

ALL HANDS

DECEMBER 1991



A day of infamy





Participants in the 16th annual Marine Corps Marathon pass the 24-mile marker of the 26.2-mile race. Known as the "people's race," the 1991 running drew a record 14,500 to the streets of the nation's capital Nov. 3. Photo by LTJG John M. Wallach.

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ALL HANDS

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Photo by PH2 B. Mortimer

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Front Cover: The remains of destroyers USS *Cassin* (DD 372) and USS *Downes* (DD 375) lie in drydock with battleship USS *Pennsylvania* (BB 38) astern following the Dec. 7, 1941, Japanese attack on Pearl Harbor. The torpedoed cruiser USS *Helena* (CL 5) is beyond the crane at right. See story Page 32. U.S. Navy photo.

Back Cover: FC3 Keith Ramey of USS *Capodanno* (FF 1093) mans the fire control radar during a Refresher Training mass conflagration drill off Guantanamo Bay, Cuba. See story Page 24. Photo by JO1 Chris Price.

News You Can Use

CHAMPUS expands nonavailability requirements

As of Oct. 1, 1991, some CHAMPUS (Civilian Health and Medical Program of the Uniformed Services)-eligible sailors and their families will need nonavailability statements (NASs) from nearby military medical facilities before CHAMPUS will share the cost of certain kinds of outpatient treatment by civilian health care providers. NASs certify that a particular type of care is not available from uniformed services hospitals.

In the past, NASs were needed only for nonemergency inpatient care from civilian sources for people who lived within a zip code service area of the nearest military hospital.

Now the NAS must be entered electronically in the Defense Eligibility Enrollment System (DEERS) computer data files by the service hospital or the CHAMPUS claim will be denied. Beneficiaries will no longer be required to attach a copy of the NAS to the claim form.

There are 14 outpatient procedures for which NASs will now be required. A patient does not need an NAS to visit a physician to have a procedure diagnosed — only when the procedure is actually performed.

Sailors whose home address zip code falls outside the local military hospital's service area do not need NASs before they seek civilian health care under CHAMPUS. An NAS is not required for people who live within a service hospital's zip code service area and require emergency care (that meets CHAMPUS guidelines as an emergency) from a civilian hospital, or who have primary health insurance or a program that provides coverage for the needed treatment and pays before CHAMPUS.

An NAS is not required for care at student infirmaries, residential treatment centers, specialized treatment centers, skilled nursing facilities or alcohol rehabilitation facilities under CHAMPUS' Program for the Handicapped or under the Military-Civilian Health Services Partnership Program.

For more information about NASs, including how to get one, how long they are valid and how to appeal the denial of one, contact your health benefits advisor at the nearest military medical treatment facility. □

VA reduces interest rate for home loans

As of Sept. 18, 1991, the Department of Veterans Affairs (DVA) has reduced its loan interest rate for home loan guarantees from 9.5 to 8.5 percent. Also reduced were graduated payment mortgages, home improvement loans, manufactured home loans, manufactured home-lot only loans and lot loans.

This is the third change in DVA loan rates this year as a result of changing market conditions.

All rates are still subject to change at any time. Sailors holding high interest rate mortgages should consider refinancing their loans to take advantage of rates currently available. A reduction in loan interest rates can be a significant cost-saver.

More information can be obtained from the VA office in the state where the property was originally purchased. □

TQL master trainers needed

Volunteers are being sought to fill newly-designated Total Quality Leadership (TQL) master trainer billets. TQL master trainers will be responsible for teaching Navy TQL techniques to command TQL representatives. Billets are located at Naval Amphibious Schools Little Creek, Va., and Coronado, Calif.

The first class of two officer and eight enlisted volunteers convened in October at Naval Air Station Pensacola, Fla. Candidates for upcoming classes are being sought. Classes begin March 9, 1992, in San Diego, and July 27, 1992, in Norfolk. Each class is 18-weeks long and is followed by a two-year permanent change of station (PCS) tour as a master trainer.

Applicants must be E-6 through E-9 or O-3 through O-5. Other qualifications include: outstanding performance, shore duty eligibility and knowledge of math or statistics. TQL experience is preferred. Previous instructor duty is a plus but not a requirement for enlisted applicants.

Additional details on application procedures are contained in NavAdmin 123/91. □

Navy leader planning guide available

The Navy Leader Planning Guide (NLPG) aids Navy leaders — specifically junior officers and senior enlisted personnel — by reminding them of pertinent administrative dates and information. At least 150,000 active-duty and reserve personnel will receive the NLPG.

NLPGs (NavPers 15255S and NSN 0500-LP-459-6200) are made available to commands through an automatic annual distribution in December. Commands must have been on the Standard Navy Distribution List (SNDL) as of Oct. 15, 1991, to receive the 1992 guide automatically.

If you are unable to get on distribution or need additional guides, submit a requisition via normal supply channels to Publications and Forms Center, 5801 Tabor Ave., Philadelphia, Pa. 19120-5099.

Any questions about the NLPG should be directed to Command Excellence and Leader Development Division (Pers-62), Bureau of Naval Personnel, Attn: NLPG, Washington, D.C. 23070-5620. □

JOBS teaches sailors basic skills

The Job-Oriented Basic Skills (JOBS) program provides training in six career fields that can lead to 25 "A" schools. The ratings include: engineering (BT, GSM, MM); operations (OS, OTA, OTM, AW, STG); administration (PN, SK, AK, DK, YN, AZ); electronics (AT, AX, AQ, ET, FC, GM, EW); electrical (EM, CE, IC); and navigation (QM).

This program provides "A" school prerequisite skill training and qualifies ineligible sailors for "A" school or for a more technically demanding school than they initially qualified for. JOBS graduates are guaranteed an "A" school seat within the rating aggregate of the JOBS strand. The Women's Study Group has recommended JOBS as a tool to help integrate enlisted women into careers now available to them.

For more information, contact Dr. Imelda Idar, Pers-1121, at Autovon 225-9540 or commercial (703) 695-9540. □

It's a package deal...

Dispelling selection board myths

Story by JOCM(SW) Mark S. Malinowski

The FY92 Selection Boards have concluded and planning is underway for FY93. This year, like every year, there was a lot of joy and a lot of disappointment. This year, like every year, there were still those individuals who were not competitive enough for selection and, as a result, will seek solace in one or more of the many myths that surround the Navy's selection board process.

To start, there are a few realities you must accept if any discussion of selection boards is going to be meaningful. The first is that selection to E-7 (or any enlisted or officer grade) is vacancy driven. In the "big picture," there are always more candidates than there are positions to fill. In this year's case, there were more than 29,000 first class petty officers competing for approximately 6,000 positions.

With a selection rate of 20 percent, competition to fill the vacancies was keen, and simply being good in one's rating and being a good shipmate was not enough, in most cases.

One of the most difficult aspects of serving on a selection board is seeing service records of good, hard-working sailors who come to work every day, do their jobs well and are well-liked and respected, but will not be selected. The people who are being selected are, for the most part, doing what our good shipmate is doing — and much more.

Another reality is that nonselection does not necessarily mean anything negative. When a sailor's name doesn't appear on the selection list, one of the first questions he or she asks is, "What's wrong with me?"

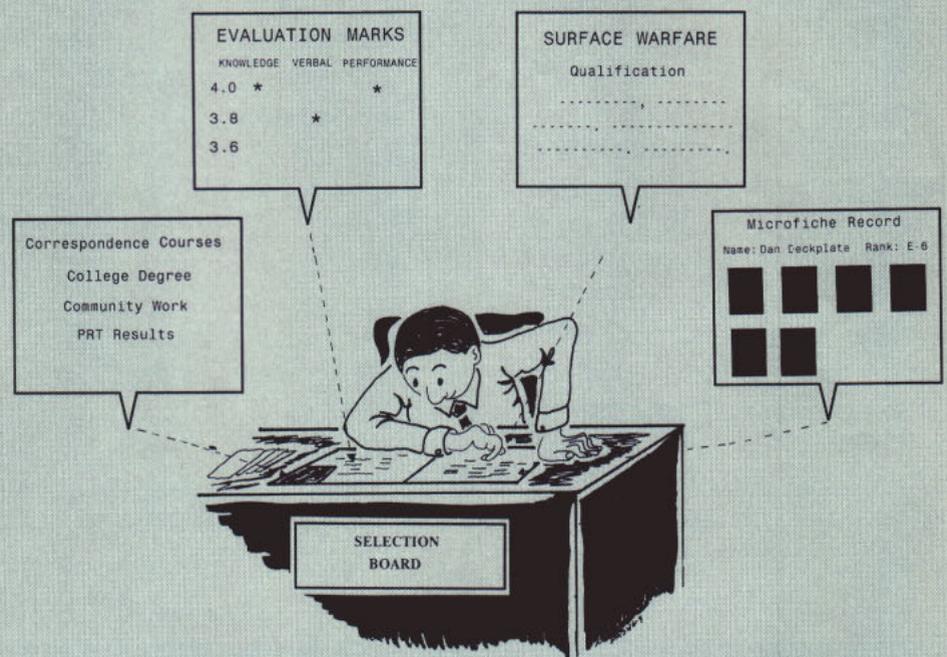
Nonselection doesn't have to mean that anything is wrong. Those individuals who were not promoted are still making a valuable contribution to the Navy and are professionals necessary for completing the mission. Remember: Selection to chief petty officer (CPO) is a competition where there are selectees and nonselectees — not winners and losers. When only a few can be promoted, a lot of good sailors will be passed by.

It isn't hard to understand why selectees are pretty satisfied with the selection board process. Most individuals who have been selected for CPO have thought privately (whether they admit it or not), "Well, they finally did something right."

Nonselectees, however, sometimes refuse to look at themselves,

see what they need to do to be competitive and seek to blame "the system." This is how myths about selection boards get started and strengthened. Every selectee who in an attempt to console his nonselected shipmate says, "Sorry buddy, you got screwed," reinforces the myths.

The fact is, there are very few "victims of the system" out there, and when the system catches up with them, it does what it can to put things right. An example of this is the special selection boards that look at those individuals who could not get screened at the regular boards. With this in mind, let's look at the 10 most common myths about selection boards. Doubtless, there are others — enough to fill a weighty tome — but these seem to be the most prevalent:



- **Test scores don't count. Once you make the board, test scores are tossed out.**

The number of individuals who send in copies of their profile sheets indicates this myth is alive and well, as do some of the truly low test scores. The fact is, test scores do count. Everything counts. Nobody will be nonselected simply because of a low test score, but in the initial scoring of an individual's record the test score is counted. Don't stop studying. It shouldn't be too difficult to understand that when a board member sees a high test score, it says something about that person about to be screened.

- **The selection board looks at your last five or six evals, so it's good to have a lot of recent special evals if you had a few weak evals early on.**

When computing a multiple, either for advancement to petty officer grade or to make it to the E-7 selection board, a numerical average of the marks from a certain number of evaluations is used. When a record goes before the board, however, it is screened primarily for the past five years, not just current evals.

The more competitive advancement is in a specific rating, the further back the board may have to look, particularly when looking at people with similar career patterns. Having a special eval written for you at the time the board convenes may not necessarily help you.

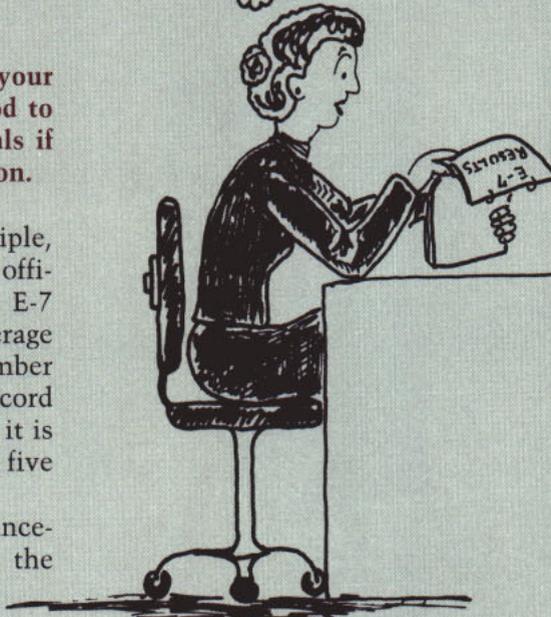
- **The board doesn't look at the evaluation marks — it only reads the write-ups; or, a couple of "3.8" marks is the "kiss of death."**

Once again, the board looks at everything. Of course, the marks count for something, otherwise the Navy wouldn't take the time and

effort to have them on evaluations. But if the marks counted for everything, there would be no need for the evaluation comments. The entire evaluation is looked at, and both sides are balanced.

A couple of "3.8" marks on an otherwise excellent evaluation may be looked at as an aberration.

Ranking is important, but it's only a part of each eval. Certainly, if a person is ranked first on every evaluation it means a lot, but that alone will not ensure selection.



- **A single person on the board (a friend or enemy) will either ensure or preclude an individual's selection.**

How often have we heard this one, in all its forms? "He must have had a buddy on the selection board," or "Master Chief So-and-so knew me on my last ship, and we didn't get along." There are many variations. To start, each board member takes an oath, and part of that oath is impartiality. Every candidate's record is looked at by a minimum of two people, and any disparity in

scoring the record will require a third or even fourth look. Any board member trying to "push through" or "railroad" an individual will regret it. It simply will not be tolerated by the panel members, the president of the board and the Chief of Naval Personnel.

- **Every year, the board is looking for something different.**

It seems that just about everyone believes this one. The board is looking for the same thing every year: sustained superior performance — at sea and ashore. What may change from year to year is the "limit" of an individual rating — sea/shore rotation may change, etc. Special assignments can make a difference, inasmuch as they demonstrate breadth of experience, but the board is not mandated to pick instructors one year, recruiters another, etc. Expressions like, "They are looking for instructors this year," or "They were looking for gizmo techs" are excuses. The board isn't "looking for" any specific thing — just sustained superior performance.

- **Sending a big package to the president of the board helps and failing to send in a package means nonselection.**

Sore subject. If an individual is truly interested in promotion, he or she should take the time to order and screen the microfiche record the board will be using. If an evaluation or a qualification (EAWS, ESWS, diving officer, etc.) is missing, then by all means, send a certified copy of it to the president of the board. The board needs to see that sort of information, and it might possibly make a difference.

Unfortunately, the majority of packages the board sees are simply duplications of material contained in the individual's microfiche. It

takes a lot of time to read the same information twice — time that the selection board can ill afford to waste.

The biggest myth of all, that "you've got to send a package to the board to get selected," is not so. The board only needs additional or missing material, not copies of everything with your name on it. The number of these types of packages leads board members to believe that people are not reviewing their records. Remember: Your record is *your* responsibility. Sailors who are interested in their careers should take the time to insure that awards, qualifications, courses, evaluations, etc., are properly documented in their service records — both the "field jacket" and the microfiche. It's important to note that the microfiche records section at the Bureau of Naval Personnel handles 40,000 to 50,000 items daily. Things get lost or misplaced occasionally — accidents do happen. The error rate is surprisingly low, but nobody's perfect.

Along the same line, it doesn't hurt to be realistic about sending a package. When a Leave and Earnings Statement (LES) is sent and the "Charity Allotment" portion is highlighted, it seems clear that this individual has no idea of what the board is looking for. If, in the review of your record you see there is no citation for a recent award, you may want to send it in to the board.

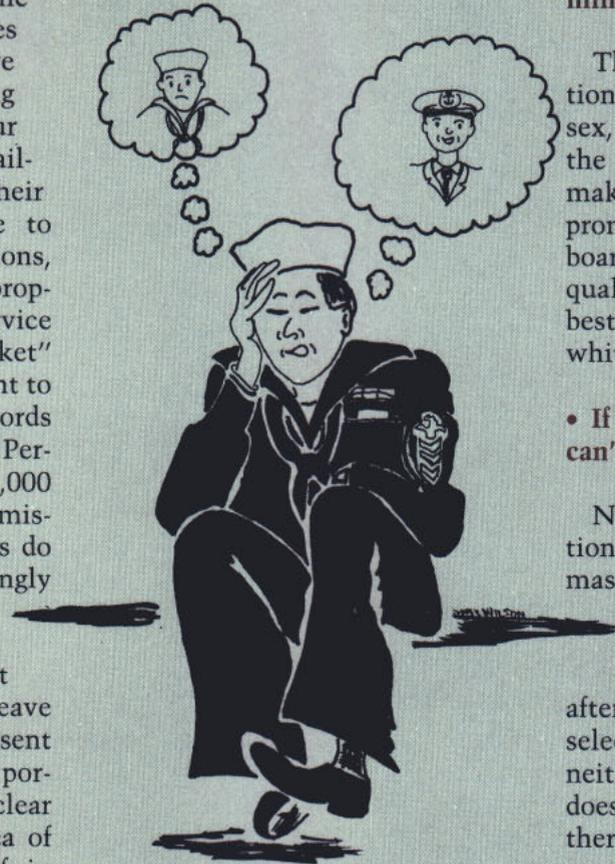
There is no need, however, to send the citation, the summary of action, the DD Form 1650 (award recommendation) and all the rough to accompany them. An exaggeration, you think? The most frustrating thing was to see a one-inch thick package that had everything in it (including the record of emergency data) — but one eval is missing from the microfiche.

The most important thing to

remember is if you do send a package, be sure it's properly addressed, sent early enough and it contains useful information.

• Working for a "big shot" will guarantee selection.

Ask all the nonselectees working



on flag officer staffs about that one. Once again, sustained superior performance is the criterion. If a vice admiral is signing your eval, that does not mean automatic promotion. It may be noteworthy, but everyone, regardless of the assignment, will be compared with their peers, and if an individual with O-4 signatures has done more to make him or herself competitive than the individual with the O-8 or O-9 signatures, then the former will "get the nod."

Incidentally, the board does not get a list of individuals to promote,

nor does the board get called by flag officers with promotion requirements. This is basically the same system that got the flag officers where they were — they respect its sanctity and its ability to do the right thing.

• The board is given quotas for minorities and females.

This simply is not true. Promotions are made regardless of the race, sex, national origin, religion or age of the candidate. Every person who makes the board is as eligible for promotion as the next. The E-7 board is charged to select the best qualified chief petty officers, not the best black chiefs; female chiefs; white chiefs; Asian chiefs, etc.

• If you don't (fill in the blank), you can't make chief.

No one thing will guarantee selection. There are individuals with masters degrees who did not get selected, and there are high school drop outs who did.

There are people with (SW/AW) after their ratings who did not get selected, and there are others with neither who did. Being a scout leader doesn't guarantee promotion — there are individuals with little or no community activity who got promoted. The board looks at the whole person, or the whole record. Certainly, it helps to have a warfare designation. Certainly, it helps to have a degree, and it's good to be involved in the community. None of these things, however, can guarantee moving up.

Doing correspondence courses is a very good thing, but having nothing noteworthy in your record besides a lot of courses doesn't meet the definition of sustained superior performance. Having a lot of collateral duties shows motivation and flexibility, but never working in the rating for

all the collateral duties may raise questions as to the person's rating skill. Every record (every person) is a separate entity and is judged on its own merits. A lack of one thing may be balanced by something else. The board doesn't "take points off" for not having an ESWS pin, but if the person has had the opportunity to get one and hasn't, other noteworthy things will need to be in the record to make that person competitive with those who did get qualified.

• **If you're too early, you won't make it. Or, if you're approaching retirement, you won't make it. Or, you have to be in the 11- to 15-year bracket to make it.**

As stated above, everyone who gets before the board is as eligible for promotion as anyone else. If a person is "too early," he or she won't meet the time in grade requirements to appear before the board. If a person has an approved fleet reserve or retirement date, his or her record won't go to the board. The reasons that there are fewer early (less than

10 years of service) selectees are: there are fewer candidates, and the more senior candidates have more opportunity to make themselves more competitive — simply because they've had more time in the Navy to do it.

An early candidate who has worked hard to be competitive will probably get selected, while a senior candidate who has let his or her feet get buried in the sand probably won't. While guidelines are established for the number of early selectees, the number affects the overall quota for selection, and is not applied to individual ratings. In other words, when a panel looks at a rating, it is not mandated to pick "so many" earlies or given a quota of earlies that it can't exceed. However, before the board is over the total number of early selects must be determined so as not to exceed the number established by the precept.

It's time to get philosophical. If you know that advancement is driven by vacancies, it shouldn't be hard to figure out that the board is going to select those individuals

whose records shout, "Look at me — make *me* a chief!" As discussed earlier, if promotions were simply rewards, a lot more people would get them. There are a lot of truly deserving people out there, and the people who got promoted *made themselves* more promotable than their peers. The reward for this is advancement.

It's good to think about something the president of the recent E-7 board, CAPT Joseph Denigro said. He was talking about how the Navy rewards those individuals who have made themselves competitive for advancement. The reward is more headaches and frustrations. Think about it. That's what promotion to CPO is all about. Making CPO doesn't mean having all the answers. CPOs can be as confused as anyone — only we are confused on a higher level and about more important things, and we are also now responsible for getting the answers. Promotion to CPO means more responsibility, more frustrations, more headaches and the opportunity to get in trouble with more senior people. Sound good? It is.

After looking at some myths and facts about selection and selection boards, there is one fact that is the most important: If you want to be promoted, nobody — not a selection board, the Chief of Naval Personnel or your commanding officer — can make you promotable. That is something only you can do. Make promotion a goal and start working for it now. The harder it is for a selection board to make a decision, the better off our Navy is. □

Photo by PH1(AW) Joseph Dorey



Malinowski is the public affairs officer of Naval Air Station Kingsville, Texas. He was a member of the FY92 CPO selection board.

Remembering blood spilled

Newest Aegis cruiser honors Hue City warriors

Story by J03 Nancy Hesson, photos by J03 Russ Clayton

Few events ring of Navy tradition as much as a ship's commissioning. But Marine Corps tradition also played heavily at the Sept. 14 commissioning of USS *Hue City* (CG 66) in Pascagoula, Miss., with more than 400 red-capped Marine Corps veterans among the crowd of more than 3,000.

The first U.S. Navy warship named for a battle fought during the Vietnam War, *Hue City*, honors the U.S. Marines, soldiers and sailors involved in the fight to retake the old imperial capital city of Hue from invading forces during the 1968 Tet offensive.

From Jan. 31 through March 15 of that year, approximately 2,500 Marines fought and defeated more than 11,000 North Vietnamese and Viet Cong forces. Bitter house-to-house and sometimes room-to-room fighting challenged Marines more accustomed to fighting in Vietnam's hills, jungles and rice paddies.

According to a Fleet Marine Force Pacific document titled, "Operations of U.S. Marine Forces Vietnam, February 1968," the battle of Hue was won by riflemen in close combat — seldom exceeding grenade-throwing range.

"It was probably one of the greatest battles Marines fought since World War II. We went up against superior forces; we defeated those

forces," said Bernie Burnham, a Hue City veteran. "Any time we engaged [the enemy] in Vietnam, we beat 'em, man-to-man, but the political situation was such that we couldn't win the war. But I'm just proud of everybody," Burnham added, "and this commissioning of *Hue City* is very, very special."

Other Hue City veterans shared Burnham's pride in the commissioning. According to Brian Fuller, the time was right to recognize the contributions of Vietnam veterans.

"The general public is finally starting to figure out we did indeed do something positive. I love it that they named a ship after the stuff we did," Fuller said.

Distinguished guests who spoke at the ceremony included commissioning officer VADM Francis R. Donovan, commander, Military Sealift Command; VADM Robert K.U. Kihune, Assistant Chief of Naval Operations (Surface Warfare); RADM George Hutching, *Aegis* program manager; and Brigadier General Michael P. Downs, commanding general, Marine Corps Base, Camp LeJeune, N.C., who is also a Hue City veteran.

"We should be proud of our Vietnam experiences," said Downs. "No group of Americans ever gave more freely of themselves, performed more professionally, fought, suffered



and died more courageously than those who served in Vietnam."

"This is a special day for all Vietnam veterans and families, who deserve long-overdue recognition and for the Navy and Marine Corps team that has contributed so much to this nation's security for more than 200 years," said Chief of Naval Personnel VADM Mike Boorda, the commissioning's principal speaker.

During the battle for Hue, U.S. forces suffered 148 deaths, while the invading force lost more than 5,000.

One of the battle's high points occurred Feb. 6 when, after recapturing the provincial headquarters, three Marines raised an American flag that Sgt. Maj. Frank Thomas Jr. (then a gunnery sergeant) carried under his flak jacket.



Photo courtesy of Ingalls Shipbuilding

Left: USS *Hue City* (CG 66), the newest *Ticonderoga*-class *Aegis* cruiser built for the Navy, sails through the Gulf of Mexico during predelivery sea trials. Below: The order is given for all hands to man the rails of *Hue City* as part of her commissioning in Pascagoula, Miss.

"After we assaulted [*Hue City*], we ripped down the North Vietnamese flag and put our flag in its place," Thomas said. "We felt it was the appropriate thing to do," even though usual policy was to raise the South Vietnamese flag in deference to its sovereignty.

Thomas and his fellow Marines, Walter Kaczmarek and Alan McDonald, raised that same U.S. flag aboard *Hue City* during the commissioning ceremony. Kaczmarek even wore the pair of combat boots he wore that day in Hue.

The crew of *Hue City* has established many close ties with the battle's veterans. Crew members advertised in veteran-related publications, sent out invitations and spoke personally with many veter-



ans. During the weekend, the crew hosted receptions, tours and a religious service for the veterans.

"I've looked forward to it for more than a year now. We've worked hard

Hue City plank owners raise the national ensign up the aft flagstaff for the first time during commissioning ceremonies.

to make this happen, not just for us, but to bring in the Hue City vets and make them a part of it. We wanted them here. They're the ones that this ship is all about," said LT Joe Lacefield, a *Hue City* crew member.

Some *Hue City* sailors served in the armed forces during the Tet offensive. For them, being *Hue City* plank owners has special significance, and they try to pass the historic perspective on to younger crew members.

According to Master Chief Master-at-Arms (SW) Johnny F. Long, *Hue City's* command master chief, most sailors are too young to remember the Vietnam War or to know about the Tet offensive.

"I try to explain that it was a battle in a war that had to be fought," said Long. "A lot of our comrades gave their lives, and this is what this ship is all about."

Hue City crew member Chief Fire Controlman (SW) Venner Milewski served aboard a ship that provided gunfire support during the battle of Hue. "It's unique having the opportunity to be on a ship named for a battle you participated in," he said.

Quartermaster 3rd Class Timothy Crossley felt "honored to sail on a ship that's named after a battle that men fought and died for to win."

The battle of Hue City created a brotherhood of those individuals who fought it, according to Burnham. Another veteran said the ship added to the strong bond between the Navy and the Marine Corps. "The Navy and the Marine Corps have been together for more than 200 years. Regardless of what goes on, we're going to be together another 200 years," said Dennis Studenny. "This is a nice way for our government and the Navy to say, 'Thanks Marines.'"



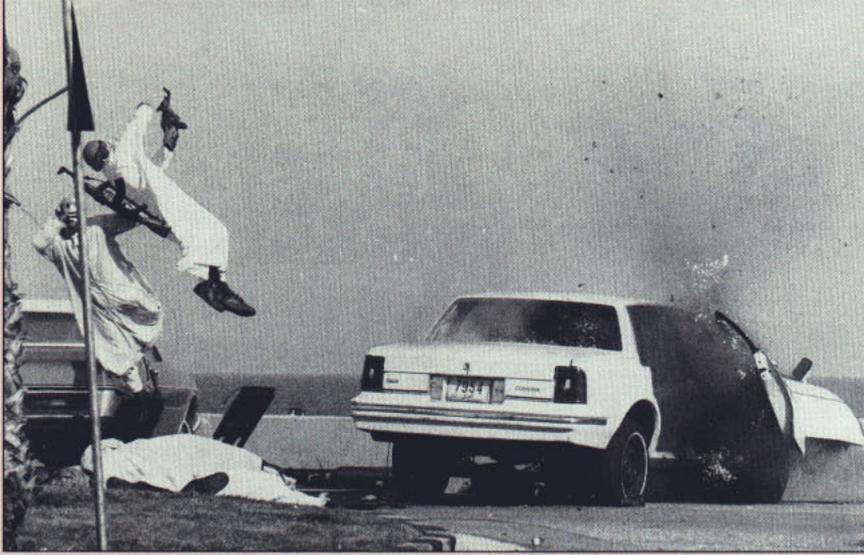
After bringing the ship to life and manning the rails, the 360-man crew honored Hue City veterans with three loud cheers.

The new ship's crew is inspired already by Hue veterans, according to Lacefield. "The history and tradition of this ship are going to carry on for years to come," he said. "We've got a rich tradition already with the Marines and the battle of Hue, and we're going to build on that and keep on going. We're going to do great."

Downs, a company commander in the battle of Hue, echoed the support

of other veterans when he told the crew members of the newly-commissioned ship, "When USS *Hue City* sails into harm's way, we will be with you." □

Hesson is assigned to the public affairs office, Bureau of Naval Personnel, Washington, D.C. Clayton is assigned to the public affairs office, Naval Construction Battalion Center, Gulfport, Miss.



Real people

Storm *heroes* *captured on video*

Story and photos by JO1 Mike Perron

A young Kuwaiti mother grabs her child and stumbles across a street in front of the Bank of Kuwait while Iraqi machine guns spray bullets around her. Through the smoke and chaos an Iraqi bullet finds the young woman, and she crumples to the pavement still clutching her daughter's hand.

This is war — Hollywood-style. The mother and child are actors, the bullets are blanks, the smoke made with kerosene and charcoal briquettes and the Bank of Kuwait is really the Shore Intermediate Maintenance Activity (SIMA) at Naval Station Long Beach, Calif. NAS Long Beach, Naval Air Station Miramar and Marine Corps Air Ground Combat Base Twentynine Palms, Calif., played host to Hollywood recently for the filming of "Heroes of the Storm," an ABC television movie.

"This is a movie about how individuals faced the Gulf War," said Don Ohlmeyer, the show's producer. "It's not just about sacrifices on the battlefield — we want to show the human side. It's a very positive movie."

In fact, the military was so pleased with the story line, it granted the production full DoD cooperation. "This is the first multi-service approved motion picture in some time," said CAPT Mike Sherman, director of the Navy Office of Information West and the movie's DoD project officer.

In addition to turning the area surrounding SIMA into Kuwait City for the invasion scenes, the naval station's coin-operated laundry was transformed into an Arabian bazaar through the magic of Hollywood. Everything from Arabic traffic signs to the license plates on cars is accurate. Even the extras portraying military members are the real thing, with many naval station sailors earning some extra cash in their off-duty time playing themselves in the movie.



Top left: A car explodes, and stuntmen tumble as movie-makers simulate an Iraqi tank firing to clear a path through Kuwait City. Above: A cameraman captures the "pseudo" invasion of Kuwait on videotape.

Long Beach was the location of choice for the Kuwait City scenes for several reasons, according to Ohlmeyer. "We looked high and low for the right place, and the naval station was the best. The waterfront location, availability of [military] men and women who looked the part and the ability to control access to the set all came into play," he explained. He added that the Navy's commitment to the picture certainly helped. Because of its proximity to major movie studios, scouts for production companies are frequent visitors to the base, looking for location sites.

"Heroes of the Storm" was shot on videotape instead of film. Using videotape speeds the movie-making process, allowing instant playback of scenes so the director can quickly correct mistakes. "It will have the look of a TV news show to it," said LT Jim Brooks, the Navy's Hollywood liaison. □

Perron is assigned to the public affairs office, Commander Naval Surface Group, Long Beach, Calif.

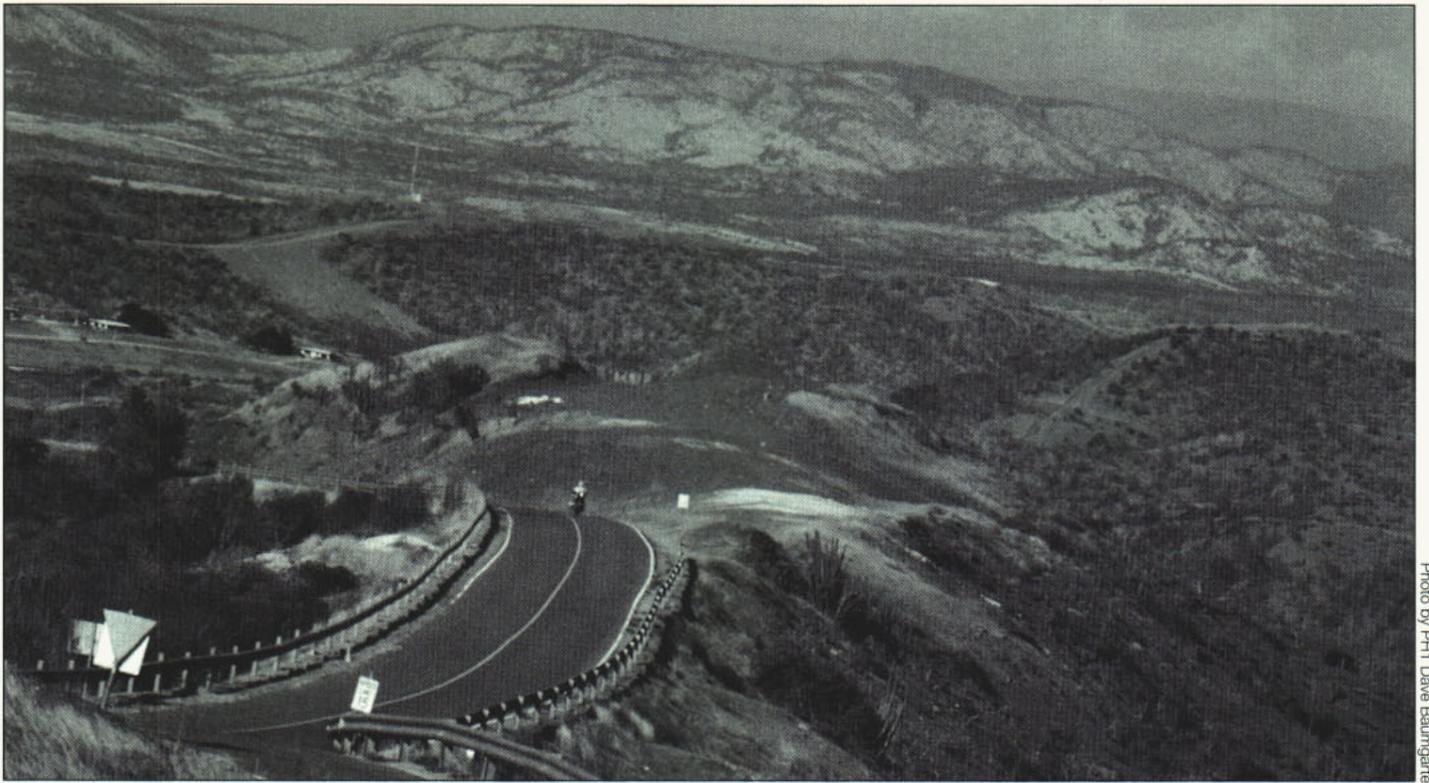


Photo by PH1 Dave Baumgartner

Under the microscope

Americans thrive in Cuba, communism's final foothold

Story by JO1 Chris Price

Frequent flyers to the Naval Station at Guantanamo Bay (Gitmo), Cuba, advise newcomers that prior to the plane's touch down on the 8,000-foot runway, the aircraft will make a noticeable right dip. In fact, Navy air traffic controllers at Gitmo confirm this is true — just the pilot's effort to avoid a section of Cuban airspace.

After landing at Gitmo's naval air station, located on the Leeward side of the base, passengers are notified through a loudspeaker system to claim their luggage at the hangar bay in about two hours. In the interim, many board a bus to the ferry landing to cruise to the more populated side of the base, called Windward. They chat and seem to know one another by name.

Suddenly, the ferry comes to a halt in the middle of the blue Caribbean water; but it's no emergency — only the driver rendering a salute to Windward and Leeward's commanding officer and "mayor" — CAPT

Bill McCamy, whizzing by aboard his Navy gig. For a moment, the scene is amusing. But once passengers disembark on Windward, the cold realities of where they are begin to sink in — fence lines and observation towers are clearly seen. Warnings of land mines are posted on the outside of fences and are written in Spanish. This is really communist soil.

The U.S. Naval Base Guantanamo Bay, Cuba, encompasses only 45 square miles — 15 square miles of water, 30 square miles of land. The total population is about 6,700, which includes almost 2,500 members of all military branches. As

Above: Cuba's rugged countryside. Left: Family member Tracy O'Connor at her front door in base housing.

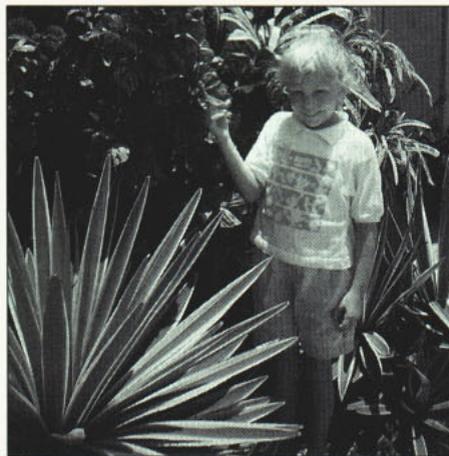


Photo by JO1 Chris Price



Left: One of many types of family housing. Below: Water lines connecting the compound to communist Cuba are severed.

many as 4,000 family members, U.S. civilian employees and Cuban and Jamaican employees are affiliated with the base.

Gitmo is significant to the United States because it's one of the last U.S. outposts in the Caribbean, and American presence there is an indication of continued resolve in the region. Gitmo is vital to U.S. interests because of its proximity to major shipping routes through the Caribbean, the Gulf of Mexico and the Atlantic — particularly for oil and other raw materials.

However, from the Cuban government's standpoint, America's presence is unwanted and represents "Yankee imperialism." Cuban President Fidel Castro does not officially recognize the original 1903 lease agreement signed by President Theodore Roosevelt and then-Cuban President Estrada Palma, which allowed the United States to exercise complete control over the leased areas. The United States and the Republic of Cuba reaffirmed this treaty in 1934, when President Franklin D. Roosevelt signed the Good Neighbor Policy, still in effect today.

In 1959 — the year Castro and his guerrilla fighters raised their flag in Havana — Castro cashed only one annual check for \$4,085 which the United States pays Cuba each year for rental of the land. The lease has no termination date. In the event that the United States should abandon the base, by agreement, the land would come under Cuban control.

The base is totally self-sufficient. Even fresh water has been distilled from sea water on the station since pipelines connecting the compound with the country's Yaderous River were severed in 1964. Gitmo is

classified as sea duty — 30 months for accompanied, 18 months for unaccompanied. The uniform of the day is dungarees for E-1 through E-6, khakis for officers and chiefs.

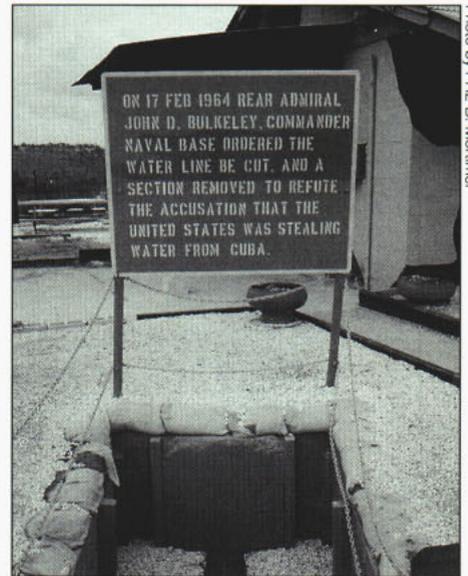
Many select a Gitmo tour to save money. Because of its isolation, personnel have limited access to places where they could "over-spend." Americans are not allowed outside of the gate into the city, so shopping is limited to on-base facilities. Cable television — beamed by satellite from the states — has eliminated the need for Armed Forces Television in Gitmo, but Navy journalists still man and operate the Armed Forces radio station.

Gitmo is a cornucopia of international culture. Cuban exiles who have sought political asylum live on base. Jamaicans who have accepted job offers at Gitmo are also on base, along with U.S. civilian contractors on temporary assignment. The Navy also employs a handful of Cubans who still reside in Cuba and commute to the base each day.

Personnel at Gitmo know one another by face or by name. There's an overwhelming atmosphere of trust here. Parents aren't afraid to let their children walk alone, and cars aren't necessarily locked. Crime is virtually non-existent.

Whether you're American, Filipino, Oriental, Hispanic, Jamaican or Cuban — civilian or military — everyone has shopping privileges at the commissary and exchange complex called the "mall." Travelers to Gitmo who hope to find Cuban cigars, frilly Cuban shirts and souvenirs of the Cuban persuasion are out of luck. They're not sold here.

But free-of-charge are the imaginative stories passed down from sailor



to sailor. One such story is that whenever a white Mercedes is parked on the hillside — Castro is occupying his bunker. Another is that the Cuban government allows its tourists to rent telescopes to look at Americans for recreation.

But stories aren't taken as seriously as the realities are. In real life, the barge which carries non-perishable food, ship supplies, furniture and other vital products arrives every other week, and termites nibble on most of the structures here. In any case, the weather is always sunny, winter uniforms are never needed, and foreign nationals are friendly romantics at heart.

"This is the best sea duty you could ever have," said Master Chief Personnelman Bill Kranz, naval station command master chief. "This base has [at least] one of every organization there is. If you have apprehensions about being on a base in a communist country surrounded by mines — after you're here about two hours you forget all about that."



Photo by PHC Dorothy Lang Martin

Year-round warm weather draws personnel to two on-base beaches.

panied officers on the aviation side. NAS provides flight and air traffic control services to planes operating in and out of the area within the restricted airspace. The station has an admin shop, supply, aviation and ordnance maintenance divisions, as well as a weapons department. Fleet Composite Squadron 10 (VC 10) provides pilots plenty of flight time. There are 12 pilots on NAS who fly eight A-4 *Skyhawks*.

Mail arrives at NAS by Military Airlift Command flights from Norfolk every three or four days. When C-130s or C-141s are loaded down with produce for the base, mail is usually put on a next available flight. Mail is a big morale booster at Gitmo, but personnel are encouraged to seek other avenues of enjoyment.

"If they get in the hibernation mode and wait for somebody to come and bring them enjoyment, they're going to be waiting a long time," said Chaplain (LT) John O. Reitz, staff chaplain at Gitmo's naval chapel. Reitz noted that the chapel programs are there to help personnel who are having difficulties coping in Gitmo.

"We have a mini melting pot at Gitmo for different reasons," the chaplain said, "and it creates its own little groans. But that's the challenge of living in a world in which we're increasingly being encouraged to honor and respect those around us." □

Price is a staff writer for All Hands.

A few sailors say that the duty is "too isolated," and a tough environment to hold a family together. "[Families] on this little piece of rock are under the microscope every day," said David Jones, director Family Service Center (FSC). "It's hard to hide any difficulties you might be having at home. You can't go to mama's house unless you have a plane, so people are forced to stay and deal with one another."

As for families adapting to their surroundings, staffers at the FSC stress that they should keep open minds, understand one another and make the best of the situation. In fact, that's what most families at Gitmo are doing.

"Isolation has made our marriage a lot stronger," said Sherri Gwynn, wife of Chief Gunner's Mate Randy Gwynn of Fleet Training Group. The Gwynns, who are scheduled to transfer in six months, are preparing their two children for the return to the states — an atmosphere which is totally different from Gitmo.

"I make them watch the news and let them know what's happening in the states," Gwynn added. "I don't want them to think they're going back to a fairyland when they're not."

Family housing at Gitmo comes in all types of styles and designs, and dwellings are scattered throughout the compound. Some are wood-frame structures built in the early 1900s — others are newer townhouses built in 1988.

Athletics and continuing education are the major off-duty activities of choice. "You could do something different every month — walking jogging, biking, swimming, tennis, golf, diving and bowling — and still find things to do," Jones said. "[Isolation] forces you to be creative — to entertain and improve yourself." But employment opportunities for military spouses are limited. "There are jobs, but there's a lot of competition," Jones said.

As for health care, some foreign nationals, U.S. military and family members are medevaced to stateside hospitals for emergency medical treatment if needed. "For urgent care and lifesaving treatment, Jacksonville Memorial [in Jacksonville, Fla.] is our best shot," said CDR William Lowe Jr., director for patient administration at the naval hospital at Gitmo. Lowe advises families scheduled to transfer to Gitmo to become acquainted with CHAMPUS (Civilian Health and Medical Program of the Uniformed Services) benefits.

Enlisted personnel assigned to Gitmo are billeted at the Gold Hill Towers bachelor enlisted quarters on Windward — a 402-room complex. There are no individual houses available for single sailors on Gitmo, except those for single parents.

The Deer Point bachelor officer quarters (BOQ) is a newer facility on Windward which houses 144 officers in two-room suites with kitchenettes. Leeward's Naval Air Station (NAS) also has a BOQ for unaccom-



Brothers divided by law

Story by JO1 Chris Price

Aguster and Granville Duffus have family problems. Their problems don't stem from the influence of drugs, domestic violence or childhood spats carried over into their adult lives. Rather, the Duffus brothers, born in Banas, Cuba, are victims of a dilemma called "Castroism" — the political, economic and social policies of Fidel Castro. Aguster "Pat" Duffus chose to escape from Cuba; Granville Duffus chose to stay behind.

In 1959, Aguster sought refuge on the U.S. naval station compound at Guantanamo Bay (Gitmo), Cuba. Now a U.S. citizen, he has been employed with the base security department for 39 years. He walked away from Cuba's way of life with hopes of obtaining a better one for himself and his family. Because of his affiliation with security, the Cuban government has always considered him to be a spy for the

United States. Even today, more than a quarter of a century later, he's still considered a threat to Cuban security.

His older brother, Granville, who works in the supply department, is a "commuter" — a title coined by the American community to describe a worker who commutes to and from base for employment. Since Granville resides in Cuba and must abide by the laws governing its citizens, he is forbidden by the Cuban government to speak to Aguster. The following interviews with the Duffus brothers were conducted separately.

Aguster Duffus smiled and chatted with his co-workers at the security office on that fateful day in 1959, knowing that at workday's end he would face exile to seek asylum with the Americans and escape Fidel Castro's revolution which began that year in Sierra

Maestra, just west of Guantanamo Bay City. His defection was successful, but it would take three lonely years, clouded with much secrecy, before he would illegally and physically pull his wife and eight-year-old daughter over the "Cactus Curtain" — a barbed wire, cactus-laden section on the Cuban side of Gitmo's 17.4-mile boundary fence. There, Castro had sharp cactus planted as a deterrent for Cubans who wished to jump over to the U.S. side. With bloodied hands, his wife's dress torn, and his daughter losing one shoe, the family ran for their lives across the naval compound.

"[The Cuban government] claimed I was a security risk to them," said Aguster, whose job entails fingerprinting personnel and

Aguster "Pat" Duffus (second from left) enjoys some musical merriment during less complicated days in the early 1950s.



Photo by JO1 Chris Price

**Granville Duffus has become accu-
s-
tomed to laws and family separation.**

snapping ID photos. "As far as the other side is concerned, 'security' means I know too much. They accused me of being from the CIA." Twice while still residing in Cuba prior to his exile, Aguster was arrested by the Cuban government. "They interrogated me and released me," he said. "They told me to forget about the base and don't go back, but the revolution was young, and I needed the American dollars." Aguster eventually told Cuban guards that he needed to return to the naval base to pick up \$3,000 to \$4,000 in back pay.

"You could see the dollar signs in their eyes," he said, making a pinching gesture with his fingers to his eyes. "So they gave me a little green pass. I came over — and they're still waiting for me over there [today]." During the early part of the revolution, as many as 2,000 Cubans were commuting to the base every day by boat. Barracks accommodations were provided on weekdays, while many Cubans went home on the weekends. Aguster found it difficult to trust anyone — especially in the barracks, where he slept at night among a handful of Cubans who were hard-working base employees by day, militiamen by night. "I used to sleep with one eye open," he said. "A guy could kill you and leave, and nobody would know. The following day they'd find you dead, and they wouldn't know who did it.

"There was one guy that tried to kill me once," Aguster said. "He used to walk around terrorizing the rest of the guys over here. He said he was a good friend of Raul Castro. But I sat down and thought, 'If I ran away from the communists over there . . . and I'm over here in the free part . . . why should this guy terrorize me, or anybody else?' I reported it to the intelligence office." The man eventually pulled a knife on Aguster, was subdued by an intelligence officer and banned from the naval base. "He used to send messages to me to 'never come out of the base' or he's 'gonna get me.' This went on a couple of years," said Aguster. "He [eventually] died over there."

After hearing news daily of the situation in post-revolution Cuba with little food and much rationing, Aguster decided to get his family out. He had been supporting them financially for three years with the help of commuters. Through careful planning and perfect timing, he managed to meet his wife and daughter at the fence line and pull them over to freedom's side.

On his desk in the security office sits a child's shoe, a solemn reminder of how its exact match was left behind at the Cactus Curtain so many years ago. At home, the torn dress is a constant reminder of his bride's courage.

Since Aguster has been in exile, news of his parents' deaths and wife's parents' deaths in Cuba were delivered to him by commuters. Today, Aguster has two grown daughters living in Florida. He's a grandfather who visits the states regularly. As for the prospects of ever returning to Cuba, even under a new government, he can't foresee it.

"I don't want to live in a small country anymore. My kids grew up under this culture. They would not live over there," he said. "They speak better English than I do."

As for the relationship with his brother Granville, Aguster is more emotional. "I love him," he said, his voice cracking. "But if I see him at the Navy Exchange or commissary, I just say 'hi' and walk away. I could take my brother to lunch every day," he said, "but I don't do that because it's bad for him. It would get him in trouble. If I didn't have my job in security, I could. But it's better this way."

Granville R. Duffus is the supply department supervisor for sea control handling. He is a commuter who chose not to accept an exiled separation from his family, but rather provide them a better life with funds earned from the U.S. base, where he's been employed for 47 years. "In the early days we were being watched very closely," said Granville of his relationship with his brother. "Now, if he was working in any type of job other than the one he has right now, it wouldn't make any big difference."

Granville knew how difficult it was to find employment in Cuba in

**Aguster Duffus keeps his daughter's
shoe as a reminder of freedom.**

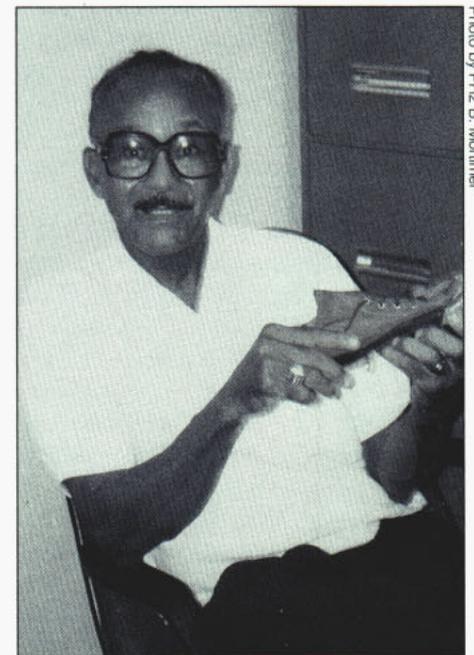


Photo by PH2 B. Mortimer

the 1950s, and managed to get jobs on base for all of his brothers. At that time, the base was a flurry of activity and a source of job opportunities. Both Cubans and Americans were able to ride buses through Cuba and drive vehicles through the North East Gate onto the naval compound. But now, things have changed, said Granville.

Now, two Cuban-owned buses drop commuters off near the North East Gate on the Cuban side, where they walk to the base entrance with "admit slips" in hand. "All of us are there [at the gate] every morning at the same time," Granville said. "Our numbers are dwindling — all we have now is 28 commuters — all men, and many elderly. One is scheduled to retire. If you forget your pass, you're not going to work that day — you have to go back home [and another commuter will deliver the message to your supervisor]."

"If you forget your pass going out of the naval base, the Marines there can check to see if you really belong there." In the mornings, prior to reaching the North East Gate — while still on the Cuban side — the commuters are detained by Cuban guards and escorted to a room where they are instructed to strip naked. One guard stands in front of them searching for contraband taped to their chests while another searches their backs. Guards examine their teeth, gums, thighs and buttocks. Once the body search is complete, commuters dress in "American working clothes" and walk the dirt trail through the North East Gate and onto the naval compound.

At workday's end, the commuters walk out the North East Gate onto the Cuban side. They are again escorted to the same room where the strip search is repeated. Commuters dress themselves in their "Cuban clothing," and go home. Granville understands the reasoning behind the twice daily strip searches aimed

at prohibiting them from carrying out any food, clothing, cigarettes or items purchased on the American economy. U.S. Marines on the North East Gate do not conduct body searches on commuters, but rather do spot checks similar to what a customs agent would do at an airport and examine hand-carried items.

"At first when [the strip searches] started, it was embarrassing," Granville said. "But now, we've got accustomed to it. Now, without anyone saying anything, we just start taking our clothes off automatically. The [guard] there doesn't feel so nice about it either, but that's the order he has." Granville said that 10 to 15 years ago commuters were allowed to bring out cigarettes until a commuter hid razor blades in the bottom of a pack of cigarettes because of a shortage of blades in Cuba.

Payday is also monitored by Cuban officials. Since U.S. banks don't operate in Cuba, at least not outside of the naval compound, all government paychecks must be cashed on base. When entering Cuba after a payday, commuters must present their cash and pay stubs to Cuban authorities for verification of the exchange. Ninety percent of the earnings is converted into pesos, while the commuter is allowed to keep 10 percent in American dollars to spend on the base. The naval base has no money exchange to convert pesos back to American dollars.

Granville is eligible to retire and has been for a long time. But there's a problem. He will become one of 80 or more Cuban ex-base employees who are unable to return to the base to pick up (or cash) their retirement checks. What's needed is a Spanish-language power of attorney from Guantanamo City, notarized by the base legal office, stating that two "present" commuters are authorized to pick up a retiree's check at the

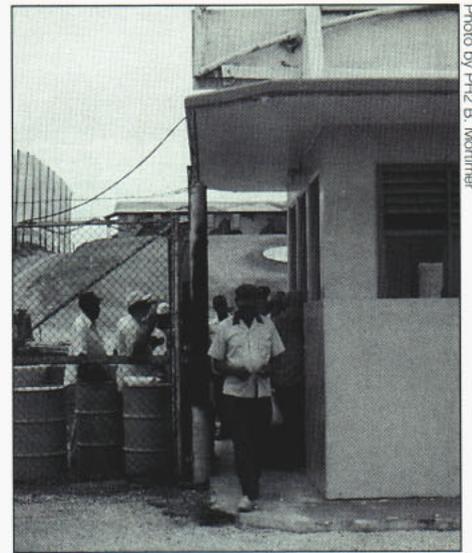


Photo by PH2 B. Mortimer

Commuters enter the Northeast Gate to begin another work day.

Consolidated Civilian Personnel Office.

As of now, the majority of the commuters are within the retirement age. Because of the agreement the United States has with the Cuban government, no more Cubans can be hired after the current group retires. "I have 15 [people's] power of attorney," Granville said. "Who's going to take mine when I leave?"

The Cuban government allows certain persons to spend 30 days abroad. Soon Granville and his wife plan on visiting their 26-year-old son who lives in Puerto Rico — a son who escaped from Cuba by swimming across Guantanamo Bay at age 16 and was sent to a refugee camp in Miami. As many as 25 to 50 percent of Cubans who venture this route perish due to overexposure, ingesting salt water or shark attacks.

But Granville won't return to Cuba with a suitcase filled with souvenirs from his U.S. vacation — except for those souvenirs kept alive in his memory. Even during the Christmas season he is unable to take home gifts he has received from co-workers and friends. But for 47 years Granville R. Duffus, along with his brother Aguster, are role models of courage and true masters of the fine art of adjusting. □

Price is a staff writer for All Hands.



“Your emergency is our routine”

SIMA Gitmo fixes the fleet

Story and photos by JO1 Chris Price

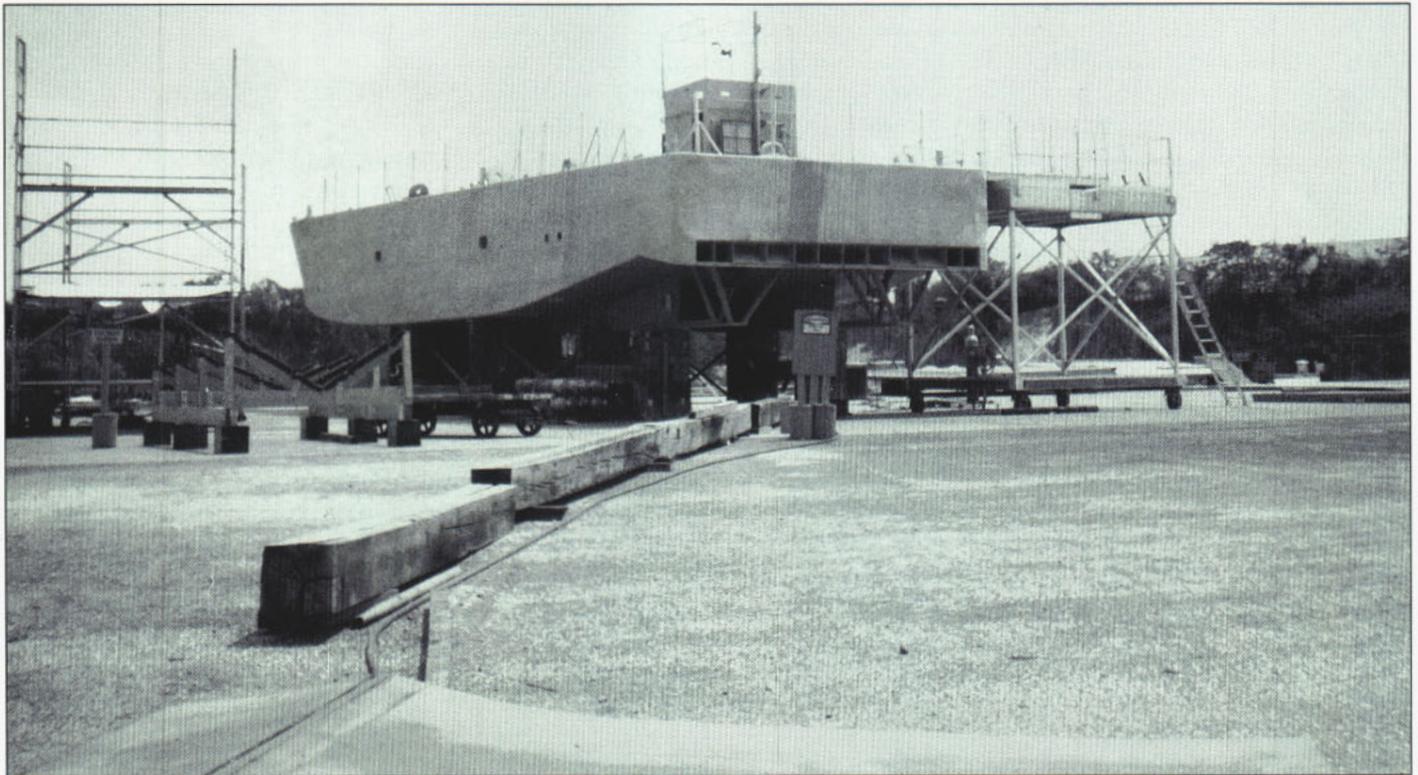
If your car breaks down on the highway, you might be able to get help from a nearby service station. But if your ship starts falling apart in the balmy Caribbean waters near Guantanamo Bay (Gitmo), Cuba, where do you turn? Again, just go to the nearest service station — the Shore Intermediate Maintenance Activity (SIMA) Gitmo.

Established in 1982, SIMA is a tenant command of Naval Station

Left: Desmond Ryan of SIMA's R-2 division's inside machine shop examines a machine used to shape metal and brass. Below: A ferry boat awaits parts.

Guantanamo Bay. Officially under Naval Readiness Support Group, Norfolk, SIMA supplies a wide range of repair services to ships in port for refresher training at Gitmo — repairing combat systems, hulls, engines and electrical systems. Their motto is, “Your Emergency is Our Routine.”

“The whole mission here is to keep the ships training,” said Master Chief Hospital Corpsman (DV) Stephen Featherston, command master chief and safety officer at SIMA. “We are the emergency repair facility for ships that come in for



Right: Woolie James of R-1 division's shipfitters shop constructs a plexiglass box. Below: HMCM(DV) Stephen Featherston examines machine sheet guards, used to protect workers from expelled particles.

refresher training. If they have a casualty which is restricting their training, it's our job to get it fixed — and SIMA does a real good job."

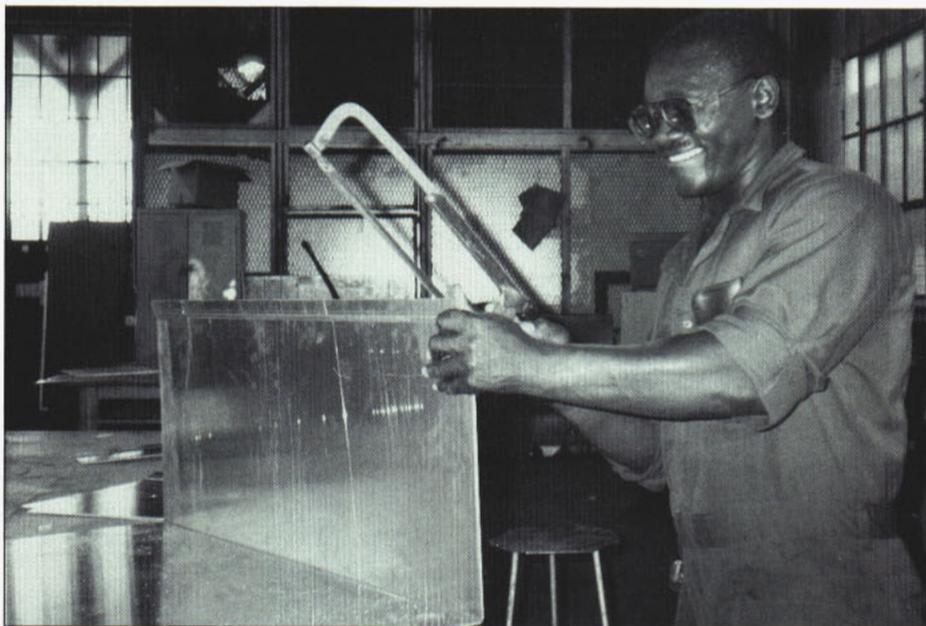
SIMA, like every command aboard the naval station, relies heavily on the arrival of the bi-weekly barge to receive ship parts, food, supplies and even furniture. In some cases, it's difficult for SIMA to place an exact timeframe on completing maintenance and overhaul jobs. A lot depends on three factors — manpower, money and materials — not necessarily in that order.

"It's real hard, until we pull something out of the water and get it fully inspected, to tell exactly when it'll be finished," Featherston said. "We can't put shafts in a boat until they come from stateside, and a project can stay on the wall a long time just waiting for one part."

Like most SIMAs in the fleet, SIMA Gitmo aims to please and, to the best of its ability, keeps the shelves well-stocked for any routine or unexpected crisis. Their workload is largely dependent on the number of ships that are in for refresher training.

But today, the pier is deserted. The flurry of sailors, mechanics and inspectors quickly halted when USS *Capodanno* (FF 1093) successfully completed her six weeks of refresher training and steamed out for "rest and relaxation" in Jamaica. Many personnel at SIMA are taking a break. Only a scattered few remain in the shops.

Like everyone at SIMA, Featherston uses the downtime to regroup and recuperate. A walk along the vacant pier for him is almost therapeutic. When there are no ships in port, SIMA personnel concentrate



on themselves, renovating their spaces and supporting the needs of the naval station. Through an inter-service support agreement with the naval station, SIMA provides maintenance service for the base ferries and other craft.

During the past three years, the SIMA team has repaired or renovated practically every building in its command — due mainly to self-help projects and long-range planning. Their shops are located in some of the oldest buildings on the Gitmo compound. Divisions such as combat systems were previously housed in termite-ridden structures with deteriorating electrical wiring. In some cases, it was more cost-effective to tear down the old structure and build a new one.

"When I first got here that project was underway," Featherston said. "There was quite a bit of damage to all these buildings because of termites." Termites — indigenous to the area — are a major problem in Cuba, particularly for homeowners, gardeners and woodworkers. "[When I transferred here] I brought a lot of oak with me because I do woodworking," Featherston said, "but the termites ate it up."



"It looks 100 percent better [in here]," said Gunners Mate (Guns) 1st Class Craig Crook, commenting on the combat system's newly-installed optical and computer repair shops, as well as the new calibration lab. "In most of our shops we maintain a high standard of cleanliness," he added.

Renovation at the carpenter's shop included discarding outdated



Above: PM1 Vaughn Goodwin demonstrates how wood will be shaped when this modern bandsaw becomes fully operational. Right: Goodwin examines the fine print on this 1924 band saw, soon to be shipped to a museum.



machinery and purchasing new items. "Basically, once we get [new items designated for specific locations], we'll rewire and start up again," Featherston said. "If you had seen this [place] a year ago, it was full of old, large-timber woodworking equipment." Featherston added that the old band saws in this shop were manufactured in 1924, and were used at one time to cut trees into ship's planks. But now they must be replaced.

"We do some woods, but we don't do timber anymore, except for dry dock blocks," said Patternmaker 1st Class Vaughn Goodwin of the carpenter shop. "Most old machinery is taken to [Defense Reutilization and Marketing Service] or discarded."

According to Goodwin, there are only five timber wood band saws left in the United States — one on display in a museum in Maine. The carpenter's division also handles boat repair on fiberglass hulls, linings and upholstery; provides lagging materials for steam and cold-condensation pipes; has sandblasting capabilities; and cleans tanks and voids.

Depending on the tasks, SIMA personnel can perform repairs either inside the shops or aboard the ships.

Interior Communications Electrician 1st Class Donnie Bray of the electrical repair division does at least 90 percent of his work aboard ship.

"Basically what we do at the electrical motor rewind shop at 51-Alpha is class 'B' overhauls on motors," Bray said. "Bravo takes care of outside electrical jobs." Bray's shop also repairs sound-powered phones, and maintains gyros and batteries.

The hydraulic air conditioning and repair shop (AC&R) is proud of its newly-installed "Clean Room," which is still in need of parts and supplies. "It should be the only fully-functional hydraulic cleaning shop in the Caribbean," said Chief Boiler Technician (SW) Roland Murphy, assistant division officer of the shop. "Right now, most SIMAs farm out all their hydraulic jobs to contractors. We'll be able to do everything here — disassembling, cleaning, inspecting, reassembling — then put them back on the ships.

"It'll certainly be a big benefit," Murphy said. "To send technical systems back to the states takes a lot of time. When ships are here for

training, they can't afford to miss one day."

SIMA's work force is made up of military and civilians of many nationalities — all playing a vital role in supporting the fleet. Jamaica-born Dennis Salmon of AC&R designed a new fragmentation-testing enclosure for diesel engines. Occasionally, some diesel engines tend to over-rev — even explode — during testing after overhaul. The enclosure protects workers from injury.

"So when an engine leaves here now," said Murphy, "we're 100 percent — no, 110 percent — sure that it's going to perform better than the manufacturer said it would."

In his dual role, Featherston has seen a lot of changes at SIMA in just a few months. He credits the hard work of the staff for the success of the command. "It's very difficult for families when the ships are in," he said. "For us, there's no shore duty — this is sea duty. It's a tough life, but they do a great job." □

Price is a staff writer for All Hands.

Spotlight on excellence

Sailor lets sea “power” wallop fear

Story and photo by JO1 Chris Price

Engineman Fireman Myra Jean McCluster can't understand why some women are afraid of pursuing shipboard duty. McCluster is a diesel engineman on a ferry boat attached to Port Services Ferry Division at Naval Station Guantanamo Bay (Gitmo), Cuba. On her eight- to 12-hour shifts, she's responsible for “lighting-off” engines and generators which start the ferry going in the mornings and shutting them down at night.

“Women are capable of more than they think they are,” said McCluster. “They're actually stronger than they are telling themselves.”

McCluster has met many of her fears head-on during her 18 months on the ferry. “If I'm down in the engine room with the guys,” she said, “and they have to go ‘bilge diving’ when tools fall in the bilge — no matter how much oil or water is down in there — I have to go bilge diving with them. It's so deep,” she said, “you can swim in it.”

McCluster also checks engine temperature readings, monitors oil levels, takes oil and water samples and ensures the saltwater strainers aren't clogged.

For a while, her family in Chicago was shocked about the 20-year-

old's decision to become an engineman.

“My father and mother supported me coming in the military,” said McCluster, whose dad, uncle and great-uncle were all Navy men. But she added that confusion abounded about the job she'd selected.

“They asked me, ‘Why can't you get some nice little office job somewhere?’ Not only did I get that [comment] from family,” said McCluster, “but, after I finished boot camp, a lot of the men in the military said that I needed to be in an office someplace — that I don't need to be doing this.”

“At the time I was going through ‘A’ school, a lot of the women were going to ‘snipe’ ratings, so they didn't think it was crazy.”

McCluster left “A” school to find herself in the “thick of it” soon after reporting aboard Gitmo. “When I first got here and started my job, the ferry broke down,” she said. “I'll never forget it. I was underneath the engine — and it was night. We had just finished up the day's run when the engine said, ‘Uhhh, Uhhh . . . I'm not gonna run anymore. . . .’

“Water started coming up . . . steam filled the engine room. . . . They didn't tell me this [in ‘A’ school],” McCluster said.



“My first class [petty officer] said, ‘Gotta get the soft patch up.’ So we unscrewed all these bolts and started tearing stuff apart. To be honest with you, my first thought was, ‘How did I get myself into this?’”

At the time, McCluster was the only woman on her crew. “I was surrounded by a bunch of men,” she said, “and I had to tell myself, ‘I can't crack, because if I do, that's proving them right — that I can't do it.’ From then on, I did whatever they told me [to do].”

“But there's one thing I like about my rating,” she said. “It's wide open; it's not overmanned. Most ratings that women are in now are closing up. There's no room for advancement.”

McCluster encourages women to pursue more nontraditional ratings in order to progress.

“Women are missing out on a thrill they can't believe,” McCluster said. “I'm not going to let a ship scare me.” □

Price is a staff writer for All Hands.

Amid barbed wire

Marines play serious, deadly role at Cuba's "line in the sand"

Story by JO1 Chris Price, photos by PH2 B. Mortimer

Better strap yourself in," said the burly Marine, pulling the safety belt across his chest while briefing the driver on the route. "This is going to be a bumpy ride."

The vehicle takes nearly 25 turns, mostly uphill, and the jerking motion from the bumps in the road is almost enough to throw the passengers out.

The Marine sits silent and rigid, despite a brisk wind blowing on his face through the open holes in the jeep's covering. His eyes are fixed on the right hand side of the road

observing part of the 17.4-mile fence called the "Cactus Curtain" or the "Castro Barrier," erected by the Cuban government. Lined with cactuses, barbed wire and signs in Spanish that warn of land mines, the route has an overwhelming sense of danger.

The vehicle stops briefly at an observation tower, atop which a Marine sentry stands, rifle in hand, surveying Cuba's countryside. When asked, the sentry recites his orders and the role he plays in this serious and deadly game: "I am prepared to defend my life," he states, "and the



lives of other Marines on base, should the need arise."

Most personnel stationed aboard Naval Station Guantanamo Bay, Cuba (Gitmo), won't see this road during their tour. The only exceptions are the Marine Corps Ground Defense/Security Forces, the few individuals escorted by the Marines or Cuban "commuters" who work on base and return home to Cuba each day. Otherwise, this area is strictly off limits.

The Marine Ground Defense/Security Forces guard this fence line 24 hours a day, seven days a week, to defend against possible Cuban militia surprise attacks or Cuban infiltration. Marines provide security for the naval base perimeter, train for defensive combat and, if necessary, will give up their lives to defend the base.

Left: Cuban commuters must file pass the guard shack when leaving the naval base.





Photo by PH3 Pale Jones

Left: Defensive combat is more than a Marine drill — it's their job. Below: One of many Marine lookout towers.



About 450 Marines are assigned to Gitmo. Some are attached to the Marine Corps compound, where they maintain their own bachelor enlisted quarters, mess hall, Marine Corps Exchange and enlisted club system. A select few man observation towers, fence lines or the North East Gate — the U.S./Communist "line in the sand."

Gitmo Marines monitor and maintain the largest active mine field in the Western world. Within their force is the Mine Field Maintenance Unit, which plants and maintains mine fields, replacing old or unstable mines when needed. Rifle security companies (RSCs) assigned to both Windward and Leeward sides of the base also augment the Marines.

"The focus of daily operations is our two rifle security companies," said Sergeant Major Philip O'Donnell, senior enlisted Marine at Gitmo. "The RSCs, as we call them, are armed and skilled in the employ-

ment of every weapon found in a reinforced Marine infantry battalion."

Marines also operate mortars, M-47 *Dragons* (anti-tank, guided-missile systems), TOWs (tube-launched, optically-guided, wire-controlled, anti-tank missiles), machine guns, grenade launchers and assault weapons. Five M60-A1 tanks are kept fully fueled and armed at all times, and six 155mm *Howitzers* stand ready for action.

From where the Marines are posted at the North East Gate, it's easy to see directly into Cuba — even the bright yellow border sign which reads, "*Republic de Cuba, territorio libre de America*," (translation: Republic of Cuba, free territory from America).

At the beginning of the Cuban revolution in the early 1960s, members of the Cuban Frontier Brigade were close enough to throw rocks at the Marine barracks and guard shack

at the North East Gate — keeping Marines awake at night. Every morning, the Marines would collect the rocks. The Cubans then resorted to using floodlights aimed directly at the barracks. So the Marines, assisted by Seabees, worked on a secret daytime project hidden from the Cubans' view.

The following night, when the floodlights were once again aimed maliciously at the barracks, the Frontier Brigade was surprised to see a large colorful Marine Corps logo made from its own rocks on the incline of the hill, where it remains today.

"That's an old story," O'Donnell said, "but we haven't seen a light since then." □

Price is a staff writer for All Hands.

“Missile inbound!”

Capodanno tackles RefTra’s final day

Story and photos by JO1 Chris Price

It looks like a Hollywood movie set. Sailors are dressed in protective gear — some smiling, some frowning — all running to their respective positions. But the scene aboard USS *Capodanno* (FF 1093) is very real, with crewmen about to tackle their final day of an arduous six weeks of refresher training (RefTra) at Guantanamo Bay (Gitmo), Cuba. RefTra is designed to sharpen the crew’s operational skills and heighten readiness.

No one aboard *Capodanno* plays a bit part. Each of the 18 officers and 265 enlisted men are “heavy-weights” who’ve worked hard to reach this final and most serious segment of RefTra, intimidatingly called “mass conflagration” or “mass conflag.”

During mass conflag, sailors simulate saving their ship — keeping her afloat after receiving massive structural damage from missile, torpedo, mine or chemical attacks. Teams from repair lockers act as stretcher bearers for the injured; perform decontamination duties; repair communication and electrical systems; repair firemain and essential mechanical damage; and plug and patch hull damage. Fire hoses, foam and smoke generators are used throughout the ship to make the exercise seem more authentic.

What makes *Capodanno*’s crew members anxious on this final day of training is knowing their performance will be graded by a team of evaluators from Commander Fleet Training Group (FTG) at Gitmo.



FTG is responsible for training underway Navy, Coast Guard and allied personnel in damage control (DC), combat readiness, precision anchoring and defense against espionage. The unit at Gitmo is under Commander Training Command, U.S. Atlantic Fleet, and is staffed by Navy and Coast Guard personnel.

The FTG training helped the sailors of USS *Stark* (FFG 31) save their ship after she was hit by an Iraqi missile and the crew of USS *Samuel B. Roberts* (FFG 58) when she struck a mine in the Persian Gulf.

The evaluators, dressed in blue overalls, huddle together discussing the scenario which entails *Capodanno* losing her firemain, communications and electrical power. Normally, 15 members from FTG evaluate the mass conflagration portion of RefTra. In the event of an actual casualty or injury during mass conflagration, evaluators can stop the action and talk to the ship's captain via hand-held radios.

"They'll try to burn the ship and sink her," says ENS Tim Bartley, *Capodanno's* first lieutenant.

"Torpedoes will be fired at us, and they'll inflict damage. If our sound-powered phones are damaged, there are other means of communication we can use — ship's phone, walkie-talkie and IMC.

"We have damage control plates that show the layout of the ship," he explains. "Where the holes are, we'll plug them. Where the fires are, we'll put them out. We've been doing this

for the past three weeks, so the crew knows what's happening. But this time, it'll be worse than it's ever been before."

RefTra usually lasts four to six weeks, depending on how well crews progress in training. Ships failing a portion of RefTra usually stay longer to repeat it. "We've passed everything so far," Bartley said. "Today is the last day. If we pass, then we'll leave on time."

Capodanno's CO, CDR Bud S. Gear, checks damage control plates located on the bridge. He is confi-



Opposite page: DCC D.J. Stoiber (left) of FTG discusses the mass conflagration scenario with fellow evaluator DCC Willey Bentley. Center: A somewhat tense LT Michael Baumann coordinates damage control efforts from *Capodanno's* bridge.

dent in his crew's ability to pass this portion. Prior to the start of mass conflagration, Gear takes on the role of director, giving last-minute instructions and tips on what to do if the well-rehearsed scene goes awry.

Suddenly, a steady tone echoes throughout the ship, sending sailors scurrying in all directions.

"Cruise missile inbound on the starboard beam! All hands brace for shock!"

Capodanno crewmen duck low, grabbing hold of the closest object tacked down.

"Starboard bow! 50 miles! 50 miles! Starboard side!"

"Anti-ship cruise missile inbound

on starboard side! 50 miles!"

"20 knots — go!"

"Missile ahead, starboard side. . . . 20 knots!"

Suddenly, deathly screams bellow from the bridge and through the passageway. . . .

"Forward — missile hit — forward!"

"Smoke and flames — forward — starboard side!"

Capodanno is on fire and taking on water. The injured are running and screaming through the compartments; stretcher bearers race behind them, medical training aids in hand.

Chief Damage Controlman D.J. Stoiber, an FTG evaluator, makes his way to a smoke-filled berthing compartment and closes the watertight door behind him. He can't see his hand in front of his face.

Pounding on the door and waiting to enter the space are the firefighters — clad in helmets and OBAs (oxygen breathing apparatus) and carrying hoses.

"They can't come in now; they've only got 40 pounds of pressure on the firemain," Stoiber says.

"We [FTG] ruptured their firemain."

To fight the blaze, crewmen need to locate, isolate and repair the ruptured pipe. "Until then," explains Stoiber, "they have to stand out there and cool the door down."

Stoiber slips out the berthing compartment's rear door and finds his way to the pipe-patching area. There, sailors fervently work to patch the ruptured piece of pipe.

"It looks a little ragged to me guys," he warns. "We'll give it a shot and see. We'll find out how well you did." The group heads topside, where the pipe joins the firemain.

"If you get me wet — you don't pass," says Stoiber half-joking. To

Capodanno sailors return gear to repair lockers following the exercise which left many physically drained.

everyone's relief, the pipe doesn't leak as the pressure returns to 150 pounds. Stoiber smiles, congratulating the sailors on their effort as he hurries back to the berthing compartment. "We need some shoring now!" he shouts, flying down through a scuttle seconds before firefighters fling open the door.

"Here they come, here they come," says Stoiber excitedly. The sailors enter the space yelling in unison, "Fire, fire, fire!"

"Come on, let's go," screams Stoiber. "Protect your back — you want to protect your back! Work it out, work it out!" he yells.

"You've got an all-purpose nozzle there, don't you?," shouts Stoiber to a sailor he can barely see. "Can you fight this fire all by yourself with an all-purpose nozzle?" "No!" the group answers in unison.

"Fire, fire, fire," they repeat. The team leader shouts instructions to a nearby phone talker.

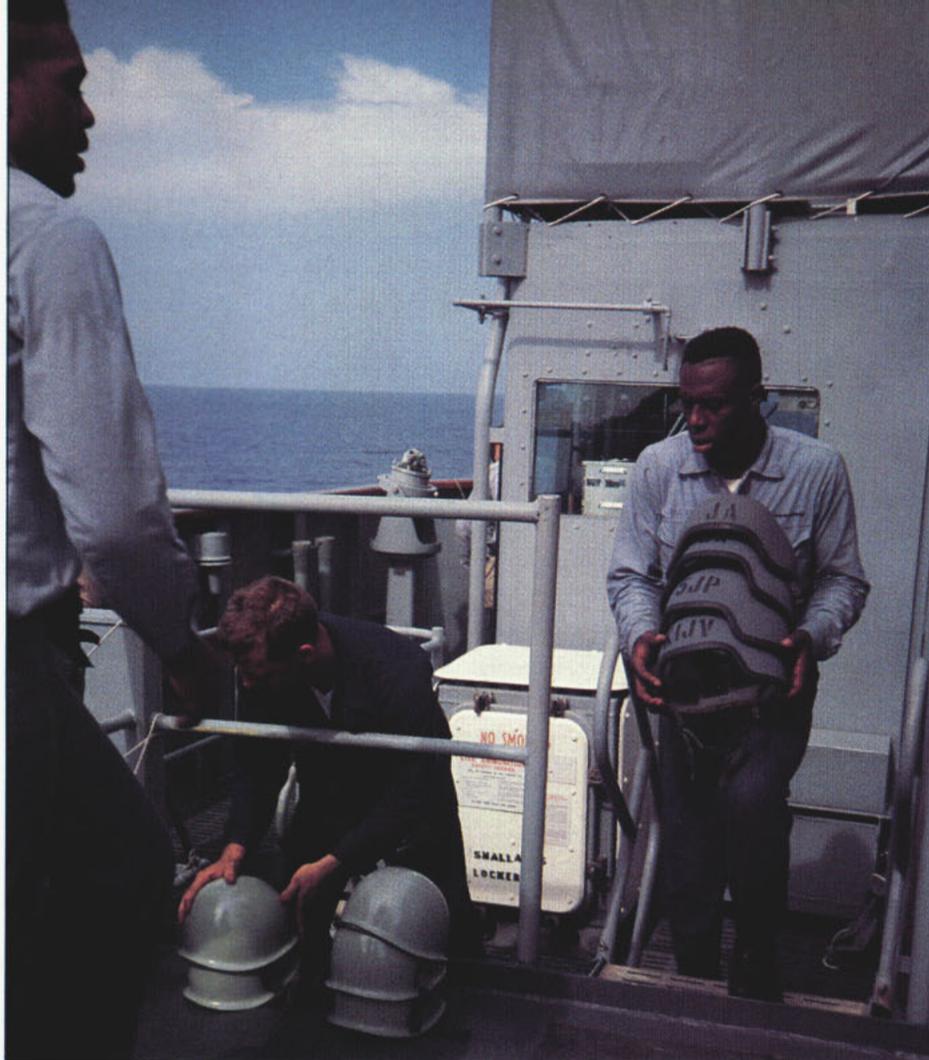
"More water! Hot spots in the space! Let's get this fire under control!"

"Yell louder!," says Stoiber. "He couldn't hear you!"

"More water! Hot spots in the space! Damage control central! Come in damage control...!"

Practically hysterical, the sailor is unaware that personnel in DC central have been "killed" or relocated. Eventually, the fire in compartment 2-29-0-L is extinguished, and the sailors rush below to fight yet another blaze on the third deck. Damage is being tracked on the bridge — and there is much to track.

After four hours, a message is passed to Gear on the bridge: "Main engine on-line. We are able to get underway if you so desire."



"Roger that," replies Gear, as the ship steams back toward Gitmo.

Capodanno's sailors will know whether or not they've passed mass conflag within the next hour. Crewmen have stripped themselves of their protective gear. Some stand exhausted at the ship's railing wearing worried expressions.

"They hit us hard," said Bartley. "They took our JA circuits away from us, so we switched to 2JZ sound-powered phones. They took that line away, too. Finally, we went to the 1MC to pass information to people. Within 10 minutes DC central had to be evacuated to the bridge. They had people running everywhere."

"Capodanno was evaluated 'Sat,' with certain areas [needing improvement]," says DCC Willey Bentley. "That's about average for the type of damage that we imposed on them."

Evaluators observed how well Capodanno's crew organized them-

selves following the attack. Loss of communication greatly impacted the ship's performance, but the crew managed to pull through successfully. That same afternoon, Gear announced that Capodanno would pull out for three days of "rest and relaxation" in Jamaica before returning to her Newport, R.I., homeport.

Capodanno is named for LT Vincent R. Capodanno, the second Navy chaplain in history to be awarded the Medal of Honor. He was killed while administering last rights to a dying soldier on a Vietnam battlefield. Capodanno crewmen are proud that their ship was blessed by Pope John Paul II during a port visit to Italy.

Perhaps it was the Pope's blessing, along with the crew's hard work and the proper guidance from FTG, that helped them pass refresher training — particularly that intimidating portion called, "mass conflag." ■

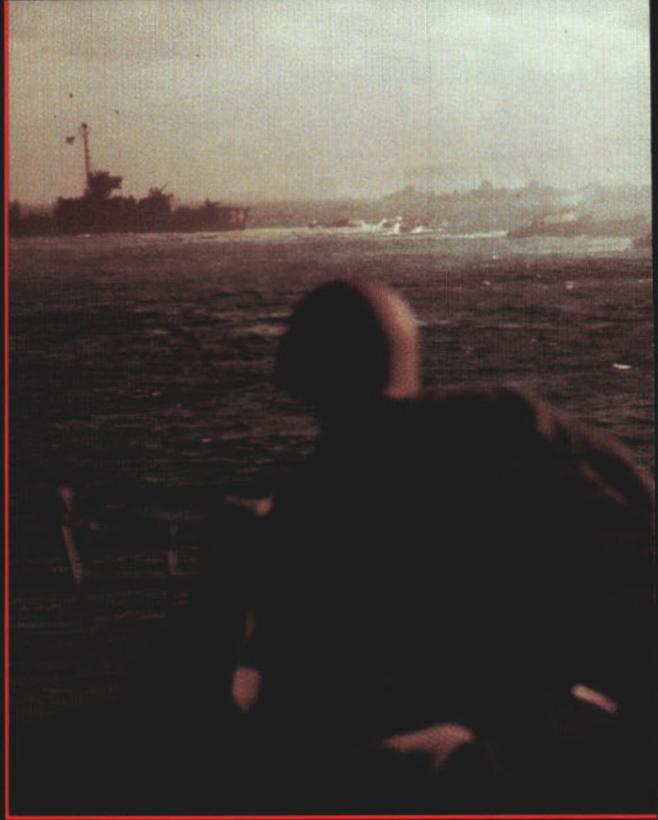
Price is a staff writer for All Hands.

A conflict of wills



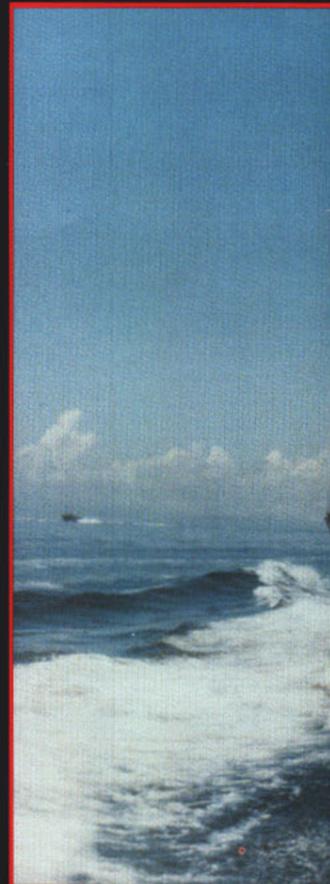
The United States had been warily watching events in Europe and the Far East for more than two years when Japan “awoke a sleeping giant” Dec. 7, 1941, by striking, without provocation, the U.S. Pacific Fleet at Pearl Harbor. The surprise attack that brought U.S. forces to battle sank six ships including USS Arizona, shown at left, and killed more than 2,000 sailors. A 1942 memorial is pictured below.



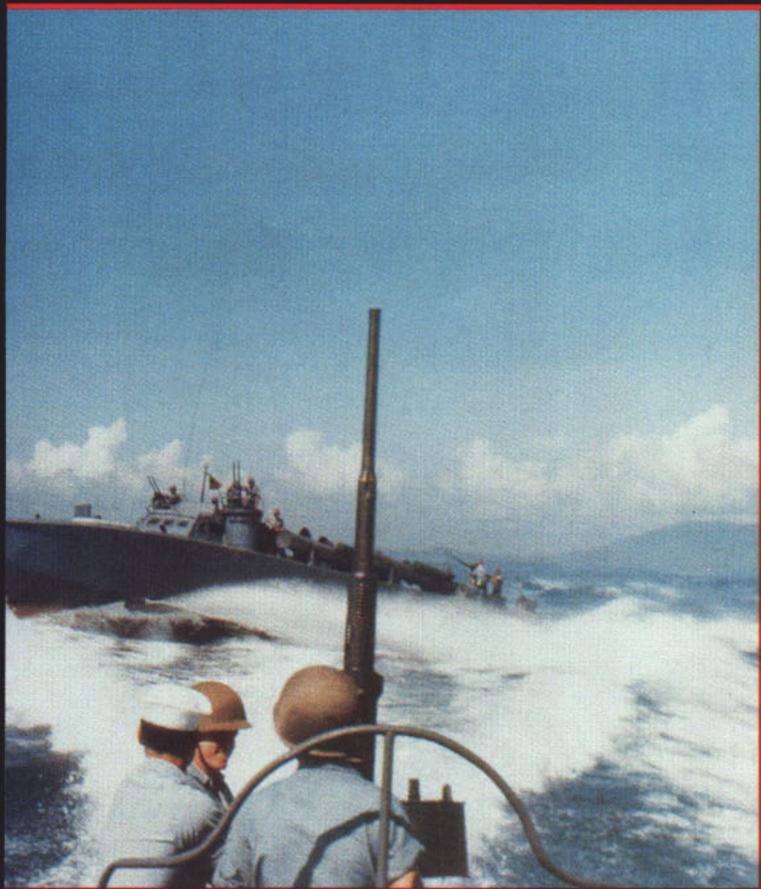


Within four days of that attack, Germany and Italy also declared war on the United States, thrusting us into the thick of the fighting in World War II. Navy units sprang into action in both the European and Far East theaters of war. The World War II era photographs in this section document U.S. forces fighting back in a conflict that would last nearly four years and cost 300,000 American lives. The downed Japanese "Zero" shown above and the captured German submarine at the far right were physical evidence of America's impact on the war. Allied fighting men using the era's most modern weaponry mounted an offensive that would eventually bring the Axis alliance to its knees.





While patrolling the world's oceans, sailors engaged the enemy afloat and ashore working toward one goal — total victory. On May 7, 1945, as U.S. soldiers celebrated with their Russian counterparts, the German high command signed the unconditional surrender documents at Rheims, France. In four months, the Japanese would do the same aboard USS *Missouri*. These photographs, displayed on the 50th anniversary of the attack on Pearl Harbor, serve as a reminder of the battles fought and lives lost to bring about a lasting peace.



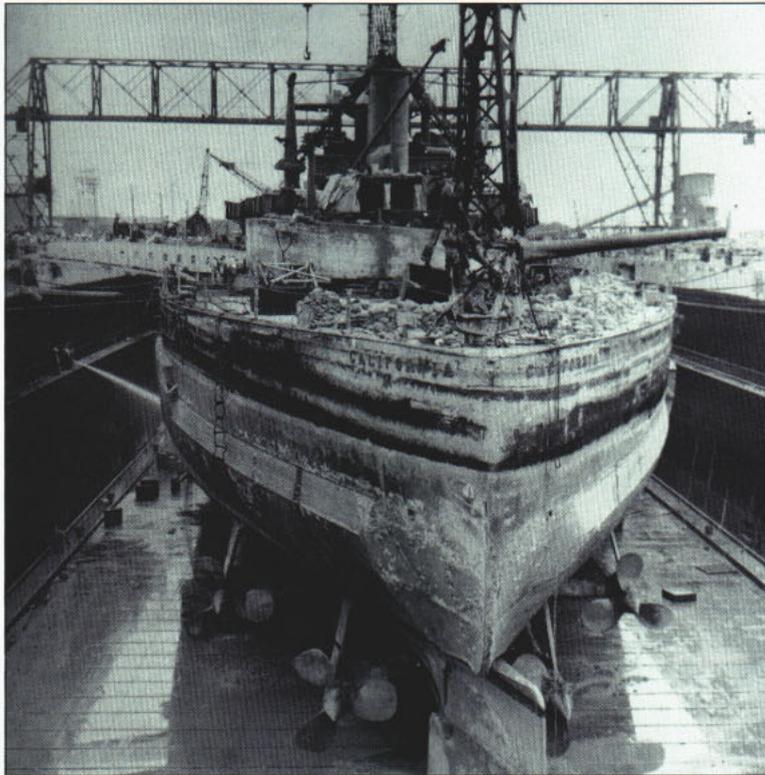
Up from the ashes

Story by John Reilly

When the sun rose at Pearl Harbor Dec. 8, 1941, it illuminated a scene from a nightmare. A veteran of the Battle of Gettysburg, looking out over the field of Pickett's charge, remarked that it looked like a quarter-acre of Hell. This would have described the aftermath of the Japanese attack just as well. Airfields were littered with smashed, burned-out carcasses of airplanes. More than half the combat planes in Hawaii were destroyed or crippled.

The harbor itself had lost its Saturday tidiness. The attackers had come after the Pacific Fleet, and evidence of their accuracy lay smoldering in the harbor. Battleship Row, the line of big-ship berths along the southeast side of Ford Island, was in shambles. Torpedoed battleships USS *California* (BB 44) and USS *West Virginia* (BB 48) had settled to the bottom on a fairly even keel, but USS *Arizona* (BB 39) had gone up in a frenzy of blast and flame. Nearby, USS *Oklahoma* (BB 37) had taken more torpedoes than her old side-protection system could handle, had rolled over and gone down.

USS *Nevada* (BB 36), the only capital ship to get underway on the morning of Dec. 7, had to be beached while in flames at nearby Hospital Point. Destroyers USS *Cassin* (DD 372) and USS *Downes* (DD 375) had been hit hard in drydock; cruisers USS *Helena* (CL 5) and USS *Raleigh* (CL 7) had each taken a torpedo; seaplane tender USS *Curtiss* (AV 4)



had been struck by a bomb and rammed by a damaged dive bomber. Another destroyer, USS *Shaw* (DD 373), resting on keel blocks in a floating drydock, was hit by a bomb that triggered her forward magazines in an explosion that was caught by a photographer to produce one of Pearl Harbor's "classic" pictures.

The Pacific Fleet had a war to fight. That had to come first. But Pearl Harbor was the fleet's principal operational and logistics base west of California. If we were going to fight at sea, then Pearl Harbor would inevitably be a linchpin in that effort. As ships arrived and departed, loaded supplies, refueled and made ready for sea, work began on the enormous cleanup needed to get the island base back in order and damaged ships back to sea.

The naval shipyard, fortunately, had not been damaged severely. By some miracle, the attackers had

ignored the nearby fuel farm that held 5 million barrels of black oil. Work could go on, and perhaps even more importantly at that time, ships could fuel and go to sea. The smoke had hardly cleared away before the fleet began preparing the early, small-scale counterstrikes that would soon lead to some of the war's major naval actions.

The first problem facing the fleet was one of triage. Some ships were superficially damaged; others were basket cases. A scheme of priorities was drawn up to guide the massive effort that would be

needed, giving first claim to ships which could quickly be patched up and returned to action. Shipyard workers and ships' forces gave their first attention to rescuing men who had been trapped in the capsized hulls of battleship *Oklahoma* and the target ship USS *Utah* (AG 16). During two days of intense labor with cutting tools, 32 men were saved from *Oklahoma* and one from *Utah*. One of the shipyard workers, leadingman Julio De Castro, was later commended for repeatedly risking his life to insure that every living man had been rescued from *Oklahoma's* hulk.

To cope with the enormous task at hand, a salvage organization was set up under *Utah's* former commanding officer. Early in January 1942 this became the salvage division of the

USS *California* (BB 44) rests in drydock in April 1942.



USS Shaw (DD 373) explodes during the Japanese attack on Pearl Harbor Dec. 7, 1941.

Pearl Harbor Navy Yard, directed by CAPT Homer Wallin. Navy yard and fleet staffs worked together with the expert help of civilian engineering firms to find solutions to new and sometimes unforeseen problems.

The more spectacular casualties — the shattered *Arizona* and cap-sized *Oklahoma*— quickly became well-known symbols of national resolve. But salvagers' first efforts went to less-damaged ships that could be returned to the fleet within a reasonable time. The battleship USS *Pennsylvania* (BB 38), in drydock Dec. 7, took a bomb hit and some topside damage but was ready for sea before Christmas. A near-miss by a Japanese bomb had damaged the cruiser USS *Honolulu's* (CL 48) hull and caused some flooding, but by mid-January 1942 the navy yard had completed permanent repairs. Torpedo damage to *Helena* and *Raleigh* was patched up by early 1942, and both ships sailed for Mare Island, Calif., for final repairs. The battleship USS *Maryland* (BB 46) was moored inboard of *Oklahoma* and took two heavy bomb hits. Both exploded low-order; *Maryland*, like *Pennsylvania*, was back in working order by Christmas.

Another battleship, USS *Tennessee* (BB 43), was moored just ahead of *Arizona*. When *Arizona* exploded

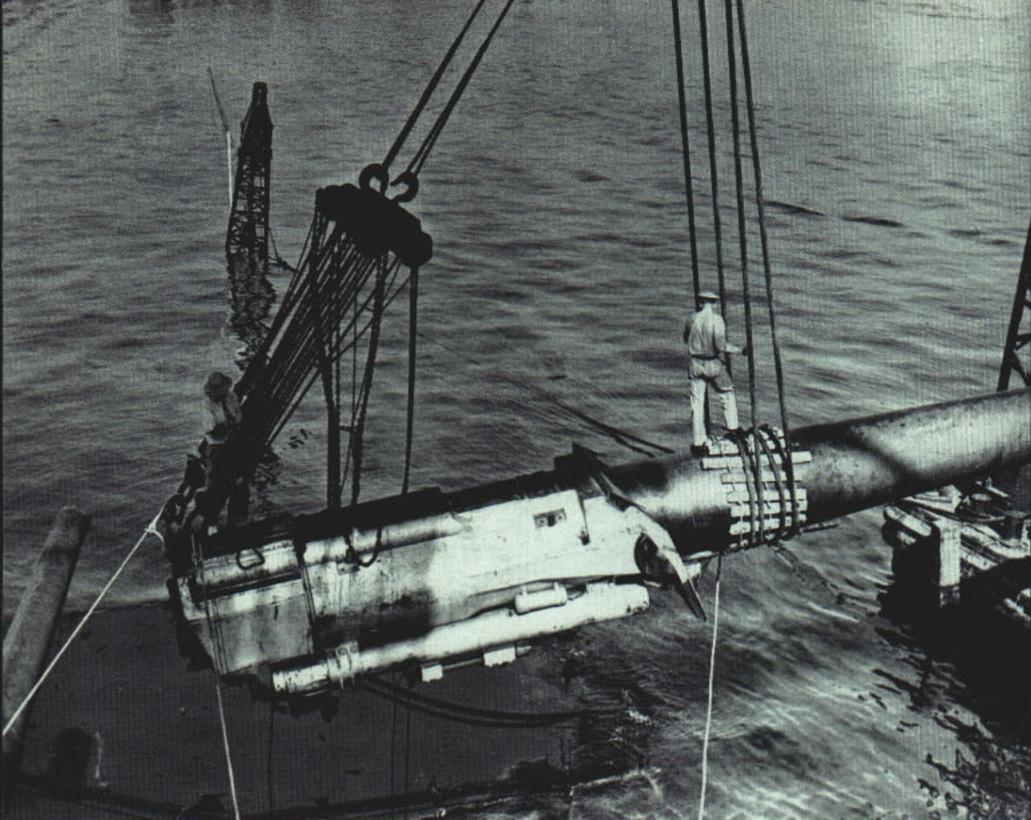
and burned, flaming oil threatened *Tennessee*. Hull plating on both quarters was warped and buckled by the intense heat. As she settled to the bottom following torpedo hits, *Tennessee* was wedged between *West Virginia's* hull, moored outboard of her, and one of the concrete quays used to moor the big ships. Workmen finally had to demolish the quay, resorting to some very careful blasting after other methods failed. A little more than a week after the attack, *Tennessee* was freed and moved to the navy yard for four days of finishing touches to make her seaworthy.

There were more personal tasks to be done. Every effort had been made to rescue survivors and help the wounded Dec. 7, but there were still the dead to be recovered and interred. Just determining who was, or was not, aboard some of the ships turned out to be an administrative nightmare. In some of the ships, notably *Arizona* and *Oklahoma*, personnel records were destroyed. These had to be painfully reconstructed during the following days and weeks. Earlier muster rolls were retrieved from the Bureau of Navigation (now the Bureau of Naval Personnel), to give some approximate idea of who might have been assigned to each ship. As time went

on, men who had been on leave or liberty reported in and were accounted for, but this left a large number of men still unaccounted for. As salvage work continued, bodies were recovered. Some, inevitably, could not be identified. Even after long and patient effort, it still was not possible to say exactly how and where each of our Pearl Harbor casualties had been lost. There remain some who are still "known but to God."

As 1941 passed into 1942, the pace of war began to quicken. Carrier strikes against Japanese island bases were followed by battles at sea. The battles of Coral Sea and Midway were followed by the long, hard-fought Guadalcanal campaign. During 1943, the drives across the South and Central Pacific took shape and continued into 1944 and 1945. Throughout this long drive to victory, Pearl Harbor continued to play an essential part as a staging area for strikes and landing operations and as a repair and maintenance facility for the Pacific Fleet. Working with its "stateside" counterparts at Mare Island and Puget Sound, Wash., the Pearl Harbor Navy Yard more than lived up to its motto, "We keep them fit to fight."

Other jobs were more formidable, but these tasks had to be completed if Pearl Harbor was to meet the mushrooming demands of total naval war. The wrecks of the destroyers *Cassin* and *Downes* were patched and refloated, but fires and explosions had left their hulls in such battered shape they were fit only for scrap. Their machinery plants, though, had survived in fairly good shape. These were carefully removed and shipped to Mare Island, where new destroyers — retaining their old names and hull numbers —



the ships' power plants, with the help of a crew of experts from General Electric and Puget Sound Navy Yard. Enough of *California's* plant was "rehabbed" that she could eventually sail for Puget Sound under her own power.

West Virginia was a more difficult case. She had taken multiple torpedo hits, and her port side amidships was badly torn. Torpedo explosions triggered a serious oil fire which was not put out until Dec. 8, causing a great deal of structural damage. Large hull patches had to be fabricated in sections to fit the ship's side, and attached to the side plating by bolts put through holes cut by divers with torches. Two of these large patches had to be put in place, then sealed at the ends and bottom with cement before large pumps could pull water from the sunken hull. Fuel oil, ammunition and stores were taken off. Special care was taken to remove

were built around them and earned battle honors later on in the war.

USS *Nevada* had suffered severely from bomb hits, fires and flooding. When ADM Chester Nimitz, the new Commander in Chief U.S. Pacific Fleet, first saw her, he felt that she was beyond salvage. The salvagers, however, saw things differently. Patching, shoring and pumping made *Nevada* watertight; she was floated in February 1942. By April, she was underway for Puget Sound to be modernized; by the end of 1942, she rejoined the fleet.

Although the salvagers took every precaution, six men were overcome by deadly, hydrogen sulfide gas generated in one of *Nevada's* flooded compartments; two of them died. This was a hard lesson learned; air was frequently sampled in ships being worked on, forced ventilation was improved and all hands entering restricted spaces donned an oxygen breathing apparatus.

California and *West Virginia*, on an even keel in shallow water, had heavy weights removed — a delicate and grueling operation. Turret and secondary guns, boats, ground tackle and ammunition were unloaded. Tons of stores and other supplies had to be removed from flooded store-

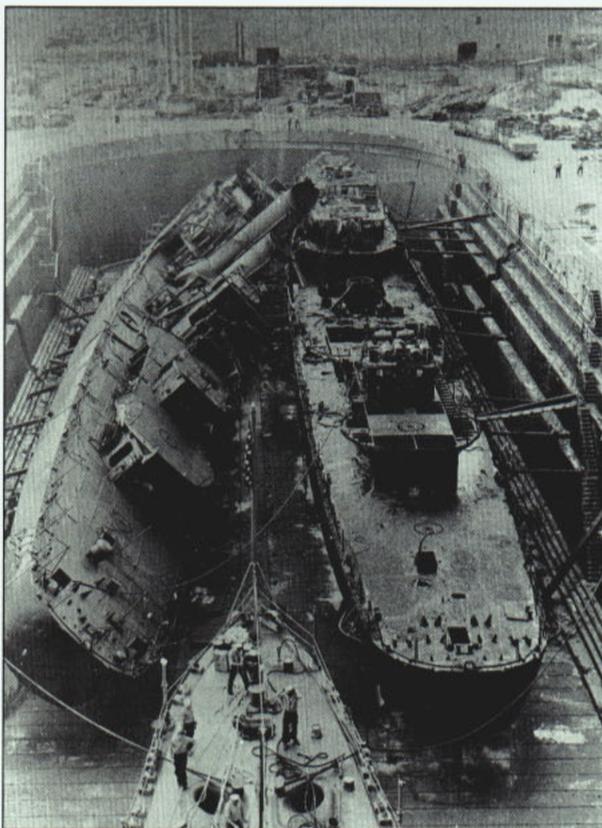
rooms. As the work proceeded, salvagers found the bodies of men who had gone down with their ship and carefully removed them for identification and burial. Masts, catapults and other topside structures were cut away for disposal. Timber cofferdams were built in sections and fitted to close off torpedo damage and make the hulls floatable.

Mechanical equipment had to be carefully treated after weeks under water. As machinery was retrieved, it was washed down with sea water, then with a hot caustic solution and rinsed with fresh water before being placed in a bath of a commercial liquid, called tectyl, which prevented corrosion. Electrical generators and motors were a special concern; not only were these vulnerable to corrosion, but they would be costly and time-consuming to replace. This was particularly critical where *California* and *West Virginia* were concerned since their main propulsion plants were turboelectric — their propellers turned by electric motors powered by steam turbogenerators. The battleships' power plants received special attention. CDR Hyman Rickover arrived at Pearl Harbor in the spring of 1942 with a plan to rehabilitate enough of



West Virginia's electric power plant in reusable condition. By this time, work on *California* was finished and the turboelectric salvage crew was ready to take on this new job. They went to work with such a will that *West Virginia's* engineering plant was quickly overhauled and ready for the voyage back to Puget Sound.

A few days after the Battle of Midway, *West Virginia* was afloat and ready for drydocking. The Pearl Harbor yard finished her hull repairs and made her seaworthy once more. With topsides removed, she sailed for Puget Sound looking like a sketch of her old self. "Wee Vee," along with *Tennessee* and *California*, received extensive modernizations that brought them back to the fleet in 1944 looking like totally new ships, which in many ways, they were. With better torpedo protection, modern fire control for her 16-inch guns and a powerful modern



USS Cassin (left) and USS Downes in drydock at Pearl Harbor Navy Yard. Opposite page: A battleship's 14-inch gun is removed during recovery operations at Pearl Harbor. Below: A motor launch crew rescues a USS West Virginia survivor as his ship smolders in the background.

anti-aircraft battery, *West Virginia* earned four more battle stars before anchoring in Tokyo Bay, Japan in 1945.

The best known of our Pearl Harbor casualties are two ships that never went back to the fleet. In the early minutes of the attack, Japanese bombers, concentrating on Battleship Row, scored repeated hits on the battleship *Oklahoma*. In the thunder and flame of that Sunday morning, few people, if any, were worrying about keeping statistics. Accounts describe perhaps as many as nine torpedoes striking home to tear great gaps in her obsolete hull-protection system. Within minutes *Oklahoma* rolled to port and went down, coming to rest with her starboard bilges protruding above the surface. The immediate concern was to rescue survivors. Once this was done, work had to focus on ships that could be brought back to life.

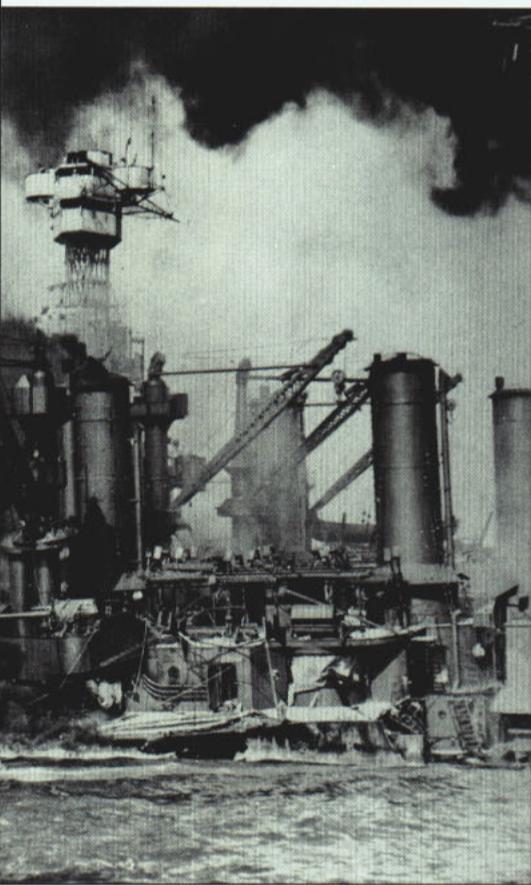
During 1942, the Navy made arrangements with the Pacific Bridge Company, a firm of skilled engineers who were playing an indispensable role in Pearl Harbor salvage work, for a joint project to raise *Oklahoma*.

This massive job took months of

carefully planned effort. Lugs were welded to *Oklahoma's* upturned hull. Cables were attached to these, and passed over the tops of high wooden towers erected on the hull, called bents, to give the cables better leverage, then hooked to powerful electric winches on Ford Island. Weights that could be reached were removed, oil was pumped out of accessible tanks and compressed air was used to create an air bubble to lighten the hull. When all was ready, the winches took a careful strain on the righting cables, and *Oklahoma* gradually edged back toward an even keel. This began March 8, 1943. By June 16, *Oklahoma* was upright.

This was only the beginning. Divers explored her port side, and found her hull ripped open by torpedoes. Two hundred sixty feet of hull had to be patched in similar fashion to that of *West Virginia*, while divers closed off other openings. Water was pumped from the ship; debris and mud were cleared away. The remains of many of *Oklahoma's* crew were found where they had fallen, and were sadly removed.

Oklahoma floated free of the bottom Nov. 3, 1943. By this time, the





Above: Sailors struggle to put out a burning PBX patrol plane at NAS Kaneohe Bay. Center: Salvage of USS *Oklahoma*. Opposite page: USS *Maryland*, only slightly damaged during the attack, was one of the first ships to rejoin the fleet after repairs.

war was well along. Reconstruction of the old ship was no longer practical, although some thought was given to converting her to an oiler. Her stripped hull remained at Pearl Harbor through the war's end. *Oklahoma* was later sold for scrapping but broke her towline in heavy weather while en route to a West Coast scrap yard. She went to the bottom. There are those who would say that this was more fitting.

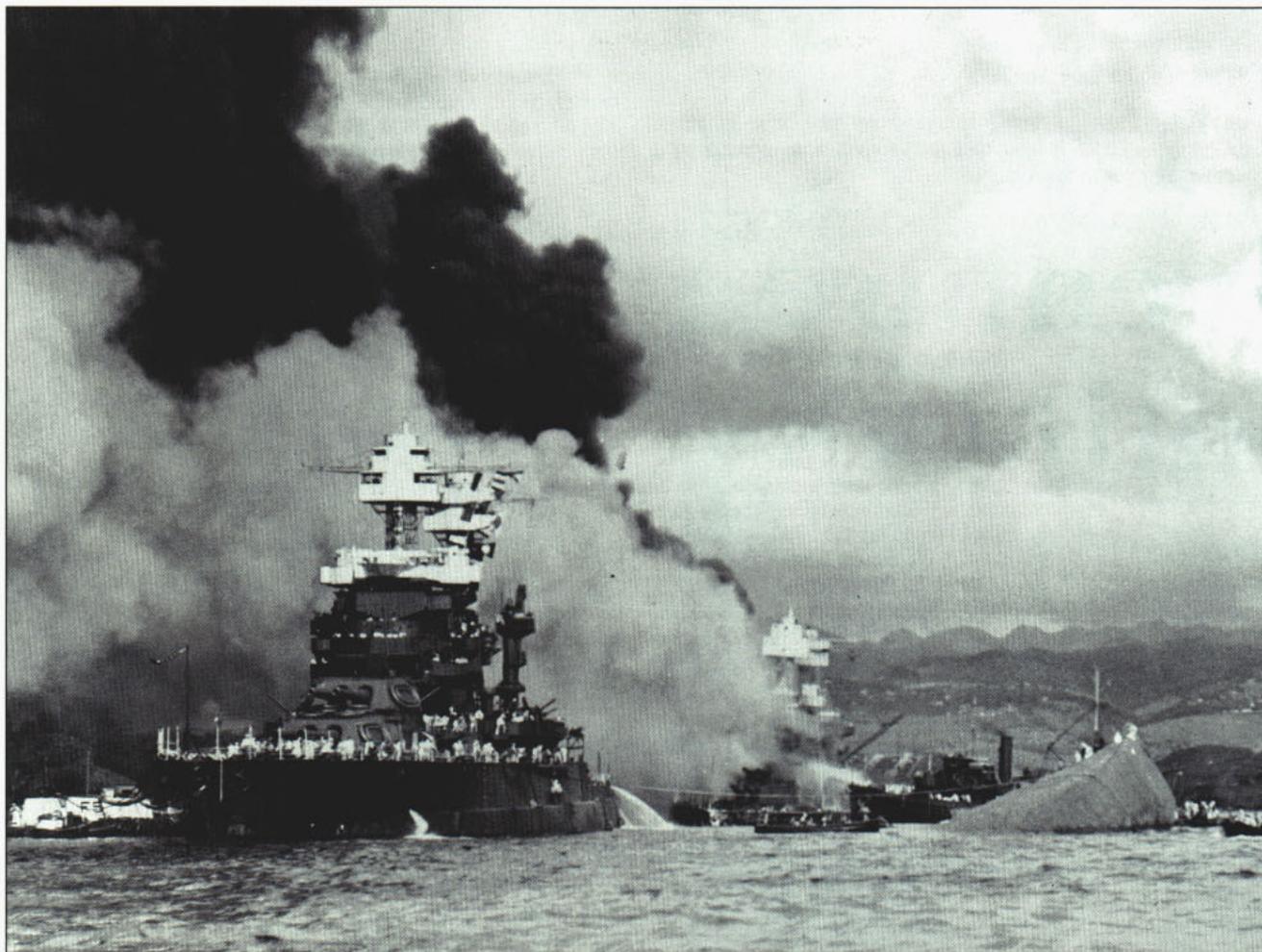
Two ships still remain on the bottom of Pearl Harbor. The former battleship *Utah*, by then a gunnery training ship and radio-controlled bombing target, capsized and sank on the opposite side of Ford Island from Battleship Row. Needed material was salvaged from her, but no wartime need for the ship was seen, and no attempt was made to raise her, although she was partially righted during 1943-44 using the same technique used on *Oklahoma*. *Utah's* salvage was discussed in 1956 to make her berth available for aircraft carriers, but then-Chief of Naval Operations ADM Arleigh Burke did not favor this. Not only were funds and resources limited, but *Utah's* hull entombed 58 of her



crew. It was more appropriate to leave her in place and erect a small memorial overlooking her watery grave.

The image of the battleship *Ari-zona* — massive tripod foremast canted forward and billowing smoke from the armor-piercing bomb which set off her forward powder magazines — has symbolized the

Pearl Harbor attack since Dec. 7, 1941. Initial examination of the wreck showed her beyond salvage, with her forepart collapsed and ripped apart by the explosion that sent her down. The stern section of the ship, though, was in fairly good condition. For a while salvagers considered cutting it free and using it as a floating coastal defense battery.



Through 1942, divers removed guns, ammunition and other material from *Arizona's* wreck. Topside structures were cut away and scrapped for vital war material. Her two aft three-gun, 14-inch turrets were in good condition and were removed along with their ammunition hoists. The Army then mounted the turrets on the northern coast of Oahu, naming them in coast artillery fashion as Battery *Arizona* and Battery *Pennsylvania*. Magazines were buried deep below ground, and ammunition hoists were shielded by earth and reinforced concrete.

These elaborate structures were finally finished and ready for test firing in August 1945, as the war in the Pacific was coming to an end. When the Army did away with its coastal gun batteries in the late 1940s, the *Arizona* turrets were, unfortunately, included in the general scrapping program.

As equipment and material were removed from *Arizona*, some of her

crew were recovered and interred. Some were taken home after V-J Day, but most of *Arizona's* crew were buried in the National Memorial Cemetery of the Pacific — the "Punchbowl" — or aboard their ship. Though we may never know exactly how many were aboard, it is believed that approximately 900 men still remain at their Dec. 7 battle stations.

After the war, a simple wooden platform and flagpole were erected over the ship. President Dwight D. Eisenhower approved the construction of a permanent memorial. Congress appropriated funds to build it, and President John F. Kennedy signed the funding bill into law. Contributions were collected from veterans and the public to finish it, and USS *Arizona* Memorial was dedicated in 1962.

The raised concrete structure, bearing the names of the 1,777 sailors and Marines who died with their ship, includes a flagpole attached to

the stump of *Arizona's* mainmast. The flag flies sunrise to sunset in honor of the ship and her crew. Thousands of visitors from around the world, visit *Arizona* Memorial throughout the year.

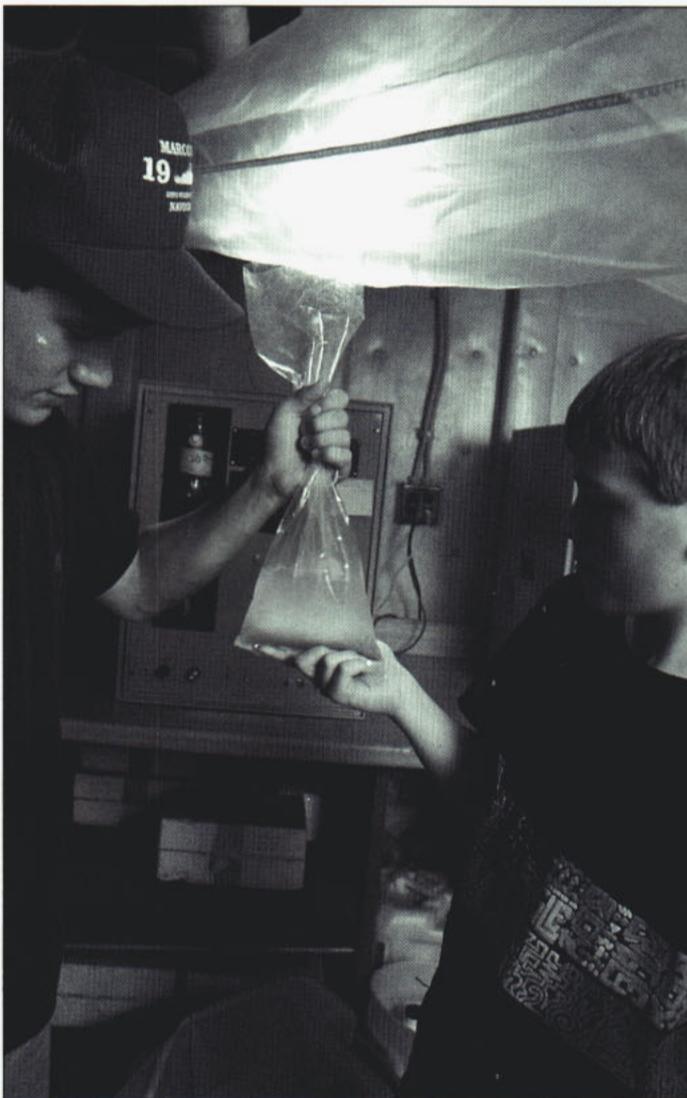
December 7 left Pearl Harbor sorely wounded, but it rose from the blood and ashes of disaster to write a proud new chapter in naval history. Sailors and civilians took up their tools and went to work to help construct victory. When we remember Pearl Harbor, we should not overlook the thousands of men and women, both there and at stateside Navy yards, who toiled to set things right and to get ravaged ships back to the fighting line when they were desperately needed. In a very true sense, they were fighters too. □

Reilly is head of the Ship's History Branch, Naval Historical Center, Washington, D.C. Photographs courtesy of the Naval Historical Center.

The adventure continues

*Students set sail
on Marco Polo's voyage*

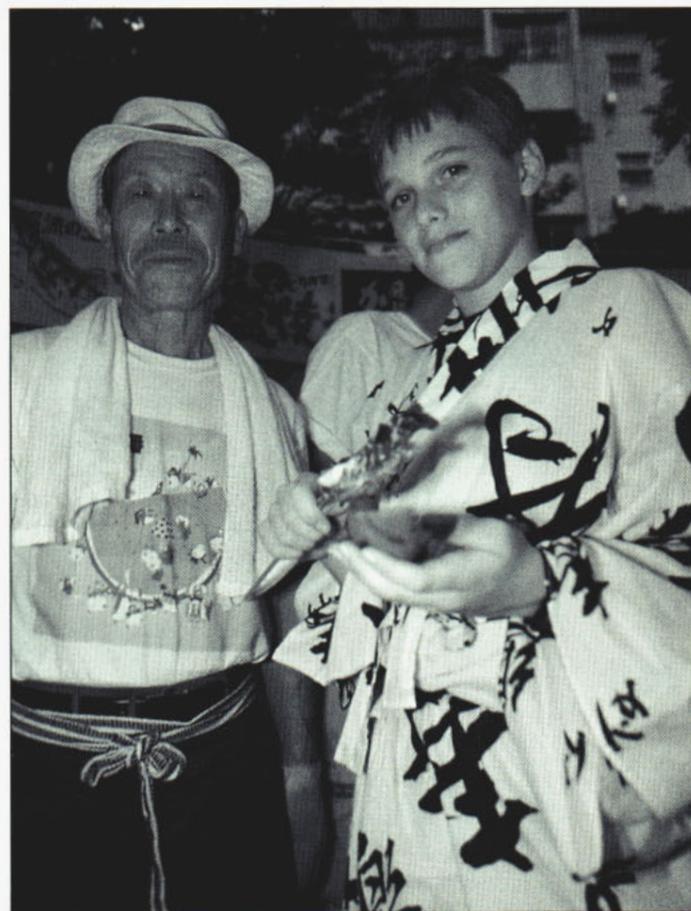
Story by Gail Cleere, photos by Patricia Lanza



Human beings have a natural curiosity about customs, practices, people and places that are foreign to them. Project *Marco Polo*, jointly sponsored by the National Geographic Society and the U.S. Navy, celebrates man's curiosity of foreign places in an effort to revitalize American students' interest in science, geography and the peoples and places of the world. The project, named in honor of one of the world's best known explorers, sends American high school students and geography teachers to sea with Navy scientists to study the world's oceans as well as experience the countries that border those oceans. The program offers an opportunity for students and teachers to learn about the global environment through multidisciplinary study on Navy oceanographic ships.

This summer 12 students and their teachers from across America flew to Japan to rendezvous with USNS *Wilkes* (T-AGS 33). *Wilkes* is an oceanographic ship that performs a variety of surveys in the oceans around the world. With Navy oceanographers overseeing the scientific operations of the ship (in this case an acoustics survey), the *Marco Polo* group sailed over the Kuroshio or Japan Current near the Japan Trench. A severe tropical depression off southern Japan made for an

Left: Students study zooplankton samples taken from the ocean.



Left: *Marco Polo's* participants. Above: A student samples fish offered by a Japanese street vendor.

interesting trip under some very trying circumstances with sea swells up to 12 feet. One participant wrote that the experience gave "new meaning to the term rock-and roll. . . . 'Doc' stayed busy dispensing patches, pills and saltine crackers. . . ."

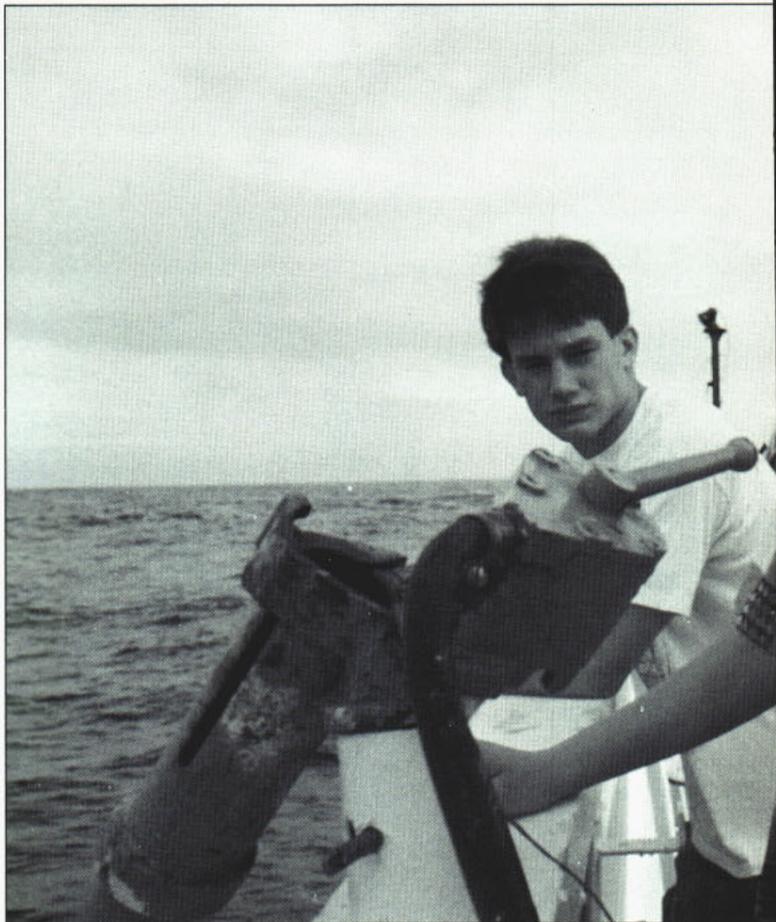
Nevertheless, students and teachers helped the ship's crew launch, drop, deploy or lower a variety of instruments over the side of the ship that would measure the depth, temperature and salinity of the water and bring up samples of zooplankton (animal life). They worked on computers in the ship's lab, tracking and charting experiments, taking measurements and recording the distribution and scattering of ocean krill (a shrimp-like crustacean). By constantly pinging sound waves into the water and receiving an echo back, the sonar "image" of the concentration of these creatures was mapped on computers. In the evening, students and teachers spent hours in the ship's wet lab examining the zooplankton scooped up in the nets (described by one student as "water fleas"). The scientists on board explained that the krill population follows the zooplankton, their main food source. Differences in water salinity and temperature, and the density of the krill population in the water, sometimes hinders sonar detection of submarines. The information the students helped gather will aid scientists and help the Navy gain a more accurate reading of the way sound travels through the water in this part of

the ocean — information ultimately useful to the submarine world and to general oceanographic scientists.

As a special experiment, a few plastic foam cups were brought on board for a unique demonstration. Students lowered the cups in a laundry bag to a depth of 2,000 meters to display graphically what 1.5 tons of pressure per square inch can do. The cups came back up crushed to one-tenth their original size. The students also helped lower a clamshell-shaped "bottom-grabber" to the sea floor. Two volcanic rocks were brought back up, prompting a lively discussion among students and teachers of the geologic formation of the Japanese archipelago.

On the last night at sea, students watched "The Hunt for Red October" in the crew's lounge. *Marco Polo* participants suddenly gained greater insight — albeit Hollywood-inspired — into the world of ocean acoustics and the critical need for accurate knowledge about the undersea landscape by those who operate in this cold, dark environment.

While touring Tokyo, students and teachers discovered a land of striking contrasts — a land where ancient, feudal traditions co-exist with a modern, technological society. Buddhist and Shinto temples and shrines stand cheek-by-jowl with punk-rockers in Yoyogi Park; like trespassers from another era, kimono-clad elderly

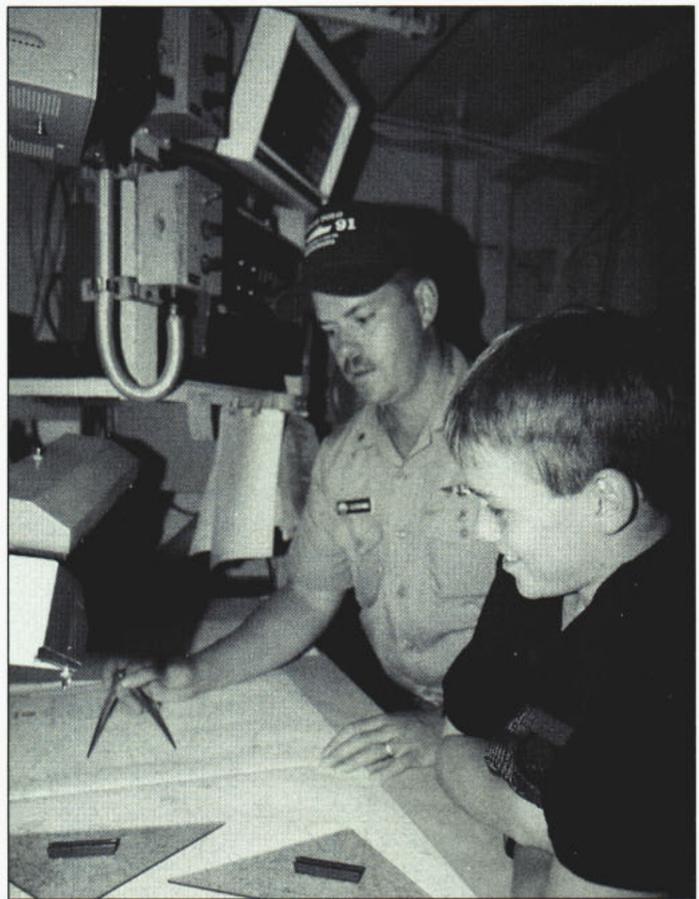
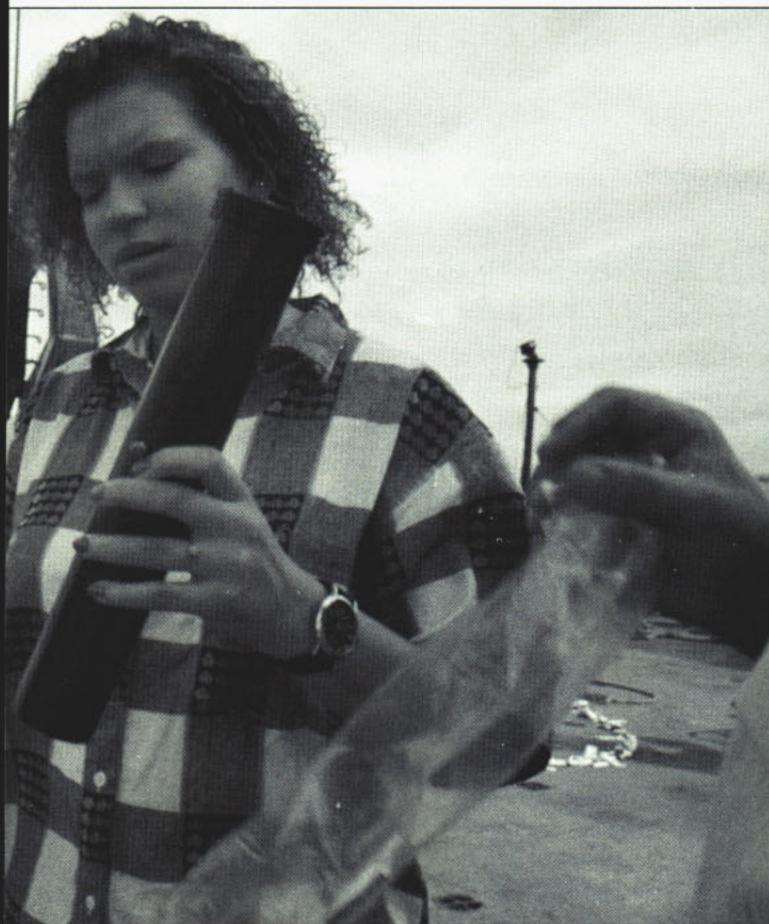


women step delicately aboard an efficient and sleek subway car. The chaos of Tokyo's world-famous Tsukiji fish market is juxtaposed against the serenity of a Japanese tea garden.

"Peace, tranquility and reverence permeate the atmosphere of the Japanese temples and shrines," wrote one teacher in his journal. "Practices performed by parents are watched [carefully] by children, brought here at an early age so that they may absorb the traditions. There is a devotion to their faith seen in few Westerners. The bells are ringing, the hands clap twice and the spirits are summoned to listen to prayers." Students made their own wishes and prayers and, in the Japanese way, tied their unwanted fortunes to the trees and foliage that surrounded each temple. At Nihon Minka-En, a reconstructed village of historic Japanese homes, students and teachers wandered through the traditional wooden and thatched buildings of feudal Japan.

In Yoyogi Park, students rubbed shoulders with neon-haired Japanese punk-rockers (who change out of their everyday, Western-style clothing into this "Sunday-only" look in public restrooms that surround the park) and listened to Japanese heavy metal bands. Japanese cuisine was another unique experience for those students and teachers from across small-town America. Sampling sushi, grilled octopus and skewered fish on sticks for the first time at an outdoor local festival (Azabu Juban), students and teachers became the object of much attention as they wandered the streets clad in kimonos and wooden sandals.





Far left: A Japanese punk-rocker relaxes in Yoyogi Park. Top center: Students launch equipment to take water samples from the ocean. Left: Students wash money at the Temple Kamakura. Above: Students learn about the various charts used aboard USNS *Wilkes*.

When the *Marco Polo* Japan expedition came to an end, students and teachers bid each other fond goodbyes at Tokyo's Narita International Airport, and flew home — to Alabama, Indiana, Kentucky, Missouri and Oregon. They are now busy preparing their "trip journals" and a variety of lectures and presentations to schools and community groups in their respective states.

Like the original Marco Polo, students and teachers return home with a special mission: to tell their own story to their peers. Project *Marco Polo* locations are determined by the Navy, based on current deployment of its oceanographic ships. Students and teachers are chosen through the National Geographic Society's Geography Teacher's Alliance. Alliance coordinators are selected from a cross section of the United States; they in turn select participating teachers; and the teachers select the participating students. In 1990, students and teachers traveled to Indonesia. Next year, plans may take them off the coast of Egypt. □

Cleere is the public affairs officer for the Oceanographer of the Navy, Washington, D.C. Lanza is a freelance photographer. Photographs used by permission.

Bearings

Chief shares diving knowledge with aquarium visitors

Some people consider scuba diving a hobby or a sport. But for Chief Electrician's Mate (SW) Kim Bailey, it's an educational adventure he enjoys sharing. His classroom is one of America's newest and largest aquariums, which makes the experience all the more fun.

Bailey, an engineering analyst at the Navy's Enlisted Personnel Management Center in New Orleans, works during his off-duty time as a diver at the Aquarium of the Americas, located near the city's famed French Quarter. Becoming an aquarium diver wasn't an easy task. Bailey said he was among 75 divers chosen from 900 applicants. The screening process began with a written exam, followed by a practical test, a teamwork skill trial and a personal interview with the aquarium director.

The next step put Bailey in 30 hours of classroom instruction followed by intensive water skills training, before his assignment to the Caribbean Reef gallery, one of the aquarium's six exhibits. Bailey interacts with visitors and marine animals while working in a 132,000-gallon saltwater tank. Visitors walk through a clear acrylic tunnel, watching Bailey clean the underwater windows and hand-feed sea turtles, stingrays and angelfish. Visitors can also talk to him through a



Above: Visitors observe the beauty and tranquility of sea life up close through a clear acrylic tunnel. Below: The fun part of Bailey's job includes talking to onlookers through a special communication system patched into his air line.

special communications system hooked up to his air line.

"Meeting people and answering their questions is really enjoyable," Bailey said. "But most important to me is that people leave with a better understanding of how beautiful, fragile and endangered our ocean ecosystems really are."

Bailey, a diver for 17 years, explained that the beauty and challenge of deep-water diving is what really appeals to him. "All divers have their favorite dives. My favorite is a wall dive. A dive to 120 feet is well worth the planning . . . the environment is vivid and unusual."

Some of his most memorable dives occurred while stationed at Guantanamo Bay, Cuba. "It provided me a great opportunity to dive in tropical ocean conditions, and to see a variety of aquatic life, such as manta rays, manatees and various sharks. During one dive I stumbled onto a California sea lion. It was sure a long way from home and must have gotten lost."

Bailey is now training for the aquarium's Gulf of Mexico exhibit

— a 400,000-gallon saltwater home to a variety of sharks ranging from 11 to 14 feet long, each weighing more than 250 pounds.

"When dealing with large marine predators you must always keep in mind what they are and what they're capable of doing," Bailey said. He added that the key to diving in this environment is to stay alert, follow safety procedures and don't let the beauty distract you from the danger.

Bailey thanks the Navy for broadening his diving experience and ability by giving him the opportunity to dive all over the world. As he heads toward retirement, the chance to share knowledge of his diving hobby with others only makes his job that much more enjoyable. ■

Story by SA Jennifer J. Rolain, public affairs office, Enlisted Personnel Management Center, New Orleans. Photos by JO2(AW) Andy Fitzgerald.



Bearings

Kennedy crew shows homeless how much they care

Newspapers and television have extensively documented the plight of America's homeless. In virtually every story, one central theme dominates — the homeless need help.

Crew members from USS *John F. Kennedy* (CV 67) recently demonstrated their awareness of the difficulties homeless people face. Residents of "The Dwelling Place," a Norfolk-based shelter for homeless families, woke up one morning to find 42 *Kennedy* sailors eager to help renovate their home.

AN Dan Goheen keeps the paint rolling on the walls at King House.

"A *Kennedy* chaplain contacted a member of our board and explained that the crew was so overwhelmed by the support they received during *Desert Storm* that they wanted to give something back to the community," said Vicki Wittman, a member of the Ecumenical Shelter board of directors and project coordinator. "Fortunately for The Dwelling Place, they chose us. It was such a lift to the residents when the crew of *Kennedy* came in and repainted their rooms."

Kennedy's Catholic Chaplain (LCDR) John Kaul was pleasantly surprised by the large number of

volunteers. "We were scheduled to paint just the interior of the house, but the turnout was so great that we had people working on the front porch."

The resident manager of The Dwelling Place's King House, Cynthia Varnwell, was also impressed and grateful for the help of *Kennedy's* crew. "Having 42 men here is wonderful. They're already serving Uncle Sam, and they didn't have to take the time to come over here to do this project, but they did. God bless them."

Wittman explained the sailors went far beyond just fixing up the place. "Role models are very important for the young people here because, unfortunately, at this stage in their life, they're in trouble. They need a positive, strong role model — and who better than someone in the Navy. They have a great career, everyone respects and looks up to them, and children are very impressed by that."

The sailors' work may have only lasted one day, but they will not be forgotten. "The crew will go back to their jobs, and pretty soon the ship will be ready to sail again to parts unknown," Wittman said. "But the people here, especially those in residence now, are going to remember *Kennedy's* crew forever. It won't matter where they are; when USS *John F. Kennedy's* name pops up in the news they are going to say, 'That's my ship. Those are my people.'" ■



Story by JO3 Alan D. Day, USS *John F. Kennedy* (CV 67). Photo by PH3 Paul Hawthorne.

Bearings

Seabees make Potomac River safer in an explosive way

Seabees removed an 80-foot section of Dam No. 3 at Harpers Ferry, Va., recently to make the area near the West Virginia side of the Potomac River safer for boaters and fishermen.

The dam was built during the 1800s to provide water to power tools and turbines for the U.S. Armory at Harpers Ferry. Now state and federal officials agreed that the section needed to be removed because of the hazards it created.

"During periods of high water the dam trapped a lot of debris," said Don Campbell, superintendent of Harpers Ferry National Park. "As people got beyond the guardrail and over the dam, they become trapped between the upriver current and the debris." Over the years, the dam also submerged at high tide resulting in many accidents and drownings.



Seabees prepare (left) and destroy (right) Dam No. 3 (below) at Harpers Ferry, Va.



Creek, Va., included two sailors with blasting qualifications. They removed the concrete abutment and part of the dam with jackhammers and explosives.

"The bottom line is," Campbell said, "due to the work of the Seabees, the recreation area will be safer for fishermen and boaters." ■

The 12-man crew from Underwater Construction Team 1 (UCT 1), Naval Amphibious Base Little

Story by JO2 Paul W. Swansen, Naval Construction Battalions, U.S. Atlantic Fleet. Photos by PH3(DV) T. Dolan.

HTC Sullivan receives 1991 NCOA Vanguard Award

Chief Hull Maintenance Technician (SW/AW) Blaine A. Sullivan of USS *Ranger* (CV 61) was recently presented the 1991 Non Commissioned Officers Association Military Vanguard Award as well as the Navy and Marine Corps Medal for his heroic actions Christmas Eve 1990.

Sullivan and his wife, HT2 Nancy L. Sullivan of Shore Intermediate Maintenance Activity San Diego, were driving north on California's fog-shrouded Interstate 5 when she noticed a northbound car in the southbound lanes. They tried to warn the wrong-way driver by flashing a spotlight and waving it at the errant motorist. The car eventually came to a stop but took off again continuing down the wrong side of the expressway. The freeway soon split, with the southbound lanes

rising up out of sight. Seconds later the Sullivans heard a crash. After stopping their car, the Sullivans ran to the accident scene to find the aftermath of a head-on collision.

Flames and fuel shot from a car which had been traveling properly in the southbound lane. Chief Sullivan ran to the burning vehicle and immediately dragged a woman out whose legs were injured. She wasn't conscious at first but soon began moaning in pain, saying family members were still trapped inside. The Sullivans ran back to the ever-worsening fire and could only retrieve one little boy from the backseat. The father and son still trapped in the vehicle were engulfed in flames. The extreme force of the collision propelled the grandmother through the rear window and down

an embankment. With the help of two other passing motorists, they moved the only survivors of the crash, the young boy and the woman, to safety.

The couple stayed at the scene until a highway patrolman and other emergency personnel arrived. The California Highway Patrol awarded Chief Sullivan a citation, and he received the Navy and Marine Corps Medal.

"This wasn't a solo effort on my part," Sullivan said. "My wife helped me. She was by my side all the way."

Sullivan added, "It's hard to relive and remember what happened that night. I'm just glad I could help." ■

Story by JO2 Celeste Barrett Rubanick, Naval Reserve Readiness Command Region 10, New Orleans.

Bearings

A shipboard wedding . . . made in America

An aircraft carrier, designed for combat in defense of the United States and its interests, would seem an unlikely setting for a wedding. But prior to USS *America* (CV 66) deploying to the North Atlantic for Exercise *North Star '91*, Operations Specialist Seaman Henry L. Phillips married his childhood sweetheart, Niyokia D. Baskin, in the ship's chapel.

Why did Phillips get married aboard a naval vessel? "I feel closely knit with this ship," he said. "Of course, the people I've met have a lot to do with it, but I guess it's the spiritual bond between myself and the gospel choir members. I had members of the choir make a videotape during Operation *Desert Storm*.

[Niyokia] saw the chapel then, and again during the Dependents' Day cruise."

Phillips mentioned getting married aboard ship in jest after proposing to Baskin. It wasn't until a discussion held with Chaplain (LT) Gerald Bailey that the couple made the final decision.

"I had set up a marriage counseling booth and had the couples fill out a questionnaire," Bailey said. "Phillips and his fiancée discussed the survey and took matters from there. They discussed their answers for two or three hours."

Phillips had originally planned on getting married back home in Atlanta, but the agenda changed when Baskin came to Norfolk for the

dependents' cruise and made arrangements for a job interview. She was hired a week later. With the realization of her relocation and the financial benefits of a shipboard wedding, they decided to marry on *America*.

Although the bride's family couldn't attend, the groom's parents, brother, aunt and shipmates were on hand to congratulate the couple. Baskin, dressed in a white silk and lace wedding gown with matching veil, and Phillips, in a white tuxedo, were married in Bailey's first shipboard wedding, which he called "highly inspirational." ■

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

Reservists build maintenance stand for the fleet

A key to success in private industry is to find a need and fill it. But the Naval Air Reserve Center at Barbers Point, Hawaii proved that this concept works just as well for the Navy.

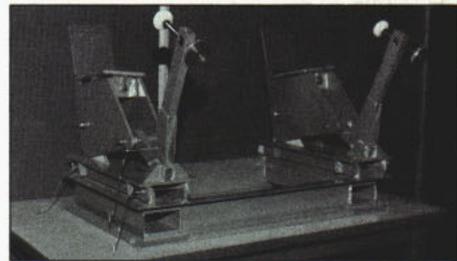
In 1987, the Marine Corps was hunting for a workable maintenance stand to make repairing AV-8B *Harrier* gun pods faster and easier. Like most ideas, this one was born out of the need to speed turnaround time for intermediate maintenance on the hydraulically-driven AV-8B's 25mm tank-killing aircraft cannon.

"The guns were heavy and cumbersome," said ENS Keith Galang, project manager. "Some sort of frame was needed to hold them in place so workers at the aircraft intermediate maintenance department (AIMD) wouldn't have to prop them up on makeshift blocks for repair. The right kind of stand would make life a lot easier and safer."

For example, if a gun has a "train

wreck," where a bullet jams in the firing train, it must go in for repair, explained Chief Aviation Ordnanceman (AW) Bill Tapley, project chief. "Fixing the problem at the operational level on the flight line is impossible. The moving parts inside the gun just bind up in a mass. The maintenance stand will let us forklift the weapon off the plane, load it right onto the stand and take it to AIMD. Once there, the gun stays in the same stand while being fixed. Every nook and cranny can be reached without having to wrestle a 750-pound gun to get at parts."

Engineers at Point Mugu, Calif., originally designed the stand and built a prototype. However, regular Navy procurement channels would require about \$6,000 to build each additional single stand. Galang and his team from Barbers Point, Mobile Maintenance Facility Delta and USS *Nimitz* (CVN 68) answered the chal-



The finished product — a maintenance stand for repairing *Harrier* gun pods.

lenge, reducing the cost to \$1,000. That price tag would save the Navy \$140,000 for the first order of 28 stands.

"This is clearly an example of the 'One Navy' concept," said Galang. "Some might say it's more than that. The reservists found a need, figured out how to fill it and aided the Navy mission along the way." ■

Story by ENS Pamela Warnken, Naval Air Reserve Center, Barbers Point, Hawaii. Photo by PH1 P.K. Smith

Bearings

CPO indoctrination adds new Navy lesson: TQL

Every first class petty officer selected for advancement must attend the Chief Petty Officer Indoctrination Course (CPOIC). But 21 new chief petty officers feel they are better prepared for their new leadership roles because of extra training added to the CPOIC, recently held at the Pentagon.

Master Chief Gas Turbine System Technician (SW) Joseph Fiorillo, command master chief for the Chief of Naval Operations (OpNav), decided to incorporate four hours of Total Quality Leadership (TQL) training as part of OpNav's course. LCDR Debra Jowers, a member of the CNO Total Quality Leadership Training Team, instructed the class in the basic principles of TQL and

introduced the chief selectees to TQL's approach to problem solving. Once the class understood the concepts — including the latest in cause and effect diagrams and statistical tools — Jowers divided them into teams and directed them in applying TQL concepts toward an assigned problem.

The end-of-course critiques supported Fiorillo's initiative to incorporate TQL into CPOIC. Comments ranged from, "TQL should be extended to eight hours," to "It organized my approach to problem solving." One student wrote, "I realize now that TQL is more than just another Navy program." All the new chiefs agreed that TQL will help them generate the confidence they



LCDR Debra Jowers teaches chief selectees how to interpret a cause and effect diagram and how to apply TQL concepts to problem solving.

need to become an integral, effective leader in the Navy chain of command. ■

Story by GSCM(SW) Joseph Fiorillo, OpNav, Washington, D.C. Photo by Jill Ponto, Navy Imaging Support Center, Pentagon.

Pilot rows his way to silver medal in Pan Am Games

LT Jim Bell, a 14-year veteran rower and a pilot with Patrol Squadron 11, helped row his four-man team to the silver medal in the Pan Am Games in Havana, Cuba.

After a disappointing end in his designated event, the single-man scull, Bell was offered a chance for redemption when one of the quad rowers became ill.

"I was really nervous about the race," said Bell. "Not only had I no experience rowing in a quad, but I'd never practiced with the team before that morning and I was worried about ruining the team's rhythm. Besides, the guy I replaced was a very strong rower."

As the six squads moved into position, the official starter polled the crews, "Are you ready?" Bell told his fellow rowers, "My oar is broken!" His teammates thought Bell's sense of humor was extremely out of place just seconds before the race,



LT Jim Bell takes a break from his duties as a VP 11 pilot to show off the silver medal he won rowing at the Pan Am Games in Havana, Cuba.

and proceeded to tell him so. "It took me a few seconds to convince them that my oar was actually cracked, but thanks to the short delay, our

crew was able to practice our rhythm."

From the start, pulling the hardest he ever pulled, Bell and his team made their way into second behind the Cubans and never gave up until passing the finish line in exhausted exhilaration.

With the Pan Am Games behind him, Bell has his sights set on the Olympics. As soon as logistics are worked out, he hopes to transfer to Boston where "every ounce of energy" will be spent training at the Harvard boathouse.

"Not everyone has this kind of opportunity," said Bell. "Thanks to the support of the Navy and my squadron, I've been given the chance to fulfill my ultimate dream — to compete in the Olympics." ■

Story by LTJG Anthony Snodgrass and JO2 Liz Safranek, Patrol Wings Atlantic Fleet, NAS Brunswick, Maine. Photo by JO2 Liz Safranek

News Bights

The American Red Cross was recently awarded \$13.55 million to help military personnel and their families cope with unique problems arising in the aftermath of Operation *Desert Storm*.

The Red Cross received the grant under the Persian Gulf Conflict Supplemental Authorization and Personnel Benefits Act of 1991. This grant provides military families with child care assistance and a variety of counseling services.

Under an agreement with the Department of the Army — the executive agent for all branches of the military eligible for these services — the funds are designated for support of reserve and National Guard families affected by Operation *Desert Storm*.

After providing information and referrals, Red Cross caseworkers will help families access a variety of community services, including family counseling, crisis intervention, respite child care and budget counseling. Red Cross chapters nationwide will provide vouchers to pay for services through a new system designed to help families obtain services quickly and easily. Applications are now being accepted at area Red Cross chapters.

"The development of this new program and exchange of information with the military community we serve will assist us in preparing to respond to any future mobilization of National Guard troops and reservists," said Elizabeth Dole, president of the American Red Cross.

In efforts to help military families with the reunion process, the Red Cross, together with the National Mental Health Association (NMHA), printed and distributed 250,000 copies of *"When the Yellow Ribbon Comes Down"* — a guide to mentally healthy reunions. The book, addressing the many challenges facing military families after the deployment, is available through Red Cross chapters and NMHA affiliates nationwide.

For more information about these new services, military personnel should contact their local American Red Cross chapter.

Physical fitness should be a lifelong regimen. The objective of the Navy's Physical Readiness Test (PRT) is to get everyone into a year-round physical fitness routine, not to stress test individuals twice a year at PRT time.

During the month of September, there were three deaths and one serious medical complication associated with sailors participating in the semi-annual PRT or while engaged in other required physical training/test.

All the individuals were relatively young (21-45 years old). There was no medical indication that anything was

wrong before the activities, and the proper screening to determine the ability of the personnel to participate had been completed as well.

These unfortunate events prompt a reminder that personnel are encouraged to participate in a regular physical fitness program, which should be monitored well in advance of the actual PRT. Prior to and after performing the test, participants should do warm-up and cool-down activities. Participants should also be made aware of warning signs of problems to look for during the test. Such simple actions will help minimize the medical risks during physical activity.

Routine fleet movements previously kept classified until 72 hours prior to arrival or departure may now be released as early as 90 days prior to the operational movement.

The new order, signed by Chief of Naval Operations ADM Frank B. Kelso II, was in response to family member input and difficulties encountered under the previous policy.

Navy officials noted that some naval operations will still warrant being classified. However, the new policy will allow better planning for arrivals and departures.

Women's uniforms are being re-sized to correspond more closely with civilian sizing patterns. The action is the result of input received from Navy women concerning design inconsistencies and improper uniform fit.

The new jumper white uniform, which was introduced to the fleet in July 1990, conforms to the new sizing guidelines. Khaki uniform items in both polyester-cotton and certified Navy twill (CNT) are now available at the Navy Uniform Center in Norfolk and will soon be available Navywide. CNT summer white uniform items will be available by early 1992.

Concern about women's uniforms surfaced during the past two Navy Women's Study Groups. As a result of the 1987 report, the Navy Exchange Command has increased the number of locations carrying women's uniforms, expanded the variety of sizes available and improved the fit. To create the new sizings, the measurements of several hundred Navy women were taken, analyzed and standardized. The new sizes were then wear-tested and integrated into new patterns.

The new sizings — petite, junior, misses and women's — translate into a more proportional fit than the current government size standards, which were developed from measurements taken during World War II. □

Mail Buoy

We missed it

I enjoyed your article on the commissioning of USS *Arleigh Burke* (DDG 51) in the October 1991 issue of *All Hands*. However, there was some wrong information cited in the article. It cited new design developments incorporated in *Arleigh Burke* were a result of USS *Stark* (FFG 31) being damaged by an Iranian-laid mine.

I believe the correct reference should be USS *Samuel B. Roberts* (FFG 58) was damaged by an Iranian-laid mine in the Persian Gulf in 1988. USS *Stark* was hit by an Iraqi missile.

YN2 Scott A. West
Naval Air Station Pensacola, Fla.

• *You're correct. Stark was hit by two Exocet missiles in her port side May 17, 1987. Samuel B. Roberts hit an Iranian mine April 14, 1988, ripping a nine-foot hole in her hull below her starboard main engine.—ed.*

How about us?

I'm currently stationed aboard USS *Midway* (CV 41). I have been on board for the last three years and during this time I have read your monthly issues religiously.

I would be the first to admit you have some very interesting articles, but the men on board *Midway* are proud people also. Although we are the smallest and oldest carrier in the fleet, we would still like to be recognized for what we do. *Midway* spent her time doing what was asked of her as well.

It's sad to think that a ship as fine as *Midway* can be considered old and forgotten.

BT3 Keith Crawford
USS *Midway* (CV 41)

Forgotten but proud

I'm writing to you in reference to your coverage of ships deployed in the Persian Gulf during the build-up of U.S. military power in the Middle East during *Desert Shield/Storm*. Specifically, I'm addressing this letter to the scores of Navy personnel who write to you each month disappointed because your publication failed to recognize their ship, battle group or unit.

Enough already! I understand that you're proud of your contribution to the war effort. I am also. My ship, USS

Francis Hammond (FF 1067), deployed on Dec. 8, 1990, and we spent the duration of the war in the Gulf. Returning to Long Beach, Calif., on June 8, 1991, we weren't recognized by *All Hands* either. But, we're all proud just the same. Isn't it enough to be recognized by your family, friends and crew members alike?

MM2(SW) Matthew M. Helf
USS *Francis Hammond* (FF 1067)

Confused

In the October 1991 *All Hands* issue, under the article "Fiery Vigil", I am somewhat confused as to which squadron CDR Ron Wiley commands. Is he the Commanding Officer of VAW 117 or the Commanding Officer of HS 117?

Being that "VAW" stands for Carrier Airborne Early Warning Squadron and "HS" stands for Helicopter Anti-submarine Warfare Squadron, you can see why I'm confused.

On Page 27, you say he is the Commanding Officer of Anti-submarine warfare squadron and on Page 28, you show him with two collies and you mention this is the Commanding Officer of VAW 117.

Although CDR Wiley is no longer the Commanding Officer of VAW 117, I would like everyone to know who he was attached to. Please make a note of this and keep up the good work.

YN3 Timothy E. Brown
VAW 113, Miramar

Reunions

• **USS Fargo (CL 106)** — February 1992, Norfolk. Contact Larry Eckard, P.O. Box 5145, Hickory, N.C. 28603; (704) 265-6274.

• **USS Southard (DMS 10)** — March 19-21, San Antonio, Texas. Contact Robert W. Nygaard, 1315 Kari Lane, New Brighton, Minn. 55112; (612) 633-6608.

• **USS Benewah (APB 35)** — March 1992, Hickory, N.C. Contact Larry Eckard, P.O. Box 5145, Hickory, N.C. 28603; (704) 256-6274.

• **USS Kanawha (AO 1)** — April 2-4, Charleston, W.Va. Contact Pat Sutherland, 2319 S.E. Spyglass Drive, Vancouver, Wash. 98684; (703) 845-5428.

• **E-LSM 446** — April 9-12, Norfolk. Contact Roy F. Smith, 717 Sparrow Road, Chesapeake, Va. 23325; (804) 420-8181.

• **USS Long Island (CVE 1)** — April 20-22, Las Vegas, Nev. Contact Lowell M. Sieler, 5808 W. Alta Drive, Las Vegas, Nev. 89107; (702) 258-6090.

• **USS Betelgeuse (AK 260)** — April 23-26, Charleston, S.C. Contact Arthur L. Miller, 8612 Delhi Road, North Charleston, S.C. 29418; (803) 797-7727.

• **Pensacola Preflight Officer Indoctrination Classes 1949-50** — April 24-26, Corpus Christi, Texas. Contact CDR 'Red' Ralston, 18638 Upper Bay Road, Houston, Texas 77058; (713) 333-4075.

• **USS J. Fred Talbott (DD 156)** — April 26-May 3, MS Ecstasy Cruise — Miami. Contact Vince Colan, P.O. Box 2207, Hendersonville, N.C. 28793-2207.

• **USS Ommaney Bay (CVE 79)** — April 28-May 3, San Antonio, Texas. Contact Lawrence F. Fitzgerald Sr., 3602 S. Parker St., San Pedro, Calif., 90731.

• **USS General W.A. Mann (AP 112)** — April 30-May 3, Norfolk. Contact Jerry Bligh, 685 Squire Circle #102, Naples, Fla. 33942; (813) 353-0891.

• **USS McCaffery (DD 860)** — April 1992, Jacksonville, Fla. Contact Edward J. Crowell, 3789 Eunice Road, Jacksonville, Fla. 32250-1910; (904) 223-0343.

• **USS Lloyd Thomas (DD 764)** — April 1992, Norfolk. Contact Robert J. Scherrer, 4812 Admiration Drive, Virginia Beach, Va. 23464; (804) 467-6270.

• **9th Seabee Battalion (World War II)** — April 1992, Pittsburgh. Contact Lewis A. Askham, 806 Spring St., Grove City, Pa. 16127; (412) 458-9279.

• **USS Sherbourne (ATA 205)** — April 1992, Baton Rouge, La. Contact Larry Eckard, P.O. Box 5145, Hickory, N.C. 28603; (704) 256-6274.

• **USS Mahan (DD 364/DLG 11/DDG 42)** — April 1992, Charleston, S.C. Contact Gene Kirkpatrick, 1525 Kings Road, Shelby, N.C. 28150; (901) 968-2248.

• **USS Ray (SSN 653) plankowners** — April 1992. Contact O.D. Carlson, 7609 Dublin Drive, Manassas, Va. 22110-3354.

• **USS Sproston (DD/DDE 577)** — Spring 1992, Chicago. Contact J.M. Callaghan, 14459 River Beach Drive, C-124, Port Charlotte, Fla. 33953; (813) 624-3177.

1992 Navy Sports Calendar

Sport	Training Camp	Armed Forces Championship
Boxing	NavSta San Diego Jan. 4 - Feb. 1, 1992	Fort Huachuca, Ariz. Feb. 2-8, 1992
Wrestling	NAS Pensacola, Fla. Feb. 1 - March 17, 1992	Fort Benning, Ga. March 18-22, 1992
Basketball (Women's)	NavSta Mayport, Fla. Feb. 15 - March 14, 1992	NavSta Mayport, Fla. March 15-22, 1992
Basketball (Men's)	NAS Alameda, Calif. March 7 - April 4, 1992	Camp Pendleton, Calif. April 5-10, 1992
Volleyball (Women's)	NAS Jacksonville, Fla. April 4 - May 2, 1992	NAS Pensacola, Fla. May 3-10, 1992
Volleyball (Men's)	NAB Coronado, Calif. April 4 - May 2, 1992	NAS Pensacola, Fla. May 3-10, 1992
Bowling	NAS Whidbey Is., Wash. April 11-18, 1992	Presidio of San Francisco April 19-25, 1992
Racquetball	NAS Miramar, Calif. April 29 - May 8, 1992	Fort Hood, Texas May 9-16, 1992
Track and Field	NavSta Mare Island, Calif. May 9-30, 1992	Castle AFB, Calif. June 1-6, 1992
Seaweed Competitions	NAB Coronado, Calif. July 6 - Oct. 9, 1992	TBA
Sailing Championships	NETC Newport, R.I. July 11-17, 1992	TBA
Softball (Women's)	NAB Little Creek, Va. July 18 - Aug. 15, 1992	NAB Little Creek, Va. Aug. 16-21, 1992
Softball (Men's)	NavSta Charleston, S.C. July 18 - Aug. 15, 1992	Camp Lejeune, N.C. Aug. 16-21, 1992
Golf	NAS Memphis, Tenn. Sept. 5-12, 1992	Fort Gordon, Ga. Sept. 13-19, 1992
Soccer	NAB Little Creek, Va. Oct. 17 - Nov. 7, 1992	NAB Little Creek, Va. Nov. 8-14, 1992

The Navy Sports Training Camps are open to all active-duty men and women. Selection of individuals to attend these camps is based on submission of an application to the Bureau of Naval Personnel (BuPers) Navy Sports and Fitness Office (Pers-651E). Athletes selected for these camps will be trained and will compete for selection to represent the Navy in the Armed Forces Championships.

For further information, contact your local athletic director or the BuPers Navy Sports and Fitness Office at Autovon 286-6492 or commercial (703) 746-6492, or write BuPers-651E, Washington, D.C. 20370.

