.

"About 600 feet and 35-knot winds is all we're asking for," said Gannon. The feat was easily accomplished as *America* launched all six OV-10s and cleared the flight deck in less than 30 minutes. ■

Story by JO2 David E. Smith, assigned to USS *America* (CV 66) public affairs office.

Amphibious technology deployed to the Persian Gulf

The largest deployment of Landing Craft, Air Cushion vehicles, since their introduction to the Navy-Marine Corps team, and more than 100 sailors embarked aboard three ships at Camp Pendleton, Calif., in preparation for their journey to the Middle East.

The LCACs and crews, based with Assault Craft Unit 5, joined San Diego-based Amphibious Group 3 and other Marines and sailors deploying with the 5th Marine Expeditionary Brigade. Under the control of Amphibious Group 3 and 5th MEB, the craft will supplement the capability to marry-up with other LCAC



units already in the Persian Gulf.

The LCAC has virtually revolutionized amphibious landings. Previous craft could only travel up to 8 knots and negotiate 17 percent of the

world's beaches. LCACs can travel in excess of 40 knots on water, 25 knots on land and can negotiate 80 percent of the world's coastlines. The LCAC is a ship-to-shore vehicle capable of transporting more than 60 tons up to 50 miles. The craft's speed and overland traits make it compatible with inland, helo-borne assaults. The LCAC is not affected by tides, water depth, underwater obstacles, up to 4-foot-high land obstacles, high beach slopes, mines or torpedoes. ■

Story and photo by Marine Cpl. Michael P. Wanjura, assigned to the Joint Public Affairs Office, Camp Pendleton, Calif.

Bearings

Japanese, American sailors cross-deck for joint operations

Sailors made lasting bonds of friendship and intercultural understanding last year when the 7th Fleet flagship USS *Blue Ridge* (LCC 19) completed her 1990 sister ship cruise with the Japanese Maritime Self-Defense Force destroyer JDS *Shirane* (DDH 143).

For 10 days, *Blue Ridge* and *Shirane* crews conducted numerous joint training evolutions to improve tactical readiness and interoperability between the two ships. Both ships also visited Japanese ports of call as part of the friendship cruise.

Several *Blue Ridge* crew members cross-decked with their counterparts and spent time aboard the Japanese anti-submarine warfare destroyer. This gave the American and Japanese crewmen an opportunity to train together and discover similarities as well as differences in each other's naval operations.

"I thought it was a great experience," said *Blue Ridge* Damage Controlman 3rd Class Christopher J. Hunter. "I was on board *Shirane* for three days and lived, ate and slept like a Japanese sailor. I stood under-

instruction watches in their damage control central, doing what I do here in the *Blue Ridge*. The watches are similar, the duties are basically the same and the equipment has almost the same name on either ship."

Language differences didn't present insurmountable problems for the sailors, many of whom used creative hand signals and gestures to get the message across, Hunter explained. "But just in case, there was always someone there to translate," he said.

Other training evolutions included basic seamanship, at-sea communications, helicopter operations and ship-handling drills.

Blue Ridge's SH-3G *Sea King* helicopter shuttled personnel between the two ships during helo cross-deck exercises, while *Shirane's* helo performed similar missions. The exercises increased mutual understanding between the two crews, demonstrating joint maritime presence and encouraging international cooperation.

This year, two port calls at the Japanese cities of Otaru and Maizuru provided a welcome respite from a hectic operational schedule. A wel-



Photo by PH3 John Gay

coming party of local dignitaries, media and 10,000 people participating in general visiting met the ships at each city.

As a community relations project, 24 *Blue Ridge* and 15 *Shirane* personnel visited an Otaru facility for severely handicapped adults and children, cutting grass and trimming brush on a hillside there. In Maizuru, sailors participated in a fence-painting project at a local senior citizens home.

"Our joint community relations projects obviously benefited the institutions we visited. An additional pay-off was the tremendous camaraderie established among shipmates of both countries," said *Blue Ridge* and 7th Fleet Staff Chaplain (CDR) Donald G. Belanus.

This year's sister ship cruise proved to be an educational and productive experience for both crews, said Commander U.S. 7th Fleet VADM Henry H. Mauz Jr. The friendships that were developed "will serve to bring us even closer together in what is one of the world's most important bilateral relationships." ■

Story by USS *Blue Ridge* (LCC 19) and 7th Fleet public affairs offices.



Photo by PH3 John Gay

Bearings

Sailors make a difference at elementary school

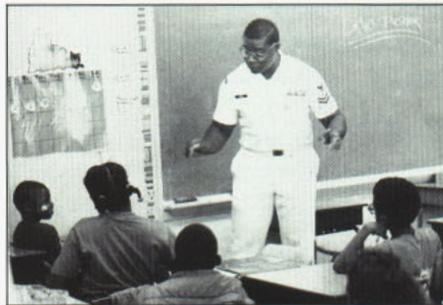
Poverty, crime, drug abuse, unemployment and self-doubt can seem like a dead-end street — until someone offers a way out. Sailors assigned to Naval Security Group Activity Homestead, Fla., offer that hand in their neighborhood by helping a local school.

A.L. Lewis Elementary School in Florida City is made up of a cross-section of minority children in grades 1-5, and is located in a section of the city often linked with poverty, crime and drugs. It's not a backdrop that lends to education or future growth for many of the students. That's where the school's principal Dr. Ruth Ceglia and NSGA Homestead sailors step in.

Ceglia's desire for change and hope that "her" children don't wind up on the streets pushing drugs prompted her to contact CAPT John W. Mackin Jr., commanding officer of NSGA Homestead, to help create a positive image. Various personnel assigned to NSGAH quickly volunteered.

According to Ceglia, the sailors of

CTR2 Ron Thornton (background) helps a student with English skills.



Lectures on drug awareness/education is first and foremost in the minds of the volunteers. CTA2 Martin Powell takes the opportunity to tell the kids about drug pushers.

Homestead "provide a real-life image of career opportunities, someone they can reach out and actually touch — not an image that resembles what they get from television commercials." Sailors come in to classes once or twice a week to help teachers maintain good order and discipline, tutor the students in math, English, computers and reading; and more importantly, drug education.

"It's sad to hear the stories of some of these kids," said Cryptologic Technician Administrative 2nd Class Martin Powell. "We deliver talks on drugs and the harm they can cause.

We also provide one-on-one counseling with some of the more troubled students. It's hard not to get emotionally involved," Powell added. "We provide a positive image and let the kids know there is another way."

"This is what I wanted to have happen when the program started — another way out for these kids," Ceglia said. "The children are extremely excited when the Navy shows up."

The volunteers also look forward to these visits. One week there were two volunteers, the next week six, and now there are 10 volunteers, who, with command support, show up to provide the proper "attitude adjustment" needed. "We feel that we have our own class, students and individual contacts," said Cryptologic Technician Collection 1st Class Odell Wilson Jr. "It lends a new meaning to our career and adds another dimension to our mission. We are giving something back to the community."

The program shows that there are people who care. NSGA Homestead sailors, in their effort to reach out a hand to the kids, are also showing their concern for the community and their hope for a brighter future for these children. As one volunteer put it, "As long as we help one child make something of himself, then we have done our job. We're proud of our effort."

One third-grade student helped to confirm that effort when she said, "It's nice to know that if I continue to learn and stay in school, that I have a choice." ■

Story and photos by JO1(SW) Bryan Wood assigned to Naval Security Group Activity Homestead, Fla., public affairs office.

Bearings

Gompers sailors paint San Francisco AIDS hospice

When the Missionaries of Charity, a Catholic order of nuns, let it be known that their San Francisco AIDS Hospice needed painting before a visit from its founder Mother Teresa, 28 USS *Samuel Gompers* (AD 37) sailors and two of their spouses responded.

Joined by members of Naval Station Treasure Island's Catholic Chapel community, the painters made short work of the large, four-story building. It took one week to paint the hospice, highlighting it with different colors — characteristic of Victorian-era San Francisco homes.

The project came about when one of the mother superiors of the worldwide order, Sister Sylvia, told a hospice volunteer she wished to have the house painted, but didn't see how they could afford to do it. The volunteer, a 10-year Navy veteran, contacted Chaplain (LCDR) Charles Soto of Treasure Island, who, in turn,

Below: ET3 Richard Mijokovich has an eye for detail painting. Right: FN Shelly Howard and EN3 Jimmy Hacinas don't mind working a few stories up.

spoke with one of his parishioners, LCDR Byron Iverson, executive officer of *Samuel Gompers*.

Samuel Gompers volunteers quickly came forward, and the painting began on a Friday and continued on through to a rainy Sunday. One husband and wife team, Opticalman 3rd Class Dwight Hales and Jeanne Hales, spent an entire day on the scaffolding. "We think service to others is important," he said. "I guess this is the best way to say so."

Though the holiday weekend provided enough time to complete the painting of most major surfaces, considerable trim remained. A second call for volunteers went out, and people who could get time off returned for two more days to finish the job.

Seaman Candace Call, who worked on the project for two days explained why she was there. "What the Missionaries of Charity do is very important. It's for all of us in a way. How could I not do this?"

Sister Sylvia and Chaplain Soto said they thought the completed project

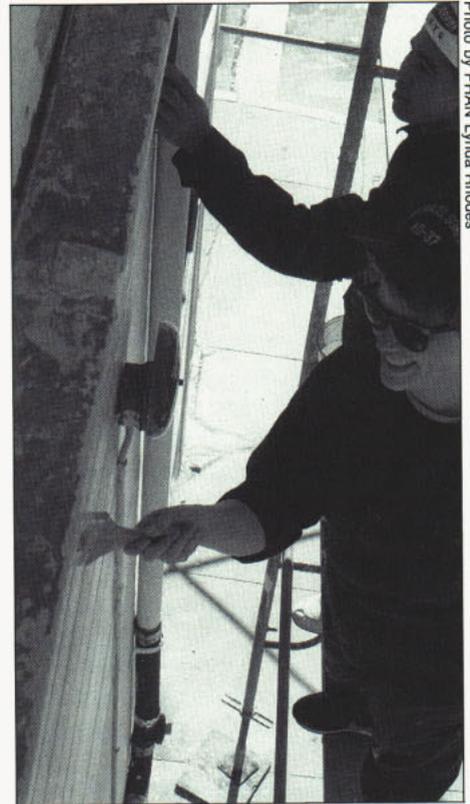


Photo by PHAN Lynda Rhodes



Photo by PHAN Lynda Rhodes

represented something of a miracle. "There was so much to do I didn't see how it could be done," Soto said. "But a week later, thanks to a group of sailors who gave thanks by helping others, the job was done."

The painters have been promised a personal meeting with the Nobel Prize-winning founder of the Missionaries of Charity when she visits San Francisco. Though excited by that prospect, many said they feel the work they did on the hospice — and the chance to see it in operation — was thanks enough. "The sisters are doing what all of us should be doing," said Fireman Shelly Howard. "I'm glad I was there." ■

Story by Chaplain (LCDR) William G. Chrystal, assigned to USS *Samuel Gompers* (AD 37).

News Bights

The Navy's single parents and dual military couples deployed for Operation *Desert Storm* have coped with the mobilization and deployment "with their usual professionalism and competence" and very few problems, according to Assistant Secretary of the Navy for Manpower and Reserve Affairs Barbara Pope.

Pope joined Assistant Secretary of Defense for Force Management and Personnel Christopher Jehn, and assistant secretaries from the other services to testify on parenting issues and Operation *Desert Storm* before the House Armed Services Subcommittee for Manpower and Personnel Feb. 19.

The hearing was prompted by proposed legislation which, if passed by Congress and signed into law, would change DoD policy on deployability of single parents and dual military-member couples with children.

Jehn testified that military duty requires members to be deployable worldwide. Single parents and married military couples are expected to make family care arrangements in case military events require them to leave their family behind.

Representing the Navy during the hearing, Pope emphasized that existing policies are "simple and enforceable, and most importantly, they have worked." The real success story, she said, is in the very small number of Navy and Marine Corps members who could not deploy because of family care-related hardships — only two cases of active-duty personnel and eight reservists.

According to Chief of Naval Personnel VADM Mike Boorda, deployment of single parents and dual military couples has not been a big issue for Navy people because they deploy regularly and understand the policies that apply to them.

Parents in those categories deployed for *Desert Storm* are estimated to number less than 2,500 of the 80,000 Navy personnel in the operation, Boorda said.

Pope told the subcommittee that the proposed legislation, to exempt single parents or a member of a dual military couple from deployment, would threaten unit integrity, morale, readiness and have "far-reaching negative effects on the service and its members."

* * *

With the impending decommissioning of several *Poseidon* ballistic missile submarines, the repair facilities at Holy Loch, Scotland, will be disestablished after a distinguished 30-year history.

The decision comes as *Poseidon* ballistic missile submarines are replaced in service by the more-capable *Trident*. After disestablishment, the submarine tender USS *Simon Lake* (AS 33) and floating drydock *Los Alamos* (AFDB 7) will return to the United States. The remaining *Poseidons* will be supported stateside.

The Holy Loch submarine facility, which houses nearly 2,000 Navy personnel and 1,600 family members, was opened by former President Dwight D. Eisenhower in March 1961 as a forward-deployed foothold for the earliest undersea leg of the U.S. defense triad, the *Polaris* ballistic-missile submarine.

* * *

The nuclear-powered attack submarine USS *Scranton* (SSN 756) became the newest member of the Atlantic Fleet Submarine Force during a recent commissioning ceremony.

Scranton features state-of-the-art sonar and improved fire control systems. She is fitted with four horizontal torpedo tubes, 12 vertical launch tubes, and is capable of firing MK 48 torpedo, *Tomahawk* and *Harpoon* missiles. The submarine also has improvements in electronic sensors and quieting.

Homeported in Norfolk, *Scranton* and her crew of 134 are commanded by CDR John G. Meyer, and will be assigned to the Atlantic Fleet's Submarine Squadron 8.

* * *

Active-duty service members who must get medical care from civilian sources should *not* send claims for that care to firms that process Civilian Health and Medical Program of the Uniformed Services claims.

Likewise, civilian providers who treat active-duty military should not file claims for such care with CHAMPUS claims processors.

Each branch of the uniformed services has its own address or set of addresses where claims for civilian care received by active-duty members must be sent for processing. Members (or civilian providers of care) should check with the nearest military hospital to find out where to send claims.

Active-duty service members are not eligible for CHAMPUS benefits. Their immediate family members are CHAMPUS-eligible, however, and should send claims for care provided under CHAMPUS to the CHAMPUS claims processor for the state or area in which the care was received. Check with the health benefits advisor at the nearest military medical facility for details on where to send CHAMPUS claims. □

Mail Buoy

Mistaken identity

As a former crew member of Oceanographic Unit 5, I feel compelled to point out your error in the article "Project Marco Polo" (February 1991 issue). You identified LCDR Kathy Shield as Commanding Officer of USNS *Harkness* (T-AGS 32). She is in fact, CO of Oceanographic Unit 5. USNS ships have civilian masters.

—YNCS John V. Hudson, USN Ret.
Virginia Beach, Va.

Do you see what I see?

In your January 1991 issue on Page 8, the black and white photo of the members of USS *Iowa's* (BB 61) decommissioning ceremony on the bridge of the ship is printed backwards. Medals and warfare insignia are worn on left breast of service dress blue uniforms.

Same issue, Page 22, upper photo of USS *Forrestal* (CV-59) is backward, as it shows the "island" on the port side of the aircraft carrier, and the hull number is reversed.

Just wondered if anyone else noticed?

—QMC(SW) Michael Wood
NAS Bermuda

Before or after

USS *Independence* (CV 62) was relieved early in the *Desert Shield* operation so she could return to CONUS for some much needed maintenance. It wasn't until we saw the December issue of *All Hands 'RimPac'90'* that we discovered just how much maintenance she would need. Was the photo on Page 23 taken before or after the ship had been accomplished, placing the island structure on the port side of the ship? Doesn't this confuse the pilots and how about those fire fighters gaining access to the "Un-Zebra/Sierra" watertight door? And how did you gather all the left-handed fire fighters, on Page 21, washing down the flight deck? We've been out here for several months now, and we weren't aware so many new changes had been made since we left!

—CDR Peter J. Ibert
USS *John F. Kennedy* (CV 67)

Reunions

◆ **Naval Reserve Armory, Camden, N.J.**
— Reunion spring 1991, Philadelphia. Contact Julia G. Molina, 505 Reed St.,

Philadelphia, Pa. 19147.

◆ **USS Irwin (DD 794)** — Reunion June 5-8, Nashville. Contact Thomas J. Adams, 183-A Meriline Ave., West Paterson, N.J. 07424; telephone (201) 785-1335.

◆ **Farragut Training, World War II** — Reunion June 6-10, Bevier, Mo. Contact Chester L. Shoemaker, Highway 36, Box 6, Bevier, Mo. 63532; telephone (816) 773-5313.

◆ **USS Metivier (DE 582)** — Reunion June 6-10, Hyannis, Mass. Contact Dick MacDonald, Box 582, Malden, Mass. 02148; telephone (617) 665-2140.

◆ **USS Titania (AKA 13)** — Reunion June 7-9, Middle Amana, Iowa. Contact Cliff Trumpold, Box 31, South Lakeside Avenue, Middle Amana, Iowa 52307; telephone (319) 622-3103.

◆ **USS Hawkins (DD/DDR 873)** — Reunion June 7-9, Macon, Ga. Contact Buzz Butterworth, 4260 Jones Road, Macon, Ga. 31206-6144; telephone (912) 788-9339.

◆ **USS Mahan (DD 364/DLG 11/DDG 42)** — Wardroom Reunion June 7-9, Ocean City, Md. Contact Ted Painter, 11 Ames St., Onancock, Va. 23417; telephone (215) 777-4408.

◆ **USS Salute (AM 294)** — Reunion June 7-10, Memphis, Tenn. Contact James D. Johnston, Rural Route 1, Box 183, Ainsworth, Iowa 52201; telephone (319) 657-2263.

◆ **USS Stormes (DD 780), USS Warrington (DD 862), USS Vogelsang (DD 862) and USS Steinaker (DD 863)** — Reunion June 8. Contact Ray Didur Sr., P.O. Box 282, Cement City, Mich. 49233-0282; telephone (517) 592-6941.

◆ **Naval Weather Service Association** — Reunion June 12-15, Las Vegas, Nev. Contact Herb Goodland, 786 Christy Lane, Las Vegas, Nev. 89110; telephone (702) 452-1102.

◆ **USS Crescent City (APA 21)** — Reunion June 13-16, Vallejo, Calif. Contact Donald Parmenter, 28 Ryan St., Middletown, Conn. 06457.

◆ **CBMU 302/301** — Reunion June 13-16, St. Louis. Contact David A. Cooper, Route 3, Box 7000, Bartlesville, Okla. 74003; telephone (918) 336-1214.

◆ **USS Guardfish (SSN 612/SS 12)** — Deactivation ceremony, June 14, San Diego. Contact Commanding Officer, USS *Guardfish* (SSN 612), FPO San Francisco 96666-2323; telephone (619) 553-9001.

◆ **USS Wedderburn (DD 684)** — Reunion June 14-15, Baton Rouge, La. Contact James E. Allison, 8401 Timber Glen,

San Antonio, Texas 78250; telephone (512) 681-0443.

◆ **USS Gregory (DD 802)** — Reunion June 14-16, York, Pa. Contact Glenn Sheaffer, 734 Tanglewood Road, York, Pa. 17402; telephone (717) 755-8471.

◆ **USS Grand Canyon (AD 28)** — Reunion June 15. Contact Ray Didur Sr., P.O. Box 282, Cement City, Mich. 49233-0282.

◆ **USS Arkansas (BB 33) Association** — Reunion June 19-23, Pittsburgh. Contact John F. Bird, P.O. Box 1283, Port Aransas, Texas 78373; telephone (512) 749-6925.

◆ **USS Lowndes (APA 154)** — Reunion June 20-23, Fort Wayne, Ind. Contact William "Bud" Kautz, 34782 Hiawatha Trail, McHenry, Ill. 60050; telephone (815) 344-6326.

◆ **USS Allen M. Sumner (DD 692)** — Reunion June 20-23, Washington, D.C. Contact Joe Gall, 56 Amsterdam St., Tonawanda, N.Y. 14150; telephone (716) 692-2697.

◆ **VF 11 and VF 111 "Sundowners" Squadron** — Reunion June 27-29, Seattle. Contact K.H. "Tim" Enander, 419 Maple St., Port Townsend, Wash. 98368; telephone (206) 385-7786.

◆ **USS Whitehurst (DE 634)** — Reunion June 27-29, Knoxville, Tenn. Contact Roy E. Graham, Route 12, Box 258, Morgantown, W.Va. 26505; telephone (304) 594-1986.

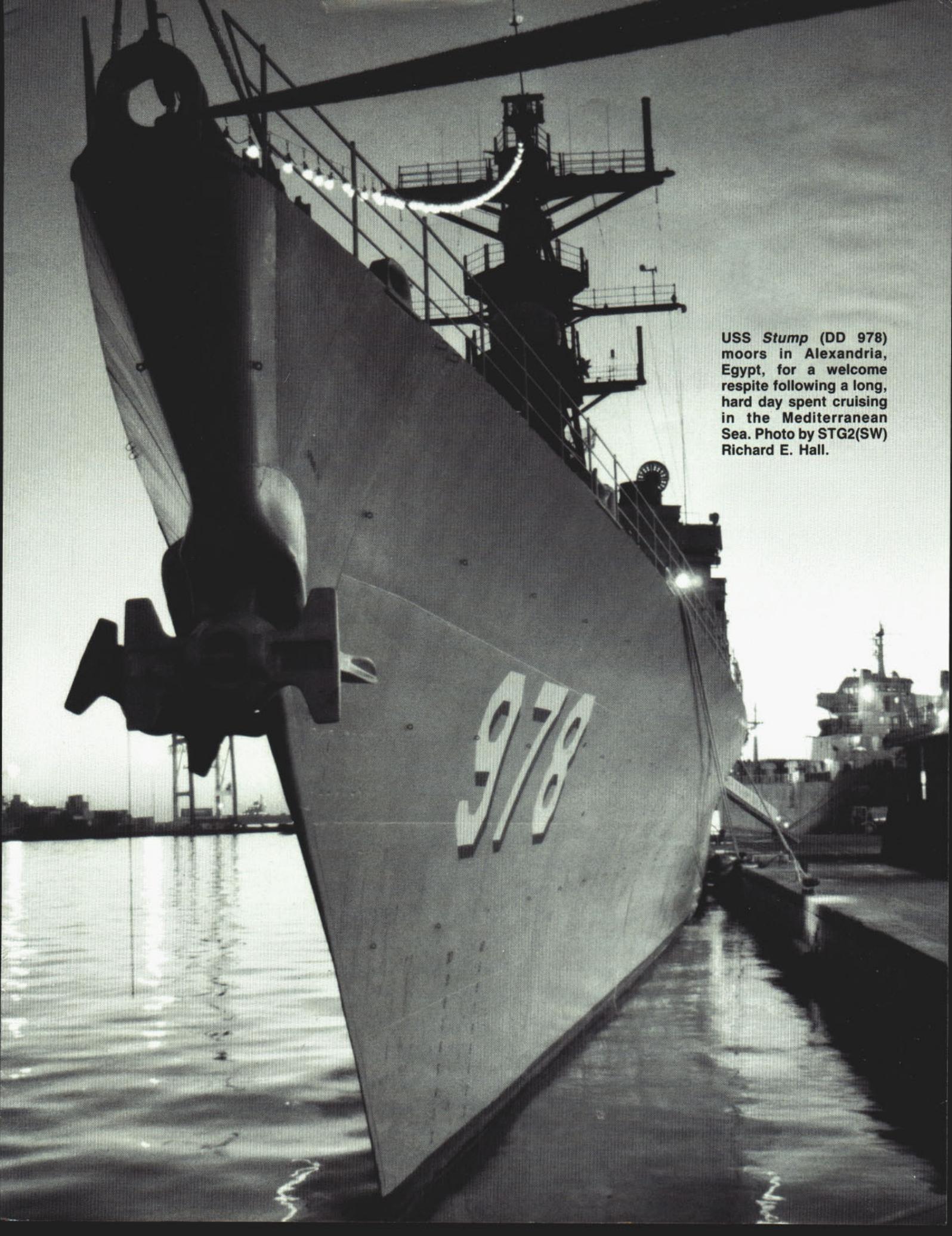
◆ **USS Newport News (CA 148)** — Reunion June 28-30, Norfolk. Contact Franklin D. Ragland, 8337 Kanter Ave., Norfolk, Va. 23518; telephone (804) 583-9021.

◆ **USS Mizar (AF 12) 1941-46** — Reunion June 1991, Indianapolis. Contact Everette R. Johnson, 441 N. 12th Ave., Beech Grove, Ind. 46107; telephone (317) 784-8283.

◆ **USS Twining (DD 540) 1943-71** — Reunion June 1991, Buffalo, N.Y. Contact Bruno Campagnari, 1809 Dugan Road, Olean, N.Y. 14760; telephone (716) 372-1780.

◆ **USS Parker (DD 604)** — Reunion July 3-7, Honolulu. Contact Russell H. Fernandes Sr., 110 Alvil Road - Elsmere, Wilmington, Del. 19805; telephone (302) 998-8001.

◆ **Aviation Boatswain's Mates Association** — 21st Annual Symposium July 30 - Aug. 3, Jacksonville, Fla. Telephone Wally Lemmon (904) 272-4681; Jake Kollarik (904) 772-3315; or Mike Orski (904) 241-6023.



USS *Stump* (DD 978) moors in Alexandria, Egypt, for a welcome respite following a long, hard day spent cruising in the Mediterranean Sea. Photo by STG2(SW) Richard E. Hall.



The operational puzzle ● See Page 26