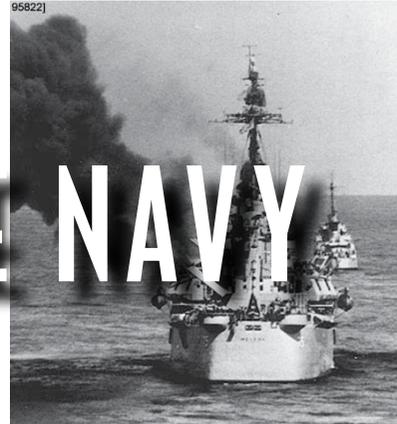
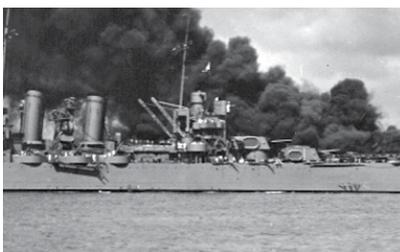


# SW

## Surface Warfare



# THE EVOLUTION OF THE NAVY



**Shipbuilders are the Backbone of the Surface Navy**

**Navy SEAL Creed Just as Essential 50 Years Later**

**Principles for Command Leadership**

**From Vice Admiral Copeman**

# SW



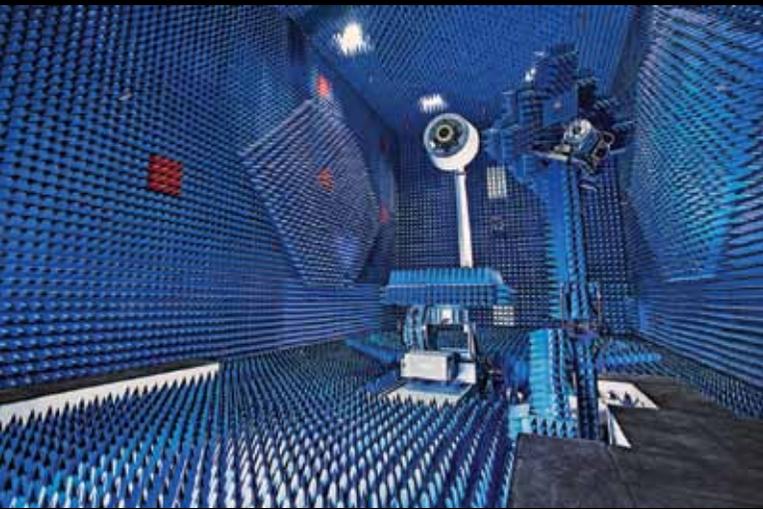
▲▲ LS2 John Millar says goodbye to his girlfriend, LS3 Romae Dacadr, before boarding the guided-missile destroyer USS **Paul Hamilton** (DDG 60). **Paul Hamilton** is scheduled for a 10-month deployment to the western Pacific.

*(MC2 Tiarra Fulgham/USN)*



◀◀ Brad Snyder trains at the Merritt Athletic Club in Baltimore, Aug. 6, for the 2012 Summer Paralympic Games in London. Snyder, a former Navy lieutenant and EOD officer blinded from an IED explosion during a recent tour in Afghanistan, earned three medals, two gold and one silver, during the September games in London.

*(MC1(SW) Stephen Murphy/USN)*



◀◀ The Link-16, AS-4127A maritime antenna is tested with compact range equipment in the specialized antenna anechoic chamber at the new Surface Sensors and Combat Systems Facility at Naval Surface Warfare Center Dahlgren.

*(U.S. Navy photo)*



▶▶ Sailors assigned to the Freedom-class littoral combat ship **USS Fort Worth** (LCS 3) bring the ship to life during her commissioning in Galveston, Texas. Fort Worth will be homeported in San Diego.

*(MC2 Mike James/USN)*



▲▲ Vice Chief of Naval Operations (VCNO) Adm. Mark Ferguson speaks to the family and friends of the Naval District Washington chief petty officer selectees during a pinning ceremony held at the Navy Memorial.

*(MC1(SCW) Demetrius Kennon/USN)*

◀◀ The Ticonderoga-class guided-missile cruiser **USS Mobile Bay** (CG 53) and the aircraft carrier **USS John C. Stennis** (CVN 74) are underway after completing *Valiant Shield 2012* (VS12).

*(MC3 Stephanie Smith/USN)*

# Commander's Corner



On Oct. 1, I had the great pleasure of welcoming the inaugural class for the Basic Division Officer's Course (BDOC) at Naval Base San Diego. A departure from how we've been doing business the past few years, BDOC takes junior officers en route to their first at-sea commands and puts them through an intensive eight-week school to learn the basics of damage control, seamanship, navigation, as well as administrative and supply functions. Once completed, these officers will head out to the fleet with a firm baseline of Surface Warfare knowledge and will grow from there into the future department heads and leaders our Navy needs.

BDOC is very different than our previous Surface Warfare Officer Introduction (SWO-I) course, a three-week school that just touched on the challenges of being a SWO. As I told those who attended the ceremony, BDOC will also be a far more challenging experience than the one I went through a long time ago where for 16 weeks, I spent more time improving my golf score than I did on ship driving.

This change in how we introduce these officers to their craft is no accident; it's all part of a long-term strategy for manning, training, and equipping our Navy for tasking in the fleet. Elsewhere in this issue, I discuss my priorities for the surface force, and BDOC is a fine example. Those priorities are: Training, Development, and Career Management of Our Sailors; Training Our Crews to Fight and Win; and Providing Warships Ready for Combat. BDOC fits squarely into my belief that laying a strong foundation of knowledge gives our Sailors the tools they need to succeed.

This foundation is important on all platforms. Our ships are complicated, technologically-complex machines, and the Surface Warfare business we are in is very challenging. It takes a lot of hard work to learn how to "fight the ship," learn how to maintain them, and learn how to train Sailors to maintain them. These challenges are especially crucial on the littoral combat ships (LCS), which require crews to do more with fewer people. We've recently authorized ensigns to be assigned to LCS, a move that will put more demands on these junior officers, but in the end will reward them with the confidence and skill sets we require for future assignments. Along with LCS, BDOC graduates have every opportunity to excel on cruisers, destroyers, frigates, minesweepers, and coastal patrol crafts.

I'm personally excited by the prospect that when these officers hit the fleet, they will go out with a thirst for more knowledge and an opportunity to apply what they learn "on the job." In the end, the goal is for these officers to become good leaders for their Sailors. BDOC is the first step toward that goal.

Be proud of all you do out there, and thank you for helping keep our Naval Surface Forces the strongest, most capable element in our national defense.

*Thomas H. Copeman*

**Thomas H. Copeman**  
Vice Admiral, U.S. Navy  
Commander, Naval Surface Forces

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**28 NAVY SEAL CREED JUST AS ESSENTIAL 50 YEARS LATER**



◀ Newly commissioned *Freedom*-class littoral combat ship *USS Fort Worth* (LCS 3).

(MC2 Mike James)

# Director's Letter



**Shipmates,** As I sit here and pen this letter for this edition of Surface Warfare Magazine, it is now October and a productive summer is passed and opening. Despite an uncertain budget environment, I remain confident in our warfighting capabilities and the flexibility of our Surface Navy. That confidence rests not simply upon the marvels of machinery, our ships, in which we have the privilege to sail. Rather, it rests upon the sure knowledge that as our Navy evolves; you continue to serve in the grand tradition of American Sailors of our past.

Throughout history, our naval forces have operated effectively forward. From the commissioning of our first six frigates through the present, the Surface Navy has remained at the forefront and an essential component of our national strategy. Each generation of naval leadership has faced the challenge of fighting with the existing force and building the one needed in the future. The ebb and flow of resources, changing strategic environments, and technological advancements have fueled the evolution of our Navy over the last 237 years. Today we face those same challenges and are meeting them head on with healthy dose of reflection as we consider the decisions we face today. The composition of our fleet is shifting as we introduce LCS in growing numbers - nine ships and 12 mission packages by 2015. With these ships we address critical and enduring ASW, MCM, and SUW capability gaps while providing global forward presence and conserving resources to build and maintain larger multi-mission surface combatants and amphibious lift. LCS will deliver the modularity and flexibility the Navy needs to adapt to changing technological, fiscal, and threat conditions. Though the LCS concept is original and represents a breakthrough in technology and innovation, this is not the Navy's first case where meeting capability shortfalls became a high priority.

From the age of sail and through coal to oil our predecessors had to break with tradition to pursue better means of propulsion for our ships. From the age of cannons, to rifled guns, through the integration of aviation platforms and introduction of cruise missiles, our ships and our operating concepts have changed in dramatic ways. It is hard to dispute that technological advance is accelerating...and

proliferating. As history demonstrates, our platforms and payloads evolve with and because of each other. LCS heralds what is likely the beginning of an age where the speed of technological change enables and, in fact, requires the ability to change out payloads without the intrusive and prolonged process of tearing apart the platform from stem to stern. LCS gives us the ability to address challenging littoral threats, to add capacity to operate forward, and to change the payloads to meet the capability needs of our operational commanders in a more timely manner.

We have certainly come a long way since the days of iron clad ships. Not a day passes that I don't find myself in awe of the progress we've made and the capability resident within today's Surface Navy. Recently commissioned ships like USS *Fort Worth* (LCS 3) and USS *Michael Murphy* (DDG 113), alongside the fine surface combatants and amphibious ships already in service, will ensure we are ready for combat operations should deterrence fail and the use of force be required.

So, as you sail with pride, I hope you find a moment to sit back and enjoy this edition of the magazine. It is designed to connect the past to the present with articles exploring the evolution of our Navy and the surface force sailing today. Take note of our intent to handover Surface Warfare to COMNAVSURFOR in the coming months as we refine content production and place more focus on the Fleet. Part of this effort will include a forthcoming survey, targeted at our at-sea and shore commands, to ensure you're enjoying what you read!

As always, I am grateful for your service and thank you for your continuous readiness and ability to adapt to changing operational conditions so we're always ready to provide the President with offshore options only the Navy and the Marine Corps can provide. Keep up the great work and sail safely.

*Tom Rowden*

**Tom Rowden**  
Rear Admiral, U.S. Navy  
Director, Surface Warfare

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◀ MN3 Joseph Gibson, left, classifies contacts as MN1 Yancy Forbes detects contacts on the AN/SQQ-32 variable depth mine hunting sonar from the combat information center aboard the mine countermeasures ship USS *Warrior* (MCM 10). *Warrior* is participating in the International Mine Countermeasures Exercise which includes navies from more than 30 countries working to promote regional security through mine countermeasure operations in the U.S. 5th Fleet area of responsibility. (MC1(AW) Lewis Hunsaker/USN)

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# INSIDE SW

In this edition of *Surface Warfare* we take a look at the Evolution of the Navy. I challenge you to take a look at the front and back cover and see how well you know today's ships as well as the ships from our past. Look at the pictures on the front; try to determine what they are and what time in Naval history they capture. On the back cover are a few favorite salty terms. Try guessing what the term means and where it came from before reading the definition that follows.

—Lt. Kathryn Dawson



◀◀ Pictured is USS **Helena** (CA 75) as she fires her 8"/55 main battery guns at Chongjin, North Korea, in October 1950. **Helena** was a **Baltimore**-class heavy cruiser and was placed out of commission in Reserve June 29, 1963, after serving almost 18 continuous years of service. **Helena** was transferred on June 30, 1963, to San Diego Group Pacific Reserve Fleet. She was stricken on Jan. 1, 1974, and sold to Levin Metals Co., Beverly Hills, Calif., on Nov. 13, 1974, and scrapped in San Pedro, Calif., the following year.



▲▲ The Sullivan boys. The picture was taken aboard USS **Juneau** (CL 52) at the time of her commissioning ceremonies at the New York Navy Yard, Feb. 14, 1942. All were lost with the ship on Nov. 13, 1942, Naval Battle of Guadalcanal. The brothers are (from the left): Joseph, age 24; Francis, age 26; Albert, age 20; Madison, age 23; and George, age 27. There have since been two ships to carry the name, **The Sullivans** DD-537 and DDG-68.

▲▲ The amphibious dock-landing ship USS **Fort McHenry** (LSD 43) is a **Whidbey Island**-class dock landing ship. She was named for Fort McHenry, in Baltimore, the 1814 defense of which inspired The Star-Spangled Banner. Commissioned in 1987 and currently still in service.



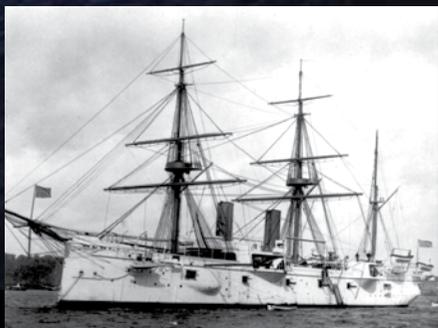
◀◀ Sailor hauling up Romeo during replenishment at sea.



▲▲ Mine counter measure ships USS *Warrior* (MCM 10), foreground, and USS *Pioneer* (MCM 9) prepare to be floated off Military Sealift Command chartered M/V *Tern*, a float-on/float-off transport ship. *Warrior*, *Pioneer* and two other MCM ships arrived in Bahrain, June 23. *Warrior* and *Pioneer* are assigned to Commander, Task Force 52, supporting mine countermeasure operations in the U.S. 5th Fleet area of responsibility.



▲▲ USS *California* (ACR 6) was a *Pennsylvania*-class armored cruiser. She was commissioned in 1907, renamed *San Diego* in 1914, decommissioned Feb 1917, and recommissioned Apr 1917. On July 19, 1918, she was torpedoed by the German submarine U-156 southeast of Fire Island, N.Y. The cruiser sank in 28 minutes with the loss of six lives, the only major warship lost by the United States in World War I.



▲▲ USS *Chicago* (CA 14) was a protected cruiser of the U.S. Navy, the largest of the original three authorized by Congress for the "New Navy." The protected cruiser is a type of naval cruiser of the late 19th century, so known because its armored deck offered protection for vital machine spaces from shrapnel caused by exploding shells above. Protected cruisers were an alternative to the armored cruisers, which also had a belt of armor along the sides. She was in service from 1889 – 1923.



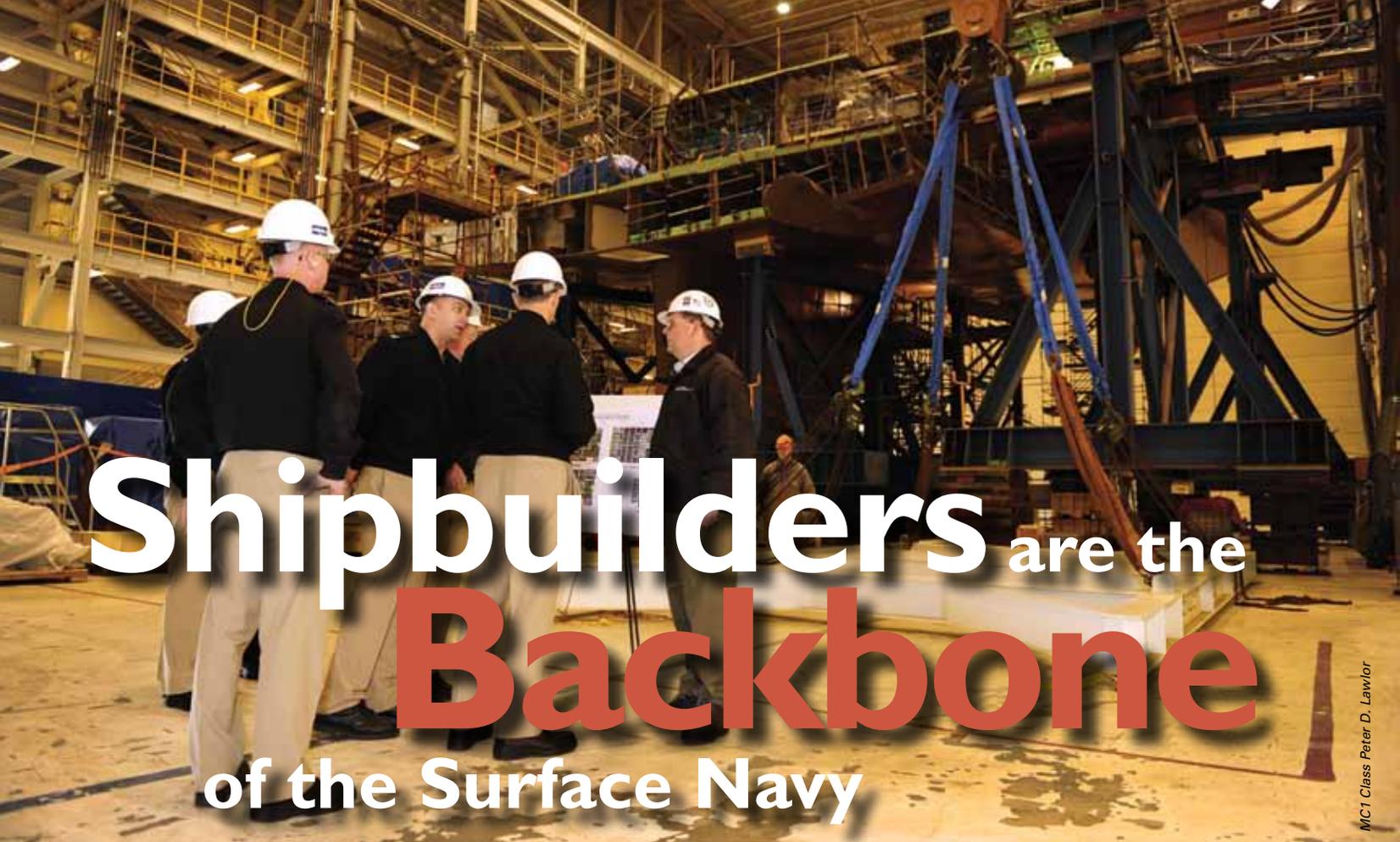
◀◀ USS *Gettysburg* (CG 64) is the 18th *Ticonderoga*-class guided missile cruiser and was commissioned 1991. She is currently still in service.



▲▲ USS *Dwight D. Eisenhower* (CVN 69). Commissioned in 1977, the ship is the second of the ten *Nimitz*-class super-carriers currently in service, and is named after 34th President of the United States Dwight D. Eisenhower.



▲▲ USS *Phoenix* (CL 46) a *Brooklyn*-class light cruiser, she was the third *Phoenix* of the U.S. Navy and in service from 1938 – 1946. This picture was taken as she sailed past Pearl Harbor after the initial Japanese air attacks of World War II, Dec. 7, 1941. That morning she was anchored southeast of Ford Island near Solace. Observers on board *Phoenix* sighted Japanese aircraft as they were coming in low over Ford Island and a few seconds later the ship's guns took them under fire. *Phoenix* escaped the disaster unharmed and shortly after noon was underway to join *St. Louis*, *Detroit* and several destroyers in an impromptu task force searching, unsuccessfully, for the enemy aircraft carriers.



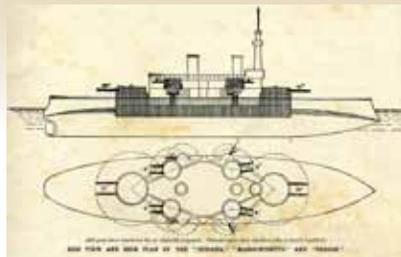
MC1 Class Peter D. Lawlor

# Shipbuilders are the Backbone of the Surface Navy

## Interview with Senator Susan Collins from Maine



**▲▲** October 11, 1904: Launch of the USS **Georgia** Battleship #15 at Bath Iron Works, Bath, Maine. **Georgia** was the only battleship ever built at Bath Iron Works.



**▲▲** Side View and deck plan of the USS **Indiana**, USS **Massachusetts** and USS **Oregon**.



**▲▲** USS **Cummings** and USS **Cassin** fitting out at Bath, Main 1913.

### You represent Maine in the U.S. Senate. Can you describe Maine's maritime history and traditions?

Maine has a long and proud maritime history, which is due in part to the fact that it has the longest tidal coastline of any state on the Atlantic Coast save Florida. In fact, the very first naval battle of the American Revolution occurred in the waters just off of Machias, Maine, in June, 1775, when Americans seized the British cutter **Margaretta**. Maine is also the

birthplace of American shipbuilding. The 30-ton ship **Virginia** was built in 1607 by colonists that settled at Popham Beach at the mouth of the Kennebec River, 13 years before the pilgrims landed at Plymouth.

Maine still maintains a proud maritime legacy. Maine Maritime Academy is one of six maritime training colleges in the country, and tens of thousands of Mainers earn their living from the sea, as commercial fishermen or lobstermen, as merchant Sailors, as Coast Guard Members

or Navy Sailors, as part of Maine's tourist industry, or as workers at Maine's public and private shipyards.

I am incredibly proud that two of the largest employers in the state directly support the Navy. Bath Iron Works (BIW) has been building ships for the Navy since 1893, and the shipyard continues to be known by the phrase "Bath built is best built." BIW is building all three **Zumwalt**-class destroyers, and the shipyard just delivered the last of the original DDG-51

**Arleigh Burke**-class destroyers to the Navy, the USS **Michael Murphy** (DDG 112). BIW is truly a national strategic asset, and the workers there are truly the world's most skilled builders of Surface combatants.

Portsmouth Naval Shipyard (PNSY), in Kittery, Maine, is one of only four public shipyards that remain in the United States, and its talented workforce conducts repairs and overhauls on nuclear submarines. Former chairman of the Base Realignment and Closure Commission Anthony Principi got it right when he said PNSY is "the gold standard by which we should measure shipyards." I know that many individuals, inside and outside the Navy, agree.

**You have expressed concern that the size of the Fleet may be insufficient to meet global demands. What do you believe the appropriate size of the Fleet should be?**

Since I was first elected to the Senate, every Chief of Naval Operations (CNO) since Adm. Vern Clark has said that 313 ships was the floor – the bare minimum number of ships which the Navy needed to do its job. Unfortunately, since 1997, the Fleet has decreased from 347 ships to the 287 ships of today, even while the demand signals from the combatant commanders are increasing, not decreasing. Numbers alone do not tell the whole tale, and the capability of each ship class that composes the Fleet matter, but when I look at the evidence, I come to the conclusion that the Navy is being asked to do more with less.

Earlier this year, Gen. Mattis of U.S. Central Command and Gen. Fraser of U.S. Southern Command, both testified in front of the Armed Service Committee that they only see the maritime environment increasing in importance. If you look at their areas of responsibility, it is easy to see why. As a result of increased missions, ships do not have an adequate amount of time at home to undergo maintenance; and crews do not have enough time at home to spend with their families between deployments.

I have appreciated the candor of the Navy's leadership about this challenge. Adm. Greenert, for whom I have a great deal of respect, has said plainly that the Navy cannot run at its current pace of operations indefinitely. Vice Adm. Blake testified in March that the unconstrained combatant commander demand for ships would require a Fleet of 500 ships. The 2010 Independent Quadrennial

Defense Review (QDR), which consisted of respected bipartisan panelists, said that the Fleet should be at least 328 ships. Today's Fleet, and the Surface Navy in particular, is an incredibly busy force that has to deal with missions ranging from humanitarian assistance to anti-piracy to ballistic missile defense, as well as every mission in between.

One option is to eliminate some of missions the Navy is performing, which is not the right strategic decision for the country in my view. The other option is to walk away from the 313-ship floor, which the Administration is doing because it believes the goal is unaffordable. The responsible decision is to add the ships and properly resource the Navy to conduct these important missions, and that's a decision for the Secretary of Defense, the President, and the Congress.

**Please describe why you have said "a strong industrial base is a vital national asset."**

**In your view is the industrial base weakening?**

It takes constant vigilance to ensure the industrial base remains strong. The Fleet begins in our nation's public and private shipyards. When our country entered the

Second World War, it was the nation's shipyards and factories that enabled the U.S. to ramp up production and build the ships, tanks, and weapons that made victory possible.

If you've ever walked around a shipyard, and I have been privileged to visit both Bath and Portsmouth Naval Shipyard many times, you will be amazed at the sheer scale of what the workers are building or repairing. I was recently in Bath with the CNO to visit DDG-1000, which at the time was already more than 65 percent complete. What I saw made me proud, and what amazed me was how the yard was putting the various "ultra units" of the ship together like giant Lego™ blocks, each piece fitting together perfectly.

Our country cannot afford to lose the ability to build and repair these vessels. We cannot lose the seed capacity to enable a build-up like that which occurred during the Second World War, should it be needed, or the skills resident in the workers that build the ships and the engineers that design them.

I am very concerned about the looming danger of sequestration because it could interfere with the shipbuilding base and cause irrevocable harm to our national security. Sequestration would lead to dramatic changes in a very short period

**It takes constant vigilance to ensure the industrial base remains strong. The Fleet begins in our nation's public and private shipyards.**



 USS **Zumwalt** in progress at Bath Iron Works in Maine.



◀◀ Sailors assigned to the amphibious dock landing ship USS *Oak Hill* (LSD 51) march in a parade through Boothbay Harbor, Maine. (MC2(SW) Brian Goodwin/USN)

large number of civilian personnel would likely have to be furloughed, and training budgets to prepare forces to deploy would be slashed, directly affecting the readiness of every ship, squadron, or battalion in our military.

For the shipbuilding industry, the cuts could be catastrophic. The CNO said that under a prolonged sequestration, the Fleet could fall to fewer than 230 ships. Right now the industry is optimized to build a certain number of ships, and it has already taken a hit because of budget reductions which saw the projected five-year shipbuilding plan reduced from 57 to 41, a build rate of only eight ships per year. If that number fell again, to five or six ships a year, I am concerned some shipyards would be forced to close. And I am tremendously concerned for all the second and third tier subcontractors and suppliers, who do not have the cash reserves on hand to sustain themselves through the time it takes to fix the sequester.

Under sequestration, we would be left with a smaller and weaker industrial base. Because the number of suppliers and builders would fall, competition would disappear and costs would inevitably soar.

If it sounds like a doomsday scenario, that is because it is. Congress and the Administration have to act, but I am growing increasingly concerned that the political will to do so is not there.

### Thank you for your time, Senator, do you have any final thoughts?

I want to close by thanking everyone in the Surface Warfare Community for what you do for our nation each and every day. I know that service onboard ship can be difficult, with long periods away from home both on deployment and when you are at sea conducting training. Please know that I, and every one of my colleagues in the Senate, are tremendously grateful for both your service and your sacrifice. Adm. Greenert has told me that it is the Sailors who make the Navy the best Navy in the world. I could not agree more. Thank you for the invitation to share my thoughts. Fair winds and following seas. *SW*



▲▲ U.S. Senator Susan Collins puts on a command ball-cap bearing the name of the *Zumwalt*-class guided-missile destroyer, the future USS *Zumwalt* (DDG 1000), during a press conference with Chief of Naval Operations (CNO) Adm. Jonathan Greenert and the President of Bath Iron Works Jeff Geiger after the Start of Fabrication ceremony for *Lyndon B. Johnson* (DDG 1002). (MC1(SW/EXW) Peter D. Lawlor/USN)

of time. The nature of the shipbuilding industry demands planning in periods of years and decades, not days or months. Sequestration is bad policy – it is not the way to run a government, a business, and certainly not a shipyard.

### You mentioned sequestration, what effect do you think sequestration could have on the shipbuilding industry and the readiness of the Surface Navy?

Sequestration, which is the across-the-board mandatory spending cuts to every military program mandated by last year's Budget Control Act, is set to go into effect

on Jan. 2, 2013. Every senior defense official, including Secretary of Defense Leon Panetta and Joint Chiefs Chairman Gen. Martin Dempsey, has said that the cuts would be devastating, "crazy," or would cause irrevocable wounds to our national security.

Under sequestration, almost half the spending cuts would come from the 20 percent of federal spending made up by the defense budget. The delays or reductions in order quantities and the cost imposed by broken contracts for major programs, like the joint strike fighter or F/A-18s, would ultimately drive up overall costs and reduce the capability of our military. A



 Sailors assigned to USS **Constitution** salute the amphibious assault ship USS **Wasp** (LHD 1), during **Constitution's** July 4th annual turnaround cruise during Boston Navy Week. (MCC William Clark/USN)

# CONNECTING PAST TO PRESENT

By MCSN Michael Achterling, USS **Constitution** Public Affairs

**“Silence!”** shouts the gun captain of USS **Constitution's** gun team ten. “Haul in your gun!” Immediately, the 12 Sailors assigned to gun team ten move in unison, grabbing lines, hauling the massive 6,500-pound long gun inboard to the call of, “Two, six, heave! Two, six, heave!” 

 USS **Constitution** sets sail for the first time since 1997 during an underway commemorating the Battle of Guerriere. (MCC William Clark/USN)





▲▲ Sailors assigned to USS *Constitution* furl the topsail on the main mast of the ship as part of sail training. Constitution Sailors routinely work to improve seamanship skills in preparation for sailing the ship for the bicentennial of the War of 1812.  
(MCSN Michael Achterling/USN)



▶▶ HTC Benjamin Bates, assigned to the guided-missile cruiser USS *Vella Gulf* (CG 72), climbs the main mast during USS *Constitution*'s Chief Petty Officer Heritage Week.  
(MC2 Kathryn E. Macdonald/USN)

▶▶ Sailors assigned to USS *Constitution* perform 1600s boarding pike drills during the Salem Maritime Festival.  
(MC2 Kathryn E. Macdonald/USN)

"That's well," says the "Old Ironsides" gun captain with a sense of approval. "Load with cartridge. Wad your shot and ram home!"

The gun team in a flurry of activity loads the giant gun with a small sack filled with eight pounds of gun powder. Quickly, the cartridge is plunged to the rear of the barrel with an oversized rammer. Almost instantly, wadding, which is made up of small bits of line, is given to the loader, followed immediately by a 24-pound round cannon shot and more wadding. The items are forced down the barrel by the rammer and come to rest right in front of the powder cartridge.

"Run out your gun," shouts the gun captain, knowing speed is of the utmost importance, the enemy ship is fast approaching. The gun crew mans the hauling lines, and to a familiar call, moves the giant weapon with its ordinance into position out the open gun port. Once in position, the gun captain spikes the powder hole at the top of the gun, checking to ensure the powder is dry

and ready to fire. Happy with the result, he pours fine-grain gunpowder from his powder horn down the hole leading to the cartridge.

"Aim your gun," says the gun captain. Only with an accurate shot will the most damage be inflicted upon the enemy vessel. "Stand by!" All hands turn away from the huge weapon and cover their ears.

"Fire!" The gun captain pulls the lanyard attached to the flintlock atop the gun. The hammer is released, forcing the flint to strike a piece of steel that creates a spark, and the loose powder that collected atop the powder hole is ignited. The long gun then erupts with a furious explosion, kicking the gun inboard 4-6 feet at a speed of almost 35 miles per hour, and the loaded 24-pound projectile is hurtled through the air toward its intended target.

These were the actions of *Constitution* Sailors over 200 years ago, keeping the seas safe from corsairs, privateers, and unfriendly nations, but these are also the actions of the current crew of "Old

Ironsides" whose mission is to preserve, promote, and protect the living piece of history that is *Constitution*. They do so by conducting gun drills and sail training, going to Navy Weeks across the country, giving tours of the ship's history to the thousands of visitors who eagerly come to learn, and volunteering in the community.

"These are 21<sup>st</sup> century Sailors who do all the same things our Fleet Sailors do but also understand and practice 19<sup>th</sup> century naval skills," said Cmdr. Matt Bonner, *Constitution*'s 72nd commanding officer. "They are able to share our rich naval history with the public and explain how it relates to what the Navy does today in keeping the seas free for everyone."

*Constitution* was an active-duty Navy warship from 1797 to 1855. She participated in the Quasi-War with France from 1798 to 1801, the first Barbary War from 1801 to 1805, and the War of 1812 from 1812 to 1815. Approximately 15,000 Sailors have served aboard *Constitution* through its 215-year history.

"History is still being made everyday.

The fact that she is 215 years old and is still with us gives a sense of continuum through the Sailors that serve aboard her today," said Margherita Desy, historian for Naval History and Heritage Command Detachment Boston. "Through memory, and recalling the spectacular moments of this one ship's history and the men who served aboard her, gives the visitors a sense of appreciation and the understanding of

why we still need navies around the world."

**Constitution's** mission today is to educate people about the ship's history as well as take part in community outreach. Currently, her crew is commemorating the bicentennial of the War of 1812 through public demonstrations and educational activities at eight Navy weeks across the U.S. in 2012.

"Navy Weeks increase awareness about our capabilities and relevance to national security in cities that do not have a significant Navy presence. In many land-locked cities, **Constitution** Sailors are the most effective way the Navy can improve understanding about the War of 1812. USS **Constitution** crew is one of the Navy's premier outreach assets and an invaluable part of the Navy Week program. They teach people about the Navy's history and why the Navy is still relevant today," said Cmdr. Kim Marks, Director of the Navy Office of Community Outreach. "**Constitution**



▼▼ USS **Constitution** sets sail for the first time since 1997 during an underway commemorating the Battle of Guerriere.  
(MCC William Clark/USN)



Sailors are all incredibly skilled spokespeople for the Navy who are able to tailor their interactive history presentation to engage each group at their level, from kindergarteners to high school students and even adults. By explaining what life was like for Sailors in 1812, the **Constitution** crew gets people excited about history. They also show that the Navy's mission has not changed in over 200 years: protecting ships from piracy and keeping the seas safe to preserve the American way of life."

**Constitution** is the world's oldest commissioned warship afloat and welcomes more than 500,000 visitors per year. Most do not know how the Navy was created; some of these visitors have never encountered or interacted with a Sailor before.

"The core of a Sailor was the same then as it is today," said Cryptologic Technician (Interpretive) 1st Class Scott Bartlett, **Constitution's** command historian. "The integrity of a Sailor, their honor, their courage, their commitment, to be able to overcome obstacles to get the mission done still holds true 215 years later."

**Constitution** also encourages Sailors assigned to the ship to volunteer in the community. This year, **Constitution** received the President's Volunteer Service Award for the third consecutive year. The President's Volunteer Service Award program was created as a way to thank and honor Americans who, by their demonstrated commitment and example, inspire others to engage in volunteer service.

"Boston is our home. By volunteering and helping out our community, it gives the Sailors stationed here a sense of pride," said Sonar Technician (Submarine) (SS) 2nd Class Thomas Rooney, **Constitution's** volunteer service coordinator. "It's a wonderful honor to be stationed on this historic ship with so many Sailors willing to go the extra-mile to lend a hand to someone or a community that needs help."

History is defined as a continuous, systematic narrative of past events as relating to a particular people, country, period, and person. **Constitution's** history is still being written today. There is no finish line in sight for this historic ship. Through the Sailors that serve aboard her, their dedication and hard work, this ship is truly a national icon and will never be forgotten. [SW](#)



# Copeman's Priorities: 'A Blueprint for Delivering Readiness'

By Lt. Rick Chernitzer, Commander Naval Surface Force, U.S. Pacific Fleet public affairs

With more than two months at the helm of the Naval Surface Force, Vice Adm. Tom Copeman has had some time to look at the fleet and chart the future.

Copeman, Commander of Naval Surface Force, and Commander, Naval Surface Force, U.S. Pacific Fleet, recently outlined his leadership priorities in a message to the fleet. He said he drew his inspiration from the Chief of Naval Operations' own guidance. Adm. Jonathan Greenert's "Sailing Directions" – warfighting first; operate forward; and be ready – summarize the core responsibilities and tenets of the

Navy and each decision made for the fleet.

"When you look at what Adm. Greenert put out, it really says it all," Copeman said. "And the way we do things in the Navy, you take higher guidance and craft your own priorities and guidelines around them to keep everything in sync. The surface forces represent the core mission of the Navy; I don't think anyone argues with that. We put men and women out to

sea and potentially into harm's way. The tasking of 'man, train and equip' has a critical part in making that happen. We are delivering readiness."

The priorities Copeman developed to support warfighting first are also three in number: Training, Development, and Career Management of Our Sailors; Training our Crews to Fight and Win; and Providing Warships Ready for Combat.



◀◀ FC2 Matthew E. Bell mans a SPY-1B(V) radar console in the Combat Information Center aboard the guided-missile cruiser USS *Shiloh* (CG 67).

*(Lt. j.g. Nelson H. Balido/USN)*



“Our ships have to be fully manned and they have to have highly skilled Sailors,” Copeman said.

To achieve this, Copeman said, requires looking at personnel readiness based upon a “war-time requirement” and not by what is funded.

“In order to man our ships correctly it is vitally important that we report our manning readiness based upon the true requirement,” he said.

Just as important as being properly manned is ensuring the experience level of the crew is also the best it can be. Copeman said he wants to, “develop methods and the metrics for incorporating experience into determining the right

▲▲ BM1(SW/AW) Alejandro Velez performs maintenance on a float coat aboard the guided-missile frigate USS *Simpson* (FFG 56).

*(MC2(SW/AW) Felicito Rustique/USN)*



Sailor for the right job.” He said the formula is a simple one: Fit = Paygrade + Navy Enlisted Classification code + Experience.

To track that experience, he wants to foster a strong working relationship with the Naval Personnel Command, using “directive detailing” to track experience levels to ensure key leadership billets are filled with Sailors who have the right experience and training.

“I want to see the right progression for our senior enlisted Sailors to prepare for those challenging jobs like combat systems maintenance manager or ‘top snipe,’” Copeman said.

And even ashore, Sailor development must continue. “We have to build and track enriching shore tours for Sailors to build upon their sea experience,” he said. “For FY-14 we’ve added 967 billets to regional maintenance centers and afloat training groups and we intend to add more.”

The training Sailors require is a crucial part of Copeman’s priorities.

“If we really want our crews to fight and win, we need to lay that foundation right there in the school house,” he said. “The schools – our basic, integrated and advanced training – must be focused on preparations for high-end combat

operations. I think of it as improving the ‘Public School System’ (‘A’ and ‘C’ schools) by increasing the hands-on training for our Sailors and taking a hard look if we are delivering the information in the best manner.”

To start with, Copeman said he intends to invest \$170 million into schoolhouse upgrades for surface engineering, with plans to do the same for combat systems and its respective school houses.

Copeman said he wants to reverse the trend of many Sailors spending large amounts of time at school only to require in-depth supervision once reporting aboard ship to do basic maintenance or watch standing.

“Our schools must challenge our Sailors and make better use of their time,” he said.

“We have returned some of the billets lost to optimal manning but we cannot restore them all. This leaves us with a deficit of time and people to stand over someone’s shoulder and walk them through a process. With fewer people and same sets, the people must be highly trained,” he said.

Likewise, in order to keep ships’ crews trained up, Copeman directed his operations staff to work with the numbered fleets to develop a process to ensure all ships receive 24 weeks of uninterrupted

basic training.

He urged leaders to use the Surface Force Readiness Manual as a guide for training their crews: “You must be confident in your command’s abilities, knowledgeable of your weaknesses, and proactive in working to improve yourself and your crew.”

“Always look ahead and relentlessly communicate your requirements up the chain of command,” Copeman said. “My staff’s primary job is to provide the resources you need so be proactive in reporting your requirements.”

The end result for all this manning and training? Providing warships ready for combat. “Here we’re getting to the balance between maintenance and modernizations of our ships and providing our Sailors with the necessary equipment, repair parts, tools, technical documentation, education, and training to fix and maintain their equipment,” Copeman said.

Some of the measures Copeman has tasked his staff to do in support of that objective include implementing measures to improve provisioning and sparing for all classes of ships; continuing development of “Class Strategic Plans” to provide total ship life-cycle guidance – including maintenance and modernization plans, integrated logistics support, and infrastructure support in order to enable

**“Always look ahead and relentlessly communicate your requirements up the chain of command,” Copeman said.**

our fleet to achieve expected service life; improving and reestablishing the Fleet Introduction Team process for all new construction classes; and making sure the fleet moves swiftly and smartly toward the next generation of weapons.

A big focus of his efforts is getting the littoral combat ship (LCS) into the fleet and ready for her first deployment.

“That to me is huge,” Copeman said. “LCS is the big evolution of how we’re doing business when it comes to coastal warfare and the real test of the concept remains to be seen.”

All of these goals are within the surface forces’ reach, Copeman said.

“But to achieve this, I require a dedicated and focused effort to deliver a ready command,” he said, “a command in which deck plate compliance and a deep-rooted culture of ownership and self-sufficiency are the standard.”

In his message, Copeman charged his commanders to, “accurately assess and report the material condition of your ship. Your chain of command must know the operational impact of your maintenance condition. There is no shame in having broken or degraded equipment; the only shame is failing to properly report and then accepting and living with the broken equipment.”

The challenge of a more austere fiscal environment is not lost on him, he said, but he’s optimistic.

“It’s not an easy path we’re going down, looking out the next several years,” Copeman said. “But I think we’ve been fortunate enough to retain the best Sailors and challenge them to take us forward. I’m personally excited to see where they lead us.” *SN*

◀◀ Sailors assigned to the amphibious assault ship USS *Essex* (LHD 2) prepare for a detect-to-engage scenario in the ship’s combat information center. (MC2(SW) Casey H. Kyhl/USN)

▼▼ MMFR Elaina Tirado practices maintenance procedures in the valve and flange lab at the Center for Naval Engineering Great Lakes. (James F. Antonucci/USN)



# Surface Team One

## A Venue for More Efficient Surface Warfighting

By Navy Regional Maintenance Command (NRMC), Public Affairs



**M**any variables exist in the Surface community setting it apart from the submarine and carrier aviation communities. Maintenance must be executed on 183 ships in 12 unique ship classes, nine homeports, under two type commanders, two Fleet commanders, six regional maintenance centers (RMC), by 20 multi-ship multi-option (MSMO) contracts, six MSMO contract holders, and multiple private and public shipyards.

Over the past two and a half years, the Surface community has recognized a need for changes in the organizational structure of Surface maintenance and modernization organizations. Clearly, alignment of all the organizations that contribute to the many facets of maintenance and modernization is complex and challenging, but also critical to the success of the Surface Navy maintenance program. This has driven the Surface Navy community to seek new levels of cooperation in the execution of some very creative and lean operational behaviors. Surface Team One (ST1) was established for just this task.

Not a command nor an official code or organization, ST1 has served as the coordinating body allowing better cross-organizational cooperation and sharing of knowledge. This strategic improvement initiative is modeled off carrier and submarine communities and designed to provide wholeness to many organizations contributing to the planning and execution of maintenance and modernization on Surface ships. Boldly going beyond the customary organizational boundaries to which the community is accustomed, it provides structure for management of long-term systematic improvements in quality, schedule, and cost performance.

According to Rear Adm. Dave Gale, Commander, Navy Regional Maintenance Centers and the co-chair of ST1 Executive Steering Committee, "the Navy's carrier and sub teams are powerful constructs that have offered the Surface ship community an opportunity to leverage best practices from their playbooks."

He emphasized his intent to apply and build upon those tenets to meet ST1's mission of achieving Surface ship wholeness.

"Our Regional Maintenance Centers throughout the Fleet are responsible for implementing and executing progressive maintenance and modernization initiatives; we are fortunate that we have been able to draw upon the impressive successes that have evolved from our predecessors, Carrier and Sub Teams One," said Gale. "We hope to apply those principles in significant and executable ways, because within the Surface Navy, we see ST1 as the conduit through which we can

effect meaningful change and fully realize our ideal state by returning ships that are fully capable to the Fleet," said Gale.

The Surface ship community makes for an extremely complex operating environment. In order to align both the products of various organizations and the professionals of the community, there is a need for an executive mechanism that can be agile, provide oversight, and maintain flexibility for quick and decisive course corrections. That mechanism is ST1.

It takes a well-considered plan within the confines of today's budget restrictions, complex contracts and an inherited industrial capacity, to build, implement, and execute. The revitalization plan for Surface ship maintenance is necessarily an endeavor that demands joint responsibility and joint cooperation. Positive results in the execution of this plan demand the effective and efficient collaboration and teamwork. ST1 leads in all areas of this challenge.

While not serving as a technical authority or a substitute for the proper execution of assigned responsibilities, ST1 serves as a forum for accountability and oversight to ensure all organizations are operating within the approved and prescribed processes.

Stakeholders in ST1, to name a few, include Fleet maintenance officers for both the Atlantic and Pacific Fleets, the deputy commander of the Navy Regional Maintenance Center; the chief readiness officer from Surface Force Atlantic; the director of Fleet maintenance for the Office of the Chief of Naval Operations; and the deputy commander for Surface Warfare from Naval Sea Systems Command.

A common goal exists across all stakeholders to improve current readiness and to meet the ship's extended service life. Each of these commands/organizations plays its own part in achieving this goal, and each is critical to the whole. Because it is common for organizations to maintain their principal focus on day-to-day efforts in very dynamic Navy workplaces, it is important to have a structure that drives opportunities to share information across traditional boundaries and account for decisions or actions that may affect others' efforts. The participants in ST1 own, build, and improve their processes

together to address the changing needs of the future. ST1 will accomplish these objectives by applying the following guiding principles which are included in the ST1 Charter. Such principles include:

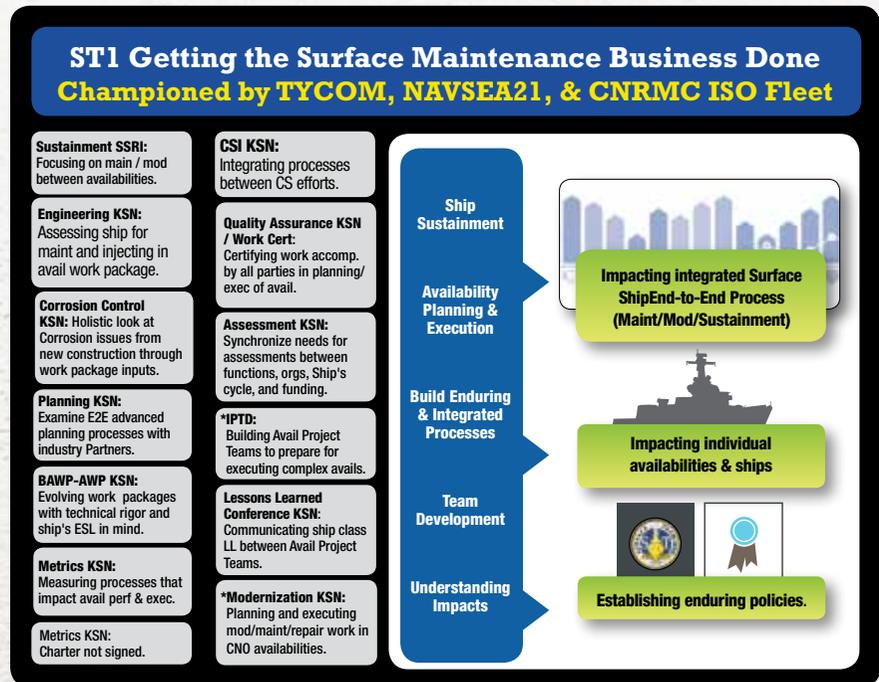
- ▶ Consider the needs of the ship's crew and their quality of life.
- ▶ Support maintenance, modernization, and sustainment activities.
- ▶ Share knowledge at all levels. Know what our key business processes are and focus on them. We must "know what we know."
- ▶ Apply systems thinking. Concentrate on the process vice blaming the people who work in the process.
- ▶ Make decisions mindful that ships must last to their designed/expected service life.
- ▶ Focus on the long term. Implement pilot projects where appropriate. Build on the pilot projects until the process has matured enough to adopt as a best practice. Encourage innovation.
- ▶ Develop and use a common set of performance metrics for key processes to measure process health and drive continuous process improvement.
- ▶ Challenge and motivate the Surface ship maintenance, modernization, and sustainment community to improve at all levels. Provide training in the methods of process improvement and provide a structure in which teams are empowered to succeed.

Several Knowledge Sharing Networks (KSN), cross-organizational groups focused on specific practices rather than specific tasks or assignments, manage the evolution of those processes over time. Each Network aligns pertinent priorities and objectives of the community, gains assistance from the Executive Steering Committee, and communicates suggestions. Additionally, Networks share information across the community. Each Network's membership is made up of subject matter experts in that functional area from the general Surface community. As of July 2012, ST1 has chartered eight Networks and a ninth is in the process of standing up.

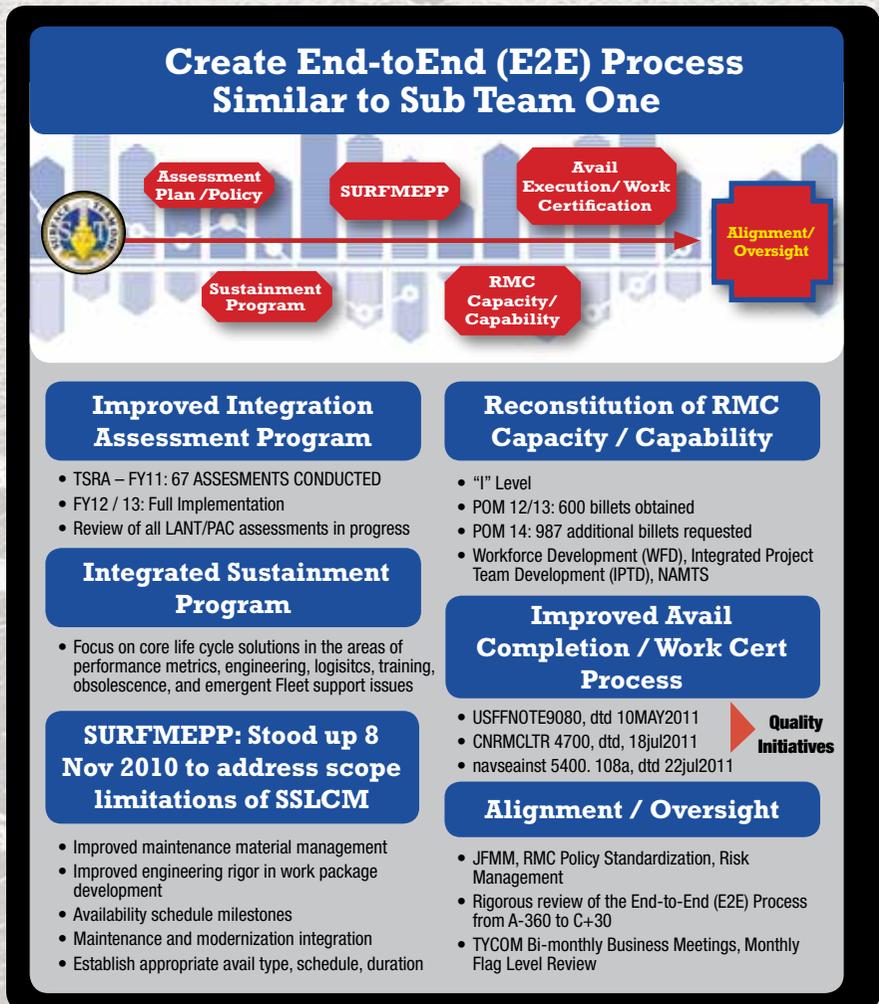
This collaboration has resulted in positive changes to the community as a whole. Since ST1 itself is not an organization, and therefore does not issue directives or guidance, it brings together those commands with the authority to issue such guidance. This allows stakeholder commands to be more effective at executing their authority by discussing the impact of their guidance collaboratively.

Surface Team One continues to evolve and drive the collaborative development of organizational changes, enduring policy and process improvements, trained people and teams, and community products and tools. However, as better-trained and newly invigorated maintenance teams look more meticulously into Surface ship maintenance effectiveness new challenges will be encountered. ST1 will continue to work to meet these challenges and institutionalize new solutions through close collaboration and coordination across the spectrum of organizations that make Surface Navy maintenance and modernization successful.

This provides a summary of the objective of each KSN along with the overall goals of sustaining ships, improving availability planning and execution, building enduring and integrated processes, developing availability project teams, and understanding the impacts of process and policy changes. [SW](#)



▲▲ The chart above provides a summary of the objective of each KSN along with the overall goals of sustaining ships, improving availability planning and execution, building enduring and integrated processes, developing availability project teams, and understanding the impacts of process and policy changes.



# Principles

## for Command Leadership

At sea, Capt. Boorujy commanded the USS *Nassau* (LHA 4), the USS *De Wert* (FFG 45), and MCM Rotational Crew in USS *Pioneer* (MCM 9) and USS *Ardent* (MCM 12).

By Capt. Jim Boorujy, USN, *Commanding Officer of the Center for Security Forces*

**D**uring three tours as a ship captain, I developed a set of principles which guided my actions and decision making. They are focused at the command level and are not intended to reiterate basic leadership principles which most officers will have mastered prior to getting their first command. I expect, however, that all leaders will find something useful in these principles listed here.



**1. Your best work is done by others.** Delegate effectively. Every command is filled with talented people. Know who they are, and task them to help you. You will find people who can do things better than you can. Use them. They will appreciate the opportunity, and you will appreciate the work they do.

**2. Some important tasks require the commanding officer's personal attention.** While a commanding officer (CO) must delegate many significant tasks, there are some especially important ones that require the CO's personal attention. For example:

- I recommend personally inspecting the mooring lines upon returning to port, personally inspect the steering gear prior to getting underway, personally study the navigation charts.
- Consider yourself the ship's safety officer and navigator.
- Personnel issues require your personal attention. Fitness reports, evaluations, punishment must be your personal decisions. Do not 'rubber stamp' them even if they come from a well trusted executive officer (XO)/department heads.

**3. Navigate.** Be the lead navigator and shiphandler. Getting your ship safely to the right place, at the right time, is a prerequisite for accomplishing any mission. Therefore, navigating, piloting, and shiphandling should always be top priorities for any captain.

**4. CO presence is good.** CO presence improves crew performance.

- **Walk around a lot.** Make your presence unpredictable. Show up in unusual places at unusual times. Ask questions. Shine a flashlight. This will cause the real experts, your Sailors, to pay more attention to their responsibilities.
- **Be present during complex evolutions.** The CO's presence during a complex evolution will usually help. If the crew is not accustomed to senior officers observing, they may get jittery; but after a while they will grow accustomed to you and grow confident in their professionalism.
- **Be intrusive.** Be intrusive enough to ensure the right things are happening. Details are good. Get into enough details to ensure proper performance. When you get into details, your crew will, too.

**5. Look for problems.** Look for safety hazards, sexual harassment and assault, fraternization, hazing, and racism. These problems are almost always preceded by indications, which, if noticed and acted on, can allow them to be stamped out before they become major violations.

**6. You rarely get into trouble by moving 'too slow.'** Do not be in a hurry. It seems I have spent much of my career trying to make things happen faster. But, as I grew more



▲▲ EM1 Jaime Garcia monitors the electronic propulsion plant console from the central control station aboard the countermeasures ship USS **Ardent** (MCM 12). Ardent is underway with elements of Combined Task Force 52 participating in a Joint mine counter-measure exercise with NATO, U.S., U.K. and French forces. (MC2(AW) Lewis Hunsaker/USN)

senior and was given more responsibility, I have found a need to slow things down.

- Policy decisions should be made slow. When you make important, non-tactical decisions, it is frequently worthwhile to take some extra time to work through your solution. A quick solution is not always the best. And when dealing with large numbers of people, bad decisions are hard to pull back. Unintended consequences plague quick policy decisions!
- Bad things happen when you rush your crew. Captains, if you see your people in a hustle to finish preparations for a complex evolution, you might need to delay or stop the evolution. No one will question a commanding officer who decides to slow things down for the sake of safety.
- Clearly this principle does not apply to tactical decision making.

**7. Use your key advisors to ensure the best quality decision making.** The quality of your decision making is what makes your command successful, not your charisma or personality.

- The Navy has given you many advisors – your entire crew is there to support you. Use them. Talk over decisions with your XO, command master chief, department heads, others. They have good ideas. If you can get them to share them, they will help you improve your decision making. Furthermore, if you can achieve consensus, your decisions will have more support.

- Of course, tactical decision making frequently does not allow time to consult with key advisors.
- When you make decisions about your command, do not try to do what you think someone else wants. Do what you want. Be confident. You have the training, experience and advisors to make the right decisions. Don't look over your shoulder.

- 8. Communicate with the whole crew.** Ensure all levels hear what you expect directly from you. Don't just issue directions to your XO and department heads. When the crew hears your priorities from you, they will better understand your expectations and will have a greater desire to deliver what you expect.
  - Have a "CO suggestion box" and use it. It is a great way to get candid feedback.
  - Do CO calls frequently. Have a way to do them on short notice and informally. Probably one or two a month is about the right number.
- 9. Teach your leaders how to lead.** Mentor your department heads and division officers. Any amount of improvement you can draw from your officers' performance, when multiplied across your wardroom, will be noticeable in your ship's performance. Do not expect your officers to arrive as an 'all up round.'
- 10. Sometimes you need an 'A-Team.'** The 'A-Team mentality' is often denigrated, but there are times when you need to use your best watchstanders. Ensure you have experienced teams for complex evolutions. Carefully review watchbills yourself. Build a pool of experienced watchstanders so that you can have two teams for long navigation details and other lengthy and complex evolutions. You will need to constantly work to build depth.
- 11. Control the bad news.** Ensure your chain of command hears of problems from you, and include solutions and a way ahead. If admirals are going to discuss a problem on your ship, be sure they are talking about information they received directly from you. Timely information flow can diffuse a lot of tension!!
- 12. The Captain is NOT always right.** Cultivate a questioning attitude in your Sailors. Ensure they do not blindly follow your orders. You want them to understand your intent as well as the specifics of your directions, so that they can adapt and still accomplish your goals. Encourage questions. Your Sailors will save you from yourself when you need it if you encourage them to question and speak up when in doubt.
- 13. Morale rises and falls on the Captain.** It is my observation that, while other leaders do have an effect on morale, most of a command's morale comes from the CO.
  - Fit your leadership style to your personality. Be yourself.
  - Make your people successful and morale will go up.
  - Real good morale comes from Sailors doing an

## Have a "CO suggestion box" and use it. It is a great way to get candid feedback.

important job and being successful. Morale enhancement activities such as steel beach picnics, early liberty and such have their place, but will not override a Sailors' desire to be part of a winning team.

- Your Sailors joined to work hard and serve in even the most difficult of circumstances. Reasonable work days are expected. With that said, do not work your Sailors past the point of diminishing returns. Twelve-hour workdays and weekend work may not get you the results you are looking for.
- 14. Frontload your efforts.** Start preparations for major events early to ensure you do not have to put your crew through undue stress. Create a plan that has significant milestones early, with plenty of margin to re-perform events as necessary. Such a plan is less stressful for the crew and will result in better performance.
  - 15. Be beyond reproach.** In the ethical realm, operate to a 'beyond reproach' standard. While this principle certainly pertains to the captain's behavior, it is really directed at the many people who will be working hard to please the captain. I have found that many Sailors will be willing to push boundaries, or even cross them in an effort to please the CO. Ensure your people know that while you may be demanding at times, you never expect them to do anything illegal, unethical or even questionable. Ensure they know that you intend for all on your crew to do the right thing because it is the right thing to do.
  - 16. Ceremony is OK.** Frequently Sailors (including senior officers) will talk of ceremonies as if they are only an inconvenience, but formal ceremonies are part of what makes the Navy what it is. For example, changes of command are not just about the CO and prospective CO, and retirement ceremonies are not just about the person retiring. These events are also about the Service and our customs and traditions. I recommend you do not shy away from them or consider them a waste of time or energy. They have their place.

I hope that these principles for commanding officers are helpful to some of our ship captains, prospective ship captains, and other commanding officers. Given my experiences, I thought I would put these guidelines in print and attempt to help some other ship captains along the way. *SW*



▲▲ Navy minemen guide a Kline Sonar machine, used for ocean floor surveying and detection of mine-like objects, over the side of USS **Ardent** (MCM 12) during a mine countermeasure exercise.  
*(MC2Justin K. Thomas)*



◀◀ USS *Spruance* (DD 963) was the lead ship of the *Spruance*-class of destroyers. She was named for Admiral Raymond A. Spruance. In service from 1975 – 2005.

# What is a

By retired Capt. Rick Wright, USN, *Strategic Insight Ltd.*

## The Historical Perspective:

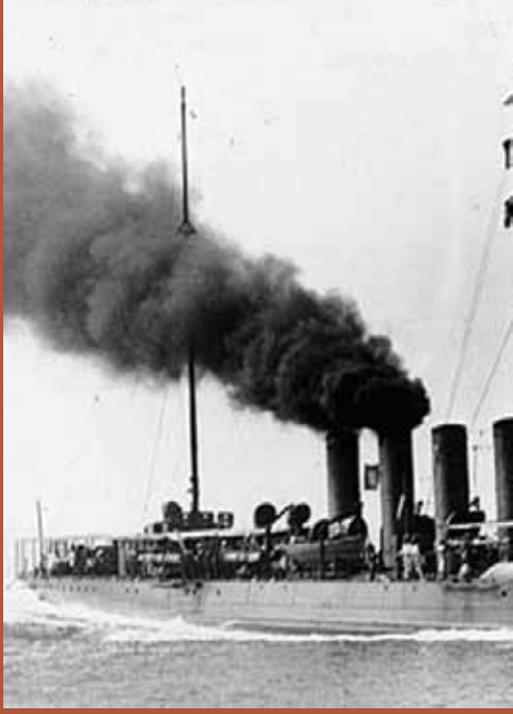
The destroyer as a ship type was a late 19<sup>th</sup> century response to the proliferation of small torpedo boats designed to deliver torpedoes against a battle line or large formation of more powerful ships. The first destroyers, termed “torpedo boat destroyers,” were intended to intercept and destroy torpedo boats with multiple quick-firing guns, before the small craft came within torpedo range of their intended targets. The first U.S. Navy destroyers were ordered in 1898, largely in reaction to the Spanish Navy deploying three destroyers to the Western Hemisphere during the Spanish-American War.

Destroyers soon evolved into more robust general purpose ships with the addition of torpedo tubes of their own for attacking Surface ships. By World War I, destroyers possessed anti-submarine weapons and sensors to meet the undersea challenge of German U-boats.

After World War I, destroyers took on multiple missions including the Fleet scouting function traditionally assigned to light cruisers, of which there was a shortage. Most destroyers of this period were 330-360 feet long, capable of speeds up to 35 knots, armed with either 3- or 5-inch guns, 21-inch torpedo tubes, and displaced 1,700-1,900 tons.

Destroyers were regulated in the 1930 London Naval Treaty as “Surface vessels of war the standard displacement of which does not exceed 1,850 tons, and with a gun not above 5.1-inch (130 mm) caliber.” Between the wars the U.S. Navy, seeking a balanced

USS McDougal (DD 54) Circa 1916. USN Photo.



By 1943, destroyers, now released from convoy duties, were able to resume multi-mission operations previously envisaged in the Navy's war plans.



▲▲ USS *Charles F. Adams* (DDG 2) was the lead ship of her class of guided missile destroyers named for Charles Francis Adams, III (Secretary of the Navy from 1929 to 1933), Navy. In service from 1960 – 1992.

# Destroyer?



◀◀ USS *McDougal* (DD 54) was an *O'Brien*-class destroyer built for the U.S. Navy prior to the American entry into World War I. In service from 1914 – 1922.

destroyers (*Farragut, Porter, Somers, Gridley, Dunlap, Bagley, Benson*), which largely stayed within the London Naval Treaty parameters.

During the early months of World War II, destroyers, which were desperately needed for anti-submarine missions against German U-boats operating off the East and Gulf coasts, were deemed too valuable for solely conducting such operations and convoy escort duties because they were required to meet commitments to support major Fleet units (carriers and battleships) in conduct of offensive, power projection operations.

To provide the large number of ships required to conduct anti-submarine operations, the Nation began building hundreds of destroyer escorts. By 1943, destroyers, now released from convoy duties, were able to resume multi-mission operations previously envisaged in the Navy's war plans, particularly as the march across the Pacific began in earnest.

Immediately prior to, and during the war years, the Nation built numerous "big" destroyers of multiple classes (*Fletcher, Sumner, Gearing*), the most famous of which was the *Fletcher*-class. A total of 175 of these ships were built. They fought in every Pacific naval engagement from Guadalcanal to Victory over Japan Day. *Fletcher*-class destroyers, at 376 feet, 2,200-2,800 tons and 35-38 knots, depending on wartime armament, were the first of any class of U.S. Navy ship to be built completely free of any treaty restrictions.

After World War II, with the Soviet Union posing multiple sea-borne challenges above, on, and below the ocean's surface for nearly five decades, conventional destroyers (DDs), largely based on the *Fletcher*-class, were modified into DDEs (ASW focus), DDRs (radar pickets) and eventually one DDG (anti-air focus). New construction ships included DDs (*Forrest Sherman*-class) and later, DDGs (*Charles F. Adams*-class). ASW-focused new construction consisted of

DEs and some DEGs (with minimal AAW capability). AAW-focused new construction included large destroyers (**Coontz**-class) and the guided missile destroyer leaders (**Leahy**- and **Belknap**-classes), later re-designated guided missile cruisers.

The late 1960s **Spruance**-class destroyer represented a significant growth in both size and range of the ship-type. At 563 feet, 7,800 tons, 32 knots, and an endurance of 6,000 miles at 20 knots, they approximated light cruisers of an earlier era. Their initial combat systems suite limited their primary missions to being largely defensive in nature. Not until the addition of box launchers, and later vertical launching systems, for the **Tomahawk** land attack missile did they gain significant offensive strike capability.

The final 20<sup>th</sup> century class of U.S. Navy destroyer, the **Arleigh Burke**-class DDG,

513 feet, 8,300-9,200 tons, 30+ knots, 4,400 miles at 20 knots, combines the strike and anti-submarine capabilities of the **Spruance**-class, with the air defense capability of the AEGIS cruiser. As such, they are the ultimate U.S. Navy destroyers of the late 20<sup>th</sup> and early 21<sup>st</sup> centuries.

DDG-1000, an advanced, multi-mission destroyer, will be a key element in executing the U.S. Navy's operational vision for the 21st century. DDG-1000 will provide assured access and enable naval, joint and combined forces wherever they are employed projecting operational independence and joint power from the sea. The DDG-1000 **Zumwalt**-class of destroyers will dominate blue water and littoral battlespace. Its multi-mission capabilities, including bi-static arrays to permit sustained operations against the 21st century diesel submarine, and unmanned

vehicles to conduct autonomous operations above, on or below the oceans' surfaces, will ensure

access through persistent combat power and high operational availability.

Considered in total, multiple flights of DDG-51 class and the DDG-1000 class destroyers will revolutionize the nature and lethality of sea-based combat capability in the United States Navy in the 2020-2050 time frame. The degree of dominance across the full spectrum of warfare achievable at and from the sea by these ships will be unparalleled in naval history.

From a National Leadership Perspective, a destroyer today should be thought of as:

A warship present in sufficient numbers and capability in the Fleet to serve as the cornerstone of the Navy's ability to operate anywhere in the world, providing persistent

global presence, forward-deployed influence, and engagement with both allied/coalition forces and other regional maritime forces.

A warship capable of providing full spectrum combat capability, and one that when required, is able to establish and maintain initial control in sea, littoral, air, and critical landmass areas, providing sustained combat power forward and enabling power projection operations ashore from larger, follow-on sea-based forces.

From a Current Fleet Perspective, what is a destroyer today?



▲▲ USS *Edsall* (DD 219) was a **Clemson**-class destroyer. In service from 1920 – 1942.

▶▶ USS *Hoel* (DD 533) was a World War II-era **Fletcher**-class destroyer. In service from 1943 – 1944 (sunk in the Battle of Samar).





Artist rendition of DDG-1000.

## A ship that can operate in a battle space ranging from the littoral to the open ocean against threats from under, on, above and adjacent to the sea, as well as space and cyberspace.

All destroyers in the existing U.S. Navy are **Arleigh Burke**-class ships, present in greater numbers than any other Surface combatant in the Fleet. Ideally suited for America's 21<sup>st</sup> century needs as a maritime nation, they are large, long-range, general

purpose ships capable of executing simultaneous missions in company with other Fleet units or alone. While **Arleigh Burke**-class DDGs are considered less robust than AEGIS cruisers in terms of armament, sustainability, and command and control, this is more a matter of degree than lack of capability. Complex, multi-threat combat operations have been conducted by U.S. Naval forces in the late 20th century with a destroyer squadron commander embarked in an **Arleigh Burke**-class DDG. In any other navy in the world not possessing AEGIS cruisers, the **Arleigh Burke**-class DDG would be considered a capital ship in the classic sense of the term.

From a Characteristics and Capabilities Perspective, a destroyer today is:

A ship possessing robust offensive and defensive capabilities across the full spectrum of combat capability at sea, working in support of U.S. joint, allied, and coalition forces, or conducting independent or Fleet maritime operations, up to and including missions of theater-wide complexity and import.

Available in sufficient numbers to meet an array of national requirements for presence operations and sea control missions in support of the Cooperative Security

Strategy for the 21<sup>st</sup> century.

Capable of independent operations in areas short of full-spectrum first order threats, and capable of operations in first order threat areas when part of a group or in support of U.S. joint, allied, or coalition forces.

Capable of seamless interoperability with U.S. Coast Guard and other national and international agencies in support of Maritime Domain Awareness and Homeland Security missions.

In 2025, a destroyer will be by necessity, all of the above, plus:

A ship that can operate in a battle space ranging from the littoral to the open ocean against threats from under, on, above and adjacent to the sea, as well as space and cyberspace.

A ship that can remain mission capable over its full life cycle, and at an affordable cost to ensure sufficient numbers to support sea control operations on a global basis as needed by the Nation.

A ship with the design margin and adaptability to evolve its weapons and systems to counter evolving threats over its designed life.

A ship that can execute, simultaneously, multiple offensive and defensive missions in support of a 21<sup>st</sup> century Navy required, within an overarching construct of sea control, to possess the capability to defend U.S. territory, affect strategic deterrence, and project power, against a potential adversary both afloat and ashore. [SW](#)



# Navy SEAL Creed Just as Essential 50 Years Later

By MC1(SCW) Demetrius Kennon, *Surface Warfare*



In times of war or uncertainty there is a special breed of warrior ready to answer our nation's call. A common man with uncommon desire to succeed. Forged by adversity, he stands alongside America's finest special operations forces to serve his country, the American people, and protect their way of life...

Retired U.S. Navy Capt. Charles Heron, Naval Special Warfare Group TWO deputy operations officer, was one of those men. A Philadelphia native, he served 29 years in the Navy joining the ranks of the U.S. Navy SEALs (Sea, Air, and Land) Teams in 1983.

The Navy SEAL Creed is the common ground shared amongst every SEAL from the combat swimmers of the 1944

underwater demolition teams (UDT) to today's multifaceted SEALs. This code was unspoken but understood by all who served, and finally in 2005 it officially became a written-out description encompassing all the SEALs stand for.

"If you know where we began and where we are now, the 50th anniversary is a significant milestone," Heron said.

"Many have forged the foundation of the SEAL Teams since their inception in 1962 to where we are today through dedicated service and much sacrifice."

In addition to UDTs, which were combat swimmers formed in December 1944, Navy SEALs trace their capability origins back to three other formidable legacy units formed during World War

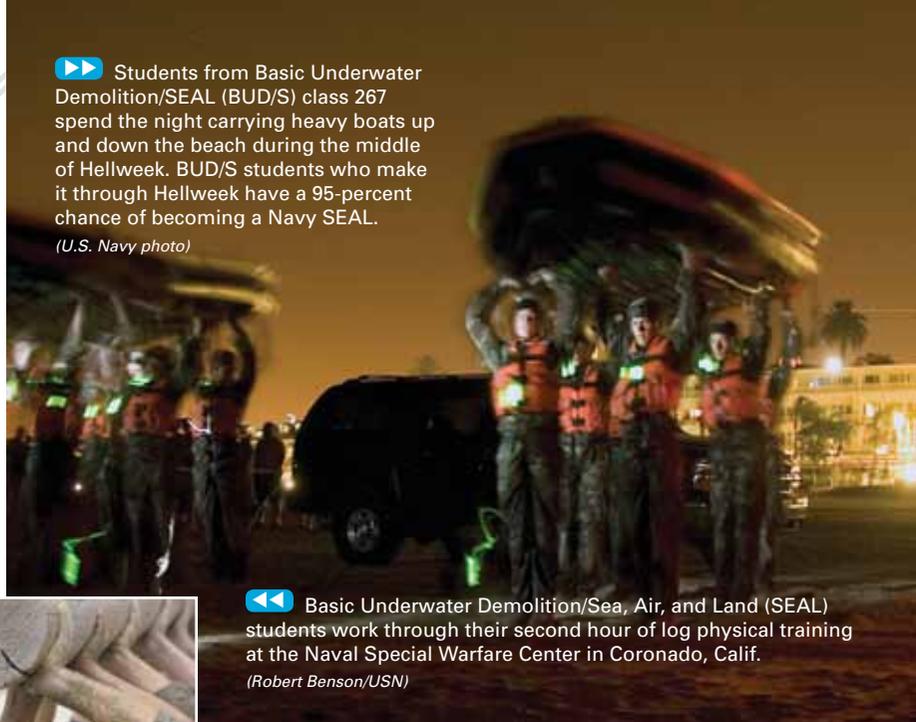
II. They were the Amphibious Scouts and Raiders, formed in August 1942 for amphibious reconnaissance and commando operations in Europe and the South Pacific; Naval Combat Demolition Units, assault demolition teams formed in June 1943 and trained almost exclusively for beach obstacle-clearance operations at Normandy and Southern France; and the maritime operators of the Office of Strategic Services (OSS).

Specialized warfare existed but called for a refocus. In 1961, President John F. Kennedy addressed Congress with a plan to reorganize these forces, leading to the establishment of today's Navy SEALs. The President directed the Secretary of Defense to "expand rapidly and substantially, in cooperation with our allies, the orientation of existing forces for the conduct of non-nuclear war, paramilitary operations, and sub-limited or unconventional wars."

Today, SEALs are known for their toughness, endurance, and combat skills. These are what define the SEAL philosophy, and, though this same code is ingrained in all SEALs past and present, much has changed since their establishment.

▶▶ Students from Basic Underwater Demolition/SEAL (BUD/S) class 267 spend the night carrying heavy boats up and down the beach during the middle of Hellweek. BUD/S students who make it through Hellweek have a 95-percent chance of becoming a Navy SEAL.

(U.S. Navy photo)



◀◀ Basic Underwater Demolition/Sea, Air, and Land (SEAL) students work through their second hour of log physical training at the Naval Special Warfare Center in Coronado, Calif.

(Robert Benson/USN)



▼▼ Special Warfare Combatant-craft Crewmen (SWCC) transit the Salt River in northern Kentucky during pre-deployment, live-fire training. SWCCs attached to Special Boat Team (SBT) 22 based in Stennis, Miss., employ the Special Operations Craft Riverine (SOC-R), which is specifically designed for the clandestine insertion and extraction of U.S. Navy SEALs and other special operations forces along shallow waterways and open water environments.

(MC1(EXW/DV/SW/AW) Jayme Pastorik/USN)



▲▲ Master Chief Special Warfare Operator (SEAL) Mike Gillette, assigned to the U.S. Navy parachute demonstration team, the Leap Frogs, flies a Navy SEAL Trident flag during the Naval Air Facility El Centro Air Show.

(MC1(PJ) Michelle Turner/USN)



▼▼ A Basic Underwater Demolition/SEAL (BUD/S) candidate waves a flare during a simulated dive casualty drill while training at Naval Amphibious Base Coronado. Dive training is the second phase candidates participate in during BUD/S. The Navy SEALs are the maritime component of special operations forces and are trained to conduct a variety of operations from the sea, air and land.

(MC2(SW/AW) Dominique M. Canales/USN)





▶▶ During an interdiction operations exercise, U.S. Navy SEALs fast-rope to the bridge aboard USS *Shreveport* (LPD 12) from an HH-60H *Seahawk* helicopter assigned to the “Dragon Slayers” of Helicopter Anti-Submarine Squadron One One (HS-11).  
(MC1(SW/NAC) David C. Mercil/USN)

“In some ways, the ways that matter, that man is the same man meaning it’s about the mindset, the character of the SEAL and the SEAL Ethos,” said Rear Adm. Sean Pybus, commander, Naval Special Warfare Command, in a previously published interview. “Mentally and physically disciplined, then and now, that SEAL is ready to take on the most dangerous missions in defense of his country. He is an innovative, out-of-the-box thinker, a problem-solver determined to accomplish the mission. And, he knows mission success depends on teamwork.”

*We demand discipline. We expect innovation. The lives of my teammates and the success of our mission depend on me – my technical skill, tactical proficiency, and attention to detail. My training is never complete.*

The Basic Underwater Demolition/SEAL (BUD/S) course gives candidates an opportunity to earn the mental toughness Navy SEALs are widely known for. With a dropout rate between 70 and 80 percent, this 26-week course proves to be among the most challenging in all of Special Operations Command (SOCOM). A good deal of the training takes place in the cold waters off the Silver Strand State Beach in California. BUD/S students could often be seen training by the general public and guests residing in the nearby Hotel del Coronado. Unfortunately, this is where some of the candidates, as physically qualified as they may be, may falter.

Following BUD/S, another 26-week course called SEAL Qualification Training (SQT) marks the second half of the

journey to receiving the coveted SEAL Trident, or Special Warfare designation. Here, candidates gain skill from special warfare training, including Survival, Evasion, Resistance, and Escape (SERE) School, weapons and tactics, parachute/air operations, and combat medicine.

BUD/S is also where they learn their advanced combat swimming skills, including use of SCUBA gear and Dräger re-breathers. “SEALs are unique because they train to operate in and from the water,” said Heron. “Special operations in a maritime environment are difficult just because of the challenges associated with the water. All the Special Forces are good at what they do; SEALs are unique because of the maritime aspect.”



▶▶ Navy SEALs conduct training in a remote area.  
(U.S. Navy photo)

After the SEALs have gotten their feet wet, so to speak, during SQT, it’s on to earning one of the most recognizable warfare insignias in the entire Navy.

*My Trident is a symbol of honor and heritage. Bestowed upon me by the heroes that have gone before, it embodies the trust of those I have sworn to protect. By wearing the Trident, I accept the responsibility of my chosen profession and way of life. It is a privilege that I must earn every day.*

The Navy SEAL Trident carries extensive history. Like other warfare insignias, the Trident was originally issued in two grades; gold for officers and silver for enlisted. Because both went through the exact same training in BUD/S and SQT, enlisted are now authorized to wear the gold as well. They wear this badge proudly, not to receive grand accolades from peers or the public, but because of what it represents.

*My loyalty to country and team is beyond reproach. I humbly serve as a guardian to my fellow Americans always ready to defend those who are unable to defend themselves. I do not advertise the nature of my work, nor seek recognition for my actions. I voluntarily accept the inherent hazards of my profession, placing the welfare and security of others before my own.*

“It’s the fact that you’re doing the nation’s business, and that’s what you signed up for. SEALs don’t need the glory,” said Heron. “They know deep inside themselves that they’re doing a good deed, and it doesn’t need to get publicized. That’s a part of being the ‘quiet professionals’ they are. Guys get internal rewards for what they do just because of the sacrifice and the mission.” **SW**



▶▶ Navy SEALs conduct training in a remote area.  
(U.S. Navy photo)



# Naval Station Rota— From humble beginnings; always supporting the warfighter.

By Naval Station Rota, *Public Affairs*

**Location:** Province of Andalucía in Southern Spain, about a one-and-a half-hour drive from Seville.

**Size:** Approximately 6,100 acres

## Mission

In recent years, Rota has been dubbed “the crown jewel of the Defense Transportation System,” and for good reason. With respect to the Global War on Terrorism, Naval Station Rota has been instrumental in handling inter-modal/trans-modal operations since 2006. This mission involves the transportation of Mine Resistant Ambush Protected (MRAP) vehicles, combat equipment and helicopters from the U.S. into downrange combat zones (primarily Afghanistan) and back with considerable cost savings realized to the Department of Defense. The base supports several of these evolutions each year, and by making half the trip via sealift, savings estimates run in the tens of millions of dollars for each transfer. The prime enabler is that Naval Station Rota is the only installation in the European theater possessing a direct inter-base connection between our airfield and port facilities. Strategically situated roughly halfway between the East Coast of the U.S. and Southwest Asia, the base remains a primary air traffic hub for transiting aircraft and ships to resupply fuel, ammunition and stores.

## Commands

In addition to the logistical importance afforded by our co-located port and airfield, Naval Station Rota also hosts a wide variety of tenant commands. Home to our Expeditionary Forces, Commander, Task Force 68 (CTF-68), has responsibility for exercising tactical control and functional component command for the direction, control and operations necessary to accomplish Commander, Sixth Fleet assigned missions and tasks. CTF-68 is the parent command for several units including:



▲▲ An aerial shot of the David Glasgow Faragut schools complex located in the middle of on base housing. (U.S. Navy photo courtesy of Naval Station Rota, Spain Public Affairs Office)

- ▶ Fleet Anti-Terrorism Support Team Company, Europe (USMC): provides short-term augmentation for installations and vital naval assets when threat conditions have become elevated beyond the capabilities of the permanent security forces. They also conduct deterrence/presence as approved by Commander, U.S. Naval Forces Europe.
- ▶ Navy Mobile Construction Battalion: NMCB Seabees provide a wide range of construction capacity in support of operating forces, including roads, bridges, bunkers, airfields and logistic bases.
- ▶ Maritime Expeditionary Security Detachment: provides inshore and coastal surveillance, security and antiterrorism protection for aircraft, airfields, campsites, convoys and convoy routes, ports, harbors, anchorages, approaches, roadsteads and other inshore or coastal areas of importance.
- ▶ Explosive Ordnance Demolition Mobile Unit: counter IED operations, render safe explosive hazards and disarm underwater explosives and mines.  
In addition to supporting tenants and units such as our exchange, commissary, veterinary clinic and many others, other major Rota base tenant commands include:
- ▶ 521st Air Mobility Operations Group (USAF): Provides combat-ready airmen who safely and effectively perform aircraft maintenance.
- ▶ 725th Air Mobility Squadron (USAF): Provides en route support for Air Mobility Command (AMC) strategic, theater and contract aircraft transiting the installation.
- ▶ U.S. Naval Hospital, Rota, Spain: Provides emergent and routine health services for all active duty personnel, retirees, DOD civilians, contract employees and family members in the Rota community. Outpatient clinics



▶▶ Naval Station Rota's indoor pool operates year round, and an outdoor pool in base housing operates during the summer months.

*(U.S. Navy photo courtesy of Naval Station Rota, Spain Public Affairs Office)*



▶▶ The Navy Exchange and DECA commissary complex also houses a mini-mart, barber shop, beauty salon, flower shop, Spanish gift shop, dry cleaners, movie rental, bookstore and more. The facility opened in 2007.

*(U.S. Navy photo courtesy of Naval Station Rota, Spain Public Affairs Office)*

▶▶ Spanish Immersion classes at the Child Development Center introduces children to the Spain's language and rich culture, including flamenco dancing shown here.

*(U.S. Navy photo courtesy of Naval Station Rota, Spain Public Affairs Office)*

▶▶ Las Palmeras houses the majority of current on-base housing residents. Many two-bedroom units have undergone or are undergoing conversion to make them single four-bedroom units.

*(U.S. Navy photo courtesy of Naval Station Rota, Spain Public Affairs Office)*



provide primary care with specialty support in aviation medicine, dental, internal medicine, obstetrics/gynecology, optometry, orthopedics, pediatrics, psychiatry, family practice, physical therapy and surgery.

▶ Naval Supply Systems Command, Fleet Logistics Center Sigonella, Rota: Provides operational logistics, business and support services to COMNAVACTS and other joint and allied forces in Europe, Africa, and Southwest Asia.

▶ Naval Computer and Telecommunications Area Master Station, Atlantic, Detachment Rota: Provides classified and unclassified voice, messaging, data and video to ships, submarines, aircraft and ground forces operating in support of Naval and joint missions.

▶ Naval Facilities Engineering Command Europe, Africa and Southwest Asia, Detachment Rota: Provides quality construction, proactive operational support and expert engineer services to the region's military forces.

▶ Navy Munitions Command, Detachment Rota: Provides ordnance management for Fleet and shore stations.

### Housing

All incoming officer and enlisted personnel on accompanied tours have the option to reside on base in family housing or to secure a private lease on the economy. Single personnel, E-1-E4, are required to reside in the barracks. All E-5 and above, as well as unaccompanied officers, will find a large choice of homes in the community. For more information on housing, look at NAVSTA Rota's welcome aboard guide on their website (<http://www.cnic.navy.mil/Rota/InstallationGuide/WelcomeAboard/index.htm>).

### Schools

David Glasgow Farragut (DGF) offers education from K-12th grade for eligible family members at the elementary and middle/high schools located in the housing area on base. Children also have the option of attending Spanish schools in Rota and El Puerto de Santa Maria. Buses run routes on and off base bringing students to school and returning them home.

### The Future

Homeported operational units have long been a part of Naval Station Rota's history. As previously mentioned, VQ-2 made Rota its home in 1959 while USS **Proteus** (AS 19), with **COMSUBRON 16** embarked, homeported at Rota as tender for eight nuclear submarines. The last permanently stationed U.S. ship in Rota was the USS **Canopus** (AS 34), a **Simon Lake**-class submarine tender that supported the Submarine Squadron prior to its departure to Naval Weapons Station Charleston

during the summer of 1979. Continuing that history of forward homeporting operational units, an important chapter in the history of Rota and the U.S. / Spanish relationship is about to unfold.

On Oct. 5, 2011, a formal joint U.S. / Spanish announcement was made detailing the impending forward deployment of four U.S. guided-missile destroyers (USS **Ross** (DDG 71), USS **Donald Cook** (DDG 75), USS **Porter** (DDG 78) from Norfolk, Va. and USS **Carney** (DDG 64) from Mayport, Fla.) to the base.

It is expected to bring approximately 1,200 Sailors (roughly 300 per ship) and their families to the base, with the first two ships scheduled to arrive in 2014 with the next two the following year, and will eventually bring more than 3,000 Sailors and their families to the Rota community.

From Rota Naval Station's humble beginnings to its exciting future, the base has seen and made history from a unique vantage point. It is from this operationally sound, cultural, historical and strong ideological linkage that the U.S. and Spain have enjoyed for generations which will continue our unique and mutually supportive relationship well into the future.

## Take Note

*Words of Advice from Rota Team Members Past and Present:*

"My advice to people being stationed in Rota is to take advantage of the history, meet the locals, get out and do things. Rota is a great place!" John Rader, former Team Rota member.

"The Spanish culture is all about enjoying life to the fullest. Enjoy a two-hour dinner, meet friends for tapas by the beach, search for the best churros in town, spend Sunday on the beach," Courtney Pollock, former Team Rota member.

"Be a good person and Sailor wherever you are, and you will see rewards beyond anything the military can do for you," Mark Stippich, former Team Rota member.

"Take time to learn the language," Clayton Pickard, former Team Rota member.

## Favorite Trip or Activity

"Canyon descending to Sima del Diablo or La Buitera is always a ton of fun, especially in spring!" Eric Flagg, current Team Rota member.

"Vejer de la Frontera was one of my favorite "pueblos blancos" to visit. The city is beautiful, perched high above with views to the ocean. I loved the melding of Spanish

culture with its ancient Moorish past. You could wander the streets and never get too lost. And, did I mention, it has great food!" Courtney Pollock, former Team Rota member.

## Best Food On Base

"Sicilian pizza from Pizza Villa," Eric Flagg.

## Best Food Off Base

"Los Argentinos in Rota," Eric Flagg.

## Spanish Neighbors

"Spanish people, especially southern Spanish from Andalucía are extremely genuine and nice people. In most cases they recognize that quality of life comes before work, so it is a noticeable difference from the U.S. where people are generally focused on their work. They always say 'People in Spain work to live ... people in the U.S. live to work,'" Eric Flagg.

## Best Time in Rota

"Taking a USO-sponsored bus trip to Barcelona to see the Spanish Grand-Prix," Michael McClellan, former Team Rota member. [SW](#)



 Naval Station Rota and tenant commands conduct a flag-raising ceremony on the morning of July 4, 2012. The U.S. installation is permitted to fly the flag only during the 4th of July celebrations each year by special permission of the Spanish Base Admiral. (U.S. Navy photo courtesy of Naval Station Rota, Spain Public Affairs Office)



# Littoral Warfare in the War of 1812— Lessons for Today

By retired Cmdr. James M. Warren, USN, *Strategic Insight Ltd.*

**W**e are in the midst of the 200-year remembrance of the War of 1812, sometimes known as the second War of Independence. Cities and towns in Canada and the United States are celebrating battles and heroes, victories and defeats, and the ongoing legacy of two peaceful and independent neighbors with unfortified borders that came out of the War of 1812. For the Navy, the War was one of its defining moments, because after the War there was never any question about the importance and value of the United States Navy to the Nation. Nearly everyone knows about the famous battles between *Constitution* and *Guerriere*, *United States* and *Macedonian*, and *Constitution* vs. *Java*. The “blue-water” Navy covered itself in glory, but there was another critical element to the Navy’s role in the War of 1812, and that was war in the bays, inlets, and coastal areas, what we call today the Littorals. Some of the actions were victories, some defeats, but

all contributed to the Navy’s evolution into the force we know today, and provide some lessons for the way we operate and fight in the Littorals in the 21st Century.

Between the end of the Revolutionary War in 1781 and the first Washington administration, the United States had no Navy. In the mid-1790s the French and the Barbary pirates preyed upon U.S. merchant ships in the Caribbean and the Mediterranean. When the government finally lost patience with the situation, the Federalists who controlled Congress along with the President decided to build a navy. As result we have the famous Joshua Humphreys frigates, large, general purpose ships built by the Federalist governments of George Washington and John Adams to fight the French in the Caribbean and protect American trade. Six were eventually commissioned, the *Constitution* being the most famous, and they fought the French in the Quasi-War with France in the late

1790s. As trade with Europe expanded the Navy grew slowly and by 1799, it consisted of 38 ships and nine gunboats.

When the administration of Thomas Jefferson was inaugurated in 1801, one of the first actions the new Democratic-Republican president took was to lay up large ships. Mr. Jefferson believed that special purpose small gunboats would suffice to defend the nation’s interests, apparently using the idea that when an enemy approached, the farmers and workers could man the gunboats, row or sail out and defeat the enemy. Jefferson, and his new Secretary of the Treasury, Albert Gallatin, had as a top priority the elimination of the national debt. In 1800, the U.S. Navy was the single largest expenditure of the Federal government, with its cost reaching an average \$3 million per year in the Adams Administration.

The new President intended to follow his Treasury secretary’s recommendation of slicing the Navy’s budget by two-thirds, to less than \$1 million, and putting all active



 Naval action on Lake Champlain. (U.S. Navy historical illustration)

 A view of the Port of Buffalo on Lake Erie, 1815. (U.S. Navy historical illustration)



duty frigates in layup or reserve status. All the U.S. Navy needed to be able to do was ensure harbor and coastal security. Frigates were hardly needed to execute these missions. Of course, the administration's first foreign encounter was with the Barbary pirates, and required the use of the larger ships, since the gunboats had neither the range nor endurance to cross the Atlantic and patrol the north coast of Africa.

The other part of the Administration's concept for the Gunboat Navy was that they would operate in conjunction with shore-based fortifications and batteries. Congress agreed with the President, Secretary Gallatin and other fiscal conservatives, and approved funds for fortifications in key ports along the coast and construction of some gunboats, a force clearly unable to challenge the Royal Navy or carry the fight beyond America's shores.

What were these gunboats that Congress proposed to be the principal fighting element of the United States Navy? By 1807, a total of 66 gunboats had actually been built, and were on active service in the

Navy.<sup>1</sup> They met all the requirements of the Republicans: inexpensive to build and maintain, adequate to patrol the Atlantic and Gulf coastlines, able to establish harbor security, and utterly incapable of involving America in Europe's near continual wars.

The Jeffersonian gunboats were 50 to 75 feet in length, with a 15-20 ft beam, armed with single 24- or 32-pound cannon on the bow, and had a crew of 20-30 men.<sup>2</sup> The gunboats were based on plans for craft used by oysterman on the Delaware and Chesapeake Bays, and were not designed for sailing much beyond the shore.

Early in the Jefferson Administration, the Navy had used rented Italian gunboats effectively in shallow water to complement the firepower of the larger frigates and brigs in the Tripolitan War. The commander, Capt. Preble, voiced limited support for the gunboats as part of a balanced naval force.

Despite continuing questions from a minority in Congress, as well as the few naval officers remaining on active duty, of the wisdom of focusing on gunboat construction as opposed to building and maintaining a balanced Fleet including several frigates and brigs, Jefferson was unbowed in his opposition to a "big" Navy. But in the president's view "big" meant

the size, not the quantity of warships. In February 1807, despite signs that the conflict in Europe was having increasingly negative effects on the American economy, in a special message to Congress Jefferson asked for funding for an additional 200 gunboats at an estimated cost of \$1 million.

Jefferson went further than simply requesting monies. He delineated a plan for stationing the gunboats at numerous ports and coastal areas from Boston to New Orleans, with the clear intent of controlling shipping to and from the American coasts to the belligerents in Europe. The Democrat-Republican-dominated Congress agreed with both the types of vessels and the operational construct, and authorized the construction of 180 more gunboats.<sup>3</sup> James Madison, President Jefferson's Secretary of State and successor in the White House, agreed with the gunboat

## What were these gunboats that Congress proposed to be the principal fighting element of the United States Navy?

policy and continued it in his first term in office after the election of 1808.

In June 1812, after nearly a decade of English impressment of American seamen aboard U.S. merchant ships, the nation declared war against Great Britain. The Navy then consisted of seven frigates, eight smaller ships and 170 gunboats.<sup>4</sup> The War of 1812 began as a subset of the larger Napoleonic War in Europe. The British squadron on North American station was larger than the entire U.S. Navy. As a result, the gunboats were sometimes forced to fight in ways not envisaged by President Jefferson, Secretary Gallatin, and President Madison.

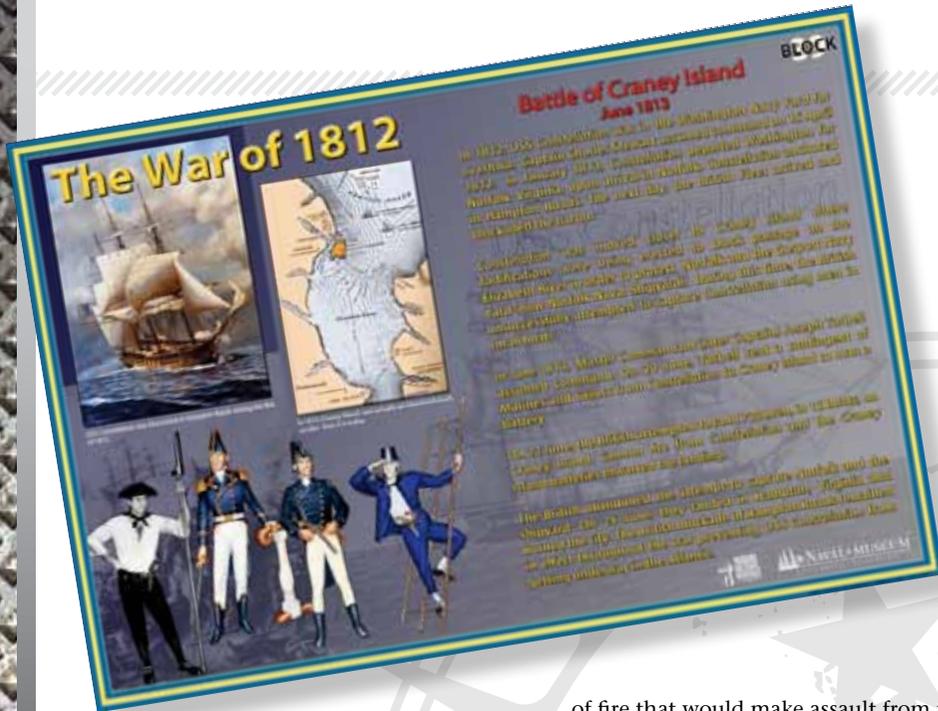
So how were they employed? New York had 54 assigned for harbor protection, 26 were stationed in New Orleans, and 20 gunboats, as in the Revolution, protected the Delaware River approaches to Philadelphia. The remaining gunboats were spread out in small numbers from Portland, in the Maine District of Massachusetts, to Charleston, S.C., to provide harbor protection and patrol the coastline. A total of 34 gunboats, stationed in Norfolk, Baltimore, and Washington, protected the Chesapeake Bay and the approaches to the nation's capital.<sup>5</sup>

How did they fare in the War of 1812? They had a mixed record of success, assisting in the defense of Norfolk and Portsmouth, NH, in conjunction with forts, but in Washington and New Orleans the Royal Navy swept them aside. It was true, as Jefferson's postwar defenders would point out, that Congress never authorized construction of all the gunboats the former president had requested, and the fortifications planned were not completed or fully funded. Thus, there were never really enough to affect the outcome of engagement in a harbor or off the American coastline. The "swarming" tactics that gunboat proponents had advocated were not possible because there were not enough boats concentrated at points of entry to counter British power projection forces. The tactics envisioned for the gunboats also required training in advance, and

careful shiphandling by each vessel's crews. As Cmdr. Thomas Macdonough showed on Lake Champlain in 1814, this was possible, but only with careful preparation and knowledge of the location and route of the invading British force ("Knowing whom you had to fight, when, where and how"). But on the Atlantic coast,

with the mobility of British expeditionary forces a key attribute of sea-based combat capability, knowledge of "where" and "when" was uncertain at best.

The gunboats succeeded only when complemented by other military dispositions and synergistically combined with shore fortifications and artillery emplacements. The repulse of the British attempt to seize Norfolk in May 1813 was the one clear victory of Jefferson's Gunboat Navy in the War of 1812, but one in which other factors played a major role in the successful defense. In February 1813, a British force of four 74-gun ships-of-the-line, five frigates, and seven lesser vessels were in the Hampton Roads area. They were there to deny Americans ingress/egress to the Chesapeake Bay and the Atlantic Ocean and also to destroy the frigate **Constellation**, which was anchored far up the Elizabeth River beyond Gosport Navy Yard. In May 1813, the first of several assaults were made on Craney Island where the Elizabeth joined the James River on its way to Chesapeake Bay. The island was defended by United States Army troops, Virginia militiamen, and 150 officers, Sailors, and Marines from **Constellation**, anchored further upstream. Navy personnel



manned the gunboat flotilla and serviced the cannons taken from the frigate within the fortifications ashore. In such a tactical situation, the gunboats ably manned and complemented by land forces and artillery, successfully executed their mission. The assaults failed. (<http://www.history.navy.mil/block39/Craney%20Island/Craney%20IslandL.jpg>)

The British were not so easily dissuaded however. They remained in the Hampton Roads area, converting the anchorage at Lynnhaven Bay to a substantial entrepot center to sustain their continual naval presence throughout the remainder of the year. Virginians proved eager to meet the needs of the British sailors and soldiers far away from their own naval station at Halifax. But the continuing blockade was frustrating, as the Royal Navy sought various options to get at **Constellation**. Writing to a relative in March 1814, British Captain Robert Barrie did cite the challenge posed by the American gunboats: "We are here, three sail of the line—**Marlborough**, **Victorious**, and **Dragon**—literally doing nothing but blocking up a Yankee frigate and almost 20 gunboats. I do not think we can get at her."<sup>6</sup> Thomas Jefferson, in retirement at Monticello, doubtless appreciated the British predicament. It was a role he had intended for the gunboats all along.

Again, further up the Atlantic coast in Portsmouth, New Hampshire, Isaac Hull, formerly of the **Constitution**, was placed in defense of the port and particularly the ship-of-the-line **Washington** being built there. Hull worked to place his gunboats and shore fortifications in interlocking lines

of fire that would make assault from the sea perilous for British power projection forces. An initial survey by the Royal Navy in 1813 revealed the efforts that Hull had extracted from his recalcitrant New Hampshire militiamen aided by Sailors from blockaded ships along the seacoast north of New York City. The British postponed an assault that year. In 1814, with the coast ravaged with impunity from Maine to Virginia by the Royal Navy and Army and Marine assault forces, the British again considered various venues to destroy ship-of-the-line **Washington**. And again, respecting Hull's mutually supportive gunboat and shore fortification defenses, the Royal Navy recommended landing a force at undefended York, Maine, and gained access to the Portsmouth Navy Yard by assaulting it from the landward, vice seaward, side. In the event, the war was over before those actions could be executed.

The defenses of Norfolk and Portsmouth were successful employments of Jeffersonian gunboats. Gunboats could accomplish some missions, but when operating alone, beyond shore and combined arms support, the gunboats' record was not successful.

Commodore Joshua Barney, a naval veteran of the Revolution, was in charge of the defense of the Chesapeake Bay in 1814. Despite advance planning for a British invasion, the gunboats failed. Barney's plan appeared sound at first glance. He envisioned that his flotilla of gunboats could remain distant from British forces, maneuvering in the more than 8,000 miles of bay and estuaries that marked the Chesapeake Bay and Potomac and Patuxent Rivers at their juncture. When the destination of the British expeditionary force became apparent, the gunboats would swarm, attacking the transports and landing

barges as they closed in shallow waters to land troops to march on either Washington or Baltimore. The British ships, in Barney's plan, would be vulnerable to gunboat fire once they had sailed beyond the protective umbrella of the deeper draft frigates and ships-of-the-line.

In an unsound maneuver, several of Barney's gunboats had sailed south far enough to attack several British ships in the waters north of the York River's juncture with the Chesapeake Bay in June, but with little effect. When pursued, the gunboats turned and fled north into the Patuxent River. It was a fatal error.

The problem with Barney's plan was that he assumed the British frigates and ships-of-the-line would remain much further south than they did. When the British sailed to the mouths of the Patuxent and Potomac Rivers, the gunboats did not have the flexibility to adapt to changing battle circumstances. The invading British force was under the overall command of Vice Adm. Sir Alexander Cochrane, commander-in-chief of the North American station. Cochrane's naval subordinate, Rear Adm. George Cockburn, supervised the landing of troops under the command of Maj. Gen. Robert Ross. The landing proceeded unimpeded several miles up the Patuxent River at Benedict, Md., one of the oldest settlements in America. Though draft constraints prohibited ships-of-the-line from following the transports, two frigates did, carefully navigating past shoals.

Incapable of challenging the frigates, Barney could only report to the Secretary of the Navy that the British had landed thousands of troops unopposed on Friday, Aug. 19, 1814, and that Cockburn had told fearful Benedict residents that he "would dine in Washington on Sunday after destroying the flotilla."<sup>7</sup> Meanwhile another British squadron consisting of two frigates, a rocket ship, and three bomb vessels carefully navigated its way up the Potomac. There were no gunboats in opposition; they were all trapped with Barney up the Patuxent.

Facing the inevitable, when directed by the Secretary of the Navy, Barney burned his impotent force at Nottingham, Md., and marched 400 seamen and Marines, along with cannons removed from the gunboats, overland to join a disorganized force of soldiers and militia assembling at Bladensburg to offer some semblance of organized opposition. On Aug. 22, the British invaders arrived at Nottingham; all that remained of the gunboat flotilla was a

single rowboat.

Two days after Barney destroyed his ships, the American force at Bladensburg was handily defeated by Ross's regulars. The president and secretary of States witnessed the defeat, but escaped to the west, while the British moved on to burn Washington. The British force then moved on Baltimore, but were driven off by the spirited defense of Fort McHenry, the inspiration for the "Star-Spangled Banner."

Four months later the British launched a new attack on New Orleans. In overall command again was Vice Adm. Sir Alexander Cochrane aboard the force flagship, 80-gun ship-of-the-line *HMS Tonnant*. His Army commander was Sir Edward Pakenham. Against this formidable force was another American conglomeration of Army regulars, state militias, a Free French battalion (reflecting Louisiana's colonial heritage), a Free Negro battalion, Kentucky and Tennessee frontiersmen, pirates under Jean Lafitte from the swamps of the Mississippi delta, and Choctaw Indians, all under the command of Gen. Andrew Jackson. He coordinated his actions with two Navy schooners, *Carolina* and *Louisiana* and a squadron of six gunboats.

Because of repeated difficulties in navigating the strong Mississippi currents, British Adm. Cochrane elected to advance on New Orleans via Lake Borgne, to the northeast of the island. Jackson had stationed five gunboats on the lake anticipating such an invasion route. Doubtful of their combat capability in any engagement, the American general intended to use them as floating pickets. Jackson's non-combatant employment of

the gunboats worked. The British arrived on Dec. 13. One day later, a force of 42 barges ferrying troops and guns overwhelmed the picket force. The American Sailors put up a desperate fight against overwhelming odds, but before their destruction they were able to get word to Jackson that the British were much closer to the city than the American commander had anticipated.

The gunboats were destroyed and their crews mostly killed or wounded, but Jackson had the locating data he needed. But Jackson was not done with the Navy. Sensing a final assault on his position was imminent, he directed that *Louisiana's* 16-guns be removed from the ship in New Orleans and moved downstream to form a naval battery on the west bank of the Mississippi. The conclusion to the New Orleans campaign came on January 8, 1815, when Pakenham assaulted the American positions on both sides of the Mississippi River, and was thoroughly defeated. Fifteen days earlier American and British negotiators had initialed the Treaty of Ghent ending the War of 1812.

### Lessons for Today

Probably the most detailed study of the gunboats says "...the gunboats did perform useful service. Like much else in history, the Jeffersonian gunboat program had both its positive and negative aspects."<sup>8</sup> The key is to use the positives and avoid the negatives. Since the mid-1990s the U.S. Navy has focused on the Littorals. We now have the Littoral Combat Ships coming into the Fleet in numbers as we look to the future of the Surface Navy. What can we take from the War of 1812 to help us navigate

these uncertain times? First, training and manpower are still the keys to having combat ready forces able to deal with the full spectrum of operations. In 1812 we saw the gunboats neither concentrated nor ready for the tasks they faced. Today, we are locked in to training and readiness and are working to identify the proper manpower requirements. It remains to us to follow-through on all those tasks. Second, knowing the enemy (whom we fight, where, when and how) remains a key to the littorals and to using special purpose ships, correctly configured, trained and equipped, successfully. This puts a premium on situational awareness, networking and ISR in general. We don't want to replicate the failures in the Chesapeake Bay in 1814 that lead to the burning of Washington, for example, because we have the wrong forces in the wrong place at the wrong time against an enemy that we are ill-equipped to handle. Finally, we need to avoid the all or nothing views of the administrations preceding the War of 1812, neither an all-big ship Navy nor an all-gunboat Navy. If history tells us anything it is that balance is the key to success in an uncertain future. SW

<sup>1</sup> Daughan, George C. *If By Sea, The Forging of the American Navy—From the Revolution to the War of 1812*. New York: Basic Books, 2008, 381.

<sup>2</sup> Toll, Ian W. *Six Frigates, The Epic History of the Founding of the U.S. Navy*. New York: W.W. Norton & Company, 2006, 284.

<sup>3</sup> Toll, 164

<sup>4</sup> Potter, E.B., and Nimitz, Chester W., *Seapower: A Naval History*, Englewood Cliffs, N.J.: Prentice-Hall, 1960, 205-210.

<sup>5</sup> Daughan, 414

<sup>6</sup> John D. Barnard, "One Ship Fleet-in-Being." *Naval History* February 2009: 55.

<sup>7</sup> Anthony S. Pitch, *The Burning of Washington, The British Invasion of 1814* (Annapolis, Maryland: Naval Institute Press, 1998), 32.

<sup>8</sup> Tucker, Spencer C., *The Jeffersonian Gunboat Navy*, Columbia, SC: University of South Carolina Press, 1993, xii.



McDonough.

(U.S. Navy historical illustration)



# San Antonio and crew: Back and Better than Ever

By MC3 Kayla Jo Finley, SURFLANT Public Affairs

**T**he crew of USS *San Antonio* (LPD 17) has had nothing short of a banner year.

With a coveted Battle 'E' painted on their ship's hull, the crew of the amphibious transport dock ship has earned awards, successfully completed sea trials, passed the Board of Inspection and Survey (INSURV), and enjoyed the spotlight during a high-profile War of 1812 commemorative event.

"We are a crew who has pride in ownership of our ship and are ready to complete any mission with which we are tasked," said Cmdr. Neil Koprowski, the ship's commanding officer.

The Battle Efficiency award is earned by demonstrating sustained excellence and outstanding achievement during all required certifications and qualifications. The award is based on a yearlong evaluation of training evolutions, exercises and a wide range of command inspections.

Recognized for superior performance throughout the past year, the *San Antonio* crew received the Battle 'E' by displaying excellence in maritime warfare capabilities, engineering/ survivability, command and control and for significant achievements along the way, such as winning the type commander's Safety Award.

During sea trials, the crew first methodically tested steering, electrical, navigation, propulsion and damage control systems. In the second phase, they focused on developing crew proficiency and the ship's combat systems.

"Sea trials went extremely well," said Koprowski. "The crew really came together to get the job done."

"Basic Phase" unit level training was the next challenge during which the ship focused on unit level training with the Afloat Training Group. *San Antonio* completed the Basic Phase in January 2012.

During INSURV preparations following the Basic Phase, *San Antonio* proved its multi-tasking capabilities while successfully shouldering an active role in *Bold Alligator 2012*, the East Coast's largest, multinational, amphibious assault exercise in the past decade.

Additionally, the *San Antonio* crew worked with French ship "Mistral" to certify their landing craft and their "engin de débarquement amphibie rapide" or EDAR, in a launch and recovery training event. The opportunity to retrieve the EDAR gave *San Antonio* an opportunity to show what the ship is capable of in testing the compatibility of both ships. The success of this event showcased the advantages of Navy - Marine Corps amphibious operations and their ability to support coalition forces.

where she performed vital preventative maintenance on life-saving equipment and supervised the completion of the daily boat report, ensuring that the ship's small boats were maintained in a constant state of high operational readiness.

"I feel really honored to have been awarded a Navy Achievement Medal," said Flaspoler.

"This is my first year in the Navy and it's great to be appreciated for all of my hard work and that fact that I was part of

**"We are a crew who has pride in ownership of our ship and are ready to complete any mission with which we are tasked,"**

—Cmdr. Neil Koprowski

Shortly thereafter, the crew passed its INSURV which was labeled "a culmination of the crew's hard work," by Adm. John C. Harvey, Jr., former Commander, U.S. Fleet Forces. He went before the crew during a post-INSURV awards ceremony and praised them for their efforts, their perseverance.

"You made this ship what it needs to be and now you're going to go out and make this ship all it can be," said Harvey.

During the event, 29 Sailors were awarded Navy/Marine Corps Achievement Medals and another, a Navy Commendation Medal. The awardees included Sailors from a variety of departments, many of whom were still relatively new to the Navy.

"The awardees represented here today are just a small sample of the hardworking, dedicated crew that has invested quite a bit to make San Antonio a fully operational warship," said Koprowski after the ceremony.

Seaman Apprentice Ashley Flaspoler, deck department, earned her first Navy/ Marine Corps Achievement Medal for her dedication and motivation in First Division,

bringing our ship back into the Fleet."

To show off their ship and their new medals, *San Antonio* participated in Navy Week at Baltimore's Inner Harbor to kick off the "Star-Spangled Sailabration," an event commemorating the Bicentennial of the War of 1812 and the drafting of the "The Star-Spangled Banner." There, the ship well-represented the Navy in hosting distinguished visitors and event guests with tours, several exhibits and interactive displays.

Thoroughly tried and tested, the *San Antonio* crew has proven to be a talented team with a resolute ship, ready to support amphibious assault, special operations, expeditionary warfare and humanitarian missions or serve as a secondary aviation platform.

"We are back and ready to take on all missions," summarized Koprowski.

With banners flying high, she is scheduled to deploy next year as part of the *Kearsarge* Amphibious Readiness Group. **SN**

▼▼ French landing craft lowers its ramp once docked inside USS **San Antonio** (LPD 17) to begin debarkation of a seven-ton truck.

*(Lance Cpl. Kyle Runnels/USMC)*



▲▲ French landing craft enters the well of the USS **San Antonio** (LPD 17) for the first naval operation for the EDAR craft.

*(Lance Cpl. Kyle Runnels/USMC)*



▼▼ USS **San Antonio** (LPD 17) approaches its assigned berthing space in Baltimore after receiving a gun salute from cannons at Fort McHenry.

*(Joseph P. Cirone/USN)*





# Chief Ship's Serviceman Angela Zamora *steps into* *the spotlight while serving as the Executive Assistant* *for the MCPON, Fleet Forces*

By Ensign Amber Lynn Daniel, *Navy Diversity and Inclusion Public Affairs* and MC1(SW/AW)  
Phil Beaufort, *U.S. Fleet Forces Public Affairs*

**T**wenty years ago, if you'd told Chief Petty Officer Angela Zamora that she would be serving as the Executive Assistant for the Master Chief Petty Officer of the Navy (MCPON), she wouldn't believe you. But today, after a long and noteworthy career as a Ship's Serviceman, that is exactly what she's doing.

Born in Ecuador, Zamora left her native country in 1995 at age 15. Leaving behind all that she knew, Zamora immigrated to the United States with her parents and younger brother, with the goal of becoming naturalized American citizens.

Like many immigrants, Zamora's story is one of perseverance.

After Zamora and her family left Ecuador, they moved in with her grandmother in Jersey City, N.J., and both parents began working two jobs. That determination rubbed off on their children, with Zamora earning a college scholarship. She began working toward a degree in the medical field, but life took an unexpected turn while she was sitting in a Navy recruiter's office with her brother.

"My younger brother began talking to Navy recruiters about enlisting," said Zamora. "What I didn't realize at the time

was that while the recruiter was explaining everything to my brother, he was also recruiting me. The idea of traveling the world and being independent was very attractive."

Zamora joined the Navy in the summer of 2000. Despite her parent's initial concerns, on the day she left for boot camp, her family gathered to give her their full support.

"My dad said, 'You chose to go into the Navy, so you are going to have to be strong. Do whatever you need to do, but be successful at it,'" said Zamora.

After boot camp, Zamora excelled during her time at Ship's Serviceman "A" school, graduating near the top of her class.

"I was offered the chance to choose my first duty station out of "A" school, and they had a billet available aboard the USS **Emory S. Land** (AS 39) in La Maddalena, Italy," said Zamora. "It was the best first duty station anyone could ask for, but I really thought I was going to do one enlistment in the Navy and then get out, but that first tour made me fall in love with the Navy."

After three years aboard **Emory S. Land**, Zamora received orders to guided-missile destroyer USS **Roosevelt** (DDG 80) in Mayport, Fla., as a third class petty officer. She realized she needed the advice of her senior enlisted Sailors if she was going to reach her goals and found the right chief to be a mentor.

"Due to my previous sea time, my orders aboard **Roosevelt** were only for a year and a half, so I focused on getting my warfare pins as quickly as possible," Zamora said.



◀ The four 2011 Navy Sailors of the Year arrive along with the official party for the Sailor of the Year advancement ceremony.

(MC2 Thomas L. Rosprim/USN)



▲▲ SHC(SW/AW) Angela A. Zamora, assigned to USS *Wasp* (LHD 1), gets her anchors pinned on by her family and a mentor after a meritorious promotion to the rank of chief petty officer. Zamora was promoted as a result of her selection as the 2011 U.S. Fleet Forces Command Sea Sailor of the Year.

(MC1(SW/EXW) Peter D. Lawlor/USN)

▲▲ SHC(SW/AW) Angela A. Zamora, assigned to USS *Wasp* (LHD 1), gets her chief combination cover ceremoniously placed on her head after her meritorious promotion to the rank of chief petty officer.

(MC1(SW/EXW) Peter D. Lawlor/USN)

“My departmental leading chief petty officer took me under his wing and really helped mentor me. He was the one who suggested I take recruiting duty as my next assignment, which had a major impact on my career.”

Zamora was assigned to Navy Recruiting District New York, and spent her first year recruiting out of her adopted hometown of Jersey City. “Recruiting duty was a tough duty,” said Zamora. “Those were the toughest three years of my life, but at the same time, they were the best three years because I learned a lot.”

Tackling the challenges of recruiting 17- and 18-year-olds to the Navy, she quickly advanced to second class. Zamora then jumped at the chance to take the Recruiter in Charge (RINC) training course and was subsequently assigned as the leading petty officer at the recruiting station in North Plainfield, N.J.

“I was really lucky there. The station hadn’t made quota for over a year, so we really had something to work with,” she said. “There were four recruiters working out of there, and we were able to not only make quota, but absorb another station and increase the quota. I would do anything to work with those guys again. They were amazing.”

Her efforts were once again recognized, and Zamora was meritoriously advanced to first class petty officer.

When she checked aboard Norfolk-based amphibious assault ship USS *Wasp* (LHD 1), she was a bit apprehensive. Due to her rapid rise in rank, Zamora hadn’t spent any



▲▲ The four 2011 Navy Sailors of the Year are recognized during the Sailor of the Year advancement ceremony. From left, SHC(SW/AW) Angela A. Zamora, SWC(SCW) Louis Salazar, MAC(SCW) Douglas Newman, and PRC(AW) Maria Johnson were meritoriously promoted to chief petty officer during the 2011 Sailor of the Year advancement ceremony.

(MC2 Santos Huante/USN)

time at sea as a second class petty officer.

“When I walked aboard, I was immediately put in charge of 14 Sailors. I made a lot of mistakes, but I wasn’t afraid to go to my master chief and ask how to correct what I was doing,” Zamora said. “He was really awesome because he always took the time to help me become an effective leader. He never told me what to do, but he always pointed me in the right direction and had me figure it out for myself.”

Zamora actively sought additional duties. Within three years, she was the No. 1 first class aboard and the ship’s SOY.

Ultimately, in April of 2012, the hard work ethic and determination Zamora’s parents had passed down to her when the family arrived from Ecuador paid off. She was selected as the 2012 U.S. Fleet Forces Sea Sailor of the Year, and in May of 2012, she was meritoriously advanced to the rank of chief petty officer. Zamora’s change in rank didn’t just bring her a new

set of uniforms – it also ushered in a new assignment.

In July, Zamora transferred from *Wasp* to report to the office of USFF Fleet Master Chief as his new executive assistant (EA).

“It is a big honor, but also a big challenge,” said Zamora. “Being the EA for the Fleet Master Chief, who is about to be the next MCPON; it’s a great opportunity. You don’t have that opportunity show up in your career that often.”

Opportunity is just one of the many things Zamora loves about the Navy. “The opportunities the Navy provides its Sailors are limitless,” said Zamora. “Opportunities are there for everyone, but it is up to each Sailor to seize them.”

And like a true chief, Zamora continues to have a passion for taking care of Sailors. “When you stop focusing on yourself, and you start focusing on your people,” she said, “that is when everything comes your way.” **SW**



# Proper Nutrition Critical for Successful PRT

By MC2 Josh Curtis, U.S. Naval Hospital, Yokosuka Public Affairs

**"I see nutrition as one of the most critical components for preparing for the PRT,"**

—Lt. Franklin Muhammad, USNH  
Yokosuka's command fitness leader.

**A**s a United States Sailor, one can count on certain events to happen each year as summer fades away to Autumn, the addition of new chief petty officers to the mess, the celebration of the Navy's birthday, and of course the physical readiness test (PRT).

Like many commands around the world, United States Naval Hospital (USNH) Yokosuka will be holding its fall PRT in the coming weeks. Most Sailors know that regular exercise is a key component to performing well during the PRT, but it is not just how a Sailor works their body out that determines how well they will perform during the PRT but what they put in it as well.

"I see nutrition as one of the most critical components for preparing for the PRT," said Lt. Franklin Muhammad, USNH Yokosuka's command fitness leader. "Take your car for example. There are three types of gas you can fill it up with. You have 87 unleaded, midgrade or premium. Each makes your car perform differently. The fuel you put in your body, in this case food, plays a factor in your physical performance," he said.

So, what kind of foods should Sailors be filling up with to help maximize their PRT scores?

"Carbohydrates are what are going to fuel your workouts," said Lt. Melissa Amescua, USNH Yokosuka's nutritionist and dietitian. "Carbs come from foods like bread, pasta, cereal, rice and milk."

Not fueling up with the proper foods can lead to dehydration, lack of energy and poor muscle growth, said Amescua.

Carbing up is only a piece of the nutrition puzzle. A balanced diet plays a key role not only in a Sailor's physical performance but his health as well. Eating healthy is a lifestyle, said Muhammad. It's something a person has to be aware of year around, he said.

Though, that doesn't mean people can't indulge their sweet tooth every now and then.

"Sailors should try to follow the 80-20 rule," said Muhammad. "Meaning 80 percent of the time eat healthy, and 20 percent of the

time go ahead and splurge a little."

"Be realistic about your diet," said Amescua. "If you know you're going to have ice cream one day or go out to dinner every Saturday night that's okay. Just be aware of what you have been eating and what you will eat and also how active you have been," she said.

There are two methods people can practice to keep track of what they eat, said Amescua. The first is to plan your meals out. The second is to maintain a food diary or download a food journal app. That not only helps a person see if they are sticking to the 80-20 ratio, but also allows them to see if they are eating a wide assortment of food, she said.

"Make sure to vary your foods. You can eat too much of anything even carrots and fruits for example," Amescua said. "You are going to get different nutrients and nutrition from different foods, so if you aren't varying your diet you will not be as healthy."

Muhammad encourages people to eat clean. Choose foods that are the least processed, he said. Amescua adds that eating 4-6 small meals throughout the day instead of three big meals will keep a person's blood sugar up and their energy level stable.

She also stressed that it is important to read food labels so people not only understand what they are putting in their body but how much of certain things are going in as well.

"Only 25 to 35 percent of your total calorie needs need to be coming from fat," said Amescua. "Fiber intake should be about three to four grams per serving. You want 25 to 35 grams per day. The average person only gets about 11 or 12 grams a day. As for sugar, the lower the better," she said.

Muhammad has one last piece of advice for Sailors who want to maximize their PRT scores.

"Very few professional athletes who are working to obtain a goal work out by themselves," he said. "I encourage everyone to work out with someone better than themselves." 

**“Carbohydrates are what are going to fuel your workouts.**

**Carbs come from foods like bread, pasta, cereal, rice and milk.”**

—Lt. Melissa Amescua, USNH Yokosuka's nutritionist and dietitian.





# Friday

# Funnies



**A**board a destroyer, some Sailors were cleaning the doghouse, which is a compartment on the flight deck. The proceedings were enlivened by a couple of things. First, the use of a portable ladder that, because it was too long, had to be situated at a 45-degree angle. Second, an LPO who inexplicably wanted to see if the ladder "would hold the weight of the heaviest person in the group."

Enter an E-3 engineman, tipping the scales at about 250 pounds. Sans harness and safety observer, he climbed to the top. The ladder slid backward and dumped the E-3, who fell ten feet and sprained the bejabbers out of his ankle. He also banged his head on an ammo can, adding some scrapes and cuts to his noggin. He ended up missing a week of work and spending 20 days on LIMDU.

Here's the "explanation" in the report: "An inexperienced Sailor allegedly doing as instructed without questioning safety of act." In other words, the polar opposite of risk management. A perfect way to get in the safety officer's doghouse.

**A**boatswain's mate third class was two or three steps from the top of a ladder (height unspecified), hanging a bird net from the ceiling. I've never hung a bird net, nor have I worked somewhere where they were required. This place definitely needed one, though. You can tell because (the report says) the E-4 was "startled by a bird and tried to jump sideways off ladder." His spotter wasn't prepared to catch a fully grown boatswain's mate leaping unexpectedly off a ladder, so he muffed the save. The E-4 hit the deck and broke his wrist.

If you're hanging a bird net, wouldn't you maybe expect birds? I'm just curious.

**Y**ou know how you can tell when someone has hurt his back, even when he isn't moaning about it? The sufferer usually walks in a distinctive, funny-looking, stooped-over manner. My boss walked in like that last month. Since we go to the base gym together at lunchtime a couple times a week, I was immediately curious.

"So what'd you do to your back, kemosabe?" I asked, fully expecting a story about digging post holes or moving a piano. "Bite off a little more than you could chew?"

"Yeah, thanks to you," he replied, with just a tinge of venom. "Excuse me?" I said. "How was that, exactly?"

He replied, "It was that exercise you told me to do." "I didn't tell you to do any exercise, you dope," I retorted (Note, this statement is not to be construed as a recommendation to call your boss a dope).

"Yes, you did, you said you were stepping up and down off that stand with a 45-pound weight in each hand ten times."

The light bulb came on. I had in fact watched a guy who was about half our age and twice our strength doing the exercise my boss had just described. I had sarcastically observed, "Hey, there's a good one for you to do," assuming it would look just as impossible to him as it did to me.

However, he thought I said that I had just done it, and what with the male ego and the fact that I'm four years older than he is, this was tantamount to a formal challenge. So he did it six times and stopped, thinking, "Man, he's in better shape than I thought."

The next morning, his back let him know that it wasn't equally impressed. And so, once again, I learned the limitations of sarcasm as a mode of communication. In this case, I had slipped from my usual role of trying to prevent mishaps into helping cause one.

On the plus side, he saved me the trouble of trying it myself. I think I'd have started with 25-pound weights, but you never can tell.

**T**he following thrilling tale features three students, identified by our correspondent as A, B and C. The first two are standing watch when student C pulls a knife out of his boot (note-this is not the recommended location for carrying a knife). He starts using the knife to clean his fingernails.

Student A asks to see the knife, and student C hands it to him. Student A duly examines the weapon, then says to student B, "Hey, take this knife and come at me like you were going to stab me. I'll show you this trick I learned at B.U.D.S."

Student B complies, at which point they both discover that student A's skills aren't as good as he thinks. After medics get the bleeding stopped, the next step for all three is CO's mast notes.

"Clearly, he didn't graduate from B.U.D.S.," our correspondent notes. However, she opines, "There must be a ninja school here I wasn't aware of."

# From Beirut to Jerusalem: 23 Years On

Review by Lt. Patrick Devane, OPNAV N95 Training Requirements Officer

*The views expressed above are those of the reviewing author. The publication of this review does not imply DoD endorsement of the reviewing author or the work reviewed and its author.*

Much has been made of the United States' "strategic pivot" to the Asia-Pacific. To address a rising China and begin the transition from more than ten years of ground war, the President and his national security team have focused the military and diplomatic attention of the country eastward. The Navy is at the forefront of this shift in priorities, as the clearest guarantor of the open sea lanes of communication required to maintain relative peace and economic stability in the vast waters of the Pacific Rim.

Even a cursory analysis will reveal, however, that the Middle East will remain very much a central part of American foreign policy in the near and long term. 22% of American oil imports in 2011 originated in the Middle East, especially in Saudi Arabia. Iran's nuclear program dominates much of the global community's attention. Even with the 2014 withdrawal of American combat troops from Afghanistan looming, that nation's saga is clearly far from resolution. Also, as of this writing, a bloody civil war rages in Syria, threatening to entangle and inflame the region as a whole.

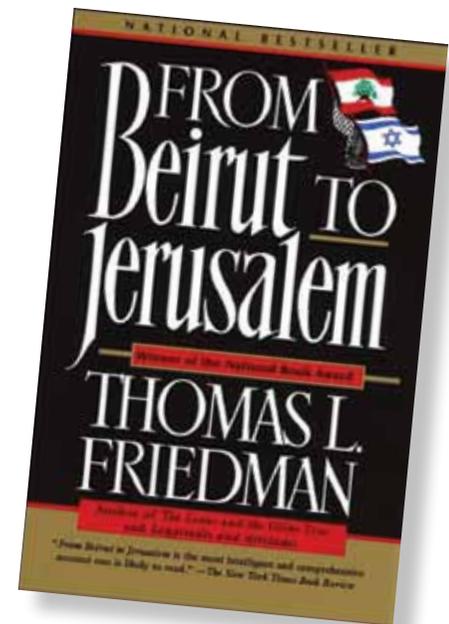
The Middle East's continuing strategic importance makes Thomas Friedman's bestseller *From Beirut to Jerusalem*, originally published in 1989, a must-read for those attempting to gain some understanding of an intimidatingly complex part of the world. Friedman, in his anecdotal style, navigates the reader through a warren of tribal loyalties, historical intricacies, and shifting political allegiances to explain the Middle East of the 1980s. What makes the book relevant after 23 years of often dramatic change is not so much his observations on contemporary events, but

his ability to identify the themes beneath the surface. For example, Friedman uses an explanation of then-Syrian President Hafez al-Assad's regime's viciously bloody crackdown on the Muslim Brotherhood stronghold of Hama (until recently, the event against which al-Assad's son Bashar's regime was compared) as a representative case for what he describes as the region's three political traditions: tribal fidelity, authoritarianism, and the modern nation-state, the latter imposed during the West's

**What makes the book relevant after 23 years of often dramatic change is not so much his observations on contemporary events, but his ability to identify the themes beneath the surface.**

phase of colonialism. Westerners, Friedman says, do not appreciate this combination of philosophies; at one point, he vividly describes Middle Eastern politics as three-dimensional chess, with the United States seeming "to know only how to play checkers—one plodding move at a time."

That larger point—that a deeper cultural, political, and historical understanding of a place is critical to successfully interacting with it—runs throughout *From Beirut to Jerusalem*. Importantly, Friedman levies



criticism not only at the West in this regard. Friedman describes Israel's 1982 invasion of Lebanon, ostensibly to rid Israel's northern border of Palestinian militants, as a journey "Into the Kaleidoscope." Israeli troops, after initial success pushing the Palestine Liberation Organization out of Beirut, became embroiled in a low-grade irregular conflict with Lebanese Shiites, who had initially been tacitly supportive of the invaders.

Such regional complexities are in place today, even after two decades, the end of the Cold War as a larger backdrop for all things geopolitical, and the sweeping changes wrought by the Arab Spring. This is why *From Beirut to Jerusalem* is still a critical text. Friedman not only illuminates the Middle East for the unaware, he simultaneously and convincingly makes the case for appreciating the degree to which underlying attitudes and allegiances inform national interest and tactical realities. American policymakers, in facing these challenges, must grapple with nuance, shifting loyalties, and historical enmities in protecting the nation's interest. It is critical, too, for executors of those policies to be well-versed in these nuances. This is a lesson that, if nothing else, the wars of the last 11 years have made clear. How well we have learned is something we will determine in the future. SW



# Sonar Technician – Surface

By MC1(SCW) Demetrius Kennon, *Surface Warfare*

## The Job

**S**TGs are responsible for identifying, classifying, tracking, and when necessary eliminating subsurface threats. They perform underwater surveillance and assist in safe navigation and search and rescue operations. Using sonar, they detect, analyze, and locate targets of interest.

STGs must be U.S. citizens eligible for security clearances. Adversely adjudicated drug abuse offenses will not receive waiver consideration. Normal hearing and normal color perception are required. STGs must have no speech

impediments. They usually work indoors in a clean, comfortable shop-like environment and computer equipment rooms. They work closely with others and require little supervision.

STG “A” school is approximately nine weeks long. The school is located in San Diego. Those who are part of the advanced electronics training will first complete a six-week basic electronics course in Great Lakes. After completion of the “A” school, they will attend “C” school in San Diego which ranges between 27 to 58 weeks. The advanced electronics training requires a 72 month enlistment obligation.

“The best thing about being an STG is all the schooling you get,” said STG2(SW) Arnoldo Soto, assigned to USS *Nitze* (DDG 94).

### Billets:

STGs enter the Navy with either a four-year contract or a six-year Advanced Electronic Field contract. Schools common to both routes are STG “A” school, acoustic analysis courses, and operator courses. The six-year AEF enlistees attend electronics courses

followed by a “C” school for a specific sonar system such as the AN/SQQ-89(V)15.

Much of the training available to STGs during their careers aids in them becoming sonar supervisors (normally E-5/E-6 returning to sea duty). As a chief petty officer, STGs will attend school to become surface ship anti-submarine warfare (ASW) specialists. During ship workup cycles, they attend a variety of schools such as Single Ship ASW course, Basic Acoustic Analysis Refresher course, On Board Trainer course, and personal computer interactive multisensor analysis training (PCIMAT) course.

“During my initial interview while joining the Navy at military entrance processing station (MEPS) Milwaukee, I was offered a lot of technical ratings,” said Senior Chief Sonar Technician (Surface) (SW/IUSS) Robert Rabideau, assigned to Commander, Destroyer Squadron 2. “One of the interviewers said to me that I had good hearing and I should go sonar technician. I agreed and here I am over 19 years later. That probably does not count as a special requirement, but at 17 years of age, it seemed like it made sense.”

STGs stand a variety of job-related watches on board ships. “On a normal day you will find a sonar tech standing aft lookout, Helmsman, Quartermaster of the watch, Boatswain’s Mate of the watch,

## FASTFACTS

- ▶ Inventory: 2,727
- ▶ Ships serving aboard: Surface combatants (DDGs, CGs, FFGs, and LCSs), surveillance towed array sensor system (SURTASS) ships, and aircraft carriers
- ▶ Required ASVAB score: AR + MK + EI + GS = 223
- ▶ Security clearance: Secret
- ▶ Special incentive pay: Currently only two specific NECs for STGs receive Sea Duty Incentive Pay. They are:
  - ▶ NEC 0527 (SQQ-89(V)15 Combat Systems Journeyman) at the E-5-9 paygrade, receive \$750 in Monthly SDIP
  - ▶ NEC 0466 (USW Supervisor) at the E-5/6 paygrade, receive \$700 in Monthly SDIP
- ▶ Little known fact: the word “sonar” originated as an acronym for “sound navigation ranging.”
- ▶ Rating badge: Earphones with arrow in horizontal position, point to the front

**History:** Navy sonar technicians, or “ping jockeys” as they are called because of the sound sonar detection makes, originated as sonarman in 1943. The title of sonar technician was later established in 1964. In 1970, the ocean systems technician (OT) rate was established, and 856 sonar technicians and 46 electronics technicians were selected for conversion. This newly established rating tracked submarines from shore based facilities known as Naval Ocean Processing Facilities as well as sea based systems on our SURTASS vessels. In 2005, the OT rate was merged back with the ST rate.

▶▶ STG3 Thomas Thompson hugs his daughter during a homecoming celebration for the guided-missile frigate USS *De Wert* (FFG 45) at Naval Station Mayport.  
(MC2(SW) Jacob Sippel/USN)





▲▲ STGSN Ian Appling gives directions to a line-handling party during an underway replenishment aboard the guided missile destroyer USS **Winston S. Churchill** (DDG 81).

(MC2(SW) Aaron Chase/USN)



▲▲ STG2 Mitchell Thayer climbs a ladder during visit, board, search and seizure training aboard the guided-missile cruiser USS **Bunker Hill** (CG 52). (MC3 John Grandin/USN)

Optical Sight System watch, Surface Warfare Coordinator, or Combat Systems Officer of the Watch,” said STG2(SW) Theodore Shambeau, assigned to USS **Nitze** (DDG 94).

### Personal:

Like any job in the military, the STG rate sees its share of challenges. Each challenge overcome represents another vital experience gained which could potentially guide them toward making crucial decisions in high-stress situations.

“We had a scenario where we had to track a foreign submarine down near Brazil, and we were the only ship to actually track it without being ‘killed,’ said STG2 Soto. “It’s not that often that we get to play with a real submarine, but all the training really paid off.”

“In my opinion, the hardest part about being a STG is staying current on all aspects of our rate,” said STGCS Rabideau. “In addition to performing routine and corrective maintenance on our sonar systems, we also maintain and operate water and air pressurization systems of the sonar dome, hydraulic systems of the towed

array handling and stowage groups. We have our hands on a lot of items. Our systems stretch from stem to stern, keel to mast.”

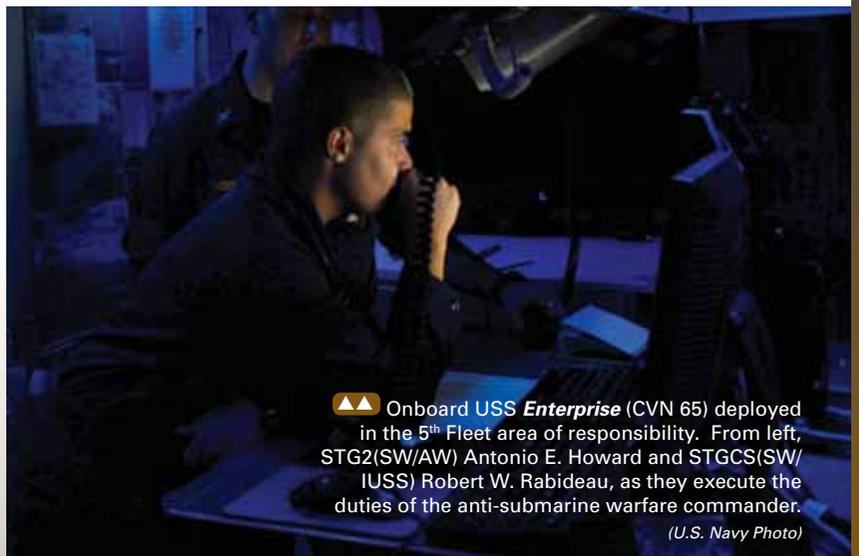
Because of this extensive variety of equipment, it’s important that STGs remain current on tactics and executing them regularly, added Rabideau. ASW is a graduate level warfare area that requires thoughtful analysis of a tactical situation to maintain the upper hand against the silent hunters of the ocean.

STG Sailors assume a high level of responsibility in pursuing and eliminating those threats that lie in wait below the surface of the world’s oceans. Though their job is different, they share a common goal with every other Sailor in the Navy. “It’s the same as any other community, I’m sure – to advance and be the best in my field.” **SW**



▲▲ Onboard USS **Enterprise** (CVN 65) deployed in the 5<sup>th</sup> Fleet area of responsibility. From left, STG2(SW) Dimensia L. Streeter, STG2(SW) Jason Robbins, AG1(SW/AW) Ava J. Venishel analyze the tactical situation at the Master Tactical Plot in the **COMDESRON 2** anti-submarine warfare commander cell.

(U.S. Navy Photo)



▲▲ Onboard USS **Enterprise** (CVN 65) deployed in the 5<sup>th</sup> Fleet area of responsibility. From left, STG2(SW/AW) Antonio E. Howard and STGCS(SW/IUSS) Robert W. Rabideau, as they execute the duties of the anti-submarine warfare commander.

(U.S. Navy Photo)



# Celebrate **American Indian and Alaska Native Heritage Month**

By Ensign Amber Lynn Daniel, *Public Affairs Officer, Navy Office of Diversity and Inclusion*

**D**uring the month of November, the Navy joins the nation in observing American Indian and Alaska Native Heritage Month. Established in 1990 when President George H.W. Bush approved a joint resolution designating the month of November as National American Indian Heritage Month, today the observance encompasses recognition of all indigenous people of North America, including parts of Alaska and the island state of Hawaii.

According to the U.S. Bureau of the Census, 4.5 million American Indians and Alaska Natives comprise 1.5 percent of the total U.S. population today. Across our Navy, more than 16,000 active duty, reserve and civilian American Indian and Alaska Natives contribute their efforts to our Navy Total Force, including 14 master chief petty officers and two members of the Senior Executive Service (SES).

"Native Americans stand among America's most distinguished authors, artists, scientists, and political leaders, and in their accomplishments, they have profoundly strengthened the legacy we will leave our children. So, too, have American Indians and Alaska Natives bravely fought to protect this legacy as members of our Armed Forces. As service members, they have shown exceptional valor and heroism on battlefields from the American Revolution to Iraq and Afghanistan," stated President Barack Obama in the 2011 National Native American Heritage Month Presidential Proclamation. The 2012 Department of Defense American Indian and Alaska Native Heritage Month theme, *Serving Our People, Serving Our Nations: Native Visions for Future*

*Generations*, recalls the long legacy of service American Indians and Alaska Natives have contributed to our nation and our Navy.

Sailors and commands are encouraged to take this time to recognize and celebrate the unique talents, contributions, achievements and histories of our Navy's American Indian and Alaska Native shipmates. For more information on all DoD heritage month observances, visit the Navy Office of Diversity and Inclusion's website at [www.public.navy.mil/bupers-npc/support/diversity/Pages/default2.aspx](http://www.public.navy.mil/bupers-npc/support/diversity/Pages/default2.aspx) **SW**



**▲▲** YN2(SW/AW) Travis China and NC1 Antonia Diaz read a display of Native Americans in naval history during Native American History Month at the Housing Welcoming Center at Naval Weapons Station Seal Beach. (MC1 Eli J. Medellin/USN)

**◀◀** The Native American cultural dance group, Soaring Eagles, performs traditional dances and educates members of Fleet Combat Camera Group Pacific and the Navy Public Affairs Support Element West about their heritage. The event was part of the Navy-wide recognition of Native American History Month. (MC1(EXW) Cassandra Thompson/USN)

# CHANGES IN COMMAND

## O-6 CHANGES OF COMMAND

USS **Bunker Hill** (CG 52) / Nov  
Capt. Yvette Davids relieves Capt. Mike Ford

**COMDESRON 1** / Oct  
Capt. Mike Elliott relieves Capt. John Steinberger

**COMDESRON 7** / Oct  
Capt. Paul Schlise relieves Capt. James Morgan

**COMDESRON 15** / Jan  
Capt. Paul Lyons relieves Capt. John Schultz

## O-5 CHANGES OF COMMAND

USS **Rentz** (FFG 46) / Oct  
Cmdr. Lance Lantier relieves Cmdr. Mike Davis

USS **Benfold** (DDG 65) / Oct  
Cmdr. Rich Lebron relieves Cmdr. David Oden

USS **Russell** (DDG 59) / Oct  
Cmdr. Gary Cave relieves Cmdr. Joseph Carrigan

USS **Milius** (DDG 69) / Nov  
Cmdr. Steve Shedd relieves Cmdr. Nicholie Bufkin

USS **Stethem** (DDG 63) / Dec  
Cmdr. Chris Adams relieves Cmdr. Brent Devore

USS **Shoup** (DDG 86) / Dec  
Cmdr. Jill Cesari relieves Cmdr. Rafael Acevedo

USS **Ingraham** (FFG 61) / Dec  
Cmdr. Joey Frantzen relieves Cmdr. Kristin Stengel

USS **Fitzgerald** (DDG 62) / Jan  
Cmdr. Jonathan Schmitz relieves Cmdr. Brian Mutty

## O-3/O-4 CHANGES OF COMMAND

USS **Guardian** (MCM 5)  
Lt. Cmdr. Mark Rice relieves Lt. Cmdr. Timothy Carter

PC CREW **Charlie**  
Lt. Cmdr. Nathan Hunter relieves Lt. Cmdr. Austin Duff

PC CREW **Delta**  
Lt. Cmdr. Ardis Shannon relieves Lt. Cmdr. Jason Miller

PC CREW **Echo**  
Lt. Cmdr. Janice Pollard relieves Lt. Cmdr. Kathryn Wijaldum

