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THE AFTERMATH
OF THE USS COLE ATTACK

January/February 2001 —

FIGHTING IN THE ENEMY'S BACKYARD

We are a maritime nation, and as such rely on a strong and ready Surface Navy to command the seas. By providing freedom of the seas we daily ensure safe passage along oceanic trade routes where 64 percent of the world's trade moves — up to 80 percent by 2020!

As Surface Warriors we regularly provide U.S. sovereign power overseas. Our ships routinely sail in harm's way, literally in a potential adversary's own backyard. This gives us the advantage and enables us to dictate the game rules and tempo should hostilities break out. We get there, stay there, and take the fight to the enemy!

The worldwide nature of U.S. Navy deployments always incurs a degree of risk. USS *Cole* (DDG 67) is a vivid reminder that ours is a dangerous world. I have several thoughts I would like to provide you about the *Cole* incident.

First, the *Cole* investigation is complete as Admiral Clark, our CNO, said in his message to the Fleet (NAVOP 001/01). Second, there are still many questions with which we as a community need to come to grips. In particular, we are taking a hard look at our force protection capabilities. How do we assess our true readiness? How timely and useful is our intelligence? Are our defensive measures adequate? We all recognize the attack on USS *Cole* was an unprecedented act, but we also know that as a Navy we are not well prepared in both mindset and equipment to counter terrorist acts. Improvements are needed at all levels of the chain of command, and we will do just that. Third, let me make it clear that USS *Cole's* crew were heroes. Their valor and training saved their ship.

In addition to concerns like the attack on USS *Cole*, the littorals present many other unique warfighting challenges. The landscape in the littorals drastically reduces reaction times against airborne threats, shallow water acoustics makes undersea warfare even more difficult, and coastal water is ideal for mining. Regional powers can use these natural advantages to enhance the effectiveness of their weapons. Everything from cheap, effective terrorist weapons to increasingly sophisticated ballistic missiles, are readily available on the open market. Surface Warfare is working hard to ensure overseas access by countering these threats with new, promising warfighting systems. Rolling Airframe Missile (RAM), Evolved Sea Sparrow Missile (ESSM), the NULKA decoy, and the Advanced Integrated Electronic Warfare System (AIEWS) show exceptional results and promise against the latest anti-ship cruise missiles threats. Additionally, six forward deployed Mine Hunting Ships (MHC), the MK54 Lightweight Torpedo, the SH-60R helicopter, and the AN/WLD-1 Remote Minehunting System (RMS) will maintain our momentum in defeating underwater threats. Our Theater Ballistic Missile Defense systems are on the test range and nearing deployment in the fleet.

In addition to these new systems to ensure littoral access, we recognize that littoral warfare requires a team effort. We already have a strong history of teamwork with the Marine Corps. Sailors and Marines have stood shoulder to shoulder over the past 226 years to make us a premier offensive fighting force. Today, Marines operate from some of the most sophisticated amphibious warships in the world, and we're not stopping there! LHD-8 is on the horizon, and soon twelve *San Antonio*-class (LPD 17) warships, with their robust systems and advanced design, will take a forward-leaning rest position in our fleet. The addition of 5-inch/62 caliber guns with extended range guided munitions (ERGM) and Land Attack Standard Missile (LASM) to selected *Ticonderoga*-class cruisers and *Arleigh Burke*-destroyers, as well as new longer range guns and missiles planned for the *Zumwalt*-class land attack destroyers (DD 21), will enable the Marine Corps to conduct 21st century expeditionary warfare with concentrated long-range, lethal, accurate and timely fire support.

Teamwork in the littorals also extends to our sister services, with the Surface Navy playing a key enabling role for the Air Force and Army's movement toward lighter, more expeditionary forces. We are closely aligning ourselves with the direction mapped out in Joint Vision 2020, and its overarching focus on "Full Spectrum Dominance." I translate Full Spectrum Dominance as the ability to control the littoral with greatly improved situational awareness - under the sea, on the surface, and in the air — what SWOs practice every day! Surface Warriors will lead the way through introduction of new, exciting systems like Cooperative Engagement Capability (CEC), the Area Air Defense Commander (AADC) suite, Theater Ballistic Missile Defense (TBMD) and JCC(X) — our first joint configured command ship.

I'm thrilled to see the way our Surface Navy is leading the way in innovation to bring the fight to the enemy both today and in the 21st century before us. We will continue to press forward, without fear, as we confront the dangers inherent in the littorals. We will not shrink from this challenge, but will fight as a Navy — Marine Corps and Joint team. In the end, we will continue to provide our great nation an outstanding return on its Surface Warfare investment.



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Rodney P. Rempt
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Rear Admiral, U.S. Navy

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► Cover: The guided missile destroyer USS Cole (DDG 67) is returned to Pier 4 at Ingalls Shipyard in Pascagoula, Miss. Cole will undergo extensive repairs to damage sustained in an October 12 bombing attack in the port of Aden, Yemen. (PHC Johnny R. Wilson/USN)

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The Navy has completed the Judge Advocate General Manual Investigation and the Crouch/Gehman Commission has finished its review of the Cole bombing. What changes in force protection can the Fleet expect in the future? By Dick Cole, LT Chris Jennings, JO1 Joseph Gunder II and JO1 Ronn Poole

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Fox Sports NFL Sunday, the Secretary of Defense, the Dallas Cowboy

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Cheerleaders, Senator John Glenn, pop singer Jewel, country singer Shane Minor, comedian/writer Al Franken; the list could be a story in itself. It was the largest production ever to take place on a deployed aircraft carrier — and it all took place in one day on board USS Harry S. Truman (CVN 75) while off the coast of Naples, Italy. By JO1 (SW) Joel Huval

35 USS George Washington Battle Group, USS Saipan Amphibious Ready Group return home

About 15,000 Sailors and Marines of the USS George Washington (CVN 73) Aircraft Carrier Battle Group and USS Saipan (LHA 2) Amphibious Ready Group made it home in time for Christmas. By JO1 Andy Karalis

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The six ships of Mine Warfare Readiness Group 2 (MITWRG-2) returned to their Naval Station Ingleside, Texas, homeport Dec. 15 after a three-month deployment that took the ships through the Gulf of Mexico, Caribbean Sea and along the East Coast. By Mine Warfare Command public affairs

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This destroyer completed the first surface exercise with the armed forces of this former Soviet bloc nation.

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Inside

SW

by Dick Cole
Editor in Chief

GENESIS

Genesis (jen'i sis), n., pl. —ses (sez'). An origin, creation, or beginning [*<*L: birth *<*Gk: origin]



Welcome to the first issue of *Surface Warfare* as we begin a new millennium. This issue could be called a “genesis” as defined in the *Random House Dictionary*. This is the first issue of the magazine under my direction as SW's new Editor in Chief. This issue also marks the creation of a new look. Finally, it is also the beginning of a change in the content of the publication.

I came to this position as a career Air Force officer and communications professional. Most recently, I served in the Office of Congressional and Public Affairs for the Naval Sea Systems Command. Though some of you might be concerned that an aviator is editing your magazine, rest assured that I've learned to spell “Navy.” I've also learned a real appreciation for the dedication and professionalism of today's Surface Warriors. I hope to bring that dedication and professionalism to life each issue in these pages.

I am fortunate to have a superb staff of professionals working with me, and I hope our staff will be growing over the coming months to serve you even better. I'm confident we will be visiting with you on the waterfront and on the deck to tell your story. We hope to talk over a cup of coffee, as you stand mid-watch. We want to eat meals with you in the mess. In short, we want to be where you are, telling your story. When it's not possible for us to be there, we hope you'll serve as our eyes and ears and contribute to the magazine.

Unfortunately, this magazine has too often focused on technical issues and articles. While discussing technical issues is important — especially if it will help you with a problem you're facing at sea or assist you in getting a higher score on your next promotion exam — we'd like to have a different focus. This issue is a genesis for that reason, too.

First and foremost, SW is, and will remain, the Director, Surface Warfare's official communications link to those of you in the Fleet.

You can expect to learn more about the proud history and heritage of surface warfare in future issues of *SW*. We'll be telling you how best to prepare yourself for future duty assignments, and about the technology that will be there when you arrive. We want to tell your sea stories. By publishing your letters, we hope to provide you with a channel of communication directly to the leadership of today's Navy. With your photos, we hope to share your experiences at sea with those without an understanding or appreciation of what you do for our Navy and nation.

This is a genesis. It is the beginning of a new *Surface Warfare* that will make you proud to be a Surface Warrior and motivate you to stay Surface Navy.

This issue of the magazine features the USS *Cole*. We examine the outcome of the Judge Advocate General Manual Investigation, the report of the Crouch/Gehman Commission and where we go from here.

In a new section called "From the Deckplate," *SW* highlights what you in the Fleet have done for the nation and the Navy in the months preceding the publication. (I would encourage you or your ship's public affairs officer to send us your stories so that we may include you in future issues.)

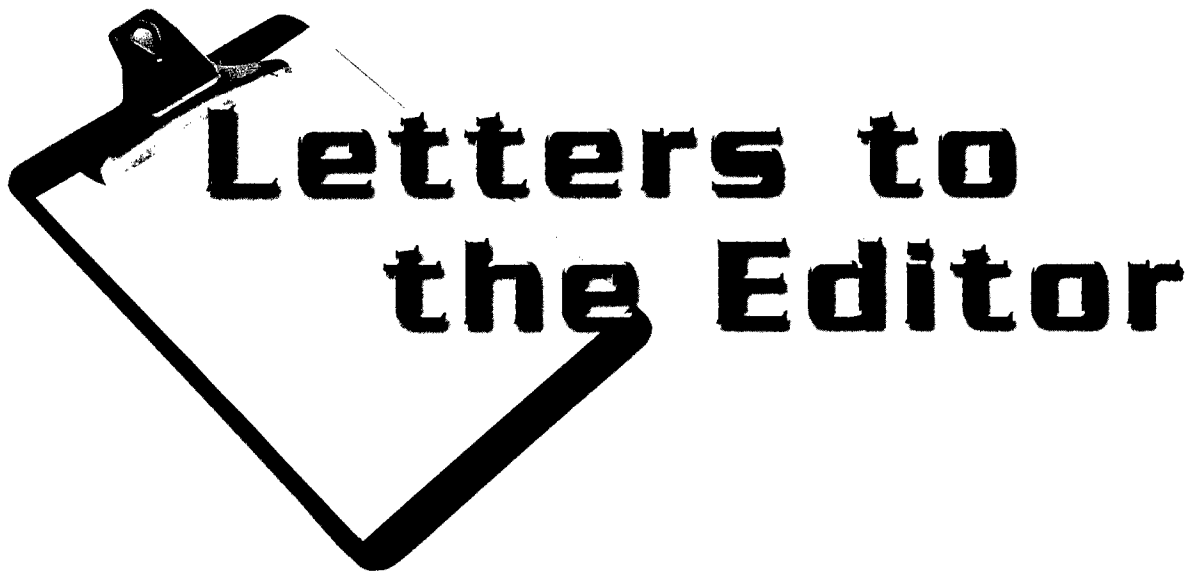
In "Quarters," we'll share personal and professional development information with you. We'll assist you in making career decisions. It's here that you'll also learn about changes to today's shipboard technologies and about the development of future ones.

Winston Churchill said, "the farther back you can look, the farther forward you are likely to see." George Santayana said, "those who do not learn from history are doomed to repeat it." Both men knew the importance of heritage and history. It is impossible for you to appreciate your importance as a Surface Warrior without knowing just how you got here. Toward that end, we'll try to include a story in every issue to give you a brief history lesson in surface warfare.

"No arsenal or no weapon in the arsenals of the world is so formidable as the will and moral courage of free men and women," said President Ronald Reagan. In each issue of *SW*, we'll include a story, which illustrates honor, courage and commitment — the Navy's core values. Military Editor LT Chris Jennings interviews Medal of Honor recipient and former U.S. Senator J. Robert Kerrey about how his service in the Navy and loss of his leg in Vietnam have affected his life for this edition.

Another feature we hope to run on a recurring basis is "Views From the Fleet." We hope it will include your photos illustrating your ship's activities.

On a final note, I encourage, not only your contributions, but also your letters and suggestions. Let us hear from you!



Letters to the Editor

How do we salute our Sailors?

A good leader recognizes people and their accomplishments. In the Navy, most leaders understand that recognition translates to awards, and awards equal medals. Recognition usually takes the form of an all-hands quarters at the end of a Sailor's tour, where the crew listens to what their shipmate has accomplished while assigned to the command.

Certainly this is one view and, lacking any other format, a good one. However, there are many other ways to use this awards system. One, in particular, bears mentioning again with some elaboration.

The end-of-tour award is now fairly well entrenched in our minds as the standard means to reward a job well done over the course of a defined period of time — the Sailor's entire tour. This thinking is based on the fact that it requires the entire tour to fully justify an award, at any level. Yet, it would be more productive, better for the Sailor and better for the crew to present an award soon after it is earned rather than allowing an

entire tour to pass. The Sailor would then feel that hard work, above and beyond that required, is rewarded. The crew would see what one individual can accomplish and that the command recognizes hard work and dedication, not just the end of an assignment.

Would a Sailor be happy to leave without that closing ceremony and award? Perhaps — it is tough to overcome that "end of tour award" mentality, but we must start somewhere, and we must recognize superior performance when it impacts the command.

A less common way to view recognition involves, at least initially, *no* ceremony, *no* citation and *no* award. It *does* involve observation and thoughtfulness: recognize a Sailor's ability by greater skill challenges. Recognize a Sailor's initiative and innovation by listening and integrating good ideas into the command. Recognize a Sailor's ambition by guiding and mentoring. Recognize a Sailor's love of family by keeping communication open.

There are many ways to recognize Sailors; the above are just a few

options. I would encourage the readership of *Surface Warfare* to contribute their suggestions, as well.

— ETCM (SS/SW/AW) Pres Weaver
Command Master Chief
Military Sealift Command

What exactly is the real Navy?

I can't even recall how many times my commanding officers or salty chiefs have told me during my Navy career that I'm not in the "real Navy." Hearing this phrase has become one of my pet peeves.

At the Naval Academy, my company officer and chief continually reminded me that life on "the Yard" was not the real Navy, and that I would see the real Navy when I got to the Fleet. I went to Surface Warfare Officer School, which, of course, was not the real Navy either, according to my instructors, since it was a training command.

I finally reported to the Fleet, thinking I had made it to the real Navy. However, my first command, USS *Blue Ridge* (LCC 19) — Seventh

Fleet flagship — wasn't a cruiser, destroyer or amphibious ship. Furthermore, it was forward deployed to Yokosuka, Japan, which is different from the real Navy, so I was told.

Leaving the *Blue Ridge*, I was excited to report to Commander Amphibious Squadron Seven (COMPHIBRON SEVEN) — an afloat amphibious staff. To my dismay, I was informed that my staff job (or any staff job for that matter) wasn't the real Navy either.

I am currently enjoying the unique perspective of life inside the beltway stationed as an OPNAV Fellow at the Center for Naval Analysis, Washington, D.C. I doubt I need to explain what I have been told about that!

After four years of military school and nearly five years of service, have I found the real Navy? I think so.

This is what I have learned in my short yet varied career: Every command from the base Dental Clinic to SEAL Team Two, every community from supply to aviation, and every Sailor from seaman to admiral helps to make the Navy what it is today. That is, and always has been, the essence of this great service of ours.

No seaman recruit or ensign should be given the impression that his or her experiences don't count, regardless of yours. What is important is that we learn from our mistakes and we appreciate our opportunities. There is something to learn from each new person we meet, each new command for which we work and each new experience we encounter. Senior personnel

should be reminding junior personnel of this fact. Help us make the most of it. Teach us how. Strengthen our pride in doing our part to serve both the Navy and our country.

— LT Jill Quinton
*Expeditionary Warfare Fellow
Center for Naval Analyses*

I served with him in 1940 and 1941. We also share the same birthday — October 31. I am trying to locate him.

He can reach me by regular mail, e-mail or telephone.

Thanks for your assistance.

— ENC Kenneth Brown, Ret.
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Looking for a shipmate

There was an article, "May History Never Repeat Itself," by retired CDR Anthony Rudzinski in the January/February 2000 issue of *Surface Warfare*. He was a first class storekeeper on the USS *Perry* (DD 340) during the Dec. 7, 1941 attack on Pearl Harbor.



In the March/April 2001 Issue of *Surface Warfare*:

- The future of the Surface Navy.
- A review of the key presentations at this year's Surface Navy Association Symposium.
- The Area Defense Commander System: How Is the Concept Working?
- A ride aboard the PCU *Churchill*: What's new about this Flight IIA *Arleigh Burke*-class destroyer?
- Cooperative Engagement Capability: Countdown to OPEVAL.
- Assignment Selection Night at the Naval Academy.
- All of our regular features.

By Dick Cole
Editor in Chief
and JO1 Joseph Gunder III
Navy News Service

USS *COLE*

where do we



FOCUS

go from here?

The Navy has completed its Judge Advocate General Manual (JAGMAN) investigation of the actions surrounding the Oct. 12, 2000 terrorist bombing of USS *Cole* (DDG 67) at Bandar al Tawahi, Yemen. The investigation closely examined the actions aboard ship prior to, and following the attack, which killed 17 Sailors and wounded 42.

"We have made vast improvements in force protection measures since the Khobar Towers bombing," commented Secretary of Defense William S. Cohen in a Jan. 9 press briefing. "In the aftermath of that attack, we have taken significant steps to improve force protection measures worldwide." According to the Crouch/Gehman Commission,

established by the secretary to look into the *Cole* bombing, while this focus had been concentrated on land-based installations, it had not been adequately provided for in-transit surface ships.

"This was not a random act, but rather an attack resulting from careful, deliberate planning. The attack occurred at the beginning of lunch for the crew and approximately 45 minutes into the refueling evolution," states the JAGMAN investigation report.

"I have reviewed the Navy Judge Advocate General's Manual investigation and the Crouch/Gehman report [*Cole* Commission] into the circumstances surrounding the attack," Secretary Cohen told military officials and the press Jan. 19, "and I have received the advice of the Chairman, Joint Chiefs of Staff. Both the JAGMAN investigation and the *Cole* Commission make clear that force protection was indeed a priority issue both at the shipboard level and above.

"Our adversaries ... have concentrated on vulnerabilities in areas where we have not sufficiently focused our attention. Our challenge now is to identify those aspects of force protection that have not been the focus of our efforts, and to address those vulnerabilities," Cohen said.

The secretary concurred with recommendations of Chairman of the Joint Chiefs of Staff, Army Gen. Henry H. Shelton, Secretary of the Navy (SECNAV) Richard Danzig, and Chief of Naval Operations (CNO) ADM Vern Clark that no punitive action be taken against *Cole's* commanding officer, the ship's officers, or crew.

"All of us who had responsibility for force protection of USS *Cole* — including the Secretary of Defense, the Secretary of the Navy, the Chairman [of the Joint Chiefs of Staff], the CNO, Commander-in-Chief Central Command, Commander-in-Chief Atlantic Fleet, Commander of U.S. Navy Central Command, and Commander Task Force 50, as well as the commanding officer of USS *Cole* — did not do enough to anticipate new threats," emphasized Secretary Cohen.

ADM Clark agreed with the findings of the Commander-in-Chief, U.S. Atlantic Fleet, ADM Robert J. Natter, that USS *Cole's* commanding officer (CO) CDR Kirk S. Lippold, acted reasonably in adjusting his force protection posture based on his assessment of the situation when the ship arrived in Aden.

"The investigation clearly shows the commanding officer of *Cole* did not have the specific intelligence, focused training, appropriate equipment or on-scene security support to effectively prevent or deter such a determined, pre-planned assault on the ship," ADM Clark stated. "In short, the system — all of us — did not equip this skipper for success in the environment he encountered in Aden Harbor that fateful day."

The JAGMAN investigation looked at two basic questions: were the decisions made and taken by CO Lippold reasonable within the range of performance expected of naval commanders; and, would any of the force protection measures not implemented by USS *Cole* have deterred or defeated the terrorist attack.

The conclusion of ADM Natter, supported by both the SECNAV and

CNO, is that the CO's decisions were reasonable and appropriate under the circumstances. Further, it was concluded that even perfect implementation of all the force protection measures called for under Threat Condition (THREATCON) Bravo, would not have precluded the attack.

Prior to its port visit, *Cole* was required to submit a force protection plan to the Commander of Task Force 50, outlining what force protection measures would be implemented in the port based on the threat assessment and threat condition.

CO Lippold used a Navy message from a Bahrain office, which provided a threat assessment and security overview for Aden, Yemen, as the basis for his force protection planning. This message determined the port to have a "high" threat level. Further, the threat condition for the region, based on 5th Fleet direction, was THREATCON Bravo. This level of threat dictates the employment of 62 force protection measures to ensure the protection of the ship.

When *Cole* prepared its force protection plan, the crew was unaware where it would be berthed in Aden Harbor. The CO elected to employ the highest level of force protection and decided these measures could be adapted, as necessary, once the ship arrived in port.

Just prior to *Cole's* arrival in Aden, the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD-SOLIC) created a new methodology for the Department of Defense to use in classifying terrorist threats. The new methodology employs four threat levels: "high," "significant," "moderate" and "low." The ASD-SOLIC also lowered the



▲ USS *Cole* was well out in Aden Harbor while moored to the dolphin for her brief refueling stop. (USN)

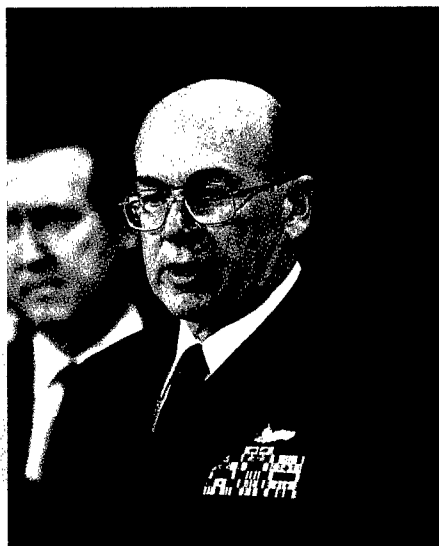
classification of the terrorist threat in Yemen from “high” to “significant.”

Once *Cole* arrived in Yemen, CO Lippold waived the implementation of 19 different force protection measures, which would have been employed under the highest threat conditions. Further, the ship failed to perform 12 other key measures, which “may have prevented the suicide boat attack or mitigated its effects,” states the JAGMAN investigation.

The 12 measures, which were not accomplished by the crew according to the investigation, included:

- Briefing the crew on the port security threat.
- Briefing the security crew on the threat and the rules of engagement.

- Keeping unauthorized craft away from the ship.
- Identifying and inspecting work boats.
- Maintaining the 24 top force protection measures called for under THREATCON Alpha.



▲ Chief of Naval Operations ADM Vern Clark briefing the Pentagon press corps on the *Cole* attack. (R.D. Ward/DoD)

- Being prepared to broadcast warnings to potential attackers in their native language.
- Manning the signal bridge or the pilothouse.
- Arming the quarterdeck watch and security action team.
- Arming the command duty officer and the assistant command duty officer.
- Implementing measures to keep unauthorized craft away from the ship.
- Mustering and briefing ammunition bearers.
- Removing one of the brows if two were in place to ensure only one way on and off the ship.

The decision to waive some force protection measures was made because the ship was to be refueled at a “dolphin” — an isolated refueling station in the middle of the harbor — rather than at a pier. Access to the dolphin was under the control of the Aden Port Control authorities, and the visit was planned to be a brief one.

Some 30 Navy ships had refueled at Aden since September 1997. Twenty-seven of these stops were brief stops of the same type being performed by *Cole* at the time of the bombing. “The fact that prior refuelings in Aden had proceeded without incident may have given rise to complacency about the threats faced by in-transit ships like USS *Cole*,” said Secretary Cohen.

ADM Clark addressed the Surface Navy Association Symposium Jan. 10 and spoke to the attendees briefly and emotionally about *Cole*. “Make no mistake, they’re heroes. Their heroic efforts really did save that ship — their training, courage and determination.

“Bob Natter [Commander in Chief Atlantic Fleet ADM Robert J. Natter], had them do a damage control assessment. Enclosures five and seven into the inquiry talk about various things and acts of personal heroism and great individual initiative on the part of *Cole’s* crew.

“This is indicative of the (crew’s) dedication and resourcefulness. Petty Officer First Class Cathie Lopez, who despite various burns to 20 percent of her body, using only her flashlight to guide her, swam into the darkened oil lab to search the flooded spaces for the MPA [main propulsion assistant] after the initial explosion.’

“Chief Petty Officer Kafka, in the CPO mess, despite sustaining injuries to his leg and lungs, made his way through the smoke and debris to

obtain a SCBA [self-contained breathing apparatus] and searched for survivors in the vicinity of the damaged mess line, guiding one Sailor to the battle-dressing station. He then obtained emergency lighting from repair five, returned to the CPO mess to rescue several other remaining personnel, and, once the CPO mess was evacuated, reported to repair two and assumed damage investigator duties. In the process he safely evacuated several more personnel from the spaces in the heart of the ship.’ And I could go on.

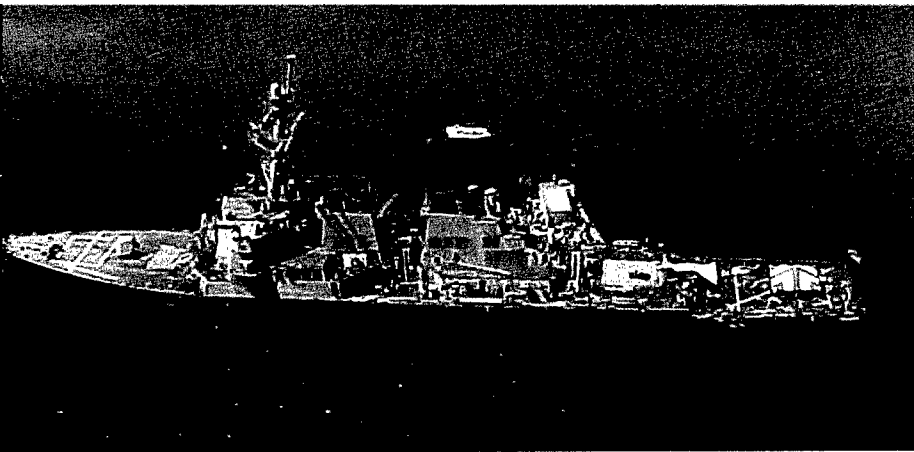
“They’re heroes. No sleep. No air conditioning in unbearable heat. No showers. Resorting to bucket brigades for part of the evolution when they lost power again on the second day. Problems and challenges, but they knew how to deal with them,” said the admiral.

By all reports, *Cole’s* crew was energetic in their force protection efforts and in preparing for scenarios they had been trained to expect. In pre-deployment training, *Cole* was specially commended for its performance against mock terrorist attacks from a pier and from swimmers. It was successful in a training exercise against attack by light aircraft. On deployment, when directed to a port in Slovenia, the CO implemented exceptional security measures against attack from the pier, even in the face of resistance from local authorities. The ship’s force protection efforts were exceptional again while transiting the Suez Canal, and just prior to the Oct. 12 attack, the crew focused its attention on threats from the dolphin at which it was refueling.

“*Cole* did not train to defend against a small boat attack,” wrote



▲ Sailors aboard USS *Theodore Roosevelt* (CVN 71) man a .50 caliber machine gun as a “hostile” small boat approaches during a ship’s self-defense exercise. The carrier is currently in its homeport of Norfolk, Va. This type of training was an outcome of the USS *Cole* bombing. (PHAN Walter Rosado/USN).



▲ This aerial view of USS *Cole* taken three days after the attack shows the hole in the port side of the ship caused by a terrorist bomb. (USN)

Navy Secretary Richard Danzig in a memorandum to the secretary of defense. "More important than this particular concern, however, is the apparent assumption by the commanding officer that our training and preparation would identify all relevant scenarios and that intelligence identifying a specific threat would be available to a ship before that threat materialized. Our training cannot let an intense focus on some scenarios induce vulnerability with respect to others."

Following the attack, the CNO mandated that training be modified to consider a broader range of scenarios. So what are the implications of the CNO's mandate for the Fleet?

Secretary Danzig asked the CNO to work with the joint staff and within the Navy to strengthen procedures assuring that risk is repeatedly recognized, reassessed and balanced.

CAPT Tim Holden, the Navy's director for Antiterrorism Force Protection (N34), is spearheading a division in the Pentagon making recommendations to the CNO about how best to protect Navy and Marine Corps forces at home or abroad.

"Since USS *Cole*, we've had to expand our thinking. I think the response to *Cole* is going to involve a

fundamental change in our culture," Holden continued. "Up until now, we've been very comfortable fighting our enemy at sea. That's how we built our ships and that's how we operate."

"The cultural change I'm talking about, and now I'm seeing this from a terrorist's perspective, is to think of this as a war, a campaign. A campaign that has strategic operational and tactical levels to it."

This cultural change Holden discusses would involve each member of a ship, installation or unit. They would act as the command's "eyes and ears." Sailors on the ship, ashore on liberty or in the local community would raise their level of awareness and be on the lookout for anything unusual.

"It becomes everyone's business to be involved with force protection. This would expand the sensor capability on a ship or installation," Holden said.

Holden proposes the best way to approach force protection in today's world is through the use of "operational risk management." Units must prioritize to get the maximum deterrent effect for the investment.

"We have to prioritize our efforts because we can't defend everything, every place, all the time," Holden said.

Some things Holden said units could do to lessen the risk of a terrorist attack:

- Improve situational awareness — "The Navy has assumed in the past that they would have some kind of a warning," Holden explained. "But with USS *Cole*, there were no warnings or specific indicators. Although intelligence will still be an essential part of how we do business, it just sets the stage or establishes the context so that the CO of a ship will be more aware of the environment in which he or she is operating," Holden said.
- Establish a physical "stand-off" barrier between the ship/aircraft/installation and the potential target — "This barrier will not only lessen the effects of weapons, but will give the unit CO an extra window of time to make a decision," Holden suggested.
- Encourage friends and allies of the United States around the world to provide an appropriate level of protection — "Navy ships visit foreign ports at the invitation of the host nation. Not only is it their responsibility (under international law), it just makes better sense to have the host nation provide the outer defensive perimeter and security around our ships and aircraft. We, of course, will maintain the inner perimeter," Holden said.
- Look at sensor technologies to give the commander a greater

tactical awareness — Some of these would include television cameras, thermal imagers and FLIR (forward-looking infrared). These devices could be permanently installed on ships or remotely operated from the shore, Holden explained.

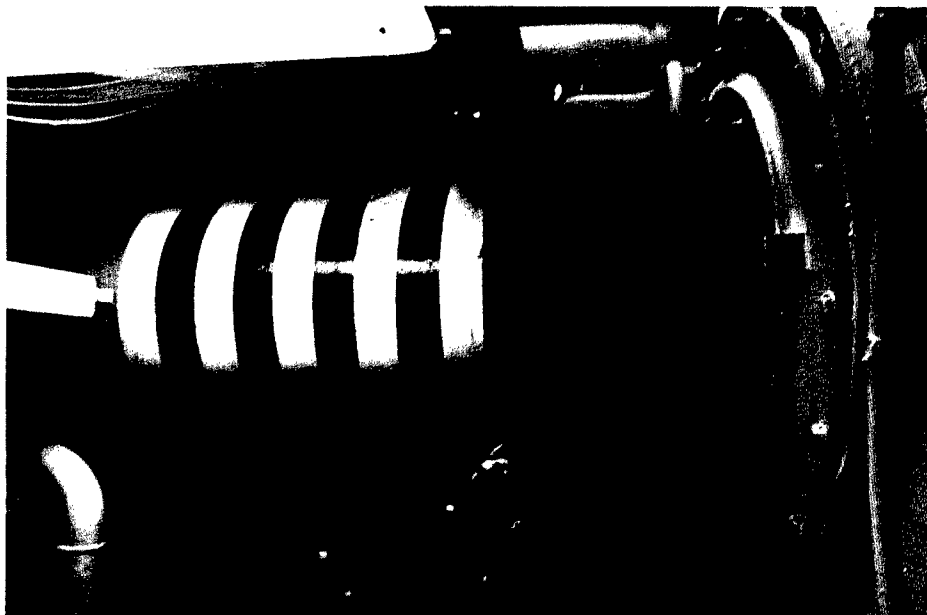
- Consider the use of non-lethal technologies as a dissuader — A lot of these are still in the future. But low-tech alternatives today might include a charged fire hose or, at night, bright lights near the waterline to expose a potential threat. “We are also taking a hard look at non-lethal weapons as a means to escalate our response capability,” Holden said.

One initiative Holden’s office has been examining is the professionalization of the Navy’s security forces ashore. Those billets now using the 9545 — physical security/law enforcement — naval enlisted classification (NEC) would be converted to regular Master-at-Arms (MA).

“The reason for this is to make all Navy security forces ashore a professional force, a career force comprised of Masters-at-Arms,” Holden said.

Another reason, Holden explained, was that the Navy just wasn’t getting enough manning by non-MA Sailors with the 9545 NEC. This way, an appropriate level of ATEFP manning would be derived by recruiting MAs at the E-1 level and growing the MA community to fill all the law enforcement billets, rather than filling these with Sailors from different rates with the 9545 NEC.

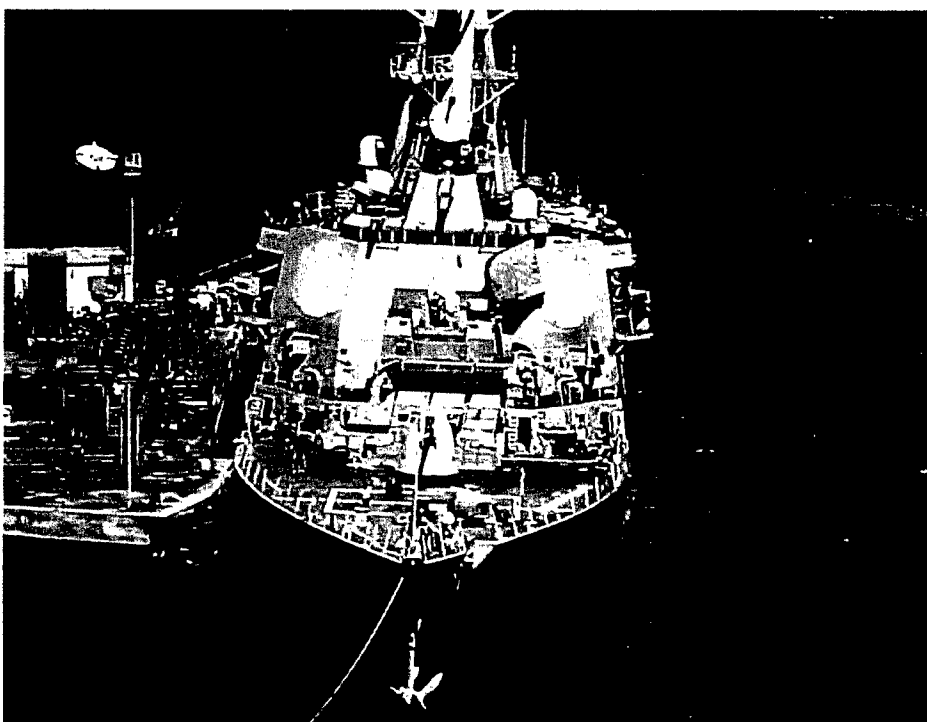
“I join ... in commending the remarkable devotion to duty and individual courage of the crew of



▲ The successful application of practical damage control is evident in the wrapping and plugging of a propeller shaft hull penetration on the damaged destroyer. (PH2 Jim Watson/USN)

Cole in the aftermath of the explosion. While much that occurred on the day of the explosion may not be resolved with perfect clarity, this much we know with certainty: the crew of *Cole* — from the most junior Sailor on up to the commanding officer — saved their ship and saved

the lives of many of their shipmates. Even in the face of a tragedy such as this, we should consider ourselves to be a blessed nation because we are able to count on the service of such extraordinary men and women, brave Sailors all,” Danzig concluded.



▲ USS *Cole* still listing to port three days after the terrorist attack. She is shown still moored to dolphin seven in Aden Harbor. (USN)

NMCRS to administer USS *Cole* memorial fund

At the request of the Commander-in-Chief, U.S. Atlantic Fleet, the Navy-Marine Corps Relief Society has agreed to be the conduit through which public donations (individual, group, and corporate) for USS *Cole* (DDG 67) victims and their families may be channeled. The Society will administer this fund in compliance with the parameters drafted and approved by the active duty Navy leadership, with input from the commanding officer and crew of USS *Cole*.

Anyone interested in making a donation should make checks payable to Navy-Marine Corps Relief Society, or simply NMCRS, and include "For USS *Cole*" in the lower left corner of the check (the memo).

Mail all donations to:

Navy-Marine Corps Relief Society
801 North Randolph Street
Suite 1228
Arlington, VA 22203-1978

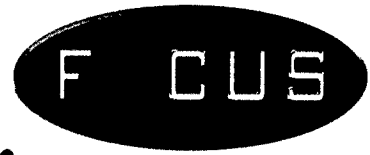


▲ "They're heroes," said Chief of Naval Operations ADM Vern Clark when speaking to the Surface Navy Association about *Cole* on Jan. 10. "No sleep. No air conditioning in the unbearable heat. No showers." (USN)

▲ USS *Cole*, with United States flag flying proudly, is towed by the USNS *Catawba* (TATF 168) from the port of Aden to be placed aboard the MV *Blue Marlin* for transit back to the United States. (Sgt. Don L. Maes/USMC)



USS Cole moved on land for restoration



By Dick Cole
Editor in Chief

USS *Cole* (DDG 67) arrived at Litton Ingalls Shipbuilding in Pascagoula, Miss., Dec. 13, 2000 after a six-week journey from Yemen aboard the heavy-lift ship *Blue Marlin*.

For the long journey from Yemen, USS *Cole* literally rode aboard the 587-foot deck of the *Blue Marlin* atop special blocks and sea fastenings, which were developed to secure the vessel for the return home.

Flag-waiving citizens lined Beach Boulevard in Pascagoula, nearly 100 local and national news media representatives covered the event, and Ingalls employees waived American flags and stood dockside in a somber, patriotic "welcome home" for the vessel.

The Navy made the decision to return the *Cole* to Ingalls for repair because it offered "the best solution for this unique and demanding situation."

The shipyard, which built *Cole* and delivered it to the Navy in 1996, was "most able to effectively manage and complete the work in a timely fashion. Some aspects of the damages remain unknown and will present challenging engineering problems during the repair. The land-level facility at Ingalls provides greater flexibility to deal with structural damage," said Navy officials.

The shipyard will remove damaged sections of the ship, fabricate



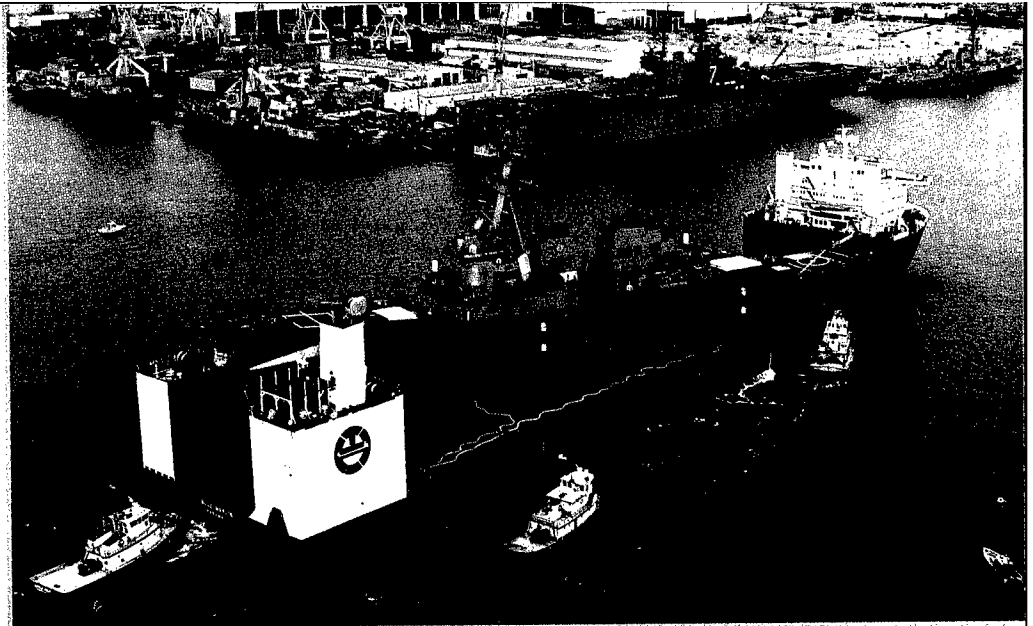
▲ Two tugboats gently push USS *Cole* (DDG 67) to Pier 4 of the Ingalls Shipyard in Pascagoula, Miss., Dec. 24, 2000. A 60-foot by 60-foot patch was welded to the hull of the destroyer before it was off-loaded from *Blue Marlin*. (PHC Johnny R. Wilson/USN)

new ship sections in other areas of the shipyard, and install the new sections aboard ship. Similar work was accomplished by the shipyard on the battle-damaged USS *Stark* (FFG 31) in 1988.

On Christmas Eve, the *Cole* was undocked from MV *Blue Marlin* and floated free in the shipyard's launch/recovery pit. Following the undocking, the ship was returned to Pier 4 at the yard. In early January, *Cole* was moved to Naval Station Pascagoula for weapons offload. On Jan. 14, workers at the shipyard picked up the 8,600-ton destroyer on their floating drydock and then moved the ship over land to a construction bay near where the ship was originally built.

The ship was moved over land by a system of electrically powered translation cars that travel over rails much the same way a train moves over a train track. Each car supports 200 tons. To move the ship the length of a football field into the shipyard took a period of three hours.

The restoration project to return the ship to U.S. Navy fleet duty is expected to last approximately one year.



▲ USS *Cole* approaches Pier 4 at Litton Ingalls Shipbuilding, Pascagoula, Miss., aboard the Norwegian heavy-lift ship MV *Blue Marlin*. In the background is the amphibious assault ship *Iwo Jima* (LHD 7) which is under construction. (Ron Elias/Litton Ingalls Shipbuilding)



▲ USS *Cole* moved on land from Litton Ingalls Shipbuilding's floating drydock Jan. 14. The 8,600-ton destroyer moved at a pace of 27 inches per minute, covering the 100-yard move from the water to a construction area inside the yard in less than three hours. The ship will remain on land for the remainder of its restoration. (Litton Ingalls Shipbuilding)



▲ USS *Cole*, aboard MV *Blue Marlin*, a Norwegian dry dock vessel, arrives in the United States Dec. 13, 2000. (PH2 J.B. Keefer/USN)

Crouch/Gehman Commission releases findings

By LT Chris Jennings, Military Editor

"If you don't remember anything else from what we're going to say, remember that crew saved that ship after that explosion," said retired Navy ADM Harold W. Gehman during the briefing of the USS *Cole* Commission report to the members of the Pentagon press corps Jan. 9.

ADM Gehman stood at the podium with commission co-chairman retired Army Gen. William W. Crouch.

"There was a time of about two and a half days when the ship was in serious jeopardy. There was no electric generator. There was no power. It was dark, and there were still shipmates — the remains of shipmates — pinned in the damage. The crew itself was able to rise to the occasion through a tremendous motivational effort, overcome that damage, and save the ship," said Gen. Crouch.

Outgoing Secretary of Defense William S. Cohen appointed the commission to examine the *Cole* bombing and make recommendations to prevent similar attacks in the future. Cohen agreed with the commission's findings that the United States "must view terrorists as a relentless enemy and confront the terrorists with the same intensity and discipline that we have used in the past to defeat conventional antagonists."

When asked by a reporter whether the commanding officer or other ship's officers would be held accountable for the attack, the outgoing secretary said he had asked the commission to focus solely on force protection improvements and not to examine issues of culpability. He indicated that a Navy judge advocate general investigation was still ongoing and was focused more on accountability issues. The secretary did acknowledge, however, that he was going to ask Army Gen. Henry

H. Shelton, chairman of the joint chiefs of staff, to examine the commission's report as part of the effort to "see if it raises any accountability issues that should be pursued further." He also charged the chairman with advising his successor, Bush Administration Secretary of Defense Donald Rumsfeld, on how best to act on the report's findings.

ADM Gehman and Gen. Crouch detailed their 30 findings for members of the Pentagon press corps, and discussed some of the recommendations of the commission. The findings were organized into five areas — organization, antiterrorism and force protection, intelligence, logistics and training — and resulted in 44 recommendations for force protection improvements.

"As I noted during the memorial service for the victims of this attack, every night all of us sleep under this blanket of freedom because men and women in uniform sail and patrol in harm's way. And, as secretary of defense, I understand that even America's best efforts cannot remove every risk to our soldiers and Sailors, airmen and Marines are going to face, although we will always strive to do just that," said Cohen.

The commission's unclassified report may be read in its entirety at <http://www.defenselink.mil/pubs/cole20010109.html>.

◀ USS *Cole* begins its journey from Yemen to the United States Oct. 31 aboard the Norwegian heavy-lift vessel MV *Blue Marlin*. (Sgt. M.C. Miller/USMC)



Cole Sailor honored with galley naming on "Old Ironsides"

By JO1 Ronn Poole
Submarine Group 2 public affairs

Light snow fell at the Charlestown Navy Yard Dec. 8 as shipmates, family and community members dedicated the USS *Constitution's* crew galley to the memory of MS3 Ronchester M. Santiago.

"Petty Officer Santiago was a friend to all who served with him," said CDR William F. Foster Jr., *Constitution's* commanding officer. Santiago, a former *Constitution* crewmember, was killed Oct. 12 aboard USS *Cole* (DDG 67).

CDR Foster remembered Santiago's transfer interview and saw a spark of adventure in the young Sailor's eyes at the prospect of heading to a new ship.

"He said, 'Captain, I've enjoyed my three years here, but I'm really looking forward to going out to a ship of the line and serving my country and seeing the world,'" Foster remembered.

MS3 Santiago hoped to someday return to his home state of Texas and attend college to study engineering. But in the blink of an eye on Oct. 12, that hope was taken by terrorists. Although MS3 Santiago is gone, his spirit, his courage and his sacrifice will not be forgotten.

CDR Foster continued, "This galley will always serve as a reminder to *Constitution* crewmembers as they eat the fine food served here that Petty Officer Santiago served here and was honored and he will always be looking over the watch captains, supervising and making sure everything is ship-shape."

He then escorted MS3 Santiago's parents, Rogelio and Simiona, and other members of the Santiago family into the galley to unveil the plaque and wall marker placed in the fallen Sailor's memory.

Following the dedication, the family and guests were led outside for a wreath laying ceremony alongside *Constitution*.

MS3 Michelle Smith offered Psalm 105:23-32 as the scripture reading while seven *Cole* crewmembers and *Constitution's* Marine Corps detachment stood alongside the crew.

In his remarks, Sen. Edward Kennedy, keynote speaker at the ceremony, noted the connection between those who went in harm's way on *Constitution* in the past and those who do so today.

"How appropriate it is today that we pause for a moment of prayerful reflection about the life of a Sailor who served on this ship in recent times for three years and then went on to serve overseas in order to ensure security for our nation and the kind of values which the USS *Constitution* fought for," Kennedy said.

"In a very important way, the link that binds those who served on the *Constitution* and those who lost their lives on the *Cole* are joined with this extraordinary Sailor," the senator added.

The Santiago family was then presented citations from the Veterans Services Department of the city of Boston and the Massachusetts House of Representatives. The poem "Sea Fever" was read by MS1 Harold



▲ Commander William F. Foster, Jr., commanding officer of USS *Constitution* unveils the plaque officially naming the new crew galley the "Ronchester Santiago Memorial Galley" before honored guests including the Santiago family, Senator Edward M. Kennedy and Congressman Michael Capuano during the dedication ceremony of the new galley aboard USS *Constitution*. (Seaman Robert Deme/USN)

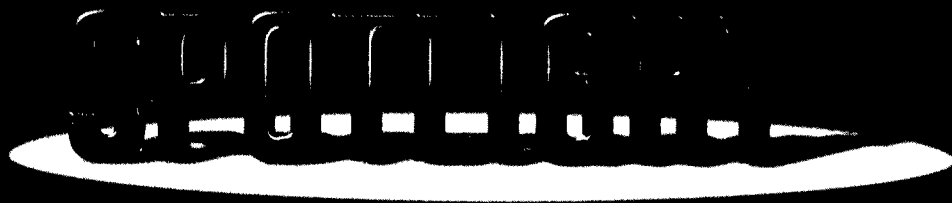
Selke. Police Sergeant Dan Clark of the Massachusetts Highway Patrol sang the Navy Hymn as Foster and the Santiagos prepared to lay the wreath.

The ceremony was concluded by a lone bugler playing taps from the fantail of *Constitution*.

For the seven *Cole* crewmembers present, the ceremony offered some closure. By the time the crew had returned home from Yemen, most of the memorial services for their fallen shipmates were already done.

"To be here with the family and to be welcomed by the *Constitution* crew and city of Boston really shows how the Navy pulls together to take care of its own," said LTJG Robert Overturf, *Cole's* disbursing and sales officer.

For those who serve aboard *Constitution*, the MS3 Ronchester M. Santiago Memorial Galley will serve as a constant reminder of one who embodied the Navy's core values of honor, courage and commitment. For the Santiago family, the memory of a son and brother will live on.



Naval architect makes his mark on history

By LCDR Irene Smith, USNR
Program Executive Office
Theater Surface Combatants public affairs

In the distance, storm clouds drop their torrent upon the sea as the ship breaks through heavy seas. The number on her bow — 85 — disappears and reappears with each crest of the waves. Suddenly above the *Arleigh Burke*-class guided missile destroyer, as if it had traveled through a time portal, screams a Grumman F6F-5 Hellcat — a World War II fighter. Painted on her fuselage are the words “Minsi III” and 34 Japanese flags. An episode from “The Twilight Zone” perhaps? No, simply the latest pencil drawing by naval architect and artist Peter K. Hsu.

A marine engineer and self-taught artist, Hsu recently presented a copy of his architectural portrait of Pre Commissioning Unit (PCU) *McCampbell* (DDG 85) to Secretary of the Navy Richard Danzig. The secretary was one of two principle speakers at *McCampbell's* christening at the Bath Iron Works, Bath, Maine, July 2, 2000.



Secretary of the Navy Richard Danzig signs a copy of one of artist Peter K. Hsu's prints of the PCU *Chung-Hoon* (DDG 93). (PHC Dolores Parlato/USN)

The newest *Arleigh Burke*-class guided-missile destroyer is named in honor of CAPT David McCampbell — the Navy's highest-ranking ace with 34 confirmed aerial victories and recipient of the Medal of Honor. McCampbell was awarded the medal after shooting down nine Japanese aircraft while serving as Commander, Air Group 15, USS *Essex* (CV 9) during the Battle of the Philippine Sea (June 19, 1944) and the Battle of Leyte Gulf (October 24, 1944).

Already a fan of Hsu's art, Secretary Danzig was delighted with the newest drawing. “This is a wonderful tribute to Captain McCampbell and the ship that honors his name.” The secretary autographed and inscribed one of Hsu's earlier works — a drawing of PCU *Chung Hoon* (DDG 93) — and returned it to Hsu. The inscription reads, “with admiration for both your artistic and engineering talent.”



Artist Peter K. Hsu presents Secretary of the Navy Richard Danzig with a print of his drawing of the PCU *McCampbell* (DDG 85). (PHC Dolores Parlato/USN)

Another of Hsu's drawings — the christening drawing of the USS *Winston S. Churchill* (DDG 81) — hung in the secretary's office.

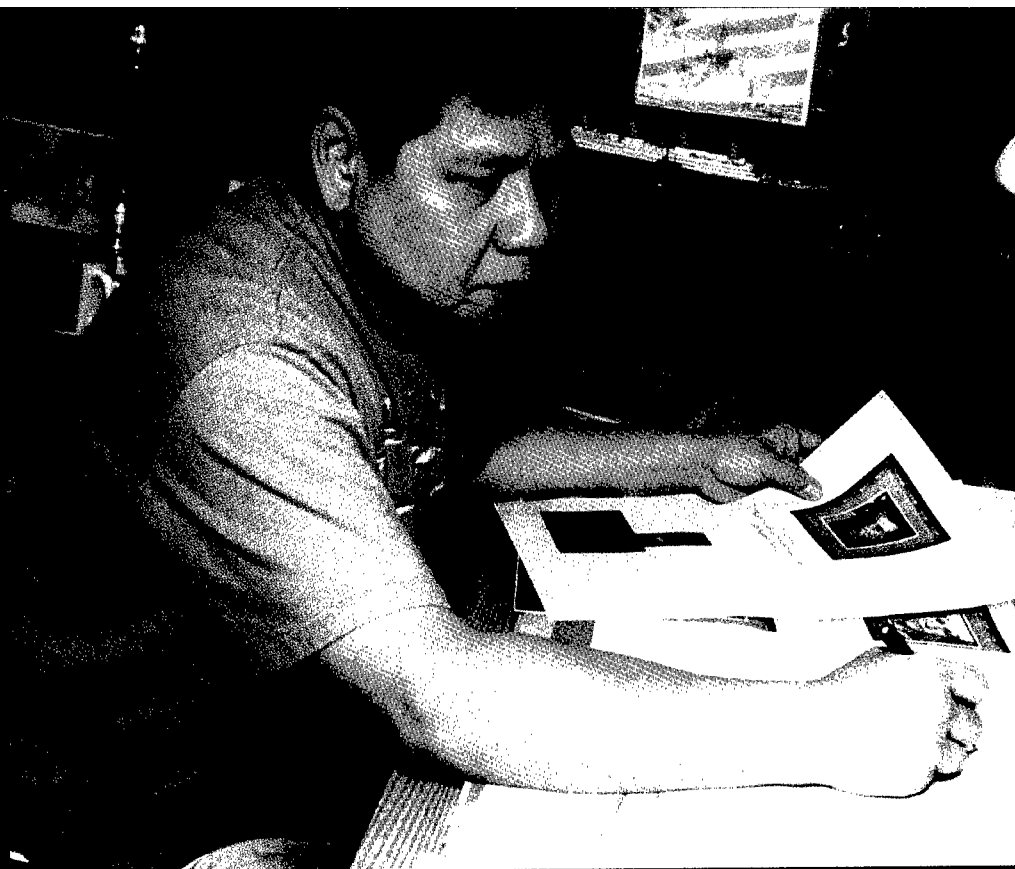
Combining the discipline of naval engineering with a talent for drawing, Hsu began painting pictures of Aegis ships for the Naval Sea Systems Command (NAVSEA) in 1987. His drawings have become a prominent feature at the christening and commissioning ceremonies for most Aegis cruisers and destroyers.

Captain Fred Parker, NAVSEA's director of destroyer shipbuilding, said, "It's amazing how talented Peter Hsu is because he is a world-class naval architect. He and his drawings have become a big part of the *Arleigh Burke* commissioning program. He puts a lot of heart into his job — not just his drawings, but his engineering work as well."

Ship art is relatively new to America. In fact, it is relatively scarce according to James Cheevers, senior curator at the U.S. Naval Academy Museum. Ship art as an art form was born in the ports of Naples, Malta and Marseilles where wealthy merchants commissioned local artists to paint their merchant and whaling ships on canvas. "There isn't a wealth of naval art compared to merchant and whaling ships," said Cheevers.

The first ship portraits were those that sailors brought back as souvenirs from the China coast. In the 1700's, early American artists earned money by painting portraits and expanded their repertoire to painting pictures of naval battles.

When new Navy ships are commissioned, there is no arrangement for ship portraits to be drawn or painted. Although a ship's sponsor



Artist and naval architect Peter K. Hsu works on a drawing in honor of the 17 Sailors killed in the October terrorist attack of USS *Cole*. (Dick Cole/USN)

may commission a ship's portrait, they more frequently procure silverware or other decorative items to outfit the ship. However, ship-commissioning portraits are becoming more common these days — especially of the new *Arleigh Burke* destroyers — primarily as a direct result of Hsu's labors.

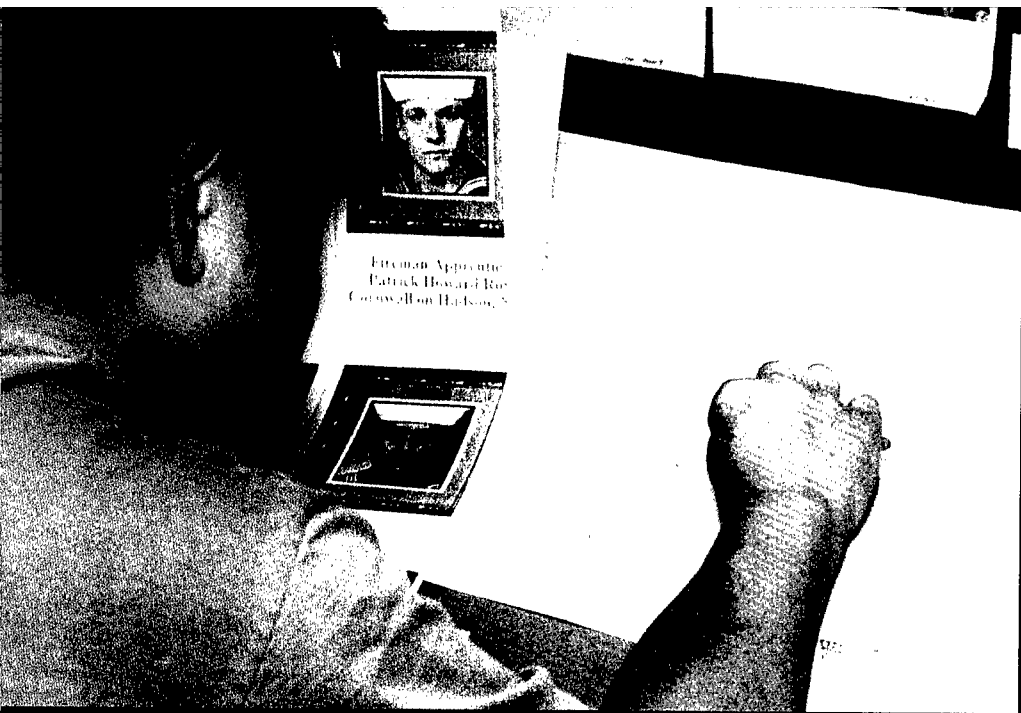
"I have learned to appreciate the courage of our naval heroes as a result of my research," said Hsu. "Their sacrifice, devotion and bravery move me to be a better person. I also strive to find a way to express what they have done to give meaning and value to freedom and peace — things we too often take for granted — in my art."

Hsu studies the biography of the namesake, his photograph and then composes a drawing in naval tradition, facing at a right angle to the ship. In drawing a commissioning

portrait, Hsu shifts the focus of the drawing to the ship and its crew. "This is achieved by capturing a special event either during its building phase or at sea trials, which captures the spirit and essence of the ship," Hsu explained.

A full-time marine engineer and a technical director in private industry, Hsu provides engineering support to the Aegis destroyer program.

With more than 35 years of experience in designing naval combatants, Hsu brings the same technical expertise, creativity and imagination that he applies to the engineering drafting table to his sketch pad. Hsu uses models of ships and airplanes built in his spare time to create a scenario for a ship drawing. The first step might involve building a model plane such as the Hellcat in the *McC Campbell* drawing. Using a DDG ship model Hsu will manipulate the



Hsu begins adding the details to one of the portraits after sketching its rough shape and form. (Dick Cole/USN)

two models of the DDG and the model airplane to find a realistic angle to fit the character of the drawing. He then takes a picture of the namesake and positions it in relation to the two models.

Using a number 5 lead pencil, a common tool in drawing architectural plans, Hsu's drawings are to scale and on an azimuth plot where each angle is carefully plotted from a central point. The outcome is that each of Hsu's strokes defines a direction and a geometric projection, a value more often found in blue prints and architectural drawings than naval art.

Remarkably, Hsu never received any formal art training and has only taken one art class on how to mix oil colors. "As a student I used to pay my rent by working as a waiter on weekends and drawing portraits on a corner in Greenwich Village in New York City," Hsu said. "I drew in high school and found that I made more money working as a waiter, but I had to do both and it worked out. There are a lot of starving artists

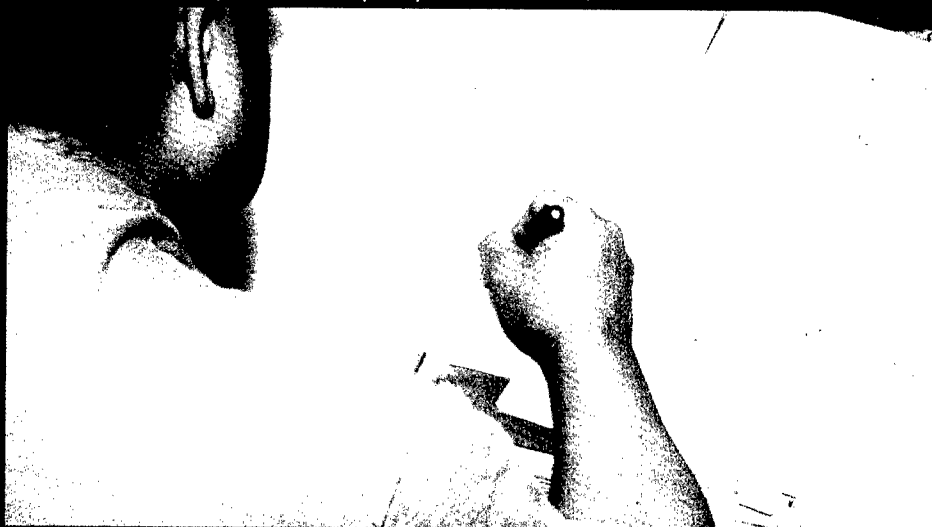
around that are much better artists than I am. And I am a practical person — that is the engineering side of me — which is why I don't quit my day job."

Hsu painted his first ship when he was four years old. A fourth-generation Chinese-American, Hsu was born in Canton, China after his father became stranded in China at the

outbreak of World War II. Hsu was seeing his father off after the war on a troop transit ship bound for the United States when he drew a picture of his first ship. "I always liked to draw things, and I quickly sketched a picture of the troop transport ship that took my father across the Pacific to the United States. I was on the boat deck and saw a lifeboat, and was fascinated by it. I started drawing lifeboats along the ship and the captain walked by and saw what I was doing. He looked at the drawing and liked it, so I gave it to him. The captain of the troop transport ship thought my drawing was so good, he kept it.

"To me, drawing the *Arleigh Burke* destroyers is a great reward that you cannot put a price on. I am able to give something back to these men who often sacrificed their lives for their country and it is something that I enjoy doing," said Hsu. "It is good for the sailors and it is something that makes a difference for people. In the case of the *Oscar Austin* christening, the ship's namesake was a 19-year-old Marine who died in

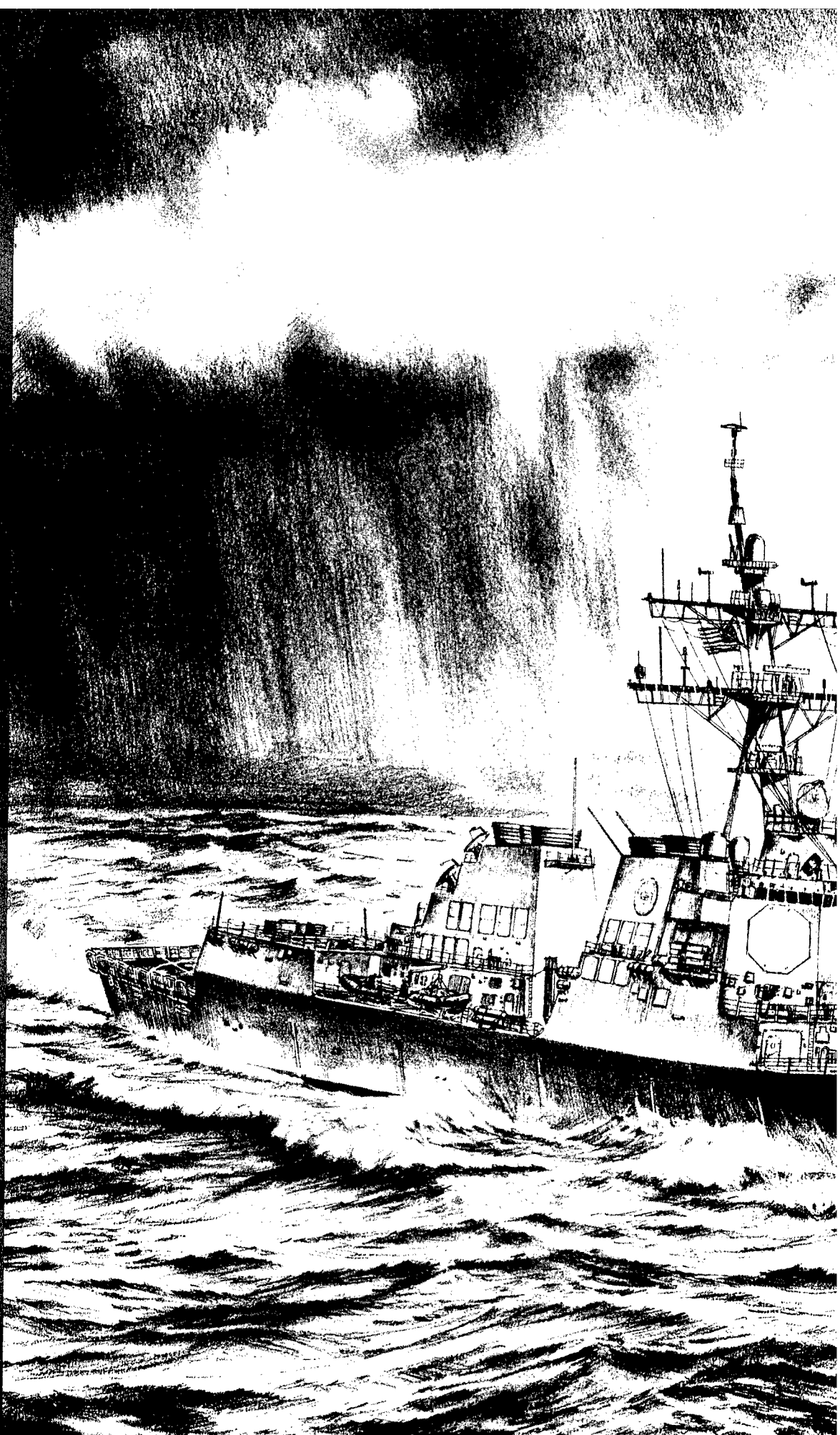
Hsu sketches a small portrait of one of the 17 crewmembers killed in the bombing of USS *Cole*. Hsu draws his art by referring to photographs or plastic models of ships and planes. (Dick Cole/USN)

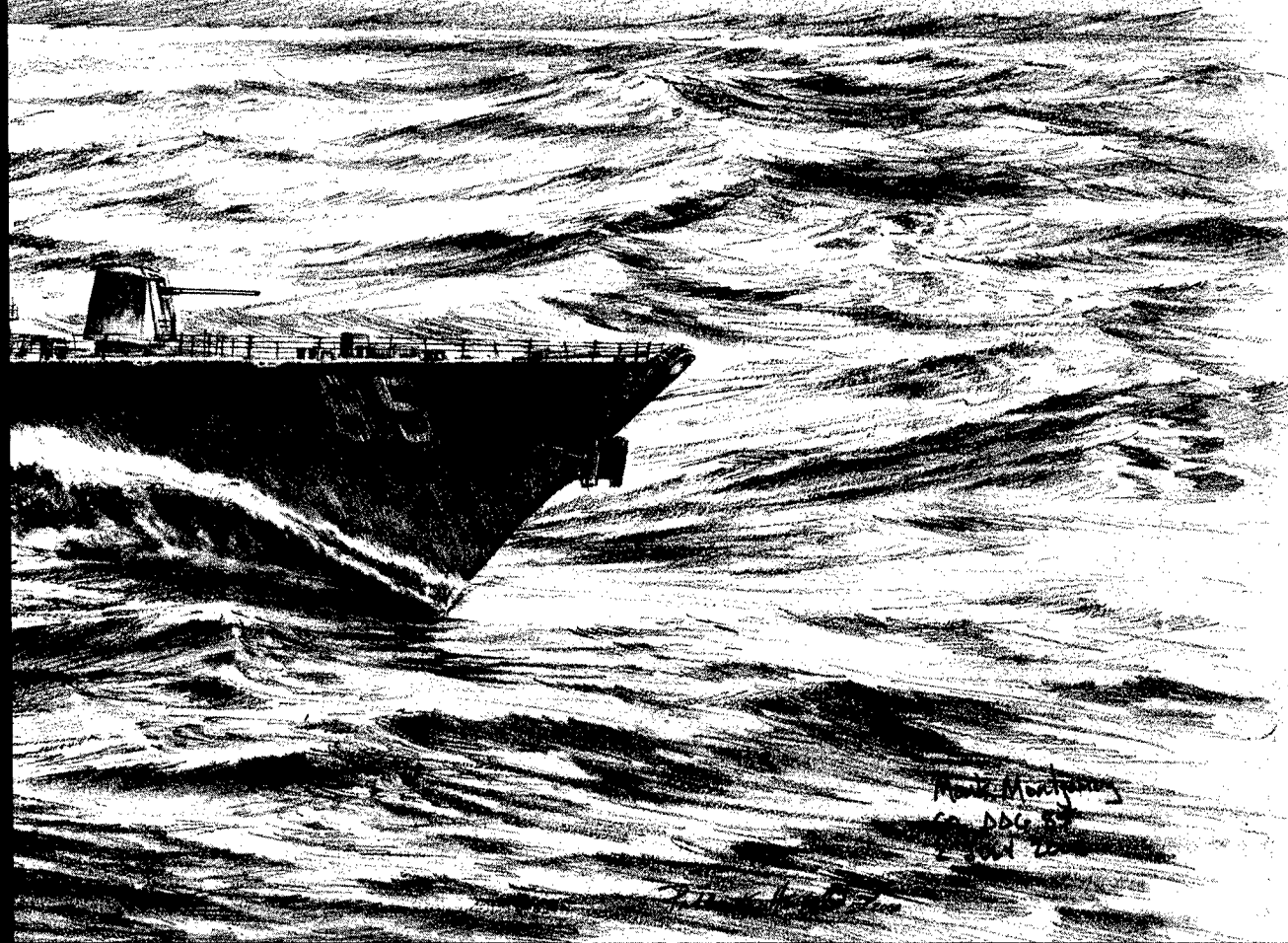
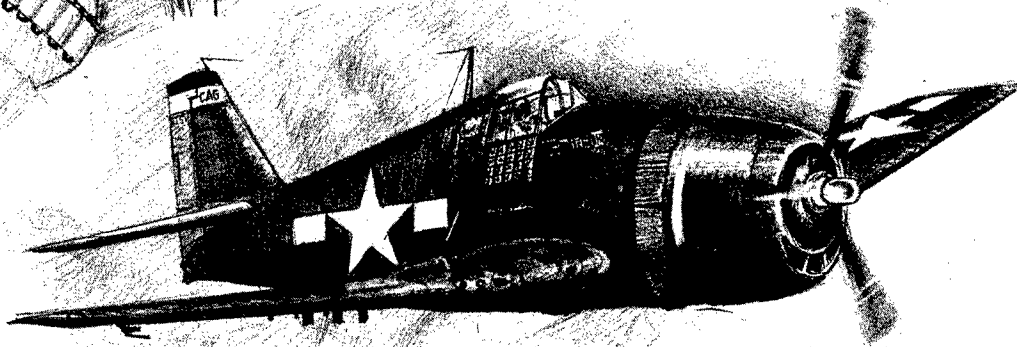




NITZE (DDG 94)

Hsu's latest drawing is of DDG 94 — just named *Nitze* by outgoing Secretary of Defense William S. Cohen in honor of former Secretary of the Navy and arms control treaty negotiator Paul Nitze.





Mark Montano
CG DDG 57
2004

Vietnam. "I am glad I can do this and give something back to the family who sacrificed their son for the country."

After the launching of a new *Arleigh Burke*-class destroyer, Hsu's drawing is presented to the ship's sponsor. At the commissioning the second drawing is given to the ship's crew where it is proudly displayed in the wardroom or crew's mess.

Hsu's drawings frequently touch the emotions of the ship's namesake's family. At the christening of the *Donald Cook*, Hsu presented a color portrait of Capt. Donald Cook, USMC, to his widow, the ship's sponsor. Present at the same ceremony were two prisoners of war who shared the same confinement cell with the Marine. Cook's wife and the two POWs were emotionally shaken when they saw the painting. "That is exactly how I remember Donald," said one of Cook's fellow prisoners.



Hsu begins to draw in facial details of one of the 17 Sailors killed aboard *USS Cole* in an October terrorist attack. (Dick Cole/USN)

Among his varied interests, Hsu is one of the co-founding members of the Marine Forensic Panel of the Society of Naval Architects and Marine Engineers. A naval architect and forensic specialist who spends his professional time working on ship designs and their survivability, Hsu spends his off hours examining



Hsu concentrates on getting the likeness of each of the persons in his drawings as accurate and lifelike as possible. (Dick Cole/USN)

ship catastrophes including the sinking of the *Titanic*, the *Lusitania* and the *Maine*.

Hsu co-authored a paper, "*Titanic and Lusitania — A Final Forensic Analysis*," which won the VADM E. L. Chochrane award for best technical paper in 1996. He has investigated the sinking of the *USS Maine* for the National Geographic Society and presented his findings to the 1997 Naval History Symposium in Annapolis, Md. In 1998, Hsu conducted research and forensic analysis into the photo imagery taken of a Japanese midget submarine attack on the *USS West Virginia* (BB 48) on December 7, 1941, and the underwater shock explosion phenomena, concussion wave propagation and cavitation effects seen in the attack photo-imagery. He co-authored an article, "Pearl Harbor — Attack From Below," which appeared in the December 1999 issue of *Naval History*. Hsu and his co-authors assert that

two U.S. battleships may well have been sunk during the Pearl Harbor attack by a two-man Japanese midget submarine. The Naval Institute recognized Hsu and his co-authors with its "Author of the Year Award" for the article in April 2000.

Hsu is currently working on the commissioning and christening portraits of *Churchill* (DDG 81), *Lassen* (DDG 82) and *Mason* (DDG 87). Also, in remembrance of the 17 Sailors who perished during an October terrorist attack, Hsu is busy drawing the *USS Cole* (DDG 67).

Future issues of *Surface Warfare* will feature more of his remarkable naval art.

If you know someone in the *Surface Warfare* community who deserves to be in a future "Spotlight," contact us at the magazine! We want to know about those extraordinary professionals and hobbyists amongst our readership.

QUARTERS

NAVY DEMONSTRATES COOPERATIVE ENGAGEMENT AT SEA

By Dick Cole, Editor in Chief

Testing concluded by the Navy on Dec. 15 indicates the Cooperative Engagement Capability (CEC) and the combat systems with which it is integrated are on track for a successful Operational Evaluation (OPEVAL) in April and May of 2001.

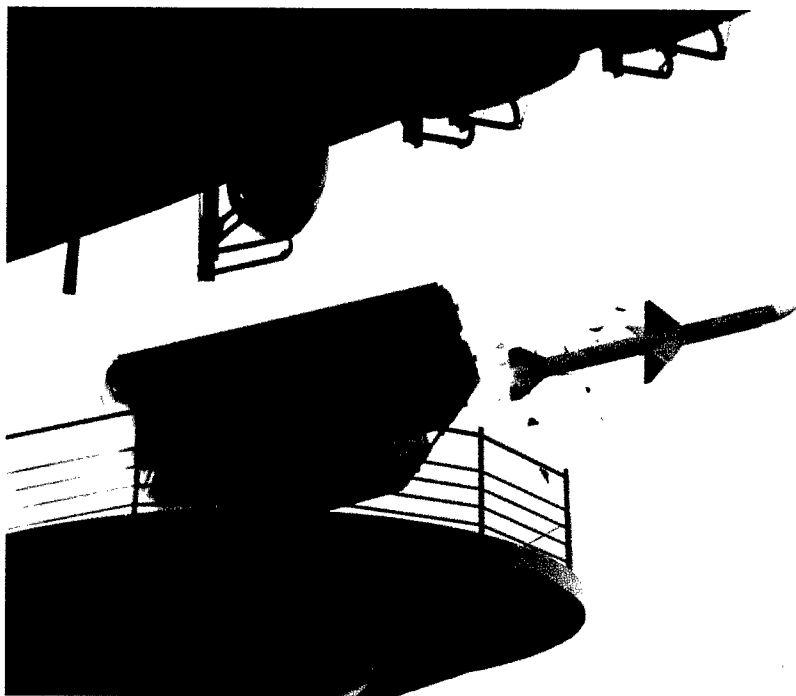
RADM. Kathleen K. Paige, director of Theater Air and Missile Defense & Systems Engineering for the Program Executive Office (Theater Surface Combatants), said,

"In '10' ["Underway 10"] in September, we threw the biggest, baddest, ugliest environment that we could compile against it to see how solid we were. We really wanted to push beyond the edges of the envelope. We did find some problems that had some serious repercussions. But, because we had the strong technical foundation and the disciplines in place, thanks to our Interoperability Task Force, we could quickly turn things around. In less

than three months, we had the problems fixed and were successful against another set of stressing environments in 'Underway 11.'"

"Underway 10" simulated missile firings from some of the Navy's most technically advanced ships against unmanned drones. The testing was completed off Wallops Island, Va., and was successful in verifying specific critical technical measures in the areas of cooperative engagement, identification, composite tracking, data distribution, distributed air defense, system support, common tactical picture support and force interoperability according to the admiral. Participating in the test were ships under the operational command of Commander Carrier Group Six including USS *Wasp* (LHD 1), USS *Hue City* (CG 66), USS *Anzio* (CG 68), USS *Cape St. George* (CG 71) and USS *Vicksburg* (CG 69).

The test completed Dec. 15, nicknamed "Underway 11," began on Dec. 2 and was executed in two phases. Phase I, off the coast of Puerto Rico, was focused on demonstrating cooperative engagement and included multiple demonstrations of CEC and the Aegis Weapon System's (AWS) ability to support challenging Standard missile engagements.



▲ A NATO Sea Sparrow missile was fired from the aircraft carrier USS *John F. Kennedy* (CV 67) during the recent cooperative engagement capability exercise called, "Underway 11." The exercise was conducted as a prelude to the operational evaluation for the system. (USN)

Phase II, off the Virginia Capes, introduced additional at-sea and land based units to fully stress system performance and replicate the challenge of multiple CEC equipped carrier battle groups operating together in a high-track density environment while focusing on battle group training. Phase II also included a supersonic Vandal target engaged by *Hue City* firing a Standard missile and the aircraft carrier USS *John F. Kennedy* (CV 67) firing a NATO Sea Sparrow.

Other CEC-equipped ships participating in this testing included the cruisers *Anzio*, *Vicksburg* and *Cape St. George*. Non-CEC-equipped ships involved in the testing were USS *Carney* (DDG 64) and USS *The Sullivans* (DDG 68). Also involved were experimental CEC-equipped aircraft based at Naval Air Station Patuxent River, Md., and the following shore stations: Surface Combat System Center, Wallops Island, Va., Combat Direction Systems Station, Dam Neck, Va. and the Atlantic Fleet Weapons Training Facility (AFWTF) missile range, Puerto Rico.

The CEC system provides the capability for CEC-equipped ships to engage targets using sensor data from other CEC-equipped units such as ships, aircraft, and land-based sensors, even in a jamming environment. The fusion of sensor data from multiple radars significantly improves the consistency, completeness, and coherency of the tactical picture. This can increase the range at which enemy targets can be engaged. It also provides a common air defense picture that allows operational commanders in the battle group to make more effective decisions on force employment.

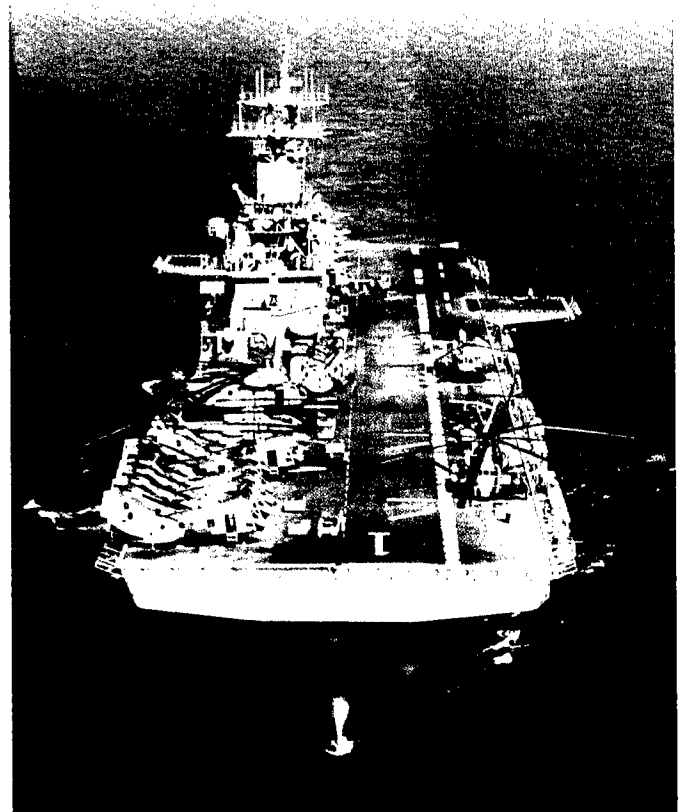
Captain Dan Busch, CEC program manager, said, "'Underway 10,' in

September, was the first time we had operated in an environment as stressing as required for OPEVAL and the results were, at least in part, disappointing. 'Underway 11' shows that we have corrected the problems uncovered in the previous underway testing. This demonstration was essential to the current CEC program schedule. One single program could not have achieved this success on its own. It took a determined effort not only from my CEC team, but also from the Aegis, ACDS [Advanced Combat Direction System], E-2C, and SPAWAR's [Space and Naval Warfare System Command's] tactical data links programs working together as part of the Interoperability Task Force."

After analyzing data from the "Underway 10" tests, fixes were identified for CEC, Aegis, ACDS Block 1, Shipboard Gridlock System with Auto Correlation (SGS/AC), and the Command and Control Processor (C2P). These fixes were coded and tested independently and during an integrated "dry run" in November and then were delivered to all ships, aircraft, and shore sites participating in "Underway 11." Navy and industry team members participating in this effort included Raytheon (CEC and ACDS), Lockheed-Martin (Aegis), Naval Sea Systems Command Dahlgren Division

(SGS/AC), and SPAWAR (tactical data link systems, including C2P).

The observable results and initial data analysis indicate that "Underway 11" appears to have met its critical objectives. Detailed data analysis will continue throughout January 2001 to more fully understand and characterize the results. The plan is to have the systems ready for the OPEVAL and subsequent deployment of the USS *John F. Kennedy* battle group. The next battle group scheduled to receive the CEC capability is the USS *Nimitz* battle group.



▲ The amphibious assault ship, USS *Wasp* (LHD 1) recently participated with Aegis cruisers USS *Hue City* (CG 66), USS *Anzio* (CG 68), USS *Cape St. George* (CG 71) and USS *Vicksburg* (CG 69) in exercise "Underway 10" which tested the cooperative engagement capability (CEC) concept. (USN)

Quarters



▲ Al Pappalardo, Naval Surface Warfare Center Carderock Division's Ship Systems Engineering Station, Philadelphia, Pa., provides valve and flex hose maintenance program training to EN1 Davis of the USS *Chancellorsville* (CG-62). (USN)

Improving our Sailors' quality of life through the valve maintenance and flex hose program

By James McDonnell
Naval Surface Warfare Center Carderock Division
Ship Systems Engineering Station

With the increase in ship deployments and the reductions in manpower of recent years, it has become more difficult for Sailors to efficiently accomplish required maintenance. One area where this challenge has been a particular problem is the management of the planned maintenance system (PMS) for valves and flex hose assemblies.

LCDR Mike Watt and Tyrone Jones of the Program Executive Office Theater Surface Combatants became advocates for a program developed by the Naval Surface Warfare Center

Carderock Division's Ship Systems Engineering Station (NSWCCD-SSES), Philadelphia, Pa. The valve maintenance and flex hose program (VMFHP) — currently employed on board CG 47 and DDG 51-class ships — reduces the workload and required man-hours for planned maintenance. Through automation, it also makes the completion of maintenance to these systems easier.

After a first-time installation of the VMFHP, 24,000 man-hours can be saved on a CG 47-class ship and 18,000 man-hours on a DDG 51-class ship. That translates to more free time for Sailors to attend to personal matters.

"Quality of life for our Sailors, and the Navy, has been one of the most, if not the most, important topics of discussion and action with increasingly minimum manned ships and continually arduous employment schedules," said LT Rome Ruiz, engineering officer for the USS *Oscar Austin* (DDG 79). "Any action, which will increase the efficiency for our Sailors and decrease time wasted is more than welcome, but, more importantly, should be required."

The program — an application of Microsoft's Access computer software — tracks and manages the thousands of valves and flex hose assemblies installed aboard *Ticonderoga*-class guided missile cruisers and *Arleigh Burke*-class guided missile destroyers.

The program is designed to run on stand-alone computers or on a ship's local area network to allow access to all work centers. The *Oliver Hazard Perry*-class frigates will be capable of using the program this fiscal year.

Two NSWCCD-SSES employees are responsible for this successful program. Al Pappalardo and Christopher Scott compiled a preliminary valve and flex hose listing for each class of ship using ship drawings, technical manuals, PMS cards and a coordinated shipboard allowance list (COSAL). They install the VMFHP and provide training and logistic support to the Fleet.

"This program is excellent!"

—ENS R.P. Saunders
USS *John Paul Jones* (DDG 53)

The VMFHP does three things for a ship. First, it contains the logistical information on every hull, machinery and electrical (HM&E) and combat systems valves and flex hose assemblies installed aboard a ship. (On a typical *Ticonderoga*-class cruiser, that's 15,000 valves and 2,500 flex hose assemblies. The DDG-51-class ships have some 10,000 valves and 1,600 flex hose assemblies.) The program covers HM&E systems such as firemain, seawater, fuel oil and lube oil. The program also covers critical combat systems such as electronic cooling water, chill water and high-pressure air.

The logistical information includes allowance parts lists (APL), stock numbers, part numbers, manufacturers, sizes, material composition, etc. The data can be sorted and printed out by location, system, and work center, and, in the case of flex hose assemblies, by replacement periodicity.

The data in the program is obtained through surveys or configuration validations. A team of NSWCCD-SSES personnel and contractors perform these validations.

Second, the VMFHP allows the creation of an equipment guide list (EGL). An EGL must be attached to all PMS cards upon completion of any maintenance. The program automatically creates an EGL for all of the valves and flex hose assemblies based on their maintenance requirement card (MRC). The program will automatically calculate the number of valves that can be worked in the eight hour PMS day based on the working hours in the MRC. It will then generate a valid EGL for print out.

"This program will save thousands of man-hours for writing EGLs and various other tasks," said EN1(SW) Edward Harris of USS *Fitzgerald* (DDG 62).

The third capability is the scheduling of PMS and archiving failures or replacement of valves and flex hose assemblies. The program calculates when hoses are due for replacement and allows the ship to ensure that PMS is accomplished prior to deployment.

"This program is excellent! It will improve the material condition of all ships and systems that have hoses and valves installed," said ENS R. P. Saunders, the main propulsion assistant for USS *John Paul Jones* (DDG 53). "Thanks for doing such a great job for the Fleet!"

For more information about the program, contact Christopher Scott at (215) 897-7906, or DSN 443-7906, or Al Pappalardo, (215) 897-7234, or DSN 443-7234.

Quarters

Sea-ready Lassen packs more punch with new gun, helicopter capability

By Gary Holland
Litton Ingalls Shipbuilding

Pre Commissioning Unit (PCU) *Lassen* (DDG 82) completed her Charlie sea trials in the Gulf of Mexico in December, in preparation for her final construction stages before delivery to the Navy in February.

The destroyer is named for CDR Clyde E. Lassen (1942-1994), a fearless Navy helicopter pilot who rescued two downed aviators in what has been called the only night rescue over the North during the Vietnam War. The action on June 19, 1968, earned CDR Lassen the Medal of Honor.

"It's an inspiration to our crew to have our ship named for a Navy hero who flew helicopters off a destroyer like ours more than 30 years ago," said prospective ship commanding officer CDR Sean O'Connor. *Lassen* received helicopter certification from the Navy just before beginning Alpha/Bravo sea trials Nov. 15.

Lassen is the third destroyer to have the Navy's new 5-inch/62 caliber gun, capable of firing additional types of ammunition, including the high-tech extended-range guided munition (ERGM). The other two destroyers with similar capabilities are USS *Roosevelt* (DDG 80) and USS *Churchill* (DDG 81).



▲ The Navy's new 5-inch/62 caliber gun is successfully fired during sea trials for PCU *Lassen* (DDG 82) in November. The gun is capable of firing additional types of ammunition, including a high-tech guided ammunition projectile. (Steve Ruh/Litton Ingalls Shipbuilding)

As a Flight II-A version *Arleigh Burke*-class destroyer, *Lassen* is also equipped with the capability to accommodate two antisubmarine warfare helicopters.

Another upgrade features personal computers throughout the ship, providing a major training aid for the 340 officers and crewmembers serving aboard.

The ship will be assigned to the Pacific Fleet and homeported in San Diego.

"Our crew is ready to set sail and set the Pacific Fleet standard for Aegis destroyer excellence," said CDR O'Connor. "*Lassen* has a lot more capabilities. It is such an

advantage to have helicopters on-board for duty all the time. We will carry two upgraded Navy helicopters capable of search and rescue duties similar to those performed by CDR Lassen."

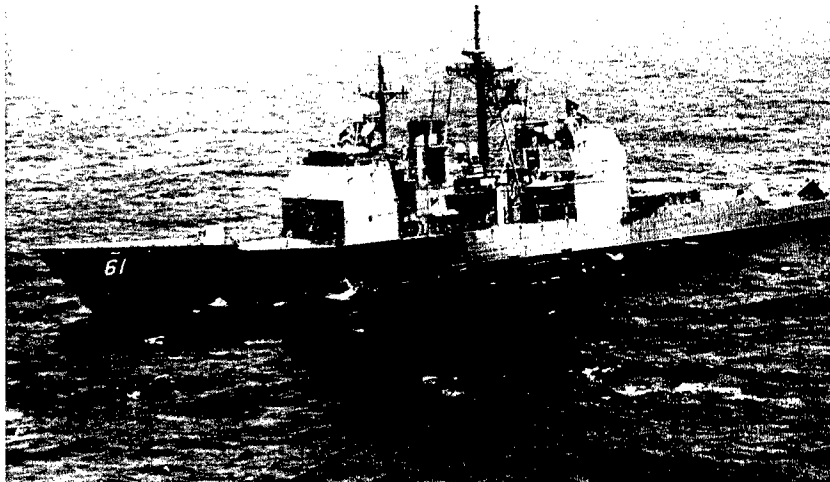
When the ship sails in April 2001 for commissioning in Tampa, Fla., CDR O'Connor said the vessel would embark a helicopter as they set sail from Pascagoula. "The helo will conduct training runs all the way to San Diego."

This is a condensed version of an article, which first appeared in The Shipbuilder, the employee magazine of Litton Ship Systems, published here with permission.

Quarters

“Smart Ship” systems raise the bar; build a bridge to future classes

By Bill Glenn
Litton Ingalls Shipbuilding



▲ The USS *Monterey* (CG 61) was the second *Ticonderoga*-class cruiser to receive the integrated ships control upgrade. (PH1 Lance Kirk/USN)

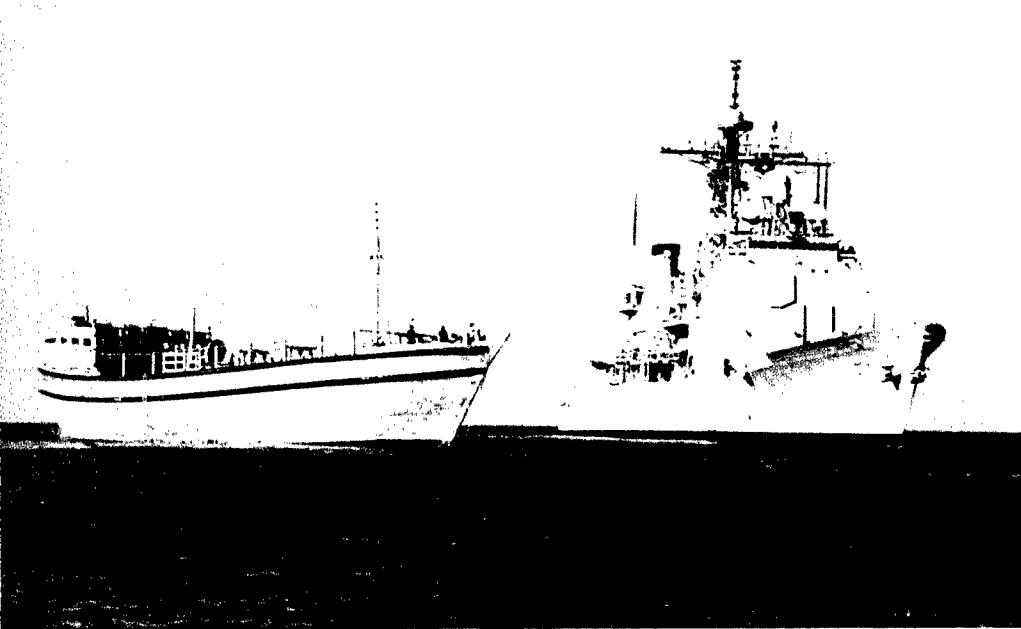
“Smart” is the simplest word used to describe a broad range of knowledge and information. While the U.S. Navy’s Aegis cruisers already stand high above the standard curve when it comes to advance technology implemented in shipboard systems, the technological curve is now being set even higher.

Twenty-seven Aegis cruisers are to be upgraded with what is being called integrated ships control (ISC). The wave of the future in the Navy Fleet calls for sleeker and highly maneuverable ships with high tech capabilities, manned by crews of less than 100 Sailors. The ISC program is the first step in that direction.

The USS *Ticonderoga* (CG 47) was the first cruiser to get the ISC upgrade, and it has recently been completed on USS *Monterey* (CG 61). The upgrades have received praise from crewmembers aboard both ships.

“Our crew loves the systems,” said CAPT Bill Walsh, commanding officer of the *Monterey*. “The combat information center (CIC) flat panels will move us to a new level of situational awareness in the CIC. Also, considerable fuel savings will be a Smart Ship legacy.”

The ISC upgrade deals with a variety of advancements on different shipboard systems. These advancements will improve ship crew capabilities, improve safety and increase readiness by switching functions to an automated computer control system. Seven new systems will be implemented from the ship’s damage control system to fuel control to the installation of a wireless internal communication system.



▲ The next *Ticonderoga*-class cruiser to receive the ISC upgrade is the USS *Valley Forge* (CG 50) shown here performing intercept duties off the shores of Iraq on behalf of the United Nations. (USN)

During recent trials, USS *Monterey* went through high tech exercises, including the utilization of an autopilot control while underway at sea.

The upgrade availability, which lasts about 20 weeks, is currently underway in San Diego on the Ingalls-built USS *Mobile Bay* (CG 53). Every cruiser will follow in succession until all ships in the CG 47 class have the ISC upgrade implemented.

For each upgrade, 20-30 team members, including electrical, hull, program management, planning and scheduling, are used on-site for the availability.

A main focus is on the 30,000 feet of fiber optic cabling that is installed throughout the ship. With this fiber optic cabling, everything from engine control, steering and generators will be controlled through one system.

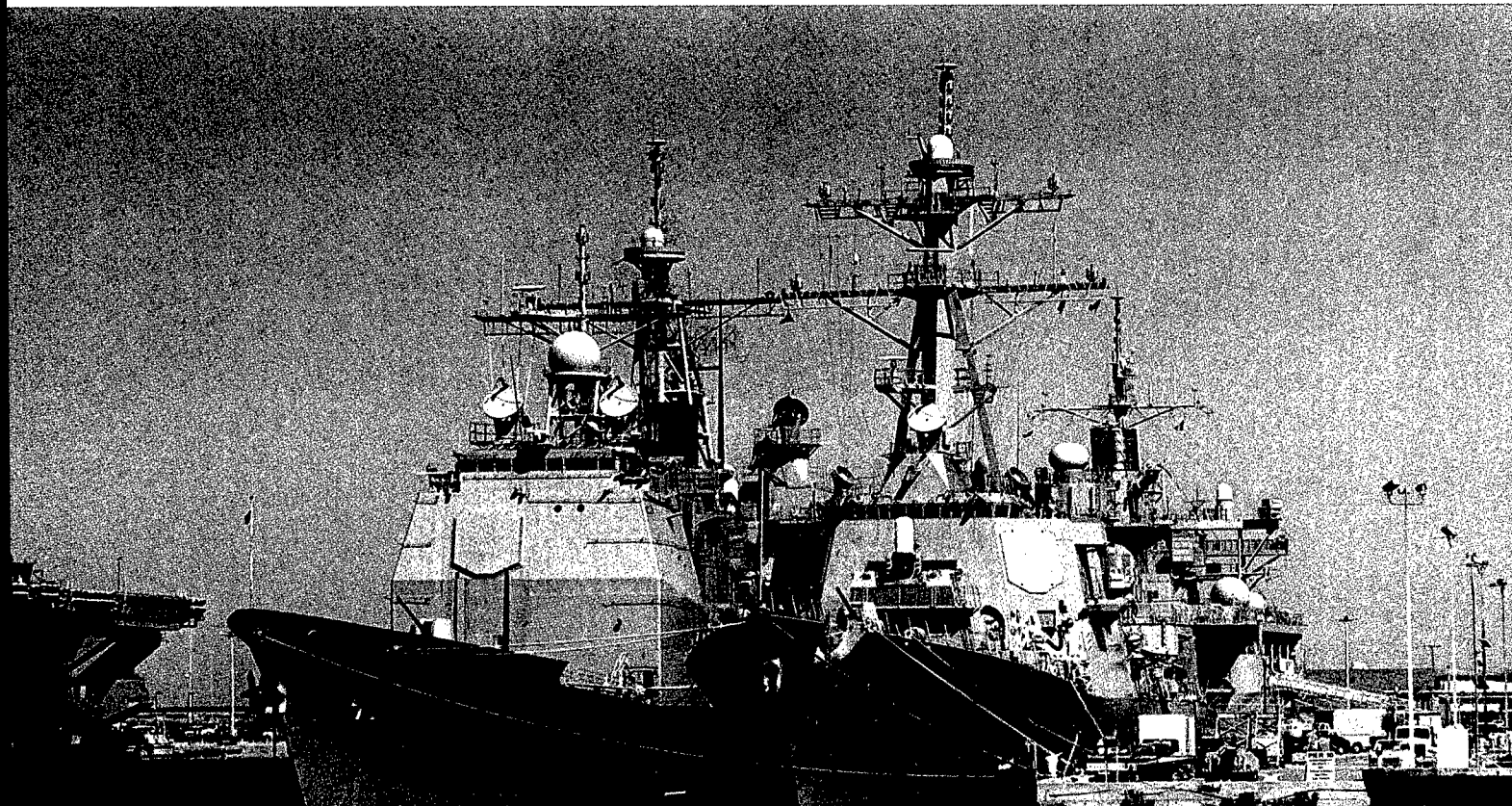
A fiber optic conductor (cable) can range from a single, fine-hair strand of glass carrying many electronic messages to a small bundle of fibers carrying more data than an entire shipboard wireway. The difference in size is tremendous, but the difference in information storage is even greater.

"It will be like each ship owning its own Internet," said Ingalls general ship superintendent Joe Cochran. "All of these systems will be available for control from every computer on-board."

The Aegis cruisers have the best defense system in the world, and are now becoming the smartest ships in the world. From what the Navy has seen so far in this ISC upgrade, plans are underway to also modify the fleet of Aegis destroyers.

This is a condensed version of an article, which first appeared in The Shipbuilder, the employee magazine of Litton Ship Systems, published here with permission.

▼ A port bow view of the guided missile cruiser USS *Ticonderoga* (CG-47) — the Navy's first "Smart Ship" — and the *Arleigh Burke*-class guided missile destroyer USS *Laboon* (DDG-58). (USN)



Quarters

Creation of the Navy's Advanced Gun System for the new class of land attack destroyer begins

By Jon Walman
DD 21 Program Office public affairs

The Navy moved into the next generation of defense on Dec. 11 when machinists at United Defense's plant in Louisville, Ky., cut the first metal to be fitted on the new DD 21 *Zumwalt*-class land attack destroyer. The cuts were made on the first 155-mm barrel for the advanced gun system (AGS). Each DD 21 will carry two guns.

The event recognized an important step in the long process of developing and manufacturing the *Zumwalt*-class destroyers. The barrel that was cut will be used in testing the long-range land attack projectile. Initial barrels will be used in the development and testing of the AGS propelling and early gun prototypes.

"This event is a significant milestone for the DD 21 program," said CAPT Tom Bush, the Navy's DD 21 program manager. "The advanced gun system is a highly visible element of the DD 21 and will provide critical land attack capability."



From The DECKPLATE



▲ Dallas Cowboy Cheerleaders perform on the flight deck of USS *Harry S. Truman* (CVN 75) during taping of the Fox NFL Pregame Show Dec. 16, 2000. *Truman* is on its maiden six-month deployment to the Mediterranean Sea and Arabian Gulf. (PH1 Tina M. Ackerman/USN)

FOX Sports/Holiday USO shows serve up BIG success

By JO1(SW) Joel Huvel
USS *Harry S. Truman* public affairs

Fox Sports NFL Sunday, the Secretary of Defense, the Dallas Cowboy Cheerleaders, former astronaut and U.S. Senator John Glenn, pop singer Jewel, country singer Shane Minor, comedian and writer Al Franken; the list could be a story in itself. It was the largest production ever to take place on a deployed aircraft carrier — and it all took place in one day on board USS *Harry S. Truman* (CVN 75) while off the coast of Naples, Italy.

Fox Sports production team members were aboard Dec. 16 to prepare for the live broadcasts of two NFL pre-game shows. The talent — Howie Long, James Brown, Cris Collinsworth and Terry Bradshaw — were on hand to sign autographs and prepare for the taping. The Dallas Cowboy Cheerleaders followed the Fox talent, giving the crew a preview recital and signing autographs.

It was cold, windy and, at one point, drizzling on the flight deck the morning that the taping got underway. But even the worst winds couldn't silence the crowd that gathered around the set.

Autographed footballs were hurled into the crowd, Sailors laughed and cheered as Marines chased Bradshaw off the "Toughman" turf and around the flight deck before bringing down the former Steelers Hall-of-Fame quarterback. The cheerleaders put on a half-time show and then it was back to the live fun of their second production taping.

Fox Sports announcer James Brown wrapped up the day's taping session with a message to the troops.

"In the two days we've been aboard this ship, we have come to a much greater appreciation for the job



◀ Seaman Blair Mammel instructs Terry Bradshaw on how to steer the ship during his tour of USS *Harry S. Truman* (CVN 75) on Dec. 14, 2000. Bradshaw, Howie Long and James Brown aired their FOX Sports Pre-Game Show from the flight deck of *Truman* during the ship's maiden six-month deployment to the Mediterranean Sea and Arabian Gulf. (PHI Tina M. Ackerman/USN)

the men and women of the Department of the Navy and indeed, the armed forces in general, execute daily to ensure our freedom and interests are well protected," Brown announced.

"Collectively, they symbolize and epitomize what our 33rd president, Harry S. Truman, was all about," Brown continued. "A man who was wise in policy, valiant in action and distinctive in leadership. Thanks to all aboard *Harry S. Truman*, truly the strength of America. God Bless you all."

The day didn't end there. The Fox set closed down and another set opened up. Secretary of Defense William S. Cohen's Holiday USO show, his last before leaving his post as SECDEF, kicked off in the ship's hangar bay. After brief introduction by CAPT David Logsdon, the carrier's commanding officer, Cohen and his wife, Janet, took the stage.

"This marks our fourth, and last holiday tour," Cohen said. "I want you to know how much serving in this capacity has meant to me and my wife, it's been the best possible experience of our lives. I say that with the greatest sincerity, having an opportunity to serve you and see what sacrifices your families make on behalf of our country. It is truly inspiring."

Mrs. Cohen then wished the crew and their families happy holidays. "I was thinking back to when this ship was commissioned in Norfolk, and now here we are in its splendor," she said. "I want to say to all of you who are homesick during the holidays that we at home are thinking about you, not just now, but even after we leave this job, because we are not leaving the military, we are just leaving the Department of Defense."

The remainder of the show was full of many emotions. Former Marine aviator, astronaut and retired

U.S. Senator John Glenn pumped up the crowd with a speech about the importance of *Truman's* forward presence. Many were on the verge of pride-filled tears as two Medal of Honor recipients greeted the crew and told the Sailors and Marines the medals they bear are worn for every servicemember, thanking them for the sacrifices they make, deployed, away from loved ones. The crowd's mood shifted as the entertainers made their way to the stage, emceed by MTV V-Jay Amanda Lewis. Music, laughter and fun made the day the most important one for *Truman* since the ship was commissioned on July 25, 1998.

"I am glad to have been part of such a historic event," said ITSN Will Morales of *Truman's* combat systems department. "This day has given me memories that will last a lifetime."



▲ Fox Sports host Howie Long receives a complimentary haircut from SS3 Brian Bell from Lampasas, Texas, on board USS *Harry S. Truman* (CVN 75) on Dec. 15, 2000. The Fox NFL Sports host was on board taping the NFL Pre-Game Show, which aired on the Fox Network December 16th and 17th. *Truman* is on a scheduled six-month deployment to the Mediterranean Sea and Arabian Gulf. (PHAN Justin Nesbitt/USN)



USS *George Washington* Battle Group, USS *Saipan* Amphibious Ready Group return home

By JO1 Andy Karalis
2nd Fleet public affairs

▲ A02 Chris Tucker, carries his newborn son for the first time. His son was born while Tucker was on a six-month deployment on USS *George Washington* (CVN-75) to the Mediterranean Sea and the Persian Gulf. (JO3 R. David Valdez/USN)

About 15,000 Sailors and Marines of the USS *George Washington* (CVN 73) Aircraft Carrier Battle Group (CVBG) and USS *Saipan* (LHA 2) Amphibious Ready Group (ARG) returned to their east coast homeports from a six-month Mediterranean Sea and Arabian Gulf deployment Dec. 19 and Dec. 21, respectively.

The *George Washington* CVBG departed June 21. Their deployment included operations in the Mediterranean Sea, Indian Ocean and Arabian Gulf. While in the Gulf, the battle group supported Operation Southern Watch by flying more than 800 sorties over Iraq. Surface forces supported U.N. sanctions against Iraq by conducting maritime interception operations and diverting more than 20,000 metric tons of oil smuggled out of Iraq in violation of U.N. sanctions. In the Adriatic, the battle group was a stabilizing presence when tensions rose in the region after presidential elections in Yugoslavia.

Throughout the deployment, battle group units participated in

numerous international exercises, including Exercise Destined Glory, the largest NATO exercise of the year.

Battle group units worked with military forces from Oman in the Arabian Gulf, and from Hungary, Croatia, Turkey, Greece, Spain, France and the U.K. in the Mediterranean region, improving interoperability and strengthening relationships with those countries.

"Whether you look at our operations or you look at the engagement we've had in the Arabian Gulf and the Mediterranean, the opportunities we've had on board *George Washington* and all the other ships in the battle group, it truly has been a great six months," said RADM Gary Roughead, commander, *George Washington* CVBG. "We've done a lot for our Navy and for our country."

The *Saipan* ARG with the 26th Marine Expeditionary Unit (MEU) embarked, left homeport July 11. Their deployment was highlighted by extensive operations and exercises throughout the Mediterranean,

including presence operations in the Adriatic Sea. The ARG/MEU team also participated in several international exercises. In addition to NATO Exercise Destined Glory, they were key players in SLUNJ 2000 (a bilateral exercise with Croatia) and PHIBLEX 00.

During the deployment, battle group ships steamed more than 400,000 miles and spent a combined 1,800 days underway.

The aircraft of Carrier Air Wing 17 flew more than 9,000 sorties and made 9,000 arrested landings aboard USS *George Washington*.



▲ FC1 Eloy Feliciano embraces his wife after a six-month deployment on USS *George Washington* (CVN-75) to the Mediterranean Sea and the Persian Gulf. (JO3 R. David Valdez/USN)



Mine Warfare ships return from deployment

By Mine Warfare Command public affairs

The six ships of Mine Warfare Readiness Group 2 (MIWRG-2) returned to their Naval Station Ingleside, Texas, homeport Dec. 15 after a three-month deployment that took the ships through the Gulf of Mexico, Caribbean Sea and along the U.S. East Coast.

The mine countermeasures ships USS *Champion* (MCM 4) and USS *Pioneer* (MCM 9), along with coastal minehunters USS *Osprey* (MHC 51), USS *Heron* (MHC 52), USS *Pelican* (MHC 53) and USS *Falcon* (MHC 59), kicked off their deployment at the third annual "Navy Days" in Beaumont, Texas, Sep. 14-16. There, the crews gave public tours of their ships and took part in community service activities and festivities in their honor.

While deployed, the ships participated in several naval exercises, including Exercise Unified Spirit 2000 and Joint Task Force Exercise 01-1 with the USS *Harry S. Truman* (CVN 75) aircraft carrier battle group in the Atlantic Ocean, interacting with the Fleet and demonstrating their capabilities.

Captain Randolph K. Young, commander, Mine Countermeasures Squadron 1, explained that the exercise was important not only because

it gave a chance for mine warfare Sailors to operate with the Fleet, but it also allowed battle group Sailors a chance to see the mine warfare force in action.

"Operating dedicated MCM forces with the Fleet pays large dividends because it provides the opportunity for the battle group to integrate a robust mine countermeasures capability into its plans and operations," Young said.

This combined joint task force exercise employed more than 33,000 U.S. and allied Navy, Air Force, Army, and Marine Corps service members in a realistic littoral operational environment. The exercise provided forces of all services and several allies the opportunity to operate together to prepare for future forward-deployed operations. Unified Spirit presented forces with exercise threats that replicated the emerging threats and operational challenges allied military forces may encounter around the world.

USS *Osprey*, commanded by CDR Paul Severs, served as task unit commander for the exercise, directing the mine warfare effort for the Joint Task Force, underwater explosive ordnance units and surface mine countermeasures units. USS *Pelican*

served as another task unit commander for the exercise. LCDR Carol Hottenrott, of Poughkeepsie, N.Y., commands *Pelican*, whose crew detected and neutralized five sea mines and cleared 175 square miles of ocean so the Fleet could safely operate during the exercises.

RADM Jose Betancourt, commander of the Corpus Christi-based Mine Warfare Command, explained that the ships' participation in the exercise with deployable battle groups goes a long way toward ensuring interoperability, awareness and readiness among Fleet units.

I organized the mine warfare ships into deployable readiness groups, my aim was to accomplish three very important objectives," explained Betancourt. "First, I wanted to ensure that our ships are aligned with deploying carrier and amphibious battle groups so that we can exercise and train in the United States just as we will fight, should that be required. Second, I like the deployment cycles because it improves our ship and crew abilities to be self sufficient to the greatest extent possible. Finally, these deployments help our Sailors realize their professional, combat skills."



▲ The coastal mine hunter, USS *Falcon* (MHC 59) visited Alexandria, Va., a suburb of Washington, D.C., in early November as part of a deployment which took the Ingleside, Tex.-based ship to various cities on the nation's east coast. The ship, commanded by LCDR James J. Malloy, was commissioned Feb. 8, 1997. (Alan P. Goldstein/USN)

"As they do this, they also help us bring to the rest of the fleet expertise in mine warfare readiness that will result in making our entire fleet more aware of, and professionally competent in, our CNO [Chief of Naval Operations] and Commander in Chief, U.S. Atlantic Fleet-directed objective to make mine warfare a core competency of every Sailor and officer in our fleet," Betancourt explained. "I am very proud of these ships and of every Sailor serving on them."

While the rest of the mine warfare ships were demonstrating their skills to the Fleet, one crew had a chance to demonstrate their talent and capabilities to a group of future Sailors. Forty Navy Junior Reserve Officer Training Corps (NJROTC) Cadets embarked aboard *Falcon* for the transit up the Potomac River.

Navy ships rarely navigate the shallow waters of the Potomac, but for *Falcon*, a shallow-draft coastal mine hunter commanded by LCDR James Malloy, of Silver Spring, Md.,

the river transit was a chance to participate in a rare naval tradition. While passing Mount Vernon, George Washington's final resting place, the crew, aided by the NJROTC Cadets, manned the ship's rails in a time-honored ceremony that few have a chance to witness or participate in.

"They've had a great opportunity today to be involved with rendering honors," said SM2 Darryl Williams of Brooklyn, N.Y. "Not too many people who've been in the Navy for 20 years have a chance to do this."

Falcon completed the narrow waterway transit with a visit to the historic port of Alexandria, Va. Just a few miles from the U.S. Capitol, *Falcon* crewmembers found themselves just steps away from the cobblestone streets of an old colonial town.

While the city of Alexandria hosted *Falcon*, the ship hosted hundreds of visitors, including Chief of Naval Operations ADM Vern Clark and Master Chief Petty Officer of the

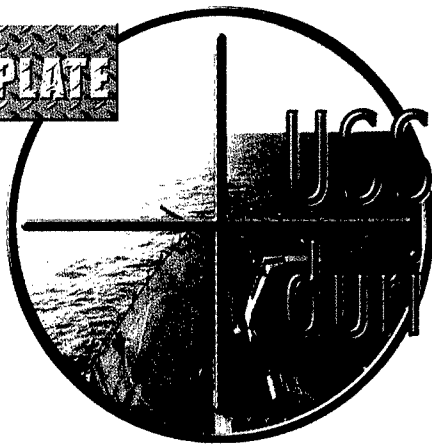
Navy MMCM(SW/SS/AW) James Herdt, who welcomed the ship's crew to the Washington, D.C., area.

Other ships of the readiness group enjoyed a variety of port visits, including New York City; Annapolis, Md.; Norfolk, Va.; Panama City, Key West and Mayport, Fla.; and Mobile, Ala.

Heron, Pelican and *Champion* Sailors enjoyed a Thanksgiving break in the bustling city of New York, while Sailors aboard *Falcon, Osprey* and *Pioneer* stopped in Charleston, S.C. At each stop along the way, Sailors participated in a variety of community service projects including visiting local children's hospitals, where Sailors donated ship's ball caps to the kids.

"New York City offered an outstanding liberty port for *Heron, Champion* and *Pelican* Sailors. The citizens of New York City shared their tremendous city with us, showing great hospitality throughout our stay," exclaimed CDR Anthony Krueger, *Heron's* commanding officer. "Thanksgiving Day was enjoyed by all three crews, both aboard ship and in Manhattan, providing Sailors a special opportunity to enjoy the famous Macy's Thanksgiving Day Parade."

All six ships are homeported at Naval Station Ingleside, Texas.



USS *Cushing* hits the mark during gun firing exercise

By LTJG Steve Lowe
USS *Cushing* public affairs

USS *Cushing* (DD 985) Sailors earned bragging rights when they posted a better-than-perfect score during a gun shoot while operating near Guam in early December.

The Naval Surface Fire Support (NSFS) exercise is designed to test the accuracy and effectiveness of *Cushing's* guns and the proficiency of its watch teams.

The ordnance and gunfire liaison officer, ENS Thomas Gilmore, a Pittsburgh native, headed the NSFS team of Sailors from several different rates.

Gilmore was joined by plotters in the combat information center (CIC) who drew graphical firing solutions and recommendations, evaluators who directed firing timelines and radio phone-talkers who communicated with spotters positioned in *Cushing's* helicopter and on the bridge wings.

Fire controlmen operated the firing consoles, while gunners mates ensured the guns functioned properly.

The bridge NSFS team, headed by the navigator, LT Dave Stebbins, of

Spring Valley, Ill., backed up CIC by plotting each target and concurring with the target line for each firing.

When the dust settled and the grade sheets were tallied, with bonus points for superior communications performance, *Cushing* was awarded 101.5 points, out of a possible 100.

"It was a beneficial experience for me to work with the NSFS team members one-on-one," said LTJG Brett Panter, the lead spotter assigned to *Cushing* from the 3rd Headquarters Battalion, 12th Marine Regiment, Okinawa.

"*Cushing* was dead on as far as accuracy and performance," said the New Carlisle, Ohio, native.

"The shoot went great. It was a chance for me to actually do my job — put rounds on target in support of the mission," said FC2 Jason Brock, of Athens, Ill. "The whole team performed superbly."

"It's a real challenge to keep our guns operating," said GM1 Renee Gotier, *Cushing's* forward gun mount captain. "But all our hours of maintenance and training really paid off today."



▲ The *Spruance*-class destroyer USS *Cushing* (DD 985) posted a better-than-perfect score during a gun shoot while operating near Guam in early December. (USN)

Frigate seizes nearly four tons of narcotics in eastern Pacific

By LT Jeff Gordon
U.S. Naval Forces, Southern Command public affairs

The U.S. Navy *Oliver Hazard Perry*-class guided missile frigate USS *Boone* (FFG 28), and its embarked U.S. Coast Guard law enforcement detachment (LEDET), intercepted two speed boats on the high seas off Columbia's west coast, south of Panama while conducting routine counter drug operations over the Thanksgiving weekend. The boats were carrying a combined total of nearly four tons of cocaine.

After a two-hour chase coordinated by the ship and a Navy P-3C maritime patrol aircraft forward deployed to the region, the suspicious vessels were detained and searched. The LEDET not only discovered a vast amount of narcotics stowed aboard but also recovered dozens of bales thrown overboard during the chase. Eleven suspects were taken aboard with the narcotics and subsequently flown to the continental United States for prosecution in accordance with international agreements over apprehension of narco-traffickers.

The seizure brings the total to well over 15 metric tons of cocaine seized on the high seas by ships under the command of U.S. Naval Forces Southern Command (COMUSNAVSO) during 2000.

Several ships and aircraft are currently under the operational control of COMUSNAVSO, located at Naval Station Roosevelt Roads, Puerto Rico. In addition to counter drug operations, Sailors assigned to these ships and squadrons are actively engaged in U.S. forward presence missions, humanitarian assistance operations and a variety of other roles in support of U.S. foreign policy in the region.

► The *Spruance*-class destroyer USS *Radford* (DD 968) recently participated in a first ever surface exercise with the former Soviet satellite state of Algeria. (USN)

USS *Radford* exercises with Algerian forces

The multi-mission destroyer USS *Arthur W. Radford* (DD 968) recently completed the first ever surface exercise, or SURFEX, with the armed forces from the former Soviet satellite nation of Algeria.

The exercise featured a two-day underway period with *Rais Ali*, an Algerian *Nanuchka*-class corvette, and included maneuvering, communications drills and gunnery exercises. The two-day event culminated in a comprehensive search and rescue exercise that involved the Algerian Navy, Air Force and Coast Guard, along with helicopters from USS *Radford*.

The guided missile destroyer is based in Norfolk and was the first ship in the Navy to be equipped with the new all enclosed mast/sensor (AEM/S) system.





By LT Chris Jennings
Military Editor



In the pitch-black night of March 14, 1969, U.S. Army Special Forces personnel were interviewing a North Vietnamese defector on a small island off the coast of Nha Trang Bay. The North Vietnamese Army and Viet Cong guerillas had been destroying ships and military targets in the area. The Green Berets invited Sea-Air-Land (SEAL) Team Two to interview the defector for intelligence of interest to the Navy.

The SEALs traveled to the island and conducted a separate interrogation of the defector, after which, it was decided to try and capture the saboteurs.

A young SEAL lieutenant junior grade team leader took his team by boat to the back of the island. They then climbed a 350-foot high sheer cliff in an effort to descend on the enemy's positions on a cliff from above.

The lieutenant j.g. divided his personnel into two elements and the SEALs began a descent to the enemy's lair.

One of the SEAL elements made contact with the enemy personnel; however, the enemy eluded the second SEAL element by changing its location. As the second SEAL element neared the cliff, the other enemy element opened fire. In the first salvo, a

grenade landed at the feet of the 26-year-old lieutenant j.g. The explosion threw him backward onto the jagged rocks.

Even though he was bleeding profusely, was in terrible pain and was continually close to unconsciousness, the lieutenant j.g., calmly, directed his team's fire against the second element of the enemy, catching them in a crossfire. Once the SEALs successfully suppressed the enemy's fire, they secured the area and captured numerous soldiers who provided essential intelligence, which saved lives.

The gravely wounded SEAL lieutenant j.g. had to have his shattered leg amputated. For his "courageous and inspiring leadership, valiant fighting spirit and tenacious devotion to duty in the face of almost overwhelming opposition," LTJG Joseph Robert Kerrey was awarded the nation's highest award for bravery — the Medal of Honor — by President Richard M. Nixon.

Kerrey, the prosperous owner of several health clubs and restaurants, served as the governor of Nebraska and as a two-term U.S. senator. This past summer, he agreed to an interview with *Surface Warfare* to discuss leadership, and the Navy's core values.

SW: Why did you join the Navy?
LT Jennings: I joined the Navy because I was about to be drafted into the Army. I had just read *The Cain Mutiny*, and I also felt it was my duty to serve — those three things.

SW: How did graduating from basic underwater demolition school and becoming a SEAL prepare you for your combat experiences in Vietnam?

LT Jennings: It prepared you as best it could. There's no real preparation for it. It doesn't really substitute for on-the-job training. I also went to Army Airborne/Ranger School, so I had some additional training as well. I thought I was just as well prepared as you can be. But, as is the case for any position of responsibility where there are combat or non-combat operations, the best you can do is to prepare the best you can, come with the right attitude, and then do your best. Sometimes you'll perform exceptionally, and sometimes not so exceptionally. I mean there are ups and downs in life.

How long had you been "in-country" before the action occurred for which you were awarded the Medal of Honor?

LT Jennings: Two months. Maybe 10 weeks total.

SW: In reflecting on your combat experience, what did combat teach you about yourself and about other people?

Sen. Kerrey: It taught me that sometimes I do well, and that sometimes I don't do so well. It taught me that if you come with the right sense of urgency and the right respect for your men and don't let your fear overcome you, that you can stand up and trust your training and your God will do the best for you. Then things have a way of working out.



▲ Former Sen. Bob Kerrey (D-Neb.), left, during his service as a Navy SEAL. (John F. Lawson via Kerrey)

I learned a lot about leadership, although I learned as much about leadership in the training as I did in the practical application, and in some of the work I did prior to going to Vietnam.

So, I'm saying, in very strong terms, that you do not necessarily have to be in combat to learn the same lessons that combat taught me. Much of what I learned from the Navy had nothing to do with combat. In fact, I would say most of my most important lessons were non-combat lessons.

SW: How did your experience in the Navy help to shape you and your life?

Sen. Kerrey: Well, to begin with, I was a part of the United States Navy, so I was part of something big — my nation's Navy. I was part of a national effort and it felt good. It was bigger than I was. I learned the difference between responsibility and authority. I learned that if I have authority, I have to have responsibility, and I better do the job. I couldn't delegate that responsibility once I had it. That was one of the first things we learned and it was just kind of drilled into us.

I learned to bring a sense of urgency to an issue to get the details worked out. That attention to detail that I learned in training pays off. That's what gets you in trouble — all the little things that you don't take care of.

Only by accepting responsibility, with a sense of urgency, can you pay attention to details.

I learned how to plan and how to execute a plan. I learned what it was like to have command. I learned to set an objective and plan the execution of that objective. I've learned that there's almost no limit to what you can accomplish if you're willing to let other people get credit for it, and to praise them for it. It keeps them motivated and let's them know it's a team sport.

SW: Was it tough keeping your personnel motivated?

Sen. Kerrey: No. I mean it was a little harder in 1969 because the Vietnam War was pretty unpopular. So, there was a big change after Tet [Tet Offensive] in 1968. I was there the year after Tet and the rules of engagement changed. Nobody seriously believed we were going to prevail at that point in time.

SW: John McCain writes in his book, *Faith of My Fathers*, that Navy

aircrews were demoralized by repeatedly bombing inconsequential targets and being prohibited from striking targets of real value. Did you suffer similar frustrations or experience problems motivating your men?

Sen. Kerrey: I would recommend a companion book, *We Were Soldiers Once and Young*, Al Gore's book. It tells a story of a great battle — tragic, in part, because men died and were injured and disabled as a consequence — but a great set piece battle where considerable glory was heaped upon the people who participated in it.

I think most of us are able to motivate ourselves as a result of saying, "it's our duty." "We've accepted the mission." We know that we can walk up to our commanding officer and say, for conscience or other reasons, "we've decided we don't want to do any more" as long as we're willing to accept the consequences that come with that. But, if you're there, then you've got to plunge ahead and do the work.

Drugs, race and other kinds of problems had found their way into the services by 1969; however, we experienced them considerably less in the SEAL teams and in the Navy. We were as motivated as we possibly could be. We had knives in our teeth.

Although alcohol was a problem — a much bigger problem than today — the Navy and the other services have done a good job of changing attitudes toward behaviors that are self-destructive.

SW: The Navy's core values are honor, commitment and courage. What are your definitions of these core values, and how are they relevant to Sailors today?

Sen. Kerrey: Honor means that there's a tradition here. It's not just about you — it's about the traditions of the Navy. It's the United States Navy, and you have to honor that tradition and the men and women

who have built the tradition of the Navy.

The great heroic stories of the United States Navy have to be understood and felt. A commitment made is a commitment to the cause, to service, to your own Sailors, and to whatever purpose it is that you've identified as a part of today's work. As officer of the deck (OOD), you've got to make a commitment to do the best you possibly can that particular watch. That watch is yours and you've got to carry on.

SW: What's your definition of leadership? What leadership lessons did you learn in Vietnam and how do you apply them in your current life?

Sen. Kerrey: The lessons I acquired come not from just the Navy, but from the combined experiences of the Navy, Vietnam and my time in the hospital. They all kind of blur together and some of what I'm going to share did not come directly out of my Vietnam experience.

In some ways, combat teaches you less. For me personally, I think you have to be careful in combat. Combat is about killing people. It's not a normal environment. However, with that said, I learned how to lead. You may have 100 tasks to accomplish and you may get only 90 of them right, but you can still accomplish the mission. You can still prevail. You can still carry on. And that's what it taught me. In life, the same thing happens. Maybe I've done 40 things today and only 35 of them were accomplished correctly. Or maybe it's a day where only five were accomplished correctly and 35 were accomplished incorrectly.

You watch, you learn and you try to do better the next day. You try to improve on what you've set out to accomplish.

SW: What did the United States learn from the Vietnam War? How does your Vietnam experience

influence your actions in the Senate, especially when voting on whether or not the country will commit combat forces to trouble spots around the world?

Sen. Kerrey: Make certain you're going to finish what you start. That is the big lesson of Vietnam. We've not been up against a really determined enemy since Vietnam. We could have been in the war against Iraq, but we were able to commit double the forces necessary to get the job done. During Desert Shield and Desert Storm, we applied the lessons of Vietnam. When the president of the United States tells his CINCs [commanders in chiefs], "tell me what we need to win and I'll get Congress to provide those forces," that's how you win.

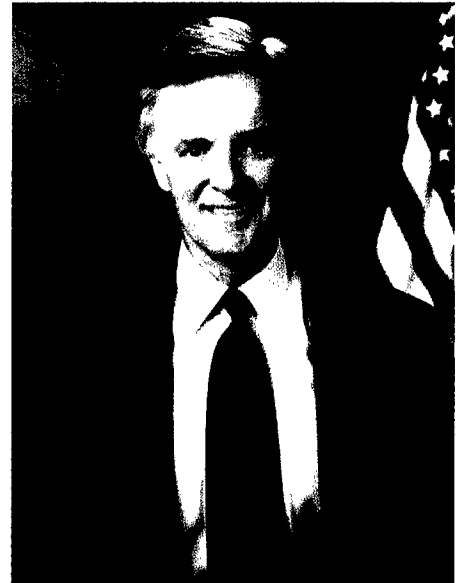
Even then you might ask if you have a determined enemy and things go on for a couple of years, what will happen to American public opinion? The American people need to understand that when a war begins, people are going to die.

It may be your son. It may be your daughter or it may be your loved one. You'd better be prepared not just to win, but America has to be willing to say, "this cause is so important that I want our soldiers, Sailors, airmen and Marines to be out there doing whatever they must to win."

To be victorious, we must be organized in a way that we can defeat our enemies. Not only must we be prepared to go the whole way, but we must maintain that resolve when people start dying. War is not diplomacy. We're telling someone, in a violent fashion, that if they don't stop what they're doing, and agree to our terms, we will continue our violence against them. You must be prepared for that, and there are times that you, unquestionably, must go.

SW: You've had many successes in your life. How would you like to be remembered?

Sen. Kerrey: I'd like to be remembered as a guy who worked hard and loved his country. He could be tough and kind at the same time. He had a sense of humor. And, you know, he tried to help make the nation stronger and better than it was before.



Sen. Kerrey was born in Lincoln, Neb., August 27, 1943. He graduated from the University of Nebraska, Lincoln, in 1966 with a pharmacy degree, and served in the Navy's Sea-Air-Land (SEAL) special forces unit from 1966 to 1969. He was wounded in Vietnam in 1969 and awarded the Medal of Honor. From 1972 to 1982, he operated a chain of restaurants and fitness centers. In 1983, he was elected to one four-year term as the Republican Governor of Nebraska. He was elected as a Democrat to the United States Senate in 1988 and reelected in 1994 — serving from January 3, 1989 to January 3, 2001. He was not a candidate for reelection in 2000. While in the Senate, he was a member of the Senate Finance Committee, the Senate Agricultural Committee and the Senate Appropriations Committee. He was Vice Chairman of the Senate Select Committee on Intelligence from 1995-1999. In January 2001, the senator became president of New School University in New York City.

VIEWS

From the Fleet

It's appropriate in this issue of *Surface Warfare* to take a look at how the Fleet celebrated the recent holiday season.

We encourage your submission of photographs for publication in this recurring section of the magazine. Submissions may be sent as prints, transparencies, or electronic files (.jpg format at 300 dpi is preferred).

Address your submissions to:
Surface Warfare
"Views from the Fleet"
2211 South Clark Place, Suite 120
Arlington, Va. 22202-3739

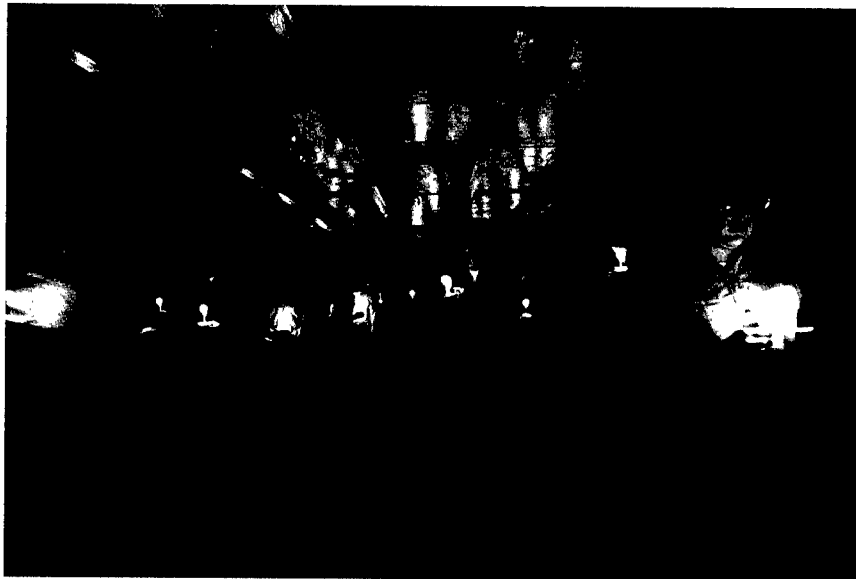
Photos sent as attachments to e-mail should be sent to:
surfwarmag@navsea.navy.mil.



▲ EM3 Richard Bashor from Country Side, Ill., tests Christmas lights before decorating the main deck of USS *Blue Ridge* (LCC 19) for the holidays. (PHAN Kurt Eischen/USN)



◀ SK3 Robert Stone, from Everett, Wash., dressed as Santa Claus gives a holiday haircut to PH3 Mark Mollinada on Dec. 22, 2000. USS *Abraham Lincoln* (CVN 72) and Carrier Air Wing 14 (CVW 14) are on a six-month deployment in support of *Operation Southern Watch*. (PH3 Rachael Swartz/USN)



▲ Sailors and Marines attend services at a Christmas Eve candlelight service held in the forecandle aboard **USS Harry S. Truman (CVN 75)**. *Truman* is on a scheduled six-month deployment to the Mediterranean Sea and Arabian Gulf. (PHAN J. Raynel Emmons/USN)



▲ **USS Oldendorf (DD 972)** shows its holiday spirit while moored at Pier Two, Naval Station San Diego, Calif. (PH1 Charles P. Cavanaugh/USN)

**CHANGES
OF
COMMAND**

SURFLANT

COMPHIBRON SIX

CAPT S.C. Rowland relieved
CAPT R.L. Chapman

USS Arctic (AOE 8)

CAPT G. R. White relieved
CAPT M. J. Erdossy III

USS R. G. Bradley (FFG 49)

CDR David K. Wright relieved
CDR Mark A. Baulch

USS Nicholson (DD 982)

CDR Kenneth J. Harvey relieved
CDR James B. Brinkman

USS Blackhawk (MHC 58)

LCDR Christopher H. Halton relieved
CDR Bradley J. Smith

SURFPAC

USS Elliot (DD 967)

CDR Jerry S. Provencher relieved
CDR Steven P. Desjardins

USS Tarawa (LHA 1)

CAPT James L. Clark relieved
CAPT Garry E. Hall

USS O'Brien (DD 975)

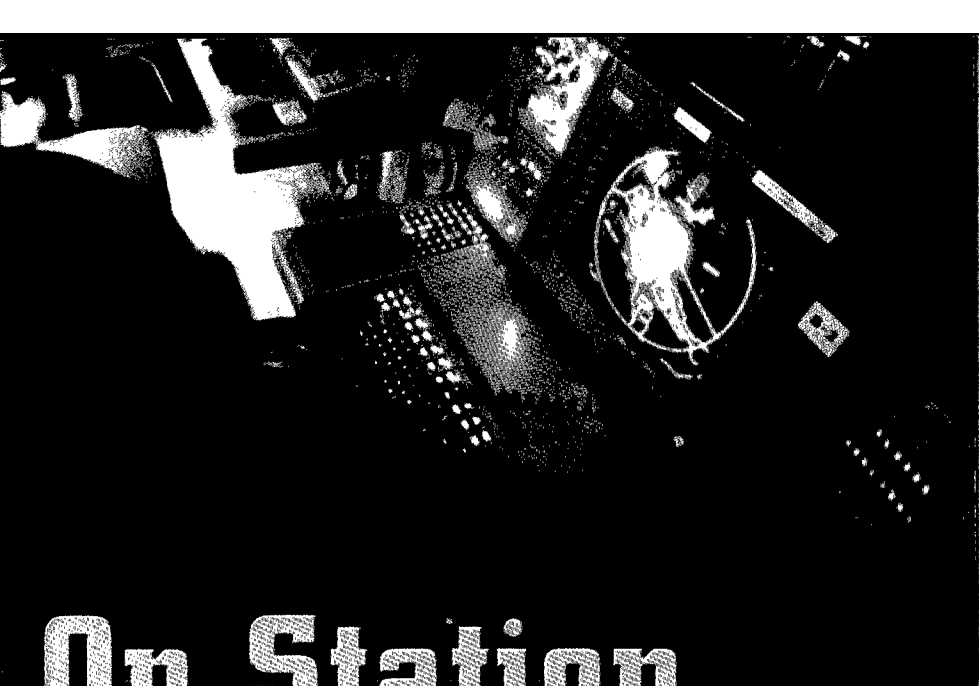
CDR Marcus B. Yonehiro relieved
CDR Eric J. Lindenbaum

USS Cushing (DD 985)

CDR Daniel L. Weed relieved
CDR Martin S. Simon

USS Duluth (LPD 6)

CDR Shaun Gilliland relieved
CDR Glenn M. Brunner



On Station

USLANTCOM/2nd Fleet

USS *Apache* (TATF 172)
USS *Gonzalez* (DDG 66)
USS *Grasp* (ARS 51)
USS *Moosebrugger* (DD 980)
USS *Nicholas* (FFG 47)
USS *Patuxent* (TAO 201)
USS *Stout* (DDG 55)
USS *Taylor* (FFG 50)
USS *The Sullivans* (DDG 68)
USS *Thorn* (DD 988)

USCENTCOM/5th Fleet

USS *Ardent* (MCM 12)
USS *Bon Homme Richard*
(LHD 6)
USS *Bridge* (AOE 10)
USNS *Catawba* (TATF 168)
USS *Denver* (LPD 9)
USS *Dextrous* (MCM 13)
USS *Elliot* (DD 967)
USS *John C. Stennis* (CVN 74)
USS *Laboon* (DDG 58)
USS *Lake Champlain* (CG 57)
USNS *Niagra Falls* (TAFS 3)
USS *Pearl Harbor* (LSD 52)
USS *Port Royal* (CG 73)

USS *Rentz* (FFG 46)
USS *Russell* (DDG 59)
USS *Samuel B. Roberts*
(FFG 58)
USNS *Tippecanoe* (TAO 199)

USEUCOM/6th Fleet

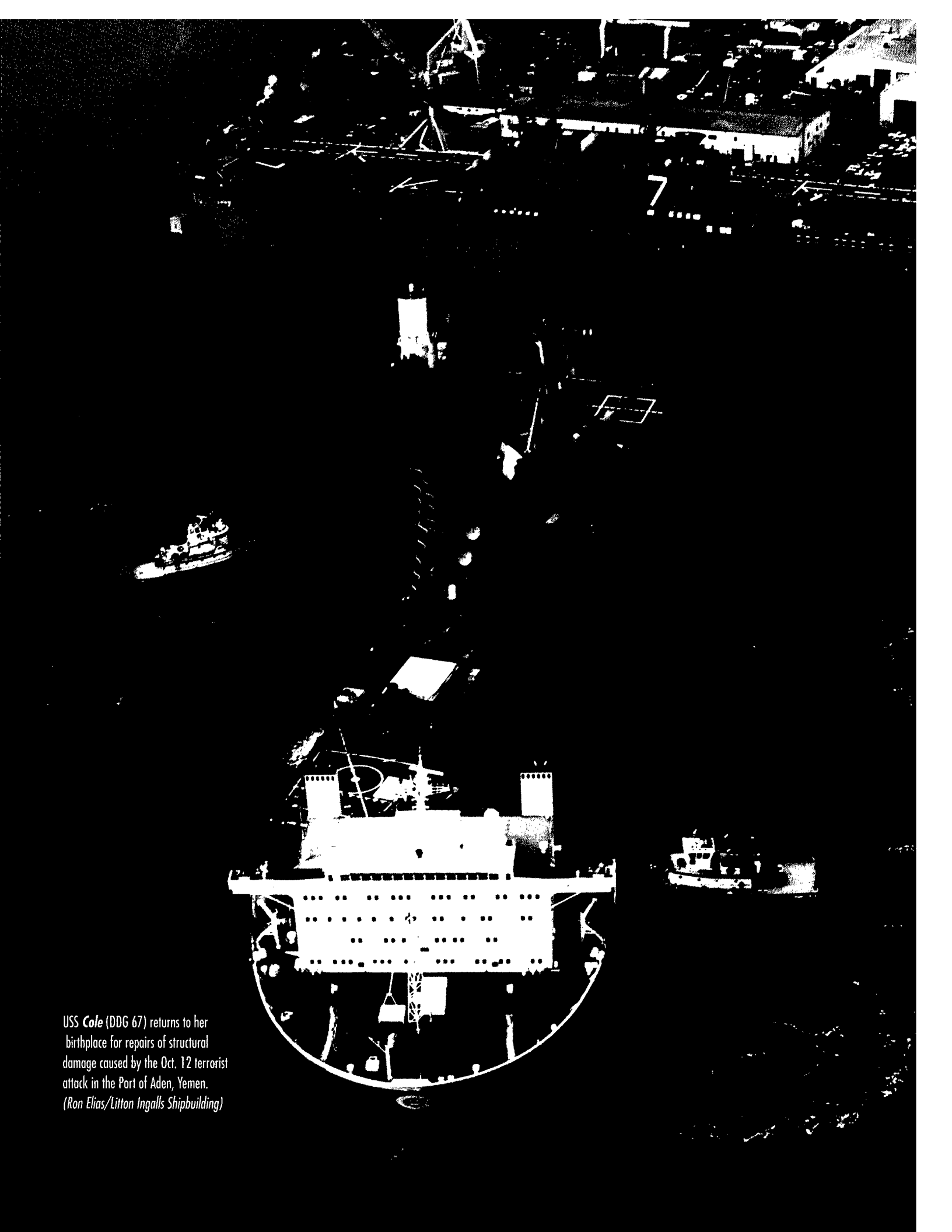
USS *Anzio* (CG 68)
USS *Arthur W. Radford*
(DD 968)
USS *Barry* (DDG 52)
USNS *Big Horn* (TAO 198)
USS *Cape St. George* (CG 71)
USS *Harry Truman* (CVN 75)
USS *Emory S. Land* (AS 39)
USNS *Kanawia* (TAO 196)
USS *Kaufman* (FFG 59)
USNS *Laramie* (TAO 203)
USS *La Salle* (AGF 3)
USS *Mahan* (DDG 72)
USNS *Mount Baker* (TAE 34)
USS *Oak Hill* (LSD 51)
USNS *Sirius* (TAFS 8)
USS *Thunderbolt* (PC 12)
USS *Trenton* (LPD 14)
USS *Wasp* (LHD 1)
USS *Whirlwind* (PC 11)

USPACOM/7th Fleet

USS *Belleau Wood* (LHA 3)
USS *Blue Ridge* (LCC 19)
USS *Chancellorsville* (CG 62)
USS *Curtis Wilbur* (DDG 54)
USS *Cushing* (DD 985)
USS *Decatur* (DDG 73)
USS *Fife* (DD 991)
USNS *Flint* (TAE 32)
USS *Fort McHenry* (LSD 43)
USS *Frank Cable* (AS 40)
USS *Gary* (FFG 51)
USS *Germantown* (LSD 42)
USS *Guardian* (MCM 5)
USS *Hopper* (DDG 70)
USS *Jarrett* (FFG 33)
USS *John S. McCain* (DDG 56)
USS *Juneau* (LPD 10)
USS *Kitty Hawk* (CV 63)
USS *Mobile Bay* (CG 53)
USS *O'Brien* (DD 975)
USS *Patriot* (MCM 7)
USNS *Rappahannock*
(TAO 204)
USS *Safeguard* (ARS 50)
USS *San Jose* (TAFS 7)
USS *Spica* (TAFS 9)
USS *Vandegrift* (FFG 48)
USS *Vincennes* (CG 49)
USNS *Walter S. Diehl*
(TAO 193)
USNS *Yukon* (TAO 202)

SOUTHCOM

USS *Doyle* (FFG 39)
USS *Estocin* (FFG 15)
USS *John A. Moore* (FFG 19)
USS *Samuel Eliot Morison*
(FFG 13)
USS *Valley Forge* (CG 50)



USS *Cole* (DDG 67) returns to her birthplace for repairs of structural damage caused by the Oct. 12 terrorist attack in the Port of Aden, Yemen.
(Ron Elias/Litton Ingalls Shipbuilding)