

# ALL HANDS

SEPTEMBER 1992

A dramatic photograph of a space shuttle launch at night. The shuttle is ascending vertically, leaving a massive, bright orange and yellow plume of fire and smoke that fills the left side of the frame. The shuttle itself is silhouetted against the dark sky, with its external tank and boosters clearly visible. The launch pad structure is partially visible in the lower right, illuminated by the intense light of the engines.

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Navy astronauts

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# Excellence exemplified



The 1992 Sailors of the Year (from left to right): Naval Reserve Sailor of the Year, HMC Paul E. Jensen; Shore Sailor of the Year, ACC (AW/SW) Iain G. Palmer; Atlantic Fleet Sailor of the Year, AMSC (AW) William C. Pennington; and Pacific Fleet Sailor of the Year, OSC (DV/PJ) David A. Albonetti. See story, Page 44.

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# ALL HANDS

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Photo by CMO2 Tony Alleyne

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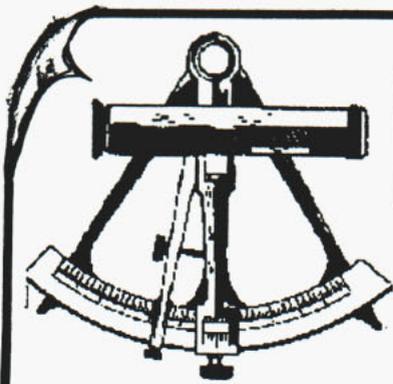
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**Front cover:** NASA's newest shuttle, Endeavour, makes its maiden launch May 7, 1992, with two Navy astronauts aboard. Naval officers have contributed to the space program significantly since it began in 1959. See story Page 18. Photo by PH1(AW) Joseph Dorey.

**Back cover:** A Young Marine gets close attention from his drill instructor. This inspection is part of a Washington, D.C. inner-city program to save youths from the streets. See story Page 40. Photo by JO1 Lee Bosco.



# From the charthouse

## CNO staff reorganized

Acting Secretary of the Navy Sean O'Keefe approved a plan which will reorganize the office of the Chief of Naval Operations (OpNav), the staff assigned to support the CNO, by Jan. 1, 1993. The plan, developed by CNO ADM Frank B. Kelso II, aligns the OpNav staff with counterparts in the Joint Chiefs of Staff.

The reorganization eliminates four three-star billets and cuts a total of 150 officer, enlisted and civilian billets from OpNav.

"I believe we will be a more effective, efficient and responsive organization when this transition is complete," said Kelso. "Leadership in Washington will be more streamlined, and leadership in the fleet will be more involved in requirements decisions. What this means to our people at sea is more effective support from headquarters and more vigorous leadership in the fleet."

Under the new organization, staffs of the current Assistant Chiefs of Naval Operations for Submarine Warfare (OP-02), Surface Warfare (OP-03) and Air Warfare (OP-05) and the Director of Naval Warfare (OP-07) will merge into one staff under the Deputy CNO for Resources, Warfare Requirements and Assessment, a three-star flag officer.

The current Deputy CNO for Plans, Policy and Operations (OP-06) becomes the Deputy CNO for Policy, Strategy and Plans, with a one-star in charge of Operations and Plans and a two-star in charge of Strategy and Policy. The Deputy CNO for Manpower, Personnel and Training (OP-01) becomes the Deputy CNO for Manpower and Personnel. The Chief of Naval Education and Training assumes responsibilities as Director of Naval Training and Doctrine.

Staffs of the current Deputy CNO for Logistics (OP-04); Director of Space and Electronic Warfare (OP-94); and Director of Naval Intelligence (DNI) essentially maintains their current responsibilities.

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## It's show time

If you are traveling to the Washington, D.C., area be sure to visit the recently completed Navy Memorial.

This tribute to U.S. sailors and their families features the Arleigh and Roberta Burke Theater—a 250-seat auditorium with a 52-foot wrap-around motion picture screen offering a special 35-minute Navy film, "At Sea."

Filmed aboard USS *Constellation* (CV 64), the movie spotlights real-life catapult officer LCDR Ray Turner as he leads the launch team and his audience on a journey at sea.

The film depicts life aboard a 16-story aircraft carrier as jet aircraft rocket across the deck's 250-foot runway.

The movie's three-dimensional video recording technique, combined with multi-layered digital audio, breathes power into the "At Sea" experience.

"At Sea" can be seen exclusively in the Burke Theater at the memorial, located midway between the White House and the Capitol on Pennsylvania Avenue.

Showings are every 45

minutes from 10:15 a.m. until closing. Call 1-800-821-8892 for more information.

## Navy eases your transition

Major transitions are always stressful, and transitioning from military to civilian life is no exception. But Navy people making that transition need not feel alone.

Every Navy person preparing to retire or separate has access to a support program which can help ease the stress and increase the chances for success. This support can begin as early as six months before leaving the Navy through the Transition Assistance Management Program (TAMP). TAMP offers a three-and-a-half day seminar which helps prepare service members for the civilian job market. It is available to all active-duty personnel (and their spouses) within six months of leaving the service.

Services through family service centers at 85 transition sites worldwide include:

- Employment assistance: seminars, computerized referral assistance and mini-resumes, automated bulletin boards with job openings, job

minutes from 10:15 a.m. until closing. Call 1-800-821-8892 for more information.



## Fiscal Year 1993 Selection Board Schedule

The Bureau of Naval Personnel (BuPers) recently announced the schedule of selection boards for FY 93. The following list summarizes all major boards. A complete listing of all selection boards will be promulgated in upcoming issues of *Link*, *Perspective* and the *1993 Navy Leader Planning Guide*. In addition, BuPers Access and BuPers' electronic bulletin board carry the listing. It can be accessed by calling 1-800-346-0217/18/27, or 1-800-762-8567 or (703) 614-8070/6059/8076 (Autovon 224).

Selection Board:	ACTIVE	RESERVE
Transfer/ Redesignation	Oct. 12, 1992/ Apr. 26, 1993	Jan. 11, 1993/ Jun. 7, 1993
0-7 Line	Nov. 2, 1992	Nov. 2, 1992
0-7 Staff	Nov. 2, 1992	Nov. 2, 1992
0-8 Staff	Nov. 30, 1992	Dec. 7, 1992
Enlisted High-year Tenure	Dec. 14, 1992/ June 7, 1993	Feb. 22, 1993
Senior Enlisted Academy	Dec. 1, 1992/ June 1, 1993	N/A
0-8 Line	Jan. 6, 1993	March 8, 1993
LDO (In-Service procurement)	Jan. 11, 1993	Feb. 22, 1993
0-6 Line	Jan. 12, 1993	Jan. 25, 1993
0-6 Staff	Feb. 8, 1993	May 17, 1993
0-5 Line	Mar. 9, 1993	Apr. 19, 1993
0-5 Staff	April 19, 1993	May 17, 1993
0-4 Line	May 18, 1993	June 21, 1993
0-4 Staff	June 14, 1993	Sep. 13, 1993
CPO (E-8/9)	March 8, 1993	March 29, 1993
CPO (E-7)	June 7, 1993	July 6, 1993
0-3 Line	July 26, 1993	Aug. 4, 1993
0-3 Staff	Aug. 16, 1993	Sept. 13, 1993

fairs, job preference for non-appropriated fund positions and priority in reserve affiliation.

- Financial assistance:

counseling and guidance in topics such as unemployment compensation, separation pay, Voluntary Separation Incentives

(VSI) and Special Separation Benefits (SSB).

- Separation assistance: pre-separation and relocation counseling, explanation of health benefits and leave, military family housing extensions, DoD school extensions, extended commissary and exchange privileges and homeowner assistance programs in the case of base closure.

- Education and training assistance: explanation and counseling concerning the Montgomery GI Bill, as well as job retraining and job placement under the Job Training Partnership Act.

Attendees may also learn how to find the career or job that is best for them, how to introduce themselves to potential employers and how to conduct an effective job interview. To find out more about transition assistance, contact your family service center or call 1-800-327-8197.

### DoD assists job hunters

The Defense Outplacement Referral System (DORS) has been established to help separating sailors make a successful transition to civilian life.

DORS is an automated resume referral service that provides potential employers with job applicants who meet their job

qualifications and match geographic preferences.

For more information about DORS, contact your base transition office or call 1-800-727-3677.

### Remember, review your microfiche

Sailors are responsible for periodically reviewing their microfiche records for accuracy.

Records can be reviewed in the records review room at the Bureau of Naval Personnel or by mailing a microfiche records request form (NavPers 1070/879) to the Bureau of Naval Personnel (Pers 313C), Washington, D.C., 20370-5313.

Forms are available in personnel offices or PSDs. It is important to include your signature, full name, social security number and a complete return address. A microfiche hand viewer may be purchased by including a \$4 check or money order payable to the Treasurer of the United States.

If you find errors or omissions in your record, corrections may be made by contacting Pers 313D at Autovon 224-2983/3654 or (703) 614-2983/3654.





# Gimme shelter

## *Improvements to housing and BQs get green light*

Story by JO1(AW) Linda Willoughby, photos by PH1(AW) Joseph Dorey

Quality of life means many things to many people, but a very dedicated officer at the Navy Annex Arlington, Va., is the vanguard of the Navy's quality of life programs. She has — as much as anyone can — nailed down what that nebulous phrase means to sailors and their families.

"My campaign for all three years I've been in office has been first and foremost focused on [Navy] housing," said the Director of Personal Readiness and Community Support, RADM Roberta (Bobbie) Hazard. "I have really pushed housing because [each] of us, single or married, has to live someplace, and you spend a fair amount of time in a residence, wherever it is. So [housing] assumes significant importance to single and married members — and the latter's spouses and kids."

Hazard, who works directly for the Chief of Naval Personnel, assures that the Chief of Naval Operations (CNO) understands, as well as many of the Navy's current three-and four-star leaders, that a strong tie exists between quality of life and operational readiness, morale and retention.

Although the Navy has always

been concerned about quality of life for its sailors, during the last decade it may have seemed as if the importance of a 600-ship Navy predominated.

Today's senior Navy leaders realize that the Navy's record-high retention rate is partially a function of sailors' satisfaction with the Navy, educational opportunities and upward mobility for growth and contribution. However, they also realize retention is high due to the external employment situation. To maintain an edge in an improving economy, Hazard feels, "The Navy needed to invest more resources in key quality of life areas like housing; morale, welfare and recreation; and child care."

In late spring 1991, the CNO tasked Hazard's office to find out how the Navy's housing standards measured up to DoD and the other services' standards.

To accomplish this, two major family housing studies were undertaken. The first dealt with the standards and policies that drive Navy housing requirements. Special focus was given to maintenance and repair, customer services and the total inventory requirements. The

second study dealt with the management of family housing. Hard on the heels of these two efforts were two similar undertakings that probed the status of bachelor quarters (BQs).

The results gave Hazard's office a new data base as well as the future direction Navy housing should take.

"Today we have about 73,000 [Navy housing] units, averaging 30 years of age," Hazard said. "But the good news is, one-third of these units are less than 20 years old, although many have a significant backlog of maintenance and repair. In fact the backlog of maintenance and repair is more than \$1.8 billion."

Hazard also pointed out that the Navy houses approximately 23 percent of those entitled to family housing. "The remainder are housed on the economy," she said, "60 percent of whom are housed ade-





**“People who are preoccupied with the fact their ceiling may be falling in, or other unaddressed problems at home can’t focus on their work . . .”**

quately. About 17 percent of our people are housed in what are termed inadequate quarters,” Hazard added.

Housing adequacy is determined by specific rules set by the Office of the Secretary of Defense (OSD). One of the regulations states that military members living on the economy have to live within a 30-mile radius of their command with less than an hour commute at peak traffic times.

“Obviously, driven by cost for the most part, [members] move further out because it becomes more affordable. The term ‘inadequate housing’ doesn’t necessarily mean members are living in a cracker box,” Hazard said. “But these houses fail to meet the OSD stipulations for one of a number of reasons. The point is that in these studies we demonstrated to the CNO we need to do a number of things.”

The group most heavily affected by the cost of housing is the Navy’s junior enlisted sailors — E-1 through E-3. As a result of a CNO decision, the Navy has recently issued a message to allow E-1 through E-3 members to be assigned to base housing on an equal priority basis.

Traditionally DoD has directed that housing be built and assigned in consideration of rank or grade structure. However, according to Hazard, during the last few years senior enlisted leaders have voiced strong feelings to policy makers urging them to allow junior sailors access to housing because they were experiencing such hardships, especially in high-cost areas.

In addition to these changes for junior sailors, one of the most positive outcomes from the studies is renewed focus on sailors’ quality of life as a key influence on operational readiness, morale and retention.

“We need to sound that theme and make sure people not only hear it, but also understand it. It is true that people who are preoccupied with the fact their ceiling may be falling in, or other unaddressed problems at home can’t focus on their work, and [all of their attention] needs to be focused on their job,” Hazard said.

The second item, addressed to the Navy’s senior leaders, focused on quality housing and is being called “Neighborhoods of Excellence.”

Total neighborhood upgrades, from housing renovation and improved landscaping and painting to better signs and recreational areas in family housing complexes, are only a few of the features sailors can look forward to under this program. According to Hazard, the definition of quality housing needs to include more than specific square footage requirements.

“It also must include decent customer services,” Hazard said. “When you call up you don’t just get put on a humongous waiting list to get



**“The one thing we  
have to do is build  
smart.”**

The Navy has requested in its POM-94 submission an additional \$300 million per year for six years to nurse family housing back to health. According to Hazard, this money will be concentrated first on the backlog of maintenance and repairs, second, on improved customer services; and third, on increasing the Navy inventory of homes.

“The one thing we have to do is build smart,” Hazard said. “By that I mean concentrating on those areas where we know we are going to be in the future. It would be absolutely dumb to buy or build a whole bunch [of houses] on a base that is going to close in two years. Of course it’s like reading tea leaves since we haven’t made those decisions.”

With the future uncertain, the Navy is looking to acquire housing in areas where it will remain. If these locations happen to be near Army or Air Force bases that are closing, then that affords a good opportunity to procure housing at these bases.

This huge investment puts the Navy beyond the \$1 billion a year mark for family housing in each of those years. “That kind of additional investment in housing during an era of reducing resources, is a strong statement from senior leadership about the importance of quality of life and housing in particular,” Hazard said.

Family housing is not the only type of housing being studied. Sailors living in BQs will see improvements in management as well as investment of additional money for upgrading barracks.

There are approximately 3,500 BQs with about 200,000 BQ spaces

repairs; you have a reasonable response time.”

Housing repairs, always a large part of the housing budget, is scheduled to receive increased funds to tackle the backlog, improve customer services and upgrade appliances.

“Why should we buy the cheapest appliances which often have the worst repair records?” Hazard asked. “We need not go ‘gold plated,’ but we should have the kind of appliances you would buy if you went out to the store.”

Money and expertise are the main ingredients needed to make housing repairs, but it takes new, innovative ideas to tackle the more complicated housing-related problems. Hazard’s office is exploring the possibility of

providing information and referral services to quality but affordable housing in the local community. She envisions that these experts would ideally be equipped with computers and multiple listings which would enable them to keep track of off-base housing, and they might even provide transportation to look at homes for families without a vehicle.

Another item that Hazard spoke about with senior leaders is loaner furniture. “Furniture is a huge outlay for families moving [overseas], but we have not had the funds in the past to invest in that extensively. We’ve got it in Naples and a few other places in Italy, but we now need to expand that opportunity to other places where we are concentrated overseas.”

(A space is defined as an allocation of an area with a bunk in it, not necessarily an individual room). Of these 200,000 spaces, about 145,000 are considered adequate, about 15 percent or 29,000 are considered substandard but can be renovated and 12 percent or 24,000 are considered beyond economical repair. The inventory averages 31 years of age, but almost one-third of the spaces are less than 20 years old and in good shape. Based on the projected size of the Navy for 1997, there is a likely shortfall of about 20,000 BQ spaces. Hazard said this deficiency will be addressed through a combination of major renovations and construction.

The backlog for BQ maintenance and repair—\$424 million—is much less than in family housing. The CNO has committed to substantially increasing the money previously invested in BQs for new acquisitions, maintenance and repair. Starting in FY94, the average budget of about \$350 million per year for six years should achieve the same kind of quality upgrade for BQs as for family housing.

Service to the BQ customer was also an important element of the studies. An early result was publication of a badly needed new edition of the Bachelor Enlisted Quarters (BEQ) Manual, superseding a nine-year-old version.

Additionally, the Management Assistance and Inspection Team from Hazard's office, which normally inspects BQs on a regular basis, took time off to develop training for BQ managers and to conduct two-day training sessions that

address the contents of the new manual and many other issues. The focus of the training is on quality and how it can be manifested: new customer service ideas, new housekeeping concepts and new instructions on how to build a budget and implement it.

"What I haven't mentioned at all, but is very important to our people living in BQs, is that we also focused on the need to refurbish or replace furnishings," Hazard said. "We have a lot of missing furniture. A lot of furniture is literally 15 to 17 years old and we need to replace it. We need to do whole-room refurbishment, and that is provided for in the additional dollars the CNO has agreed to support, commencing in FY94."

Another area being examined to relieve overcrowded barracks is to give those personnel who are now entitled to live ashore (namely E-7 and above, geographic bachelors and others authorized to move ashore if the BEQ is 95 percent filled) the right to use the same information and referral services available to Navy families. This initiative would help personnel living in barracks find affordable housing more easily.

According to Hazard, BEQ management has received its share of attention from the CNO. As a result, Naval Facilities Engineering Command has been tasked to become the program manager for BQs which will bring badly needed management and engineering expertise to BQs.

Hazard explained that changes will not happen overnight. However, many commanding officers and BQ

managers have already begun their own improvements through self-help programs involving Seabee units and BQ residents. Senior leaders are focusing on the quality of their BQs these days, and inspecting them and addressing their needs.

"Neighborhoods of Excellence is a term that applies equally to our BQs, Hazard said. "It's going to get better. In fact it's already getting better, and when you have that kind of interest from the top, it really filters down.

"I can see the difference in the pride of people already," Hazard said. "We've got to get a professional mind-set in terms of our management and let people know that there is no greater service than to serve Navy people." □

*Willoughby is a staff writer and Dorey is a photojournalist for All Hands.*



**"We've got to get a professional mind-set  
... and let people know that there is no  
greater service than to serve Navy people."**



Photo courtesy of NAS Pensacola



# Home on the base

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## *A closer look at Navy housing*

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Story by JO1 Chris Price, JO1 Sherri E. Bashore and JO2 Jonathan Annis

**E**ven though your home of record may be 1,000 miles away, the Navy aims to make your "temporary" government-owned quarters as comfortable and cozy as possible.

Officials at the Naval Facilities Engineering Command (NavFacEng-Com), Washington, D.C., are hoping that new appliances, modernized baths and kitchens, better landscaping and additional recreational facilities in family housing areas make a difference in the lives of Navy families. With some newly acquired funds, NavFacEngCom hopes to turn

government quarters into communities where families can be proud to live and have a sense of home ownership, even if their stay is only a short one. The Navy strives to develop its own excellent neighborhoods — those with the same traits sailors look for when house-hunting in civilian markets. Navy officials call the concept "Neighborhoods of Excellence."

For many Navy families, military housing is an attractive option — particularly if living on base is physically and economically convenient. The Navy's aim is to offer

the "best in housing" to sailors and their families.

To prove that point, Norfolk, San Diego and Pensacola, Fla., were selected as "showcase" locations for Neighborhoods of Excellence — revealing the latest in Navy housing modernized for the '90s.

Although these homes won't be featured on a Saturday morning "home showcase" channel, the concept is almost the same. They will be occupied by residents who will be partly responsible for selling the concept to the fleet by maintaining their properties and keeping them



**Opposite page: Navy housing areas have become showcases in the major Navy towns of Pensacola, San Diego and Norfolk. Left: ENS Robert Glenn searches for information about Pensacola housing on the Touch Information Products Services computer.**

things we need to fix to protect structural integrity," Bates said. "From there we'll talk to managers and occupants to find out what changes they would like to see. The inspector also recommends improvements we need to make. Residents know [first-hand] from living in the community what the problems are."

The Navy has always been concerned about the needs of on-base housing residents, but these efforts usually were concentrated on fixing up, repairing and revitalizing needy areas — project by project. Little consideration was given to the personality of the whole neighborhood, but things have changed. Now emphasis is being placed on an entire neighborhood's needs. These new initiatives are overwhelmingly approved by Navy leaders.

Whole-house renovation should be taken care of at the time of a change in occupancy. "We are looking at the one-time, as needed total replacement of wiring and plumbing to last another 25 years," said John Aldridge, housing facilities director at Naval Air Station, Pensacola, Fla.

Whereas public works center crews once did between-resident maintenance and answered all trouble calls, these duties are now immediately passed to local contractors through a dedicated housing contracts department in the field.

Recently the contractors sped the process even more by extending their hours into the evenings and weekends, making the service convenient to working parents. The contract is continually being refined to meet its customers' needs.

"I think some of the other bases are taking a look at what we are doing and have altered their proce-

attractive. Thus, when prospective residents pass through one of these three Navy areas, they will get a first-hand look at what's new and different in the world of Navy family housing on the East, West and Gulf coasts.

"Each base is developing its own revitalization plan for Neighborhoods of Excellence," said Betty Bates, head of Norfolk's family housing.

The plan not only includes modernizing interiors with new appliances, it also improves exteriors with quality playgrounds and recreational facilities, like jogging paths and fitness trails. But for any plan to work smoothly, it must start with a strong foundation.

"We started with an engineering inspection to tell us what's wrong with the structural, electrical and mechanical areas in the units —

dures already," said CDR James McCarty, Military Housing Director at San Diego. "Each geographic location is slightly different depending upon their conditions."

By far, of the three showcase commands, San Diego is the most expensive in terms of living on the economy, with two-bedroom apartments in decent neighborhoods starting at \$680 per month. San Diego is also the largest all-Navy housing area with seven offices managing 21 sites for a total of 7,291 units.

Even so, McCarty said these numbers still fall short of the ideal — a move with "no waiting." Currently one in five families reside in Navy housing, while there are more than 7,500 people on waiting lists.

"If we could move a family from door-to-door, we would save the government money because we wouldn't have to give them basic allowance for quarters (BAQ) and variable housing allowance (VHA) when they live in the community," McCarty said.

The family would also save the out-of-pocket percentage, normally about 15 percent of the rent, which can take a large bite out of discretionary funds in high-cost areas. He said that while customer service helps to achieve excellence for San Diego, a housing system that eases the burden, particularly to younger families with more than one child, can be more important.

"Whenever we move that family into military housing, if they were struggling to make the rent payment, then we have helped that family have a significantly better quality of life," McCarty said.

Whether or not this long-term goal can be achieved with funding and

**Above: Many sailors say the beautiful surroundings in some of the housing areas relieve stress. Right: Moving is a fact of life for all sailors, but housing officials have worked to make each sailor's move more pleasant.**



Photo by J02 Jonathan Arnis

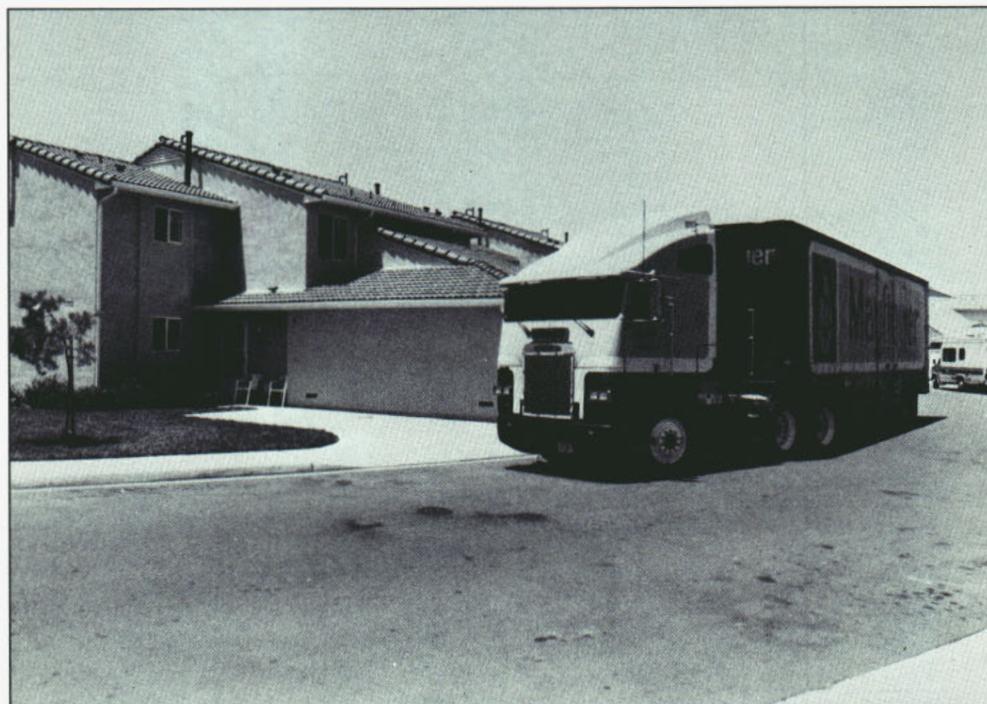
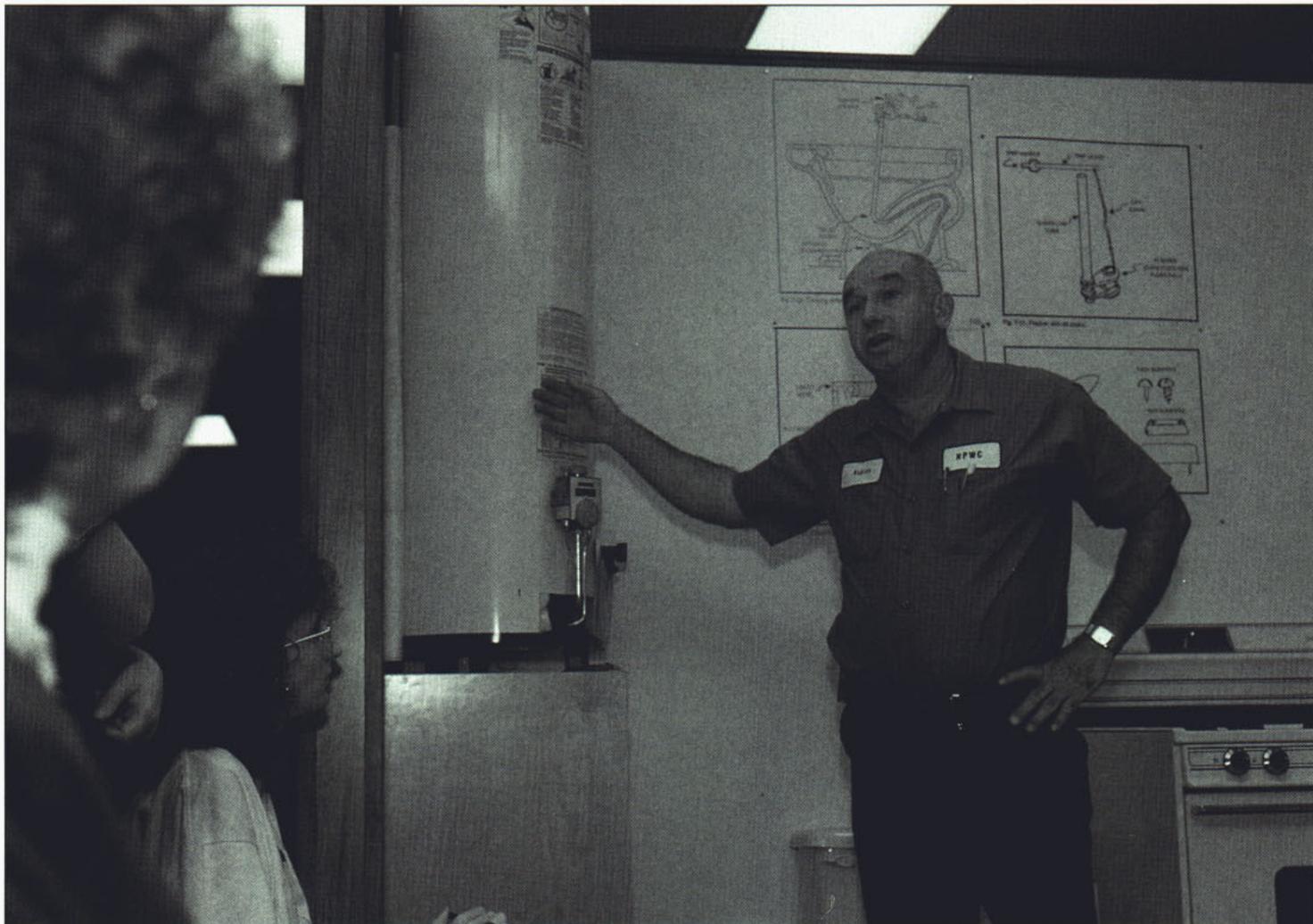


Photo by J02 Jonathan Arnis



**Pete Noble of Pensacola's "Self-help Academy" instructs housing residents on minor repairs and coping with everyday inconveniences.**

staff levels to be made available, San Diego has been able to add approximately 300 new units per year as well as keep older units on-line.

Aside from standard military construction projects which can take up to three years to complete, San Diego took advantage of a building boom to begin direct acquisition with MilCon authority of ready-built apartment complexes from private contractors in 1984.

Completing the deal on these sites has typically taken less than 12 months, and for a comparable price has included several amenities not normally found in MilCon projects, such as swimming pools, tennis courts, tot lots, playgrounds and clubhouses. The challenge then is to

bring older MilCon sites up to this standard.

"Some of our largest plans are to take some of the older units that we have from the '50s, and go in and rebuild," McCarty said. "With a new site layout we could build the houses differently, increase the playground area, increase some of the other amenities and upgrade those units to more modern housing."

The housing offices in all three areas have contracted to develop community master plans, which include suggestions on how to modernize existing units. "We're approaching this from a 'what do we need?' aspect, then looking at what we can do within the funding level. We don't know exactly what funding we're going to get at this point," Bates said.

"We need to have our plans in place," she added. "If we can't do it all right now, maybe we can do it

several years from now. With the downsizing of the Navy we should try to meet the quality of life issues in regards to Navy family housing worldwide."

Norfolk's housing plan includes improving customer service by extending operating hours of offices usually closed on evenings and weekends. The new Welcome Center located in Norfolk's JANAF (Joint Army Navy Air Force) Shopping Center has already extended its hours to all-day Saturday. Norfolk's very successful Welcome and Housing Departure Centers have caught on in the fleet, prompting San Diego and Pensacola to consider creating such centers.

The Public Works Center (PWC) in Norfolk now accepts maintenance request calls from residents after normal working hours.

"We want to do a better job serving our customers," Bates said.



"It doesn't do the service member any good if we're only open when he or she is at work. We can implement some changes immediately at little or no cost.

"The philosophy is 'quality people, quality facilities,' so that we have the very best for the people who remain on active duty. The biggest compliment we could get when we finish is to have a civilian walk in and want to rent one of our units because it looks just like civilian housing," Bates added.

Norfolk's comprehensive plan includes all Navy family communities including Little Creek, Oceana and Dam Neck. PWC Norfolk is submitting project proposals independently of neighboring bases. The Norfolk housing areas specifically targeted for the Neighborhoods of Excellence revitalization plan include the Carper and Hewitt apartments; ACT (Allen, Capehart and

Torgerson communities); Armed Forces Staff College; Ben Moreell; and Willoughby. These units, some more than 50 years old, are managed by the PWC's housing office, and not all are located directly on the installation. In April the Norfolk Naval Shipyard housing in Portsmouth, Va., was added to Norfolk's agenda.

Residents can voice their opinions about renovations at monthly community association meetings. A quality-of-life council — composed of the presidents of the community associations, security, recreation services and housing members — is also available to residents. A big chunk of the program rests on residents keeping their neighborhoods looking like showplaces.

"One of our initiatives is to expand our self-help operation, pride of ownership and trusting residents to do more. We'll hold classes to teach young families in Navy hous-

**Safe playgrounds are important to Navy parents. Navy housing's Neighborhoods of Excellence program strives to provide children with clean and crime-free recreational areas.**

ing how to take care of their homes. We don't expect them to get on a ladder and repair the roof," Bates said, "but they can paint or tighten a loose hinge. We are currently developing a preventive maintenance program to maintain communities once revitalization is complete. But the money has got to continue to flow to support the program."

Pensacola offers a similar program called the "Self-help Academy." The academy, located in the housing office, offers a complete functional kitchen, mock displays of internal components, a hot water heater, a commode, a fuse box and other household items for regularly scheduled classes. The instructors demonstrate what to do when something

goes wrong. This type of instruction reduces the number of "trouble calls" placed and reduces maintenance costs.

However, government quarters aren't always readily available. Families need a place to live while on the waiting list. Nearly 16 percent of Pensacola's married service members live in military housing. The remainder live on the economy. With those statistics in mind, the housing office devised an initiative to assist sailors in finding quarters off base — the Volunteer Realtor program.

Realtors in the Pensacola area provide full-time volunteer services to the housing office using customers' requirements, — rent payment, length of commute, number of bedrooms, number and type of pets. Realtors access the Multiple Listing Service (MLS) computer system and provide house-hunters with a list of every home, townhouse, duplex, condominium, apartment or mobile home available. Realtors are also available to assist military families with questions regarding VA, FHA or conventional financing.

"We are here to help them with their housing needs," said Mike Brunet, a volunteer realtor. "We're not here to push buying property; we're here to provide information and to take the stress off of finding a place to live." These volunteers serve more than 1,200 customers a year.

"The volunteers have been well received," said Linda Barchett, Pensacola's personnel support division director. "There was a lot of hesitation when this program went into effect, but we haven't had any problems."

According to Aldridge, Pensacola has succeeded by thinking in futuristic terms.

"The Pensacola housing directors have been mindful of what changes we should make to provide adequate housing for our service members,"

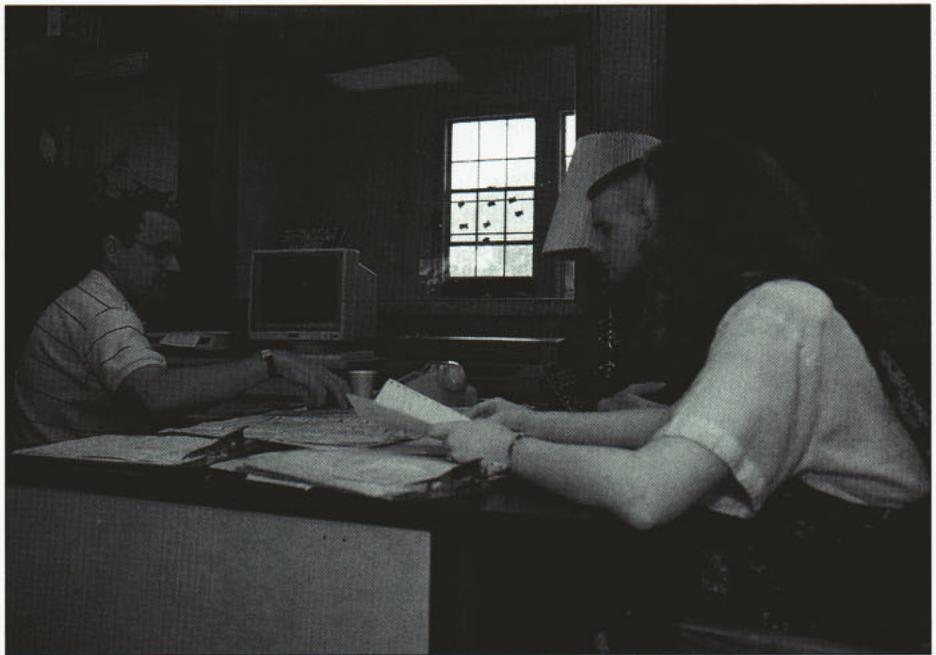


Photo by JO1(SM) Joe Barlett

he said. "We looked to see if we had enough housing. We didn't. So, we are building 300 new houses on a build-to-lease or 801 program."

Under the 801 program a contractor builds and maintains the property, and the government leases the houses for 20 years, after which the government has the first option to purchase the property.

Mariner Village, the 146-acre 801 project to be constructed at Pensacola, will have 300 single-family dwellings and will be situated close to the base. Each unit will be constructed of brick and vinyl siding and include a garage. The site will have three lakes, nine playgrounds, ballfields, basketball courts, a jogging trail, a recreational vehicle storage facility and a community center.

"The nice thing about new construction of these single-family homes is that all the considerations are available such as a community center, tennis courts, playgrounds, jogging trails — everything you would want in a community you would like to live in," Aldridge said. Under the Neighborhoods of Excellence program, Pensacola has prepared improvement projects that will modernize all family housing assets in Pensacola, to begin in FY94.

An elementary school has also been built in that area, but not just

**Mike Brunet (left), a volunteer realtor in the Pensacola area, counsels Marine couple Frank and Debra Fuller during their house-hunting efforts.**

because of the 300 new Navy units. The school board realized it didn't have enough schools in the area long before the funds became available for new Navy housing. According to Aldridge, "The timing was right with what was proposed by the school board."

Many of the programs proposed in the Neighborhoods of Excellence have already been implemented by Pensacola, including the volunteer realtor, electric deposit waiver, self-help academy and adopt-a-playground programs.

All housing officials agree that if sailors are provided quality homes, they'll take care of them. The housing directors of the three housing locations want to try to improve the image of Navy housing through the Neighborhoods of Excellence program, and that's what NavFac-Eng-Com is committed to doing. For now, Bates, Brown and McCarty feel their housing areas will be appropriate models for anyone who wants to take a peek at what's new in Navy family housing conveniently located on all three coasts. □

*Price is assigned to USS L.Y. Spear (AS 36). Bashore and Annis are staff writers for All Hands.*



# “It’s the right thing to do”

## *Single sailors get better barracks*

Story by JO1 Steve Orr and LT Dennis Burt

**T**he young seaman, tired after a cross-country journey from a West Coast ‘A’ school, pockets a piece of paper with a temporary barracks room assignment and walks through the glass double-doors of a World War II era building. Dropping his seabag to the floor, the sailor stares in disbelief.

Instead of the typical tiled floors of a barracks quarterdeck, there is a paneled lobby which sports wall-to-wall carpeting and plants. The traditional quarterdeck has been replaced by a hotel-style front desk.

Next to the lobby are three comfortable lounge areas. In one room, barracks residents watch a movie on cable TV on a large-screen television. Across the lobby, several sailors study for upcoming rating exams as music plays on the lounge’s stereo system. In the third and largest lounge, sailors joke and laugh as they play billiards and video games.

The weary seaman isn’t dreaming. His assigned barracks is typical of several older buildings now undergoing extensive renovation at Naval Station Norfolk. The rehabilitation of quarterdeck and lounge areas is just the first major improvement in barracks living that was initially envisioned by CAPT Raymond P. Conrad, commanding officer of Naval Station Norfolk, and his staff.

When Conrad took command of Norfolk’s Naval Station in July of 1990, a tour of existing barracks facilities convinced him that improvements in many of the buildings must be a top priority. “I discovered that of 17 bachelor enlisted quarters (BEQs) on the base, 11 were



Photo by OS2 Steven Walkup

built before 1942; they were built before I was born,” recalled Conrad. “Only two of the 17 had been built in the last two decades.”

Conrad consulted his staff civil engineer and billeting officer and looked at construction projections for the planned replacement of the older buildings. “We are looking at projected construction that was already pushed back until the mid-to late-’90s,” he said. “I looked at the plan and decided we couldn’t wait until the end of the century to do something about the barracks at Naval Station Norfolk.”

What followed was an aggressive, innovative and ongoing program, dubbed “Project Upgrade,” to renovate many of the oldest buildings. Conrad admits his motives for the project were straightforward yet simple.

**A hammer, nails and a sailor mean more comfortable surroundings for the temporary residents of Naval Station Norfolk’s transient barracks as part of a rehabilitation program for the old building.**

“We run what roughly amounts to a 5,000-bed hotel, including the bachelor officer and bachelor enlisted quarters (BEQs),” he said. “We decided our long-term goal should be that when someone checks into one of our barracks, it should be like checking into a civilian hotel.”

To meet this goal, arrangements were made to purchase new furnishings such as desks and mattresses, and to begin cosmetic and structural repairs to the aging barracks. “We made a priority list of buildings to upgrade and came up with a list of seven older buildings,” Conrad said.

"Using this list as a guide, my staff and I came up with a three-phase plan."

Phase one is aimed at improving the appearance and habitability of a building's common areas, including the entrance, lounges and passageways. "These are the areas a sailor sees first when entering the barracks. They are the areas that make a first impression," said Conrad. "We want to fix those places first so that people can have a nice, comfortable atmosphere in which to relax."

Phase two involves the upgrade of head facilities. "During a period of 50-odd years, a lot of things have been done to improve the plumbing and many of the fixtures in our barracks' heads," Conrad explained. "However, we feel several more improvements are still needed, such as individual shower stalls and better sink fixtures."

Phase three plans for an extensive facelift of individual rooms and semi-open bay barracks areas.

In researching the project's feasibility, Conrad's staff traveled to nearby Langley Air Force Base to study a similar program already in place there. "We were looking at how the Air Force had their barracks set up," recalled CDR Ann Kanuck, who served as Conrad's billeting officer at the beginning of Project Upgrade. "While there, we focused on how they were using the self-help concept to maintain their buildings."

"We originally imported two Air Force sergeants to advise us on how to proceed on plans we'd already drawn up," Conrad said.

"We felt we could buy the construction material we needed fairly inexpensively, but we couldn't afford to have outside contractors or public works come in and do the actual work for us."

**Transient sailors working in Project Upgrade learn practical construction skills.**

Although the naval station at Norfolk has a construction battalion in residence, the decision was made to look elsewhere for Project Upgrade's work force. Naval Station Norfolk's Transient Personnel Unit (TPU) was approached with the idea of using sailors on medical hold or awaiting separation to make needed repairs and renovations to the old barracks.

"We were told they needed volunteers — real hard-charging supervisors," Engineman 1st Class Mark Grady said. Grady, along with Signalman 1st Class (SW) Richard Goodchild, Builder 2nd Class Terrence Greenlaw and Utilitiesman 2nd Class McKeithan Jones, all from Naval Station Norfolk's TPU, volunteered to form the core group of Project Upgrade. These experienced petty officers were placed in charge

of training and supervising the transient sailors involved in the extensive project.

Using transient sailors for such a complicated job proved to be a challenging proposition. Most people are part of TPU for only a short time and few of those working on Project Upgrade are trained in the sort of skills needed to rehabilitate the barracks. Additionally sailors awaiting separation from the Navy are frequently more concerned with their out-processing than with their daily work. Others on medical hold have physical limitations on the sort of work they can do. Since Project Upgrade is a pilot program, there is no how-to book or guide to follow.

"It's an interesting experimental work force," Kanuck admitted. "There is no way to know from day

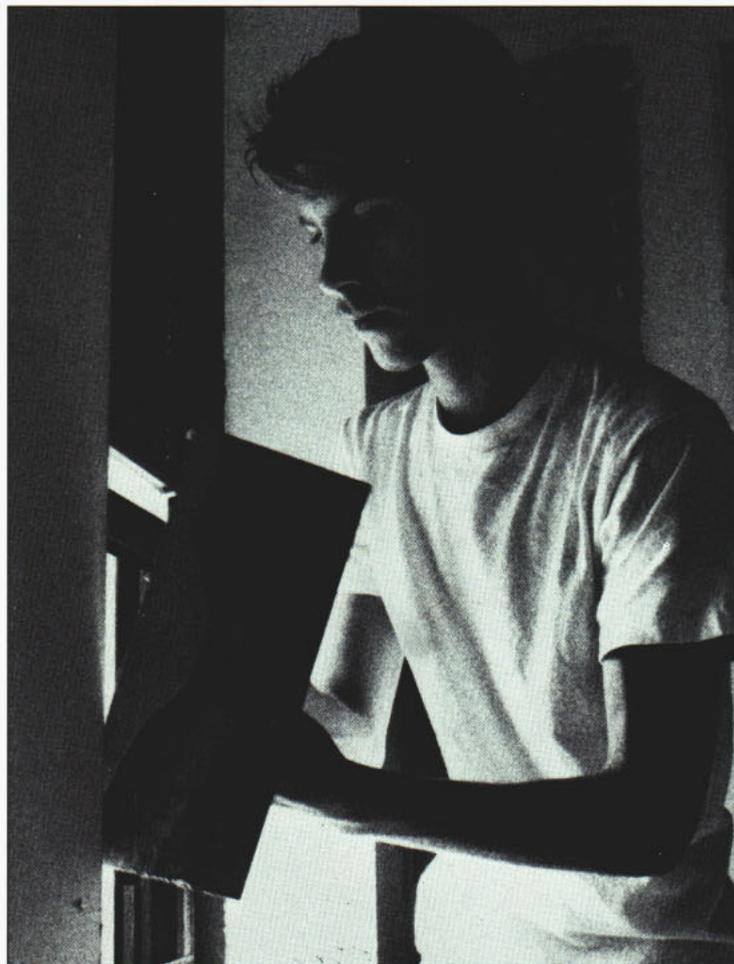


Photo by OS2 Steven Walkup

to day how many people will be available to work. There are days when three people would be assigned to the upgrade, and two of them are the supervisors. Other days there could be 15 to 20 people on site. Much of the time, it's either feast or famine."

The petty officers who act as supervisors note that sailors who come to TPU expecting to do routine grounds-keeping work are often excited to be doing something more permanent.

Sailors on medical hold may be in the unit for months and are sometimes trained to assume supervisory positions. According to Grady, some of those awaiting separation often experience a change of attitude and display enthusiasm in the construction environment. "Some of these guys have something to prove to themselves," he said. "We have to hold these guys back sometimes."

Transient sailors who find themselves assigned to Project Upgrade are taught to use many types of carpentry equipment and learn to hang wallpaper and paneling. "The skills we learn working in these barracks are skills we can use in the civilian world," said Boiler Technician 3rd Class Martin Adair. "We get to work at our own pace. The job we do here is more rewarding than some we could be doing for TPU. It sure beats picking up cigarette butts from the side of the road."

"Most of the sailors who transit through our TPU have either medical problems or discipline problems — that's why we have them," Conrad noted. "Our project supervisors teach them the skills to accomplish our goals. Many of the sailors we've had go through here have said, 'Thanks, we've learned something we can use later on.'"

"You have to believe in the goodwill and good nature of the individual," Conrad continued. "It also helps to have some pretty special



**Top:** In years past sailors might have had to leave the barracks to shoot a friendly game of pool but since the renovation a game is just down the hall. **Right:** One unique aspect of Project Upgrade is the use of transient sailors to complete renovations.

guys supervising the project. They don't just stand around directing traffic; the supervisors are in there working just as hard as anyone else."

From the beginning, safety and teamwork have been top priorities, and the experiences of incoming TPU sailors are used whenever possible. "When we run into a problem, we get everyone together," said Greenlaw. "It's not always the guys in charge who come up with solutions."

Using transient sailors in this type of self-help project has helped breathe new life into some of the Navy's vintage buildings which were originally temporary structures. Conrad estimates the usefulness of barracks built before and during World War II is being extended by 10 years or more. One structure, designated E-26, served as



the test platform for Project Upgrade. Lessons learned during its renovation will be applied to other barracks on the rehab schedule.

The target areas for the first phase include passageways, lounges, ladder wells and other common areas. E-26, like other barracks on Naval Station Norfolk, had been used hard and needed extensive work to meet the livability standards required by Conrad and his staff.

"We had one big lounge area that needed a lot of work," recalled Goodchild. "We painted it and divided it up into a vending machine room, an office, a pool room and a phone lounge."



Photo by JO1 Steven Orr

lence Upgrade program (FixUp), designed to improve the quality of life for sailors ashore.

A major benefit of Project Upgrade is the estimated savings of more than \$1 million using the self-help concept. "I did not go into this with the idea of saving military construction dollars," Conrad said. "I went into this with the idea of knowing that these 40- and 50-year-old buildings had to last another decade."



Photo by JO1 Steven Orr

**Top: Building E-26's traditional quarterdeck was converted into an eye-pleasing reception lobby during the first phase of the upgrade. Above: One of the Naval Station's oldest structures, the transient barracks served as the starting point for Project Upgrade.**

The second and third phases of Project Upgrade continue in E-26, and renovations are now underway on other barracks around Naval Station Norfolk.

Project Upgrade is also a good example of Commander-in-Chief Atlantic Fleet's Installations Excel-

"Using common sense and good planning, [the work force] has made the common areas of the BEQs easier to maintain and cheaper to repair," said Senior Chief Electronics Technician (SW) William Dunne, the assistant project director. "Because of the need to train transient sailors and the rapid turnover of the work force, work done by the project does take longer to complete. But a sailor costs one third of what a civilian worker would, and he gets paid whether he's working on the project or not."

According to Dunne, using transient sailors to complete the barracks renovations has resulted in quality workmanship. "You put a fireman and a signalman together and hand them a hammer, they turn into builders," he said. "Their work is better and higher quality than the work of some of the contractors. You can't buy the pride that goes into this kind of work with a contract."

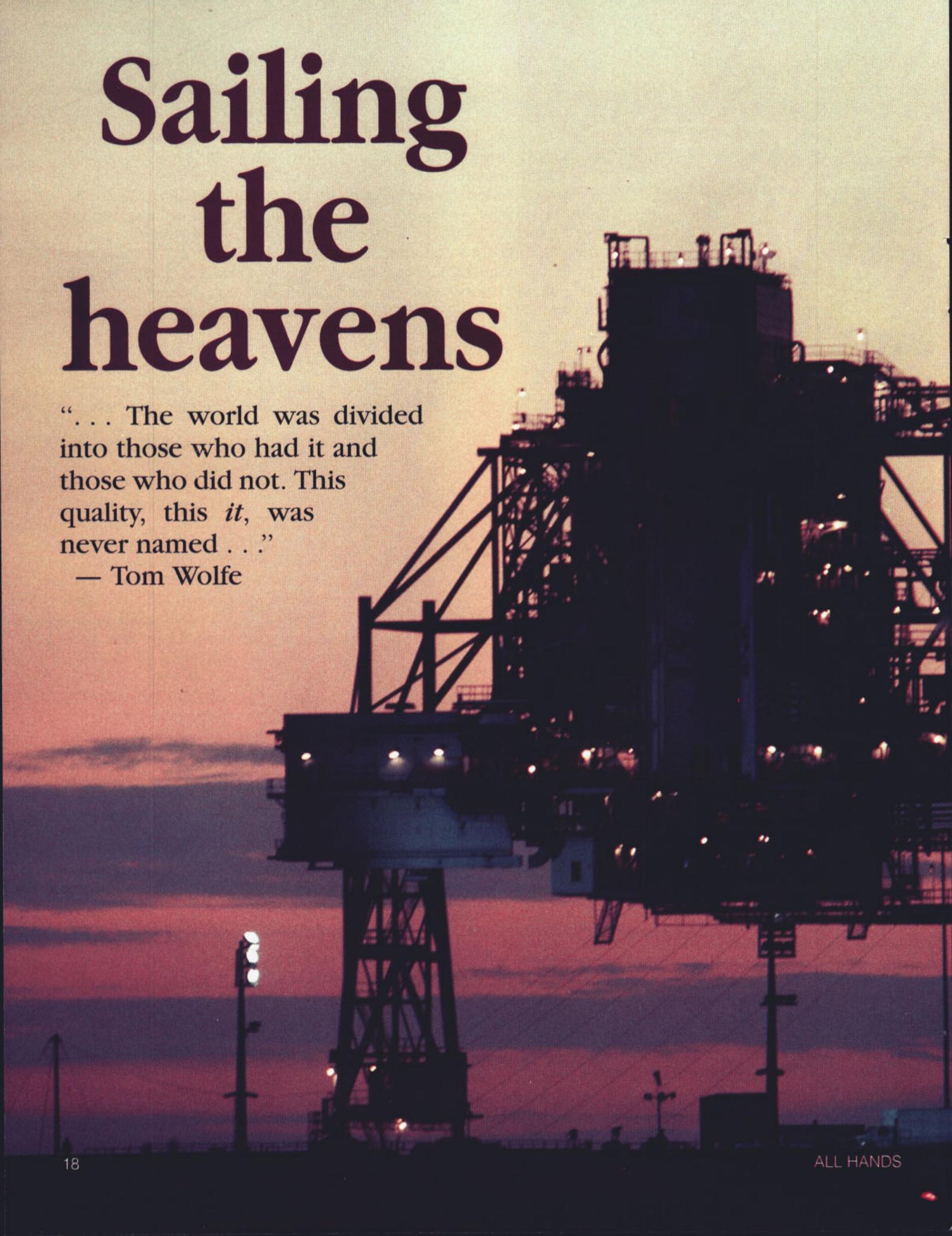
"What has impressed me," said LCDR Lisa Curtin, the executive officer of TPU Norfolk, "is the leadership of the permanently assigned petty officers in directing the transient labor, and the kind of quality work that has resulted. I never expected to see such top-notch work. They could compete with the kind of finished work I've seen carpenters produce in custom homes."

As Project Upgrade progresses, it continues to pay off in other ways for Naval Station Norfolk. The self-help program was a major contributing factor when the Atlantic Fleet command won first place in the FY91 Admiral Zumwalt Award competition for excellence in billeting. Project Upgrade also helped Naval Station Norfolk earn the nomination for the Bronze Hammer award for self-help programs.

"Winning the Zumwalt Award meant that the idea to launch a program and make our own improvements, using the self-help concept, was one that not only made sense, but was the best way to improve our ability to meet our customers' needs," Conrad said. "Looking back at what we've accomplished in the past two years and what we have planned for the future — I'm convinced it was the right thing to do." □

*Orr is assigned to NIRA Det. 4, Norfolk. Burt is public affairs officer, Naval Station Norfolk. Walkup is assigned to the Norfolk BEQ.*

# Sailing the heavens



“... The world was divided into those who had it and those who did not. This quality, this *it*, was never named . . .”

— Tom Wolfe



Story by PH1(AW) Joseph Dorey

**S**omewhere over Africa, 225 miles high, NASA's newest space shuttle, Endeavour, carefully approaches a marooned satellite. Perched on a 50-foot robotic arm as the shuttle orbits the earth at 17,000 mph, Navy astronaut CDR Pierre J. Thuot, armed with a 15-foot "capture bar," inches his way toward the silent monolith.

Inside the shuttle, Endeavour's commander, Navy CAPT Daniel C. Brandenstein, maneuvers the craft to within 10 feet of the errant Intelsat VI communications satellite. Thuot reaches to attach the bar to the satellite, but it doesn't catch. The slightest nudge sends it spinning off to the right.

"Oh man, can you get back to it?" Thuot asks.

"Gonna be pretty tough with that [spin] rate," replies Brandenstein.

"Hardly touched it," Thuot returns. After further attempts make the satellite's spin worse, Brandenstein decides to back off.

"We've got to get away from this thing," he tells mission control. "I don't think there's any way we're going to get it. We wish the home team had won today, but there's always tomorrow."

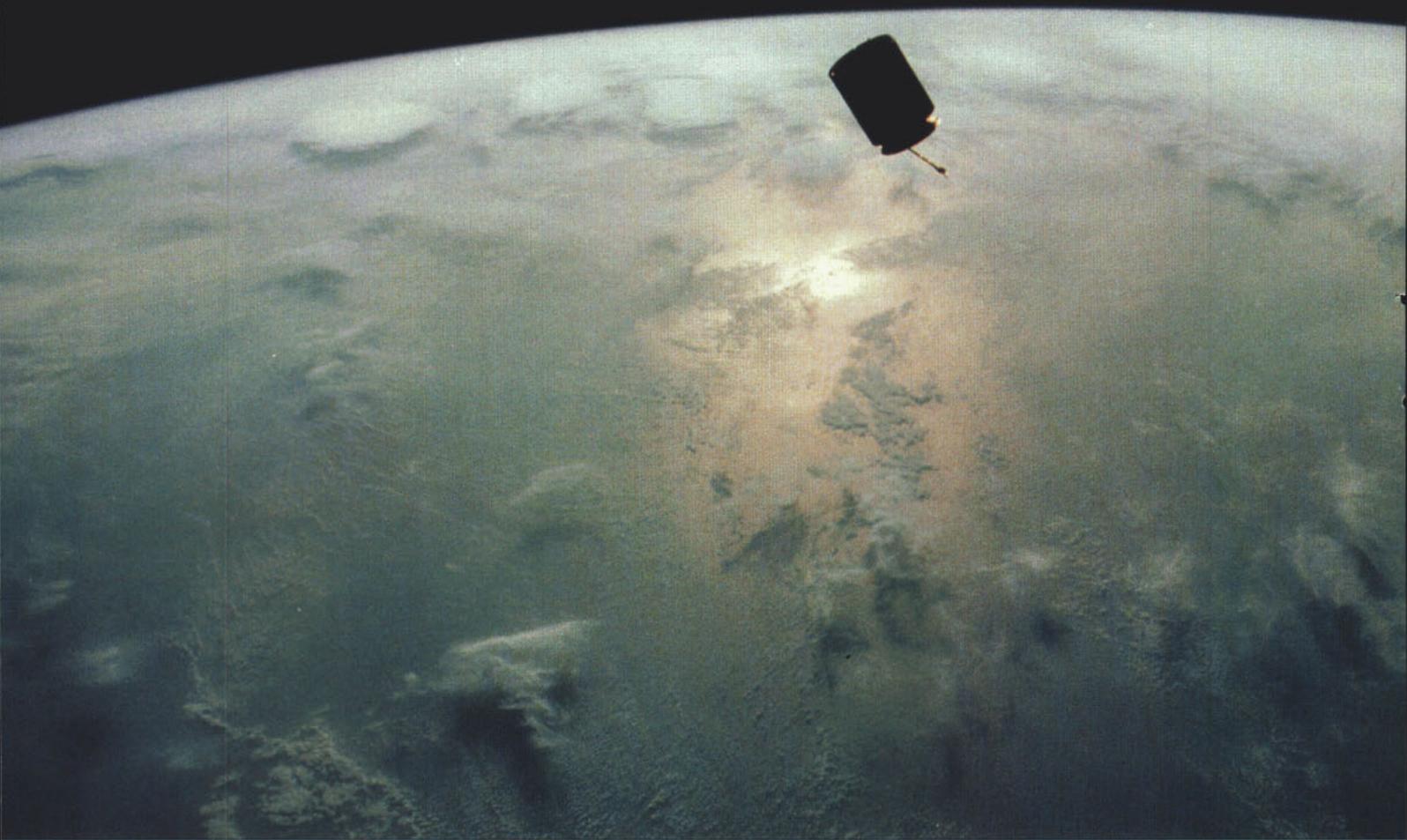
Three days later, Thuot is back on the robotic arm for a third and final attempt at rescuing the satellite. Out in the payload bay with him are two crewmates making an unprecedented three-man space walk. Again Endeavour's commander positions the shuttle under the satellite. The astronauts are evenly spaced below it, ready to reach up with their gloved hands to grasp the uncooperative behemoth.

"Real easy, guys. Real easy," warns Brandenstein as the satellite moves into position.

"I think this is it!" exclaims one of the space walkers. "I can reach. Yeah, I can reach."

"Okay, I can touch it with my left hand," informs another. Simultaneously all three grab the satellite.

"Houston, I think we got a satellite," Brandenstein tells mission control.



**Above:** Intelsat VI floats over a blue and white Earth as Endeavour crewmen prepare to capture the errant satellite. **Left:** Flight director Granvil A. Pennington watches a large monitor at mission control in Houston as Navy astronaut CDR Pierre Thuot attempts to lock onto Intelsat VI. **Opposite page:** In launch pad 39B's white room, Thuot (left) and mission specialist Rick Hieb prepare to enter Endeavour for launch.

**M**uch of the nation watched Endeavour's dramatic satellite rescue May 13, 1992, on live television. But this was not the first time that Navy astronauts have distinguished themselves in NASA's space program.

Starting with America's first man in space, Alan B. Shepard Jr., the

Navy has provided 42 astronauts to the space program. In 1959, then-LCDR Shepard was selected as one of the original seven Mercury astronauts along with LCDR Walter M. Schirra and LT M. Scott Carpenter. There are currently 15 Navy officers in the astronaut program.

For CAPT John O. Creighton, 49,

the Mercury program was a definite influence in his decision to pursue a NASA career. "I've always wanted to fly," said Creighton, who was selected as an astronaut in 1978. "When I was in high school the Soviet Union launched the first *Sputnik* [satellite] and shortly thereafter Shepard and [Yuri] Gagarin went into space. It planted a seed that this was something I might like to do someday."

Thuot, 37, became interested in NASA during the Apollo project of the late 1960s. "I remember sitting there watching TV when Neil Armstrong stepped out on the moon.



Chills ran up my spine," Thuot said. "I thought, what a great job to be able to fly to distant lands and visit exciting places."

Although selected for the astronaut program as a mission specialist in 1985, Thuot did not get into space until 1990. The Endeavour mission was his second space flight — one for which he trained almost two years.

But even after that two years of intense preparation, Endeavour's rescue mission was jeopardized because of natural forces that cannot be reproduced on earth.

One reason he had trouble capturing the satellite, Thuot said, was because training in the earth's gravity of one "G" does not simulate the weightless environment of space very well. In Houston, astronauts use an underwater trainer which only gives them neutral buoyancy, the closest they can get to weightlessness on earth.

"Underwater training is very good for many tasks, but not everything,"

said Thuot. "In order to move your hands in the water, it takes a considerable amount of effort because you have to push all that water out of the way. To stop takes no effort; the drag of the water stops you. In space it's just the opposite."

Pushing gently on a mock-up satellite on earth in an air-bearing floor trainer does not move it very far, Thuot explained. But as he found out, pushing even slightly on the satellite in space caused it to move away easily.

"We had a false sense of security when we touched the satellite," Thuot said. "In our training it wouldn't move away because of friction. So the first attempt [at retrieving the satellite] was really the first day of training."

In space the satellite maneuvered more like a Macy's parade balloon than a 9,000-pound metal hulk.

"It was actually pretty easy," Thuot said about handling the satellite. "As I put my hands up to stop it, I thought the other two guys had actually stopped it because I hardly put anything into it."

It was a good thing that little effort was needed to hold the satellite because the three of them had to

hold it for about 90 minutes before it was attached to the robotic arm. "It didn't really seem like we were holding it that long because we were constantly getting comments from the guys inside, 'Hey, it's leaning your way a little bit,' and 'Push up on your side,'" Thuot said.

Part of that time was spent waiting for the sun to come back around. "We didn't want to do anything at night," said Thuot. "We couldn't tell the satellite's attitude that well so we just sat there, [and let] one whole night pass, which is about 35 minutes, and waited."

They finally redeployed the satellite by the end of their eight-hour, 29-minute space walk, a world record.

As for space walking while traveling 17,000 mph, Thuot said he doesn't really feel the speed, and the visual perception is not unlike flying an airplane.

"You can sense motion when you look at the earth and see the clouds go by," he said. "The clouds go by just a little bit faster than they do in an airplane. That's because you're much farther away and traveling much faster."

"What gets you is going over land



masses. You know the size of that land mass, and you know you're going over it at five miles-per-second."

And what if an astronaut came loose while on a space walk? "If you're pushing and your tether breaks, the force you were pushing with would determine how fast you'd move away," Thuot said. "If you're pushing at one foot-per-second, that's what you'd separate at."

While 50 miles above sea level has been arbitrarily termed "space," the shuttle often orbits much higher — between 200 and 300 miles — and it gets there in a hurry. From launch pad to orbital velocity takes only eight and one-half minutes.

CDR James D. Wetherbee has been a Navy astronaut since 1984. Prior to that he flew with an F-18 squadron, which he believed was the best job in the world.

"I was thinking to myself, there's nothing else I want to do other than fly F-18s off of ships. Then I got picked up by NASA. Now there's nothing else I'd rather do," he said.

Wetherbee has piloted a shuttle just once but was duly impressed with the launch.

"It's amazing the power that the

vehicle generates, just incredible," Wetherbee said, recalling his 1990 flight. "It's interesting that from about three miles away, it looks like the shuttle is climbing very slowly. You watch a launch on TV and it also looks like it's climbing very slowly and stately. . . . Sitting in the vehicle is a lot different.

"From the instant the solid rocket boosters ignite, you get a sense of speed," Wetherbee said. "The vehicle is shaking and accelerating right from the launch pad. And it just keeps on going and the acceleration just builds more and more and more. . . . By the time the main engines quit after eight and a half minutes, I was really surprised that we weren't halfway to Mars."

There is not much time for sight-seeing during the launch. Wetherbee spent most of his time watching the various instrument displays, insuring all the spacecraft's systems were operating correctly.

"You can see peripherally that it's getting dark — that you're in space," he said. "Once you achieve orbital velocity, there's a little bit more time to look around and sense what's going on.

"Things in space look very, very

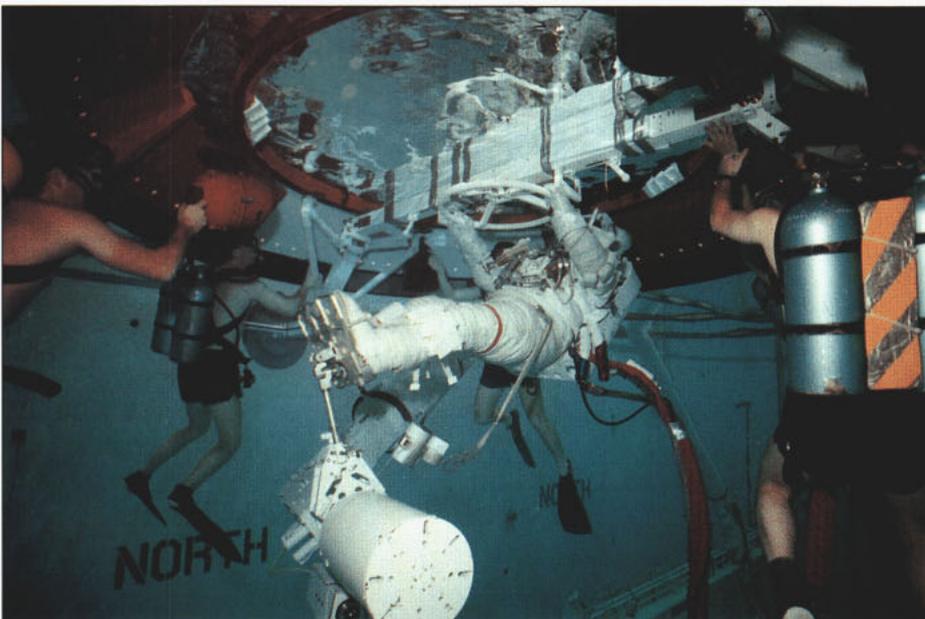
clear. It's almost unreal. I can remember seeing the moon for the first time up in space. It looked so bright. It looked closer than it does on earth. Now obviously it's not. At 160 miles up, we were only fractionally closer. But the moon is so bright in space because there's no atmosphere to absorb any of the light."

Creighton, a 1966 Naval Academy graduate, has flown on three shuttle missions, the last two as shuttle commander. Between the differing inclinations and altitudes of his flights, Creighton has flown over virtually the entire globe, but "the first flight is the most memorable, just because it's the first, and everything is new," he said.

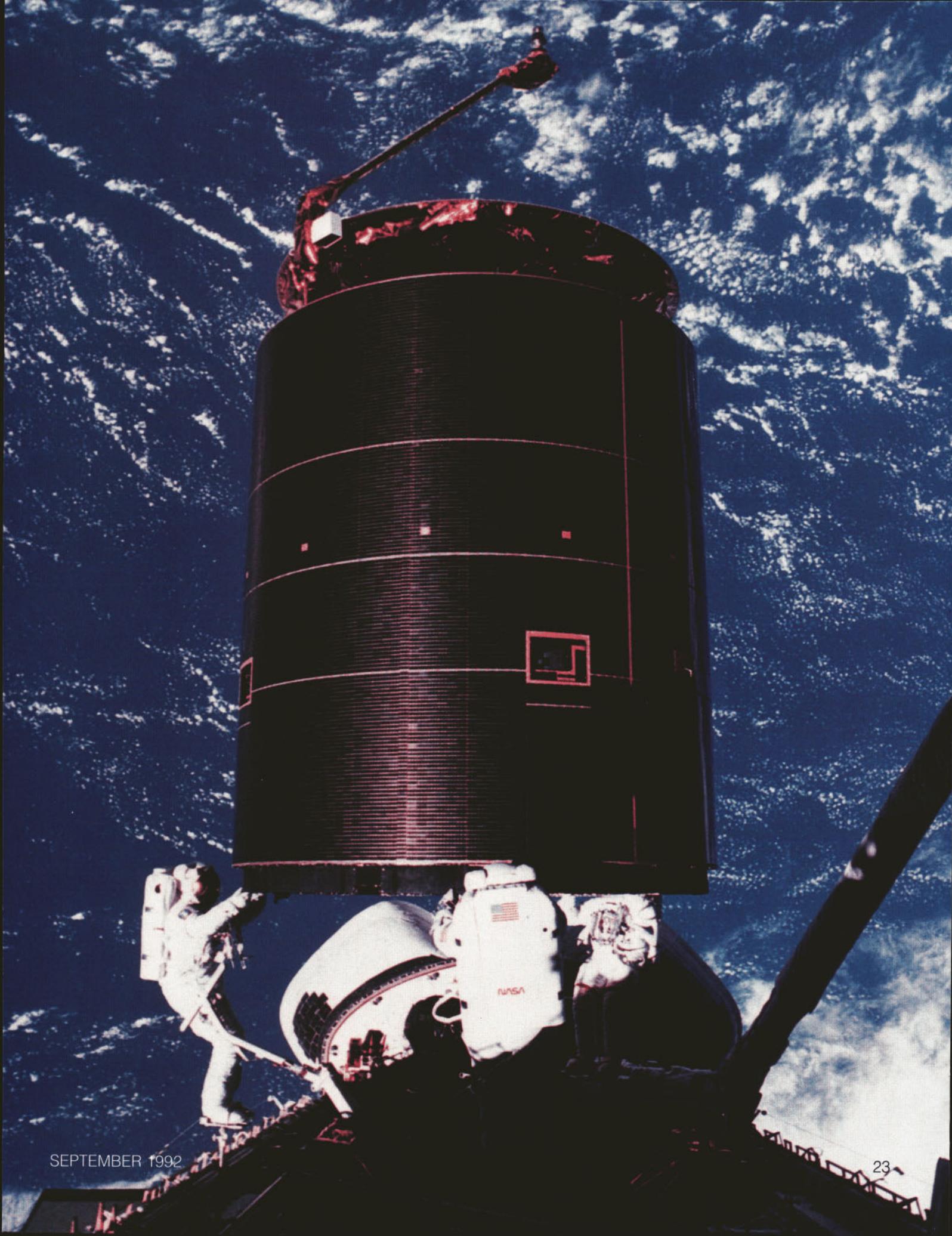
When they have some free time, observing the earth below is popular among the astronauts, according to Creighton, who has seen it at altitudes ranging from 100 miles to more than 300 miles. "I felt very fortunate to go on a low altitude orbit to see a lot of the detail and a high altitude to see the overall panoramic view. . . . I never get tired of watching the world go by," he said.

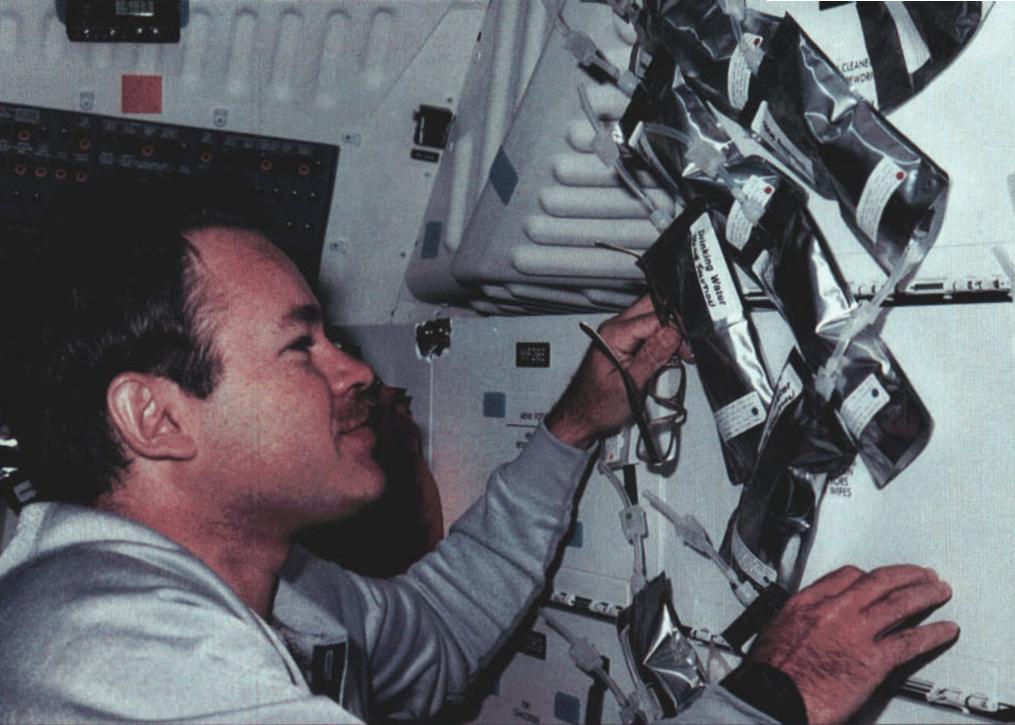
Another interesting aspect of space travel is weightlessness. Creighton explained what a strange sensation it is initially, and that two out of three astronauts experience some symptoms of space sickness.

"As we've been raised down here," Creighton said, "our eyes and our inner ear and the seat of our pants all tell us one thing. You get up in space and your eyes are telling you one thing, your inner ear is telling you something else and the brain doesn't know quite how to interpret this signal so it goes 'tilt' and lunch comes up sometimes."



**Left: Thuot, outfitted for operations outside the shuttle, trains for the satellite rescue in the Johnson Space Center's weightless environment training facility, assisted by NASA divers. Opposite page: Thuot, Hieb and Thomas Akers successfully capture Intelsat VI.**





Wetherbee admitted he felt a little uneasy on his flight. "It certainly wasn't as bad as the initial sickness I had when I first went out on an aircraft carrier," he said. But after a day or two, life in zero gravity begins to get interesting.

Instead of climbing up and down ladders, astronauts float down them head first. Below the flight deck there is enough room to do some tumbling and flips, so "everybody goes down there and does that to get it out of their system," Creighton said.

"You've spent years in the simulator having to climb up and down that darn ladder between the mid-deck and the flight deck. Now you just float up and down. And when you're having a meal and somebody says 'pass the salt and pepper,' it takes on a whole new meaning up there. You just sort of float it over to them. It just becomes fun."

One experience that is not fun is playing the waiting game before a launch. In February 1990, Creighton and his crew were delayed 10 days because of problems with the orbiter systems and the weather. For that mission, they spent five and one-half hours cooped up in their seats on several occasions.

"It's very uncomfortable [waiting in the shuttle]," Creighton said.

"You're lying in a pressure suit which is hot. You're lying on a lumpy parachute, and you start to feel your pressure points."

On one attempt of that launch, they were down to about two minutes before lift-off when they had to abort. "There was quite an emotional letdown," Creighton admitted. "When you go out to the launch pad, you're never guaranteed that you're going to launch. But normally if you get close enough, inside of five minutes when they start the APUs [auxiliary power units], you can be pretty sure that you're going to go."

The shuttle commander is the first one to get strapped into the spacecraft. It can take an hour before the rest of the crew is ready. Creighton said there is not much for him to do before launch except occasionally throw a switch and make a few communications checks.

"So you just lay there and squirm, trying to get comfortable, and tell one another jokes," Creighton said. "About the time you hear, 'start the APUs,' then it gets pretty quiet in the cockpit. Everybody sort of prepares themselves in their own way — says a silent prayer or whatever.

"Then the time goes by quickly until you hear someone saying '10, 9, 8, 7,' — that's about the last thing you hear. The main engines are lit,

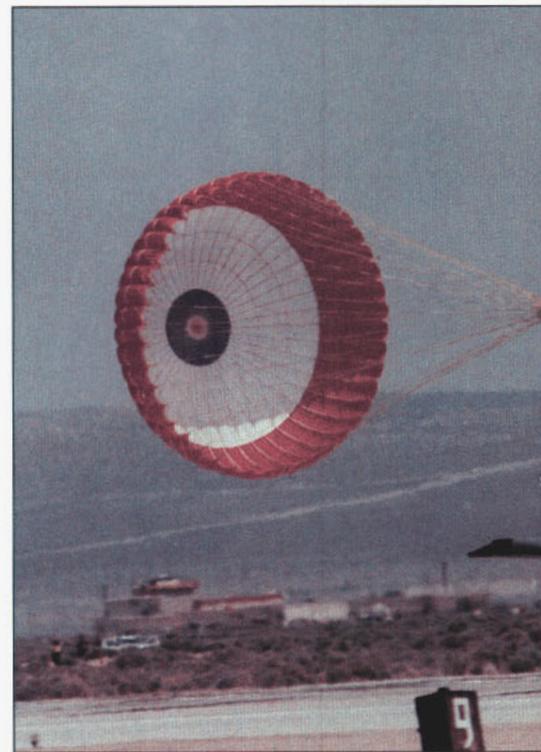
and the noise gets so loud that you can't hear the countdown. It seems like a long time between the 6 and a half seconds when the main engines light and zero.

"You've been lying there in a very quiescent state for three hours, and all of a sudden these engines light and the whole vehicle starts rumbling and shaking, and you can't believe that you're still being held to the ground.

"As one of my crew members said, 'When those solid rocket boosters light, there's no doubt that a significant event has just occurred in your lifetime,'" Creighton said.

When the astronauts come back to earth there are often some adjust-

**Left: CAPT John O. Creighton selects refreshments while aboard Atlantis in March 1990. Below: Endeavour makes its first landing at Edwards AFB, Calif., following its successful nine-day mission. Opposite page: CAPT Daniel C. Brandenstein (center) inspects on-board equipment with fellow astronauts, including CDR James Wetherbee (2nd from left) prior to a January 1990 mission aboard Columbia.**



ments to be made after the weightlessness of space. Wetherbee compared it to getting his "land legs" back after being at sea.

"It's kind of a weird adjustment," said Wetherbee. "It's not that you have lost your muscular strength, you have lost the memories of how

tightly you must squeeze a book to lift it, or how tightly you need to squeeze a glass of water."

Sometimes just walking creates a problem after returning from space. "You tend to forget how fast you're walking or how tightly to make a corner," he said. "A couple of times

I bumped into a hatch with my shoulder because I forgot I needed to go a little bit farther. You need to use a little more energy when you're propelling your body around down here than you do up in space."

Of course the space program was set back by the 1986 Challenger accident. Wetherbee believes the program is now safer than it was but still holds its share of danger.

"It took a long time to get back on track after Challenger," Wetherbee said. "We needed to change a lot of things.

"But I don't want to give you a false impression. Everyone needs to understand there are certain risks and we try to manage those risks. There's risk in just about every aspect of life. There are risks landing planes on ships in the ocean at night. But you'll never make advances if you don't assume a certain amount of risk."

An astronaut for eight years, Wetherbee still considers himself a "new guy" with only one flight. He is scheduled to command Columbia for his second flight in October.

"I don't think it's frustrating," Wetherbee said about the long wait between flights. "It's so rewarding when we do [fly], that it's worth the wait."

One of those rewards is the great appreciation astronauts get for the fragile world we all live in.

"You realize that what somebody's doing in one country affects people all over the world. When you look at a map, there's always lines that show the differences between countries," Thuot said. "In space you don't see that. You realize that there are no real boundaries between countries.

"The world's going to be here forever and ever — regardless of what we do. But we may not survive if we don't take care of it." □

*Dorey is a photojournalist for All Hands. Photos courtesy of NASA.*



# Melting the ice



## *Americans celebrate their independence in a newly independent state of Russia*

Story by JOC Keith V. Lebling, photos by CWO2 Tony Alleyne

**T**he Fourth of July is usually a day filled with picnics, celebrations and fireworks across America. But Independence Day this year was extraordinary.

It began with an event that underscored its significance: a Russian navy band played the U.S. national anthem as the American flag was raised at colors.

Two U.S. Navy ships, USS *Yorktown* (CG 48) and USS *O'Bannon* (DD 987), were in Severomorsk, Russia, for Independence Day. They

were on a five-day port visit to this home of the Russian Northern Fleet, about 95 miles north of the Arctic Circle.

It was the first U.S. Navy visit to Severomorsk, the first time U.S. ships have been to the Kola Peninsula since 1945, and the first U.S. Navy port visit in Russia since the break-up of the Soviet Union.

The people of Severomorsk provided a warm reception for the Americans, in spite of freezing temperatures and incessant rain.

"After years of seeing them in a certain way," said *Yorktown's* Command Master Chief Fire Controlman (SW) Curtis Cook, "to walk in there and see them kind of open up their arms and say, 'Welcome to our country,' it was completely different than what I thought I would see."

"I had always perceived them as the enemy," Intelligence Specialist 1st Class (SW) Rick Beaver said. "They didn't have a family or homes and relatives, they were just the enemy. Now that I've been in their



**Opposite page: A USS *Yorktown* crewman snaps a photo of his shipmate FC2(SW) Vince Doss and four new Russian friends during the Severomorsk visit. Above: RADM Scott Redd, commander of Cruiser-Destroyer Group 12, is welcomed in traditional Russian style with an offering of bread and salt. Left: A Russian sailor salutes his American counterparts.**

Capt. 3rd Rank Aleksandr Ivanov. "Our ships are similar; they are equipped in a similar manner. The officers and sailors are similar."

Seaman Sergey and Lynda Filimonov visited *Yorktown* immediately after exchanging marriage vows, still in their wedding clothes. Sergey said they came because it "will be a great memory for the rest of our lives."

One of the more popular activities ashore was the Seafarer Program, in which Russian families could host sailors in their homes for the day.

"The couple we met was right about my age," said Seaman Darren Bailey. "They showed us around town and took us out to his ship, took us out to eat and dancing. They kept saying that they were happy to see us, and they hoped that we could come back. They were more friendly and outgoing than the people in any port I've ever been to."

"It's a lot different when you're actually up close and personal, talk-

ing in broken English and Russian, finding out how similar to us they really are," said Midshipman 2nd Class William Gotten, a Naval Academy junior on his summer cruise.

"This is the first time I've seen Americans face-to-face," Ivanov said. "I think our contacts should continue. It will be very healthy for both of our countries to know each other better."

"In school we were taught that the Russians are stone-faced, cold, untrusting," said Storekeeper 2nd Class Sturet Deckner, "but they're totally different. I've never before felt this welcome in any port."

The Russian navy also hosted many American sailors on tours of their ships and installations. For many, it was the first time they had seen in real-life, ships they had studied in photographs for years.

"I've learned a lot about their ships," said Electronics Warfare Technician 3rd Class Thomas A. Gibson, "and it was pretty important for me to go there. They're very open to Americans. They want to be our friends."

Chief Cryptologic Technician (Interpretive)(AC) Jon Schmidt said, "They wanted to show us that they are in earnest about leaving the past behind."

Several sailors from both *Yorktown* and *O'Bannon* took the opportunity to reenlist aboard the Russian battle cruiser *Ushakov*, formerly the *Kirov*. EW1(SW) Richard Amaral even gave up part of a reenlistment bonus to ship over early aboard the huge nuclear cruiser.

"Since I've been in the Navy I've been taught about the *Kirov*," Amaral said. "She's beautiful; she's intimidating; she's fantastic. She's a great warship. It's a great privilege to be aboard and to reenlist here."

"It was something," said EW3 Dunivan Matthews, "to stand in the wardroom of a major Russian warship while their band played 'The

homes, I realize that they're very friendly people."

"We have been friends at sea. Now we are friends ashore," said Rear Adm. Yuri Ustimenko, commander of the Northern Fleet Surface Squadron and host for the visit. More than 23,000 Russians came aboard the two U.S. ships over four days of general visiting.

"The discipline aboard the ships is about the same as aboard ours," said



**Left:** Former rivals at sea exchange sea stories while Russian sailors get a first-hand look at a U.S. warship. **Below:** Despite hard economic times, Russian hospitality was gracious as SK1 William Jones and SK2 Sturet Deckner have dinner with Russian navy Capt. 2nd Rank Anatoliy Leonov (3rd from left), his family and Russian navy Capt. 3rd Rank Aleksandr Ivanov.



Russians was an exhibition softball match between *Yorktown* and *O'Bannon*, decided in favor of *O'Bannon*.

"We did not know each other before," Capt. 2nd Rank Anatoliy Leonov said. "But we both have the same concerns. We have similar wives, similar children, we live in similar homes. In my opinion, there is no difference."

"Growing up, we could never judge the Russians because we never had very friendly relations with them," said Midn. 2nd Class Kim Uhde. "But now, to go over there and actually be in Russia, talking to people that were our major enemies just a few years ago — how could I ever go against these people?"

"This is the dream of a lifetime," said Navy Counselor 1st Class (SW) Linwood Martin. "I can tell my children about what life is like in Russia, and hopefully Russian parents will tell their children about us so our children won't grow up being afraid of each other."

"Many historic events have taken place here," said RADM Scott Redd, commander, Cruiser-Destroyer Group 12 and senior U.S. Navy officer aboard. "But more than the statistics involved, the things that we will take with us are memories of the warmth and hospitality of the Russian people."

Rear Adm. Ustimenko summed it up when he said, "We hope you will remember that, although there is ice in Severomorsk in the summer, there is only warmth in the hearts of the Russian people." □

*Lebling is assigned to Commander Second Fleet. Alleyne is assigned to USS Dwight D. Eisenhower (CVN 69).*

Star Spangled Banner.' I'll never forget that as long as I live."

The visit was full of shared activities with the Russian navy, including a wreath-laying ceremony at a monument to the Defenders of the North; and sporting events between Russian and American teams.

Divine services were held by a U.S. Navy chaplain with local clergy. "I served with a local priest for about 50 Russian sailors who I was told came to church for the first time in their lives," said Russian Orthodox Chaplain Jerome Cwiklinski, "and they liked it."

The visit was capped with a Fourth of July picnic for more than 2,000 people, including some 1,200 Russian citizens.

"Congratulations on the birthday of your country," Inna Yevdochenko told her new American friends. Capt. 1st Rank Aleksandr Veledeev added, "I hope that someday we, too, will have a holiday to celebrate our independence."

The Americans cooked hamburgers, hot dogs, barbecued chicken, and toys were distributed to Russian children courtesy of *Project Handclasp*. One of the highlights for the

# Going “home”

## *An American visits his CIS roots and delivers aid to residents*

Story by JOC(SW) Gregg L. Snaza

**L**TJG Ilya Poluektov only knew what life was like in his ancestral land from stories told by his Russian parents, Margarete and the Very Reverend Alexey Poluektov of Forestville, Calif.

Born in California July 19, 1966, Poluektov grew up speaking fluent English and Russian — his only tangible tie to the country that was viewed by many as America's primary adversary. Poluektov concedes he never really gave much thought to what life was actually like in Russia; realistically, his chances of going to the Soviet Union were as remote as those of any other child growing up in America. But today, relations with the countries of the former Soviet Union are much more cordial, and Poluektov's interest in his parents' homeland is at the forefront of his attention.

In February he returned from his fifth trip to the country he only heard about while growing up. At the age of 25, he is also a vital link in bridging the gulf that separated the two superpowers. Building bridges is, to Poluektov's way of thinking, much more productive than preparing to destroy them.

Assigned to DoD's On-Site Inspection Agency (OSIA), Poluektov travels to Votkinsk in the former Soviet Union to monitor the Machine Building Plant. His missions are spent making sure that treaty-banned weapons are not re-introduced into production.

Although Poluektov's visits to the former Soviet Union are usually in support of the inspection teams, his most recent visit wasn't treaty-related, nor was it meant as a measure to ensure the Commonwealth of Independent States (CIS) was keeping their end of a treaty provision. His trip was in response to a plea for help from the people to whom he is tied by heritage.

Almost overnight, after the Soviet Union collapsed and the CIS was created last December, cries of freedom and independence were displaced by cries for help. Many outlying republics, previously dependent on Moscow for food and supplies, had their lifelines severed. Faced with a situation bordering on chaos, hopes for independence were temporarily put on hold as the independent states mobilized to head off famine. Reluctantly, an SOS was sent to the outside world.

In response, Secretary of State James A. Baker announced Operation *Provide Hope* at the Coordinating Conference on Assistance to the new independent states Jan. 23, in Washington, D.C. *Provide Hope's* objective was to help meet urgent food and medical needs in the CIS through a short-term airlift. The effort also energized the international community to accelerate emergency humanitarian shipments and “provide hope” to the people of the former Soviet Union.

The CIS spans more than 8.6 million square miles, and there were hundreds of outlying areas that were potentially in need of aid. OSIA's role in Operation *Provide Hope* was to assess the greatest needs and distribute aid to worthy organizations. After witnessing the problems firsthand while on a seven-week monitoring trip in Votkinsk, Poluektov did not hesitate to volunteer his services.

**LTJG Ilya Poluektov and a fellow OSIA team member set up a portable satellite communication phone during Operation *Provide Hope*. Poluektov, a U.S. Navy officer, is the son of Russian-born parents and is assigned to the OSIA as a Russian language specialist.**



Photo courtesy of OSIA

Poluektov can best be described as a unique member of the OSIA team. Although he is the only person of Russian descent to serve with the agency, he was also one of the few Americans in the Soviet Union during the failed coup to overthrow Gorbachev in 1991. Poluektov was also in Votkinsk on Dec. 25 when the Soviet Union fell.

"I've been involved in some very significant events," said Poluektov. "While it's only coincidence that I was actually in country when both of these events occurred, I can say that I have personally witnessed history — not from a distance, but right there."

Poluektov said the most tangible sign of the fall of communism has been the replacement of the flags bearing the hammer and sickle with the Russian tricolor flags.

"I don't think the collapse came as a total surprise to the people there," said Poluektov. "They had seen that [Russian President Boris] Yeltsin was gaining power, and Dec. 25 was just the final act. They were more worried about the economy than the government."

According to Poluektov, people had reason to fear. Following deregulation of government price supports, prices tripled in the republics Jan. 3, causing widespread anxiety among the people.

"The economy was not sagging," he said, "it was almost on the ground. The average monthly salary is about 500 rubles. Considering that a kilo (2.2 pounds) of meat costs about 250 rubles, you begin to understand how devastating things really are there."

Almost everyone at OSIA rallied to do whatever was necessary to help the people they had been working with so closely during the past four years. Members of OSIA served on quick-reaction teams deep in the CIS to assist the humanitarian aid efforts of Operation *Provide Hope*. By Feb. 1, OSIA began flying in teams to 24 CIS regions.

Teams were sent to places stretching from Kishinev, near the Romanian border, to Ulan-Ude, almost due north of Mongolia's capital.

While the airlift of bulk food rations and medicines began Feb. 10, volunteer OSIA personnel with their unique qualifications deployed earlier and reported directly to Ambassador Richard Armitage, the U.S. operational coordinator.

According to Poluektov, security of the shipments was a high priority because there had been reports that previous aid shipments had been stolen and were sold on the black market.

Poluektov's team — a U.S. Army major acting as team leader, two U.S. Army Russian translators, a member of the U.S. Agency for International Development and a Foreign Disaster Assistance representative — went to the Ukrainian city of Kiev.



Photo by Master Sgt. Vail

**Medical supplies and equipment are loaded onto trucks by Ukrainian soldiers at Kiev Airport during Operation *Provide Hope*.**

"We arrived in Kiev with five days to arrange for the distribution of aid," said Poluektov. "Although the officials in Kiev knew we were coming to help, they didn't know exactly what we were bringing."

"After our first meeting it was clear that they had hoped for more specific items and technical expertise to help rebuild Kiev's infrastructure," he added. "But they weren't disappointed with what we were actually bringing."

Poluektov said that the assessment of need and flexibility made the entire operation a success from the onset. During a 17-day interval, 65 humanitarian aid missions traveled to the former Soviet Union and delivered 2,816 tons of food and medical supplies to the region. An additional 11 humanitarian flights were



Photo by TSgt. H.H. DeHffer

**Medical supplies are unloaded at Tashkent International Airport in Uzbekistan during a *Provide Hope* airlift mission. The aircraft carried 10 pallets, weighing a total of nearly 30,000 pounds, of various medical supplies to the city.**

added to the originally scheduled 54 because medical supplies were desperately needed.

Most of the supplies were Operation *Desert Storm* surplus held at three European locations, with an additional three C-5 cargo jets loaded with supplies coming from the United States.

Perhaps his parents were the most amazed and delighted with Poluektov's role in this mission of mercy. In the early 1950s, the Poluektovs had made their way to the United States to find the freedom and democracy they had only heard about from afar.

"My mom's from Leningrad (now called St. Petersburg) and my dad's from Rostov-on-the-Don, which is in Russia," said Poluektov, who said he's quite an attraction when he shows his passport to airport officials in the CIS. "My mom was only three when her aunt brought her to America, but my dad had seen and remembered enough to tell me stories about his growing up as a boy."

Poluektov said the opportunity to visit his parents' homeland destroyed a few stereotypes he had and confirmed a few others.

"When you grow up hearing about a place that you can't actually see, you sort of picture how it might be," explained Poluektov. "On my first trip, I couldn't help but look around and see what it was really like."

Aside from the importance of the work being done by Poluektov and his colleagues at the OSIA, traveling to the CIS affords them an opportunity to meet and talk with a people who, as Poluektov recounts, "are an awful lot like us."

"Talking to and meeting the people is one of the most rewarding facets of my job," he said. "They are very

proud and immensely interested in what life is like in the United States. They are eager to tell us they wish they had the opportunities we have — opportunities which we probably take for granted too often."

Poluektov has worked hard to take advantage of the opportunities that have come his way.

After graduating from high school in Santa Rosa, Calif., he joined the Navy to see the world and take advantage of educational benefits offered through military service.

"I decided in my sophomore year in high school that I wanted to go to the Naval Academy," said Poluektov. "I sort of always knew I wanted to go to a service academy because of the excellent education, but I chose the Navy because world travel was more of an option."

Graduating from the Naval Academy as an ensign with a degree in systems engineering, Poluektov's first assignment was to the hydrofoil USS *Gemini* (PHM 6), based in Key West, Fla.

"For two years I helped with drug interdiction operations off the coast of Florida and in the Caribbean," said Poluektov. "It was exciting and challenging, yet somehow I knew that my talents could be better used in another field."

Leaving the surface Navy in his wake, Poluektov opted for a career in cryptology where he would be able to use his language skills.

"My assignment to the OSIA was great for me and for the command," said Poluektov. "They didn't have to send me away to language school, and I'd get the opportunity to visit Russia."

Poluektov will be assigned to the OSIA until the spring of 1993. He anticipates at least six more trips to the CIS in conjunction with treaty monitoring. And while nothing else is scheduled to date, he said he would gladly volunteer to be a member of another team for another humanitarian mission to the former Soviet Union.

Senior DoD officials have said that the United States expects to continue to provide relief supplies on a much larger scale using surface transportation rather than aircraft. DoD and all other U.S. agencies already cooperating in the aid effort will continue to be deeply involved.

"*Provide Hope* was not meant simply to place food in the hands of the needy," said Poluektov. "It was a symbolic event. It showed the willingness of the United States and other countries to have closer relations [with the CIS] in the future. It also showed that former adversaries could finally shake hands." □

*Snaza is a photojournalist assigned to Navy Public Affairs Center, Norfolk.*



# Preparing today for tomorrow

*Navy Kids — a positive investment in the future*

Story by Patricia Swift, photos by PH1(AW) Joseph Dorey

**E**ach Thursday in the nation's capital around 2:00 p.m., when most Navy and civilian personnel are looking forward to the end of the day, a whole new job begins for 1,200 dedicated personnel. These individuals gather in cafeterias, offices and individual work areas for an hour once a week to tutor and solve problems on an elementary level.

Third- through eighth-graders receive this one-on-one or two-on-one assistance through a program called "Navy Kids." The program

began nearly four years ago, in what program director CDR James A. Black describes as a "three-way collaboration." The Navy, in conjunction with the District of Columbia public schools and the business community, spearheaded the program. The D.C. Navy League is also a principle supporter of the program.

"Navy Kids is a tutoring and mentoring program that initially began at two command sites, with one school, 60 students, 100 volunteers and lots of hope and prayers for a successful year," Black said.

The program is designed to enable military and civilian personnel from metropolitan area commands to work with students from inner-city District of Columbia public schools. These students are selected by their principals and teachers and are required to have parental consent to participate.

Navy Kids' goals are to strengthen the students' academic skills, increase self-esteem and success orientation, improve their attitudes toward school and expose them to positive new experiences.



"We like to get students who are going to make a difference, students who might be on the borderline with good to average grades and want to improve themselves," Black said. "We get students from all ethnic groups and backgrounds. We try to match them with tutors who have strong beliefs, academic backgrounds and exemplify personal excellence."

Tutoring is done during normal work and school hours at each of the 11 selected Navy sites. Tutors are not charged leave or compensatory time for time spent on activities associated with the program.

Black says this program doesn't work like a typical project because the American education system is facing a crisis.

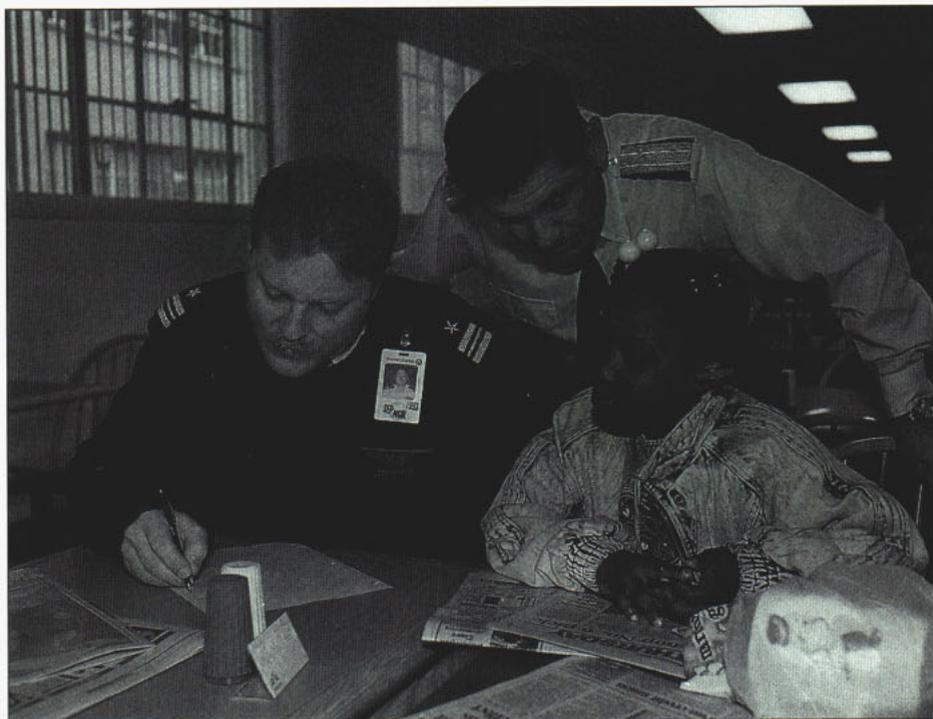
"We're fighting a war, but a different type of war — one to make people better. We're trying to protect our greatest resource — the youth of America. Through this program, [the Navy] intends to do its share to help the education system."

According to Black almost anyone can tutor, but strong tutor-teacher

**Opposite page: Kids from inner-city schools file into the Navy Annex in Arlington, Va., to be tutored. Above: LT Yvonne Hall discusses Tiaire Jackson's answers to her homework. Right: RADM Frank Gallo and LCDR Mark Zwartz help student Jamie Gibson with her homework.**

communication is needed to meet the student's needs. "We have Marine Corps, Air Force, Army and Coast Guard personnel assigned to Navy commands who tutor. If a command site is chosen, anyone who works there is eligible."

Black says it only takes a resume, command endorsement and an interest in kids to start tutoring. "As long as a spouse or friend is affiliated with a naval command, we will consider them," Black said. "We never turn down help or say no to volunteers."



Navy Kids began in 1988 when former Chief of Naval Personnel ADM Mike Boorda and RADM Pete Cressy signed an agreement with Dr. Andrew Jenkins, then-superintendent of District of Columbia public schools, to participate in a tutorial program in the spring of 1989 for students from Merritt Elementary School. The program was launched from two command sites — the Pentagon and the Navy Annex, Arlington, Va.

Although most programs take time to gain national recognition, this is not the case for Navy Kids. With only three solid years in the making, Navy Kids, along with 20 other outstanding volunteer programs, was selected from 4,500 nominations to receive the prestigious "Presidential Annual Points of Light Award" presented by President Bush May 1, 1992.

In a star-studded White House ceremony hosted by the President and Mrs. Bush, and attended by Cabinet officers, Navy officials gathered to accept the award which highlights the contributions of vol-



**Above: (left to right) VADM R.J. Zlatoper, Washington, D.C., Superintendent of Schools Dr. Franklin Smith and RADM Frank Gallo congratulate CDR James A. Black (at podium), Navy Kids coordinator, for a successful year.**

unteers and illustrates what can be accomplished through community service. Singer Michael Jackson was named the Presidential Points of Light Ambassador.

"In the early 1980s, the Navy recognized a large number of children were lacking necessary math, reading and basic skills crucial to compete successfully in today's world," Black said. "These kids will be competing in the job market soon. The Navy developed approximately 1,000 partnership programs, including Navy Kids, to aid students in achieving their potential in education, health and citizenship."

"The program has given me insight into the real problems students are facing in school as far as basic math and English skills are concerned," said LT Yvonne Hall, a tutor at the Navy Annex, the largest command site. "I can see changes in the student's grades, behavior and attitudes. We've become more than just tutors to the kids — more like big sisters and brothers."

"The Navy hopes this program will improve our staggering educational system and at the same time help us gain valuable personnel for

our defense in the future," said RADM Frank Gallo, Deputy Chief of Naval Personnel. "No one is too high to come down to a level of tutoring to help out."

District of Columbia schools provide instructional material, tutor training and support for recognition ceremonies. The program's coordinators, school board, Navy officials, school officials, volunteers, parents and other special guests join together to honor the children.

Tutoring is not limited to one or two subjects. Whatever subject the students are having problems with becomes the focus of the session.

Tutors help students with complicated math and English problems by playing word and number games. Students are also encouraged to participate in personal discussions.

"The message is 'somebody cares about these kids.' For that one hour they're at center stage and nobody else matters but those children. The kids' self-esteem rises and hopefully when it all comes together, they'll become better citizens," Black explained.

The program is not all work and no play. It provides special activities

such as field trips, school-wide projects and writing contests and parties. Special visits to the students by senior Navy, business, community and school officials are also a part of the program.

Students see firsthand what a work setting is like. For some it marks the first time they have been out of their communities. They learn how to conduct themselves and find respect for each other and their tutors. But for many tutors the commitment doesn't end there.

"Some volunteers help throughout the summer with various activities like swimming, camping trips, etc.," Black said. "And we emphasize the zero tolerance of drugs in the Navy, as well as discussing alcohol and its abuses. Issues that the children deem important to them or that are important to us are also discussed."

Black believes that compared to most partnership programs, Navy



Photo by PHAN John M. Shaw

**Left: Superstar singer Michael Jackson was named honorary ambassador of the Point of Light Award during a White House ceremony. Below: YN3 Jamie Shoemaker accepts the 643rd Point of Light Award from President Bush as Mrs. Bush looks on.**

Kids is unique. "[Navy Kids] is a system of coordination and standardization in that it requires operating funds and resources to be identified early in the program before the new year begins. It is sponsored by the senior command in the area which provides coordinating and facilitating support."

Navy Kids typically begins in the fall and lasts for approximately 16 to 24 consecutive weeks during the school year — sometimes longer or shorter depending on the school's needs. Students are bused from their schools and to their tutoring sites via the Washington Area Transit Authority (Metro).

"Navy Kids is a positive investment in the future, and we want the kids to be the best they can be with our help," Black concluded.

According to Minetta Moseley, a student from Langdon Elementary school, "My grades picked up in math, and the tutoring has also helped me on the computer."

"The interesting thing is teaching makes everyone better, and the volunteers that are involved also get a lot out of the program," Black added. "There is nothing so rewarding to see as helping somebody make a difference. When you can witness the child developing, and the bonding that takes place between the child and the tutor, that in itself makes this program all the more successful." □

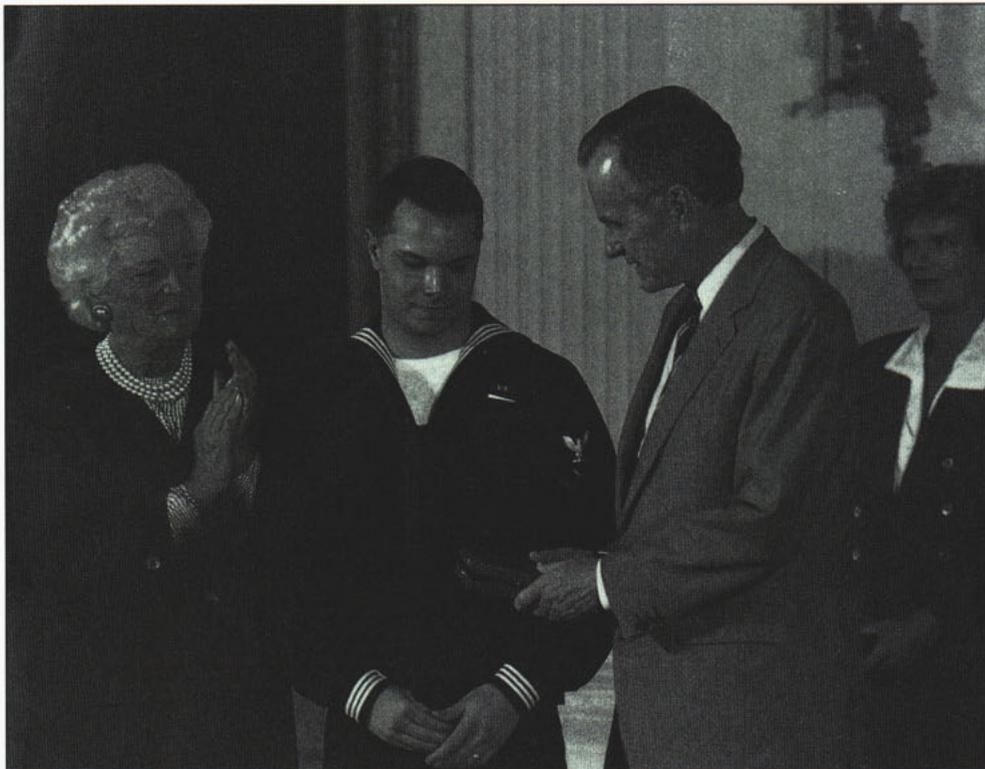


Photo by PHAN John M. Shaw

*Swift is a staff writer for All Hands. Dorey is a photojournalist for All Hands.*



# Silent Lessons

*Students turn tables on EOD tutors*

Story and photos by JO2 Jonathan Annis

**F**or Master Chief Boatswain's Mate (SW/DV) David J. Clifton, there was no chance for error. Years of training and experience put his mind into automatic.

The senior explosive ordnance disposal (EOD) technician located the contact mine drifting in the rough seas and conducted detailed reconnaissance which included handling the live bomb. Then he rigged it with non-magnetic explosives and towed it more than two miles before supervising its destruction.

Later, during Operation *Desert Storm*, Clifton watched a *Scud* mis-

sile crash into the bay near Al Jubayl, Saudi Arabia. Again, he said there was no hesitation in being part of the first U.S. team to recover an intact warhead.

"What we do is dangerous, but we know what precautions to take," the Bronze Star recipient said. "It wasn't a problem."

It's difficult to imagine anything rattling the nerves of this tall, lean warrior, or those of 120 other deep-diving, parachute-jumping members of EOD Mobile Unit 9 from Mare Island Naval Shipyard at Vallejo, Calif.

But soon after Mobile Unit 9 came into existence in 1989, its EOD techs, including Clifton, participated in Partners in Education, part of the Personal Excellence Program sponsored by Naval Base San Francisco. The command "adopted" Admiral Farragut Elementary School, minutes away from its headquarters.

The challenge made some techs nervous. Farragut is an ethnically diverse school that has been hurt by an annual transiency surpassing one-third of its 400 students. Many families of the school children are on

some form of public assistance, and 75 percent of students qualify for free or subsidized lunches.

It's not that the students aren't academically able and curious. In fact, they seem to be as unpredictable as the explosive wares to which EOD techs are accustomed.

"I've been trained to work with mines. I'm not used to dealing with little kids," Clifton admits. "They're neat kids. They're fun to work with, but it can be pretty nerve-racking."

"Actually I was a lot more nervous talking to the kids than working with mines," said Hull Maintenance Technician 2nd Class (SW/DV) Pat Altman, who diverted a mine from the path of the battleship USS *Missouri* (BB 63) while in the Persian Gulf. "They're an extremely bright bunch of kids."

More than half of Mobile Unit 9 sailors now participate in the program, regularly tutoring children one-on-one or in small groups and setting up special events and projects that involve the entire school.

But one part of the school was of particular interest to the unit. Vallejo Elementary School District conducts its classes for the hearing-impaired at Farragut, and the divers soon began working with them.

Command coordinator for the program, CWO2 Brad Lounsbury of Mobile Unit 9's San Francisco Detachment, said the ensuing, highly-publicized exchange benefited the hearing-impaired children and challenged the divers in a way no one had previously expected.

"The tutoring program really took off about three or four months after it began during an exercise where two of my divers were in the water

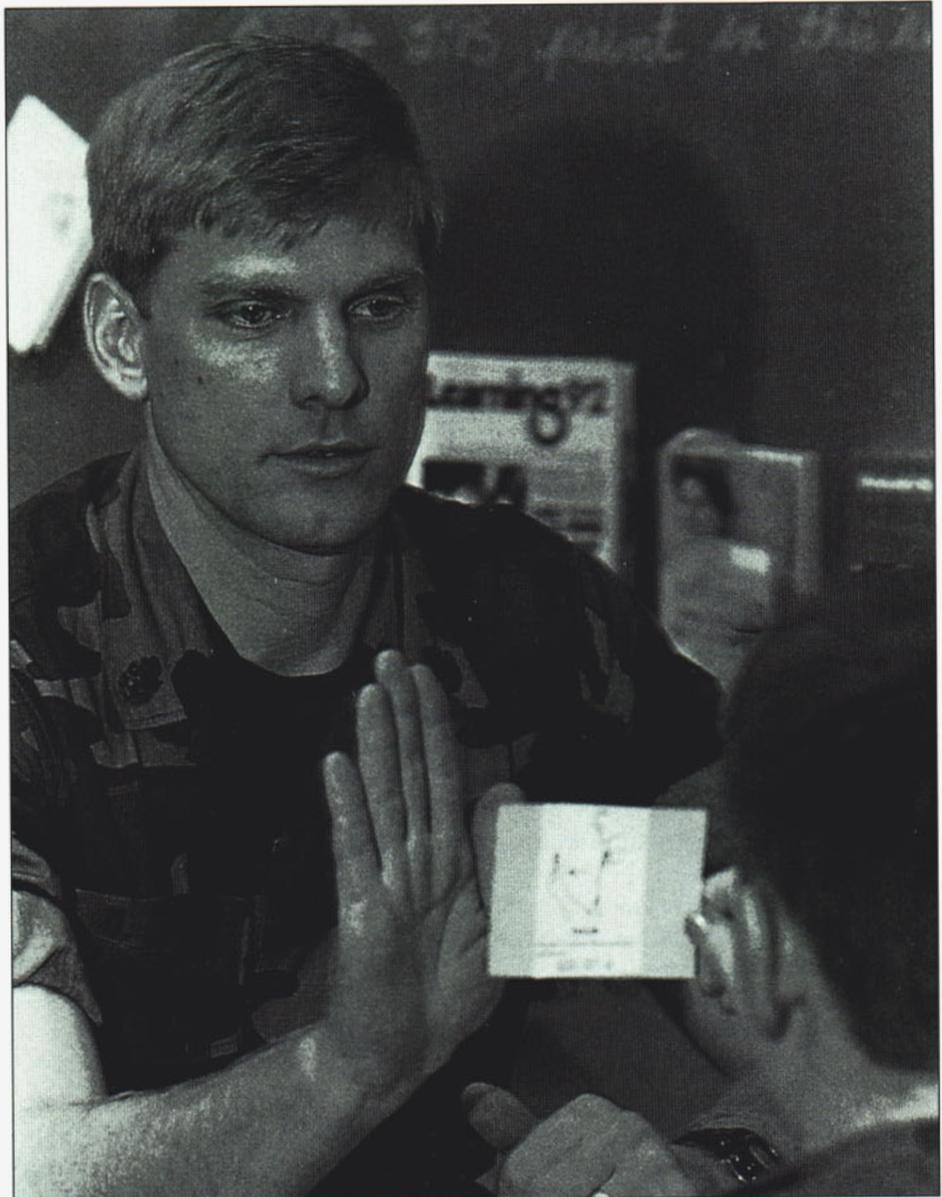
searching the hull of a ship for a practice mine," Lounsbury said. "One of the divers found the mine and had some trouble communicating this to the other diver. It got quite animated.

"They surfaced about 20 minutes later, and the other diver, who was one of my active tutors, jokingly said that his partner ought to come to the class he tutored and learn to sign. Right then it hit all of us that maybe this would be good."

Previously, EOD technicians would agree on some basic searching

signals before a dive, but any misunderstanding could lead to lost time on the surface. The only universal language relies on rope pulls following the familiar OATH pattern — one OK; two, Advance; three, Take up slack; or four, Help. Lounsbury said the technicians couldn't use specially-designed electronic communications gear for their diving because it was potentially dangerous near some mines.

And so the hearing-impaired students turned the tables on their tutors. While they learned the "three



**Opposite page: Sailors and students watch Special Education Instructor Maryann Thompson carefully to get exact positioning of hands. Right: AOC(SW/AW/DV) Greg C. Zach practices words in sign language using flash cards.**



Rs, divers learned to communicate in a silent world. Already many of the divers have learned signing "short-hand" for a series of yes or no questions, such as "Did you see the mine?" or "Are you cold?" along with numbers from one to 10 and statements such as "I saw a shark."

"Any extra bit of communication is a great benefit to the divers," Lounsbury said. "You can get a lot more in-depth than we ever could before just by virtue of this simple signal: 'Hey, I found the mine,' or whatever it is we're looking for."

An uncharacteristically rainy season in Southern California has left coastal water murky enough to hinder using the language in most training exercises, although some divers have tested their signing proficiency at a local swimming pool.

Students give a message to a diver on the surface, who dives underwater and tries to communicate it to his diving partner. His partner then surfaces and relays the message back to the children. It wasn't always that easy. As one diver said, "the juvenile judges are pretty harsh."

At Farragut, learning is still very much a two-way street, with stu-

dents receiving an education and the attention of positive role models.

"We're grateful for the help," said Joanne Murphy, who teaches grades four through six in the hearing-impaired program. "The kids stay interested. These guys are not wimps. I think it takes a special group of people who are willing to take the challenge."

"The EODs know sign language is not the easiest thing in the world, and they're up for the challenge,"

"The kids are still the normal, regular kids that they are," said Murphy. "But I think they feel very proud, and their parents are happy about that."

"It kind of all happened at one time, and that tells you something about how modest the men are. They just take this on as their regular role and don't think anything more of it as being extraordinary."

Lounsbury never grows weary of telling the story of his command's

## "These are the kids who taught the tutors."

she continued. "The kids know it's OK to correct and then receive help from them too. So there's kind of an equality there that the children don't normally have."

Murphy said that when NBC News, the *Sacramento Bee* and other media covered the unusual education exchange, the children became playground celebrities.

involvement with the school. "As long as I think it'll do the kids some good, it's obviously a boost to their self-esteem."

"When we first arrived at the school and got this going, the hearing-impaired kids pretty much stayed by themselves and played with their own group. This year, a lot of other kids are showing an

**Opposite page: Students from Vallejo Elementary School District teach tutors sign language using an array of word cards and word games. Below: Students quiz tutor HT3(DV) Peter Olson on his ability to remember sign.**

interest in learning how to sign," Lounsbury said. "After all, these are the kids who taught the tutors."

Lounsbury said his command has supported the program 110 percent despite a rigorous operations tempo, including a deployment during the Persian Gulf War. Nevertheless, Mobile Unit 9 logged more than 3,000 volunteer hours with the school last year.

Lounsbury also attended Parent Teacher Association and School Site Council meetings to gain insight for special projects, including tree-plantings, a poster contest for the Navy birthday and corresponding with patients at the Yountville Veterans Hospital.

The unit also collected learning texts, library books, sports equip-

ment and school supplies, offered savings bond incentives to top academic performers and recognized teachers during Teacher Appreciation Week with flowers and cards.

Mobile Unit 9 proved its mobility by taking a portion of the command's equipment to the school, giving the children a hands-on approach to some of their gear. In May 1991, their static display included two EOD boats; diving, parachuting and mine-locating equipment; radios and several pieces of inert foreign ordnance like that found in the Persian Gulf.

The presentation was so popular with the students that Lounsbury expects it to become an annual event. A local reporter was impressed that "this wasn't the Navy putting on a show. It was the Navy being involved with the community. They really care."

Awards and recognition aside, Lounsbury has personal reasons for getting so intimately involved with

the school, particularly the hearing-impaired children.

"Having two kids of my own, I'm very much into kids, especially these kids," Lounsbury said. "You can't help but work with them. After a little bit of time they're able to express themselves more freely. And the warmth these kids give you — it's truly the best day of my week when I get to go and teach.

"You take pride in it, almost a pride of, I hate to use the term, but ownership — to where you feel very responsible for what these kids are doing, and you feel inside of you that you want them to succeed."

Three EOD techs can be found on an afternoon working with the hearing-impaired children. In this case, the children were quizzing the techs with flash cards.

With Murphy interpreting, the children said they were very happy to help the Navy and that the divers were fast learners.

"It's amazing how much patience they have," said Chief Aviation Ordnanceman (AW/SW/DV) Greg C. Zach.

"When we keep screwing up, they point up at that sign we have for them," said HT3(DV) Peter A. Olson. It says "Mistakes are OK."

Last December the unit received high praise for its peacetime activities, when a Point of Light Award was presented by President George Bush to Mobile Unit 9. The White House receives more than 200 nominations weekly for the Presidential Points of Light Award, given for extraordinary volunteer efforts.

"I have often noted that, from now on in America, any definition of a successful life must include serving others," the letter read. "Your efforts provide a shining example of this standard." □

*Annis is assigned to NIRA Det. 5, San Diego.*





# Fighting the siren's call

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## *Marines rescue kids from mean streets*

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Story and photos by JO1 Lee Bosco

**T**he Marine Barracks at 8th and I Streets in southeast Washington, D.C., are set squarely in the middle of a battlefield. There is no enemy threatening to overrun the outpost, no commanding general marshaling troops to attack. Yet a war rages on for miles around the military installation just scant blocks from the Capitol and the White House.

Gunshots ring out in the night. Small quantities of drugs are dealt openly in broad daylight, while the clandestine meetings that ensure larger shipments are held behind closed doors or under cover of darkness. Here children don't always find their way to the classroom, heeding instead the siren's call of the streets.

These are the new hostilities, found in every city in America — urban warfare. And as in any war the stakes are high, particularly for the young, and the outcome will determine the country's future.

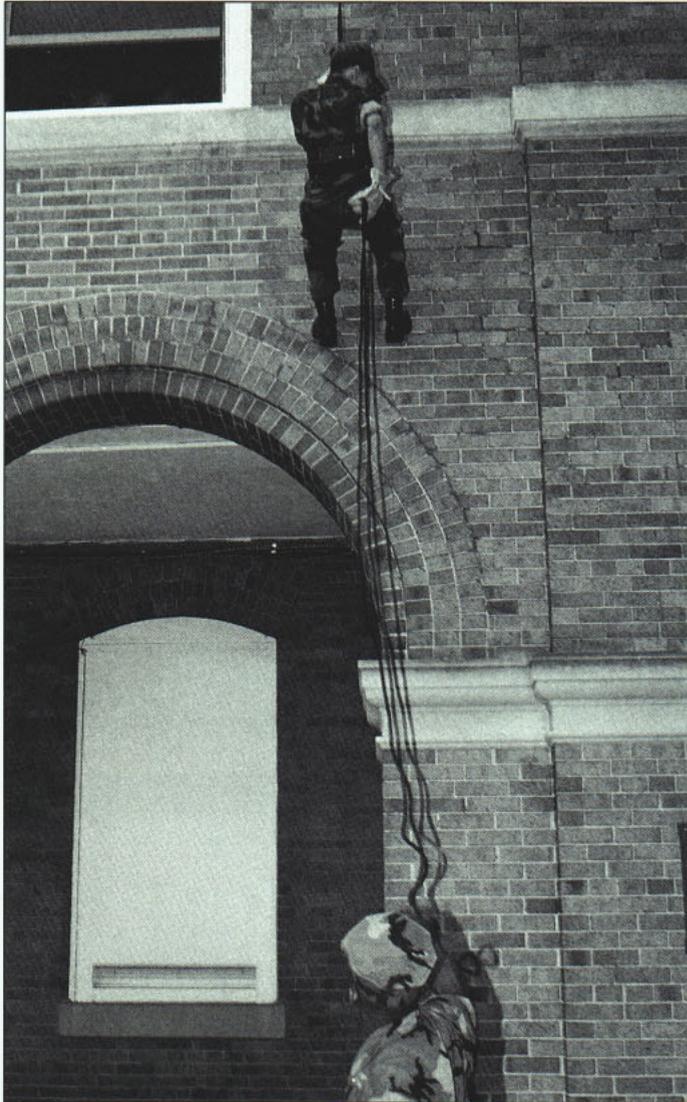
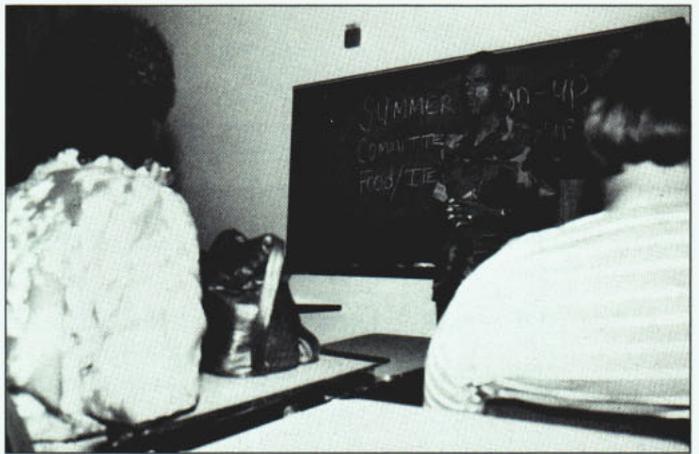
The adults engaged in this struggle may be beyond hope, but a program for kids called the "Young Marines" has taken up the fight to reclaim a generation adrift in the crossfire of this senseless combat.

The Metropolitan District of Washington Young Marines Inc., a volunteer program sponsored by the Marine Corps League, has become an effective weapon in the battle for the lives of vulnerable children. And there is no better proving ground than the streets of the nation's capital.

"I was born and raised on these streets. I know how tough they are," said Marine Capt. Michael D. Thomas, commanding officer of the Washington, D.C., Young Marines.

"We *are* in a war. The military has been involved in a war on drugs for a long time," Thomas said. "This program is an extension of that war." Many of the kids in

Left: Lance Cpl. Charles MacDonald helps a Young Marine square away his cover. Below: The Young Marines' mountaineering skills were on display during a recent demonstration at the Marine Barracks. Right: The commanding officer of Washington's Young Marines, Capt. Michael D. Thomas, meets with parents. Bottom right: The company moves out under the watchful eye of an instructor.



the program are not even 10 years old. How much could they know about drugs? "You'd be surprised at the age some kids start taking drugs in this country," he said.

"That's not the issue. We have to impress these kids with the danger before they start on drugs. We have to provide them with the discipline to resist that dead end."

Discipline is the operative word when parents speak about their kids' involvement in the Young Marines. Dorothy Gholston has seen the police cruisers and heard the ambulances make their clamoring entrance into her neighborhood far too many times to count. She says she

has watched the shrouded bodies of children being removed from the gutter by grim-faced city employees. A single mother, she has vowed that this fate will not befall her only child, Delonte, aged 12.

"The only way these kids are going to stay out of trouble is if they learn discipline," Gholston said. "The young men and women Marines who give up their time to work with our kids are real heroes. They set an example that the kids know is the right way to live."

The program, in existence since 1979, is a multi-layered approach to a cross-cultural problem. Currently 11 Marine Corps bases participate across the country, and the parents of some of the D.C. Young Marines think that the program should be expanded.

"This isn't only a city thing. I'm sure there are kids in small towns that are near bases that would benefit from this kind of training," said Thomas Henderson, whose grandson, Tyler Rucker, has been in the program for three years.

"The feelings of accomplishment that Tyler gets from making rank and doing things the right way is very valuable," Henderson said. "He really believes that he can accomplish anything he puts his mind to. That's a result of being in the Young Marines."

**Right: Each member of the program must be physically fit in order to stay a Young Marine. Bottom Right: The Young Marines program makes accommodations for the latest hair styles.**

The parents who gather each week at the barracks are vocal in their support for the men and women who spend time and energy trying to instill pride in the youngsters. "I respect the Marines that are helping these kids because they're giving them something that a lot of kids are missing — self-respect," said Diane Adams, mother of 10-year old Young Marine Dominick Adams.

What about the Marines who volunteer to help a group of total strangers — what do they get out of it? "First of all, you can't have a 'What's in it for me?' attitude," said Lance Cpl. Jeff Carney, a Buffalo, N.Y., native who had never been to the nation's capital before being assigned here two years ago. "Just look around this area; these people have it rough. Anything we can do to help them out is worthwhile," he said. "These kids aren't to blame for the conditions here, but they suffer just the same. I hope what we do makes things better for them. Besides, I like the feedback I get when I work with them."

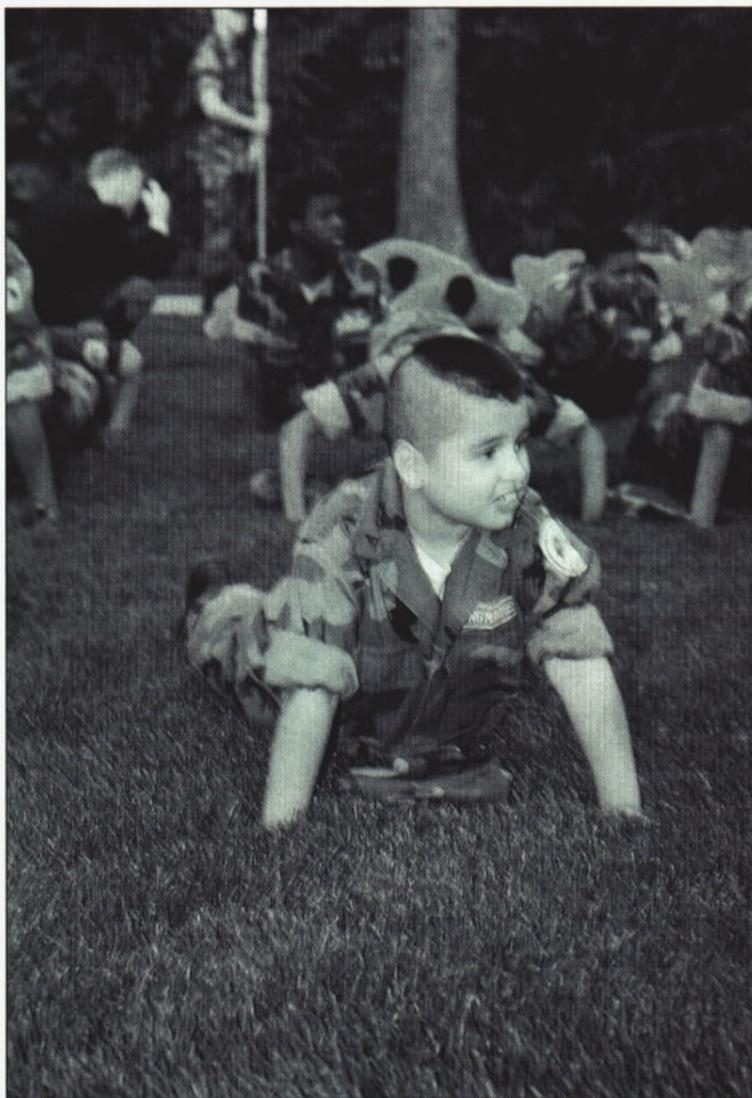
Master Sgt. Phil Simoes is the typical leatherneck. He possesses the gruff exterior of a seasoned drill instructor and exudes a confidence that is easy to see. An observer would never suspect that the tough Marine has a soft spot, but he does. "The thing that gets me about these kids is that the tougher we dish it out, the more they respond," he said. "We can't treat them like adult Marines. They are just children, but they expect to be treated like young Marines. And they are proud that they're able to do things that their friends can't."

Entrance into the program is not automatic; there is a waiting list 80 names long. Once in the program a child must work to stay in. Each youngster must bring his or her report card to be inspected by the instructors. They must maintain at least a 'C' average, and poor grades mean additional attention in the form of counseling. The boys and girls are also required to keep their uniforms in tip-top condition and be physically fit.

Dominick Adams, a two-year "veteran" of Young Marines, isn't too young to understand the importance of what he is doing in the program. "I love it, except sometimes when I get yelled at. But I know that the Marines are trying to teach me something when they yell. I learn fast cause I don't want them to keep yelling."

When questioned about the difference between himself and the other neighborhood kids who don't participate in Young Marines, the 10-year-old said, "I don't know any difference. I just don't want to die."

Parents also have a responsibility to the program. Each week they come with their children. While Marines drill the youngsters on a small grass field nearby, parents



conduct meetings to discuss topics that range from field trips to the size of program, and how some who lack transportation will get to the meetings. The feeling that they are also part of something special is very strong.

"This is not day care or babysitting. This is an honest-to-goodness life-saver," said Ronald May, presi-



**Left: Undersecretary of the Navy Dan Howard talks to a parent at a recent Young Marine outing. Above: Two Young Marines get "Office Hours" with an instructor.**



and drug awareness training, Howard said, "The Young Marines is a dynamic program that encourages self-respect, self-confidence and discipline in young people. This much-needed program accomplishes this by promoting a drug-free lifestyle, as well as the mental, physical and moral development of those who participate in it.

"I am proud of the Marine volunteers for providing these young people with positive role models; these men and women have donated a remarkable amount of time and energy to this worthy cause," Howard added. "I hope that the community and the nation will endorse and support the Young Marines program and others like it throughout the country."

The Marine Corps has earned a reputation through hard work and repeated successes in conflicts all around the globe. That reputation, the few and proud warriors who can take an objective or "take out an enemy," is well-deserved. Their battle for the hearts and minds of 250 young people is a challenge. But the volunteers face this fight with the same gung-ho attitude with which Marines face any task.

In the process, some kids' lives will be changed. □

*Bosco is a photojournalist for All Hands.*

dent of the Young Marines Parents Association. "We have to be involved with our kids. The world has become too tough, and without a strong interest in church, total commitment to education and this program, these kids don't have a chance.

"I think the Marines know how much this program means to the parents as well as the kids," May said. "They are super role models and are doing a world of good here."

The Washington program has earned the respect of the Undersecretary of the Navy Dan Howard. After a recent display that included mountaineering, close-order drill

# Excellence

*The Navy's four 1992 Sailors of the Year were in Washington, D.C., in July to be recognized for their selection as the best in Navy blue. "Each individual exemplifies the hundreds of thousands of Navy men and women who have dedicated themselves to the defense of our country through service in our United States Navy."*

*— Chief of Naval Operations ADM Frank B. Kelso II.*

Story by JO1(AW) Linda Willoughby, photos by PH1(AW) Joseph Dorey

**C**hief Air Traffic Controller (AW/SW) Iain G. Palmer, 1992 Shore Sailor of the Year, is a 39-year-old New York native from Niagara Falls



who, after only 12 years in the Navy, has gone from honor recruit in boot camp to being recognized as the best all-around sailor ashore.

"Anything I ever did in the Navy — I did because I wanted to do it," Palmer said. "I never had the attitude, 'I'm going to do this because it's going to be good for my career.' I got my warfare quals because they were interesting, it was a fascinating program and I wanted to learn — not because I needed a bullet in my eval. The work I do in the civilian community is because I want to do it. What it took to become sailor of the year was just doing what I love to do."

In December 1988 Palmer transferred to Naval Air Station Moffett Field, Calif., where he was selected as their 1992 Sailor of the Year, which led to his current selection and promotion. He graduated magna cum laude from Troy State University with a bachelor of science degree and earned the Enlisted Aviation Warfare Specialist and Enlisted Surface Warfare Specialist designations while stationed aboard USS *Ranger* (CV 61).

"To be a successful sailor, learn your skills, get qualified, and be caring," Palmer said. □

**C**hief Aviation Structural Mechanic (Structures) (AW) William C. Pennington, 1992 Atlantic Fleet Sailor of the Year, was born 33 years ago in Ankara, Turkey.

Joining the Navy in 1977, Pennington's first assignment was to Patrol Squadron (VP) 8 at Naval Air Station, Brunswick, Maine. After discharge in 1981 he completed requirements for his high school diploma and re-entered the Navy in November 1982. His most recent assignment returned him to NAS Brunswick with VP 11.

"I never thought that I would be [here]," Pennington said. "I always thought I would eventually make chief, retire after 20 years and go off on a second career.

"The past few years things started changing, and I wasn't satisfied with being a run-of-the-mill sailor. I realized that nobody was going to give it to me, and whatever I wanted I had to go out and get myself. I started setting my sights higher, challenging myself and setting small goals. As I achieved one I would set another, but sailor of the year was never a goal. I'd look at *All Hands* magazine in past years and think, 'Hey, they must be great,' but nothing clicked in my mind and



said, 'I can do that,'" Pennington said.

Pennington is married to the former Jayne Michiko Ono of Pearl City, Hawaii. □

# exemplified

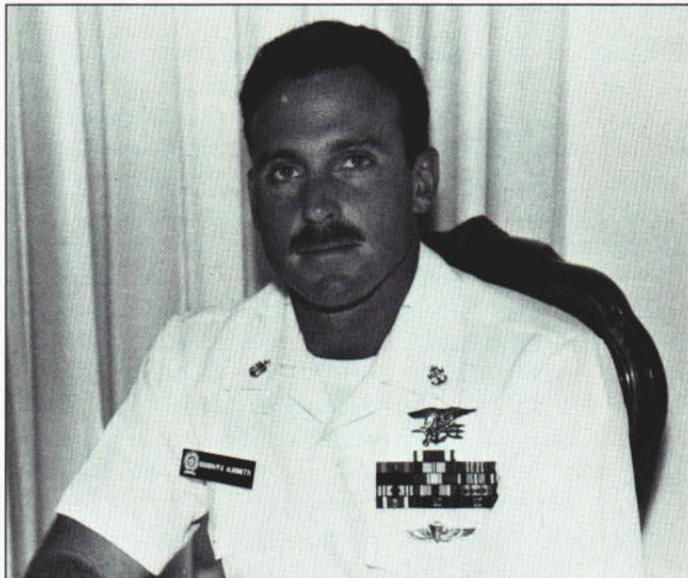
**C**hief Operations Specialist (DV/PJ) David A. Albonetti, 1992 Pacific Fleet Sailor of the Year, is a 31-year-old native of White Plains, N.Y., and a 12-year Navy veteran.

After completing tours aboard USS *Fairfax County* (LST 1193) and USS *Elliott* (DD 967), Albonetti graduated from the basic underwater demolition/SEAL school and reported to SEAL Team 5 where he became a member of their Alpha Platoon.

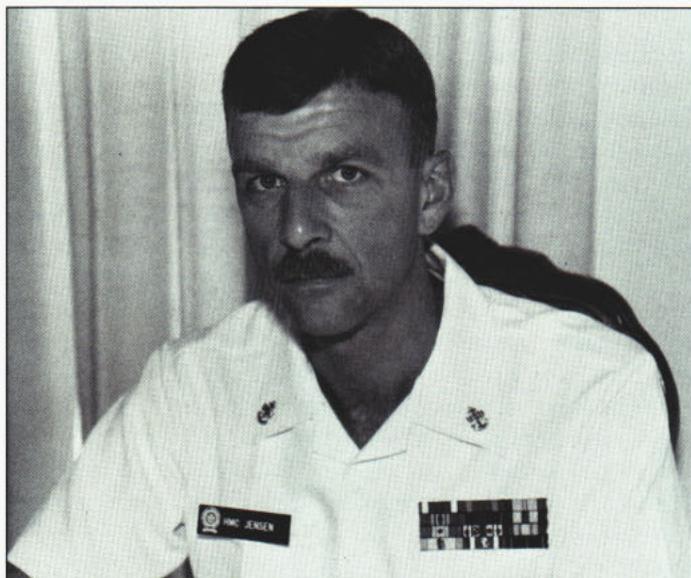
His was one of two SEAL Team 5 platoons deployed to Saudi Arabia during Operation *Desert Shield*. When selected for Pacific Fleet Sailor of the Year, Albonetti was serving as leading petty officer of SEAL Team 5's training department.

Commenting on who had most influenced him during his career, Albonetti said, "When I was out in the fleet aboard *Elliott*, my chief was a professional. . . . He was probably the one that got me in the state of mind that I'm in right now — to perform at an extremely high level at all times and to want to perform your duties and give 100 percent no matter what you are doing, no matter how menial the task.

"One of the most important things for me personally is to do the job, to fight and to complete my mission, but



you have to really care about your people. You're not going to earn people's respect if they know that you don't really care about them as individuals," Albonetti said. "If you sincerely care for the people who work under you, they will work that much harder." □



**C**hief Hospital Corpsman Paul E. Jensen, 1992 Naval Reserve Sailor of the Year, is a 39-year-old Portland, Ore., native who has been a naval reservist since high school where he completed reserve basic training while still a senior.

In his civilian career, Jensen wears the uniform of a Portland police officer.

Jensen was called to active duty in 1971 and again for a six-month assignment in 1991 for Operation *Desert Storm*, when he was stationed with the 2nd Assault Amphibious Battalion to assist in training, planning and preparing the junior troops for action.

Jensen's career as a police officer compares and compliments his position in the Naval Reserve. "Active-duty Training sometimes tries to put a large program in too short a time and it becomes stressful. A lot of people look at police work as stressful but it really boils down to the fact it isn't because we wait for someone to come and give us cover.

"We work as a team, and I carry that into the military community. You have to work as a team. You can't do it by yourself — you wait for help, you rely on each other's strengths, form that team and get the job done."

As a naval reservist, Jensen is currently assigned to 6th Engineer Support Battalion. As one of Portland's finest, he has received two commendations and the Meritorious Medal of Valor.

Jensen is married to the former Susan Fifield and they have a 7-year-old daughter, Nicole. □

# Bearings

## Signalman's quick response saves stranger's life

Signalman 3rd Class Keith Bowen, assigned to the navigation department aboard USS *John F. Kennedy* (CV 67), began his day with no idea it would end with him as a hero.

A Daytona Beach, Fla., resident, Bowen took his father's boat out bass fishing. As the day wore on, the heat became pretty intense. Bowen decided to return to the pier at Roland Martin's Marina in Clewiston, Fla. Upon returning to the pier, Bowen went over to investigate a commotion on the other end.

From listening to the crowd it became quite apparent that someone had fallen into the water between the seawall and the pier. Bowen described the scene as "pure panic."

"Most people panic when a disaster is taking place, rather than keep a

cool head," Bowen said. "I was a member of the volunteer rescue squad in Holly Hill, Fla., before I came in the Navy, and have been trained in water lifesaving and emergency medical techniques. It was just another situation like others I had participated in."

Bowen saw a hat floating on the water, and knew from his training that a body usually sinks straight down. So he jumped on top of the hat, located the unconscious man, brought him to the surface, and with help, got him onto the pier.

"I first checked his pulse," Bowen said. "I did find a faint pulse, but the man was already a pale blue and wasn't breathing. I cleaned his mouth out, gave him one short breath and he started to spit water. I

turned him over to push water out of his system, and he started breathing. About two minutes later his pulse was almost back to normal. About that time, paramedics arrived."

That evening, Bowen went to the hospital to check on the man's condition. "Apparently he had suffered sunstroke," Bowen explained. "I talked to him for a while and about all he could say was 'Thanks a lot for saving my life — I owe you a lot.'"

Bowen, reflecting on the incident, said it wasn't the first time he had saved a life. "It was commonplace in my five years with the rescue squad," he stated. "I'm thankful for my training." ■

Story by JOC Bob Young, assigned to USS *John F. Kennedy* (CV 67).

## Ice-cold command restocks U.S. personnel in Antarctica

The end of a yearlong deployment finally came for 174 members of the U.S. Naval Support Force, Antarctica (NSFA), following the arrival of refueling and resupply ships to the ice pier at McMurdo Station located on Antarctica. The ships provided service to the main facility, several scientific field camps supported by the station, as well as to Amundsen-Scott Station at the South Pole.

The first ship to arrive was the U.S. Coast Guard Icebreaker *Polar Sea* (WAGB 11), breaking a path through ice measuring more than 90 inches thick in McMurdo Sound, from the ice edge several miles away. The Italian freighter *Italica* followed, carrying cargo for both the U.S. facility as well as Terra Nova, the Italian Antarctic research site.

The transport oiler motor vessel (MV) *Richard G. Matthiesen* arrived Jan. 11, and in less than 60 hours, pumped 5.1 million gallons of fuel

into tanks located above Winter Quarters Bay.

The ice must be specially prepared for deliveries by air. Cutting the ice annually allows for the formation of a new, smooth surface which serves as the base for the "ice runway," used from October until early December as a landing strip.

The cargo carrier *Green Wave*, which departed Port Hueneme, Calif., in January 1992, arrived one month later. It restocked the station with food, parts and equipment.

When the ship off-load was complete, *Green Wave* was reloaded with containers filled with items returning to the United States for disposal or redistribution within the military and civilian systems from which they originated.

By late February, flights by VXE 6 ceased, due to the increasingly bad weather on the continent as winter approaches. Those personnel

remaining for "winter-over" begin their period of isolation. The winter-over party includes approximately 60 military and 150 civilians who improve, maintain and prepare the station for the next research season. They will wait for the mid-winter air drop in June, when U.S. Air Force C-141s fly over McMurdo Station and the South Pole to drop supplies, fresh fruits, vegetables and other morale-lifting items by parachute.

A small contingent of about 50 people returned to the "ice" during special winter flight operations in August to assume the winter-over responsibilities and activate the summer support program. They will be followed by the main deployment in October, and the cycle begins again. ■

Story by JOC Gwyneth J. Schultz, U.S. Naval Support Force, Antarctica.

# Bearings

## USS Theodore Roosevelt launches a little bit of Broadway

It was a night to remember, a special performance full of excitement, dancing, singing and more. For those who attended "All Aboard for Broadway" in USS *Theodore Roosevelt's* (CVN 71) hangar bay, the evening will not be forgotten for some time.

Presented by members of the national tour of "Phantom of the Opera," the performance was a one-of-a-kind variety show made up of a montage of classic Broadway numbers. It included songs from "Guys and Dolls," "Sweet Charity," "West Side Story," "Phantom of the Opera," as well as a host of other well-known musicals. Close to 900 crewmen, family and friends attended the free performance, which raised money through donations for the Navy-Marine Corps Relief Society.

The program had many special moments, and the cast went all out to satisfy the enthusiastic audience.

"Our goal was to re-create the experience, to give a taste of what it's like to see a Broadway show for many of those who have never had



the opportunity," explained Don Cook, the show's director.

The logistics of putting a show of this magnitude together on board an aircraft carrier were enormous. Much of the work fell into the hands of CDR Andrew Koss, *Theodore Roosevelt's* air boss.

"Basically we formed our own

production company," Koss said. "We had people coordinating everything from publicity to dressing room arrangements. It was a lot of work, but the results were well worth it." ■

Story by JO1 B. R. Brown, photo by PH2 Michael Wagner, assigned to USS *Theodore Roosevelt* (CVN 71).

## USS Wasp team effort foils piracy at sea in Western Caribbean

During operations in the Western Caribbean, USS *Wasp* (LHD 1) and Helicopter Combat Support Squadron (HC) 2 Detachment 5 foiled the attempted piracy of a U.S.-flagged barge in international waters.

The barge was being towed by a seagoing tug when it was spotted on radar by an SH-60 *Sea Hawk* from Helicopter Anti-submarine Squadron Light (HSL) 44 operating from *Wasp*. The barge's position was relayed to a CH-53E *Super Stallion* crew from HC 2 for data gathering.

What the helicopter didn't see on approach were five small boats tied

to the barge's stern, well out of sight of the tug crew nearly a quarter-mile ahead. They also didn't see the people who were off-loading cargo from the tractor trailers riding the barge into their small speedboats.

"The people on the back of the barge had no idea we were coming until we were right on top of them," said the co-pilot. "It looked like we gave them a pretty big surprise."

Upon discovery, the suspects clambered back into their boats and sped away in different directions. The helo attempted pursuit but couldn't track all of them.

After *Wasp* arrived on the scene, her embarked Coast Guard Law Enforcement Detachment searched the barge and found a number of tractor trailers had been broken into. Little was actually stolen thanks to the helo crew's quick action.

*Wasp* lived up to one of her namesakes with one of the missions assigned the first *Wasp* during the American Revolution was to protect the Caribbean shipping lanes from pirates. ■

Story by JO2(AW) Brett C. Hershman, assigned to USS *Wasp* (LHD 1).

# Mail Buoy

## Misplaced displacement

Good job on the nice article about USS *Midway* (CV 41) in your June 1992 issue. However, it is an exaggeration to say that *Midway's* displacement has "... grown from 45,000 to 74,000 tons ... " It sounds like you have standard displacement confused with full load displacement. *Midway's* standard displacement has increased from 45,000 tons to 51,000 tons, with most of the increased displacement due to her early overhaul from a straight deck to an angle deck carrier.

— RM2(SS) Richard Zimmer  
USS *Florida* (SSBN 728) (Gold)

## Get with the program

I am not familiar with the Total Quality Leadership (TQL) program; however, it doesn't take a "genius" to figure out what it is all about.

I am writing to express my discontent regarding a statement made by Dr. W. Edwards Deming, pioneer of the TQL program, which appeared on Page 4 of June's issue of *All Hands*.

Dr. Deming stated that, "It doesn't matter how you say it, it's what you say." I was not as surprised by that statement as I was that nobody in my chain of command challenged this doctor regarding his statement. A quality leader ought to keep in mind the effect his words will have on his or her personnel, and the way they, the leaders, present their ideas is of paramount importance. Come on Doc, let's get with the program, TQL or any other program. It does matter how you say it.

— FN Valentin Castaneda  
Groton, Conn.

## Reunions

• **VC-1 (VU-1 and VJ-1)** — Disestablishment ceremony, September 30, 1992. NAS Barbers Point, Hawaii, Hangar 111. Contact LT Bill Kearns, (808) 684-8272 or (A/V) 484-8272.

• **USS Sequatchie (AOG 21) (World War II)** — October 1992. Contact Ralph Vierregger, 11664 Pierce St., Omaha, Neb. 68144; (402) 333-7944.

• **USS Harrison (DD 573)** — October 1992, Norfolk. Contact John Chiquoine, 323 Wellington Road, West Chester, Pa. 19380; (215) 692-2627.

• **CASU 12 Association** — October

1992, Portland, Ore. Contact A. Gordon Hurst, 6409 Oakbrook, Corpus Christi, Texas 78413; (512) 853-3891.

• **USS Jeffers (DD 621/DMS 27)** — October 1992, Charleston, S.C. Contact Warren O. Hilton, 209 S. Hall St., Morrisson, Ill. 61270; (815) 772-2422.

• **USS Clemson (DD 186/APD 31)** — October 1992, Virginia Beach, Va. Contact Fred W. Haag, 92 E. Steuben St., Pittsburgh, Pa. 15205; (412) 921-5425.

• **CBMU 563** — Nov. 1, Hickory, N.C. Contact Larry H. Eckard, P.O. Box 5145, Hickory, N.C. 28603; (704) 256-6274.

• **USS Maury (DD 401) (World War II)** — Nov. 4-5, Orlando, Fla. Contact Robert Zellers, 902 S.E. Brookege Ave.,

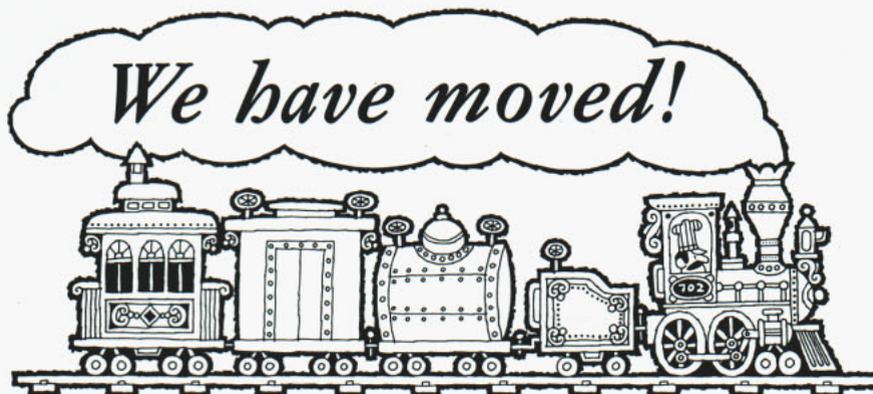
Port St. Lucie, Fla. 34983.

• **USS Furse (DD/DDR 882)** — Nov. 6-8, Myrtle Beach, S.C. Contact Carlisle Coleman, P.O. Box 53394, Atlanta, Ga. 30305; 1-800-462-6356.

• **USS Hugh L. Scott (AP 43)** — Nov. 10-12, Pensacola, Fla. Contact Thomas E. Whitney Jr., 5646 Spring St., Omaha, Neb. 68106; (402) 553-5891.

• **USS Twining (DD 540), Adak, Amchitka and Attu Radio Receivers (1943-46)** — Nov. 11-15, Clearwater Beach, Fla. Contact Bruno Campagnari, 1809 Dugan Road, Olean, N.Y. 14760; (716) 372-1780.

• **USS Vulcan (AR 5) (1943-46)** — Proposed. Contact Paul Stein, 6717 218th St., Bayside, N.Y. 11364.



## ALL HANDS

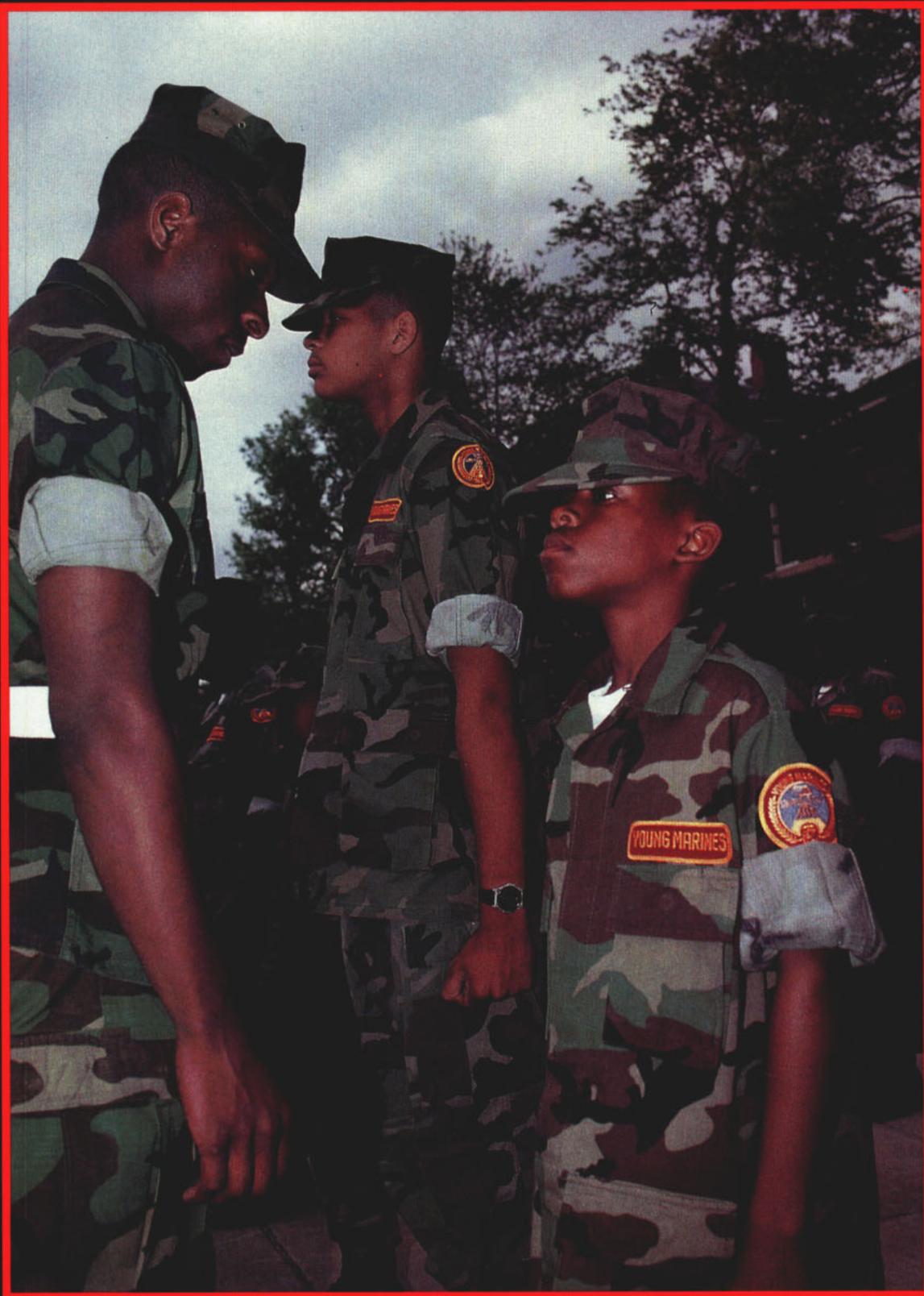
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One bird of prey watches another fly back to its nest aboard USS *Kitty Hawk* (CV 63). Photo by PHAN Raphael Fernandez.



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