



# Bravo Zulu

Naval Brig Pearl Harbor

**Navy/Marine Corps Achievement Medal**  
GSE2(SW) Matthew Danforth

Naval Reserve Center Honolulu

**Navy/Marine Corps Achievement Medal**  
SKC Joselito Agustin  
SK2 Jeanne Thames

USS Hopper (DDG 70)

**Navy/Marine Corps Commendation Medal**  
BMC(SW/AW) Steve Metham

**Navy/Marine Corps Achievement Medal**  
CWO3 Tony Lavery  
GM1 Troy L. Carter  
DK1(AW) Mel R. Linga  
OS1 Ricky A. Brown  
FC2 Robert L. Watson  
OS2(SW) Joshua P. Sahler  
HT2 Michael B. Campbell  
BM3 Wemppy

**Chief of Naval Operations**  
**Flag Letter of Commendation**  
USS Hopper

**Letter of Commendation**  
GM1 Troy L. Carter  
DK1(AW) Mel R. Linga  
FC1(SW) Robert. Sorg  
FC1(SW) Alfonso C. Picarda  
FC2 Darrin K. Pinegar  
IC2 Cynthia McDaniels  
ET2 Sheridan D. Scruggs  
FC3 Brent E. Greening  
HT2 Gregory S. Hood  
DC3 Johnathan N. Vanheijzen  
DC3 Jason L. Carter  
EM3 Louis S. Fischer  
SM3 Tamara L. Land  
BM3 Richard W. Nelson  
BM3 James R. Dugger  
SA Brian P. Jessee

**Enlisted Surface Warfare Specialist Qualified**  
PNC(SW/AW) Tim J. Allen  
MS1(SW) David J. Rodriguez  
YN2(SW/AW) Christopher L. Flowers  
RM2(SW) William L. Henderson  
STG2(SW) Anthony S. Hageman  
GSE3(SW) Marco A. Perez  
FC2(SW) Robert L. Watson

## One on one: Taking care of Sailors, families among top concerns for Hawaii's regional commander

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As we reduce our footprint on Oahu, and consolidate some of our activities around the Pearl Harbor complex, we will continue to pursue adequate housing within the Pearl Harbor complex, so Sailors don't have to commute long distances.

For our single Sailors, there are a number of military construction projects ongoing for new bachelor quarters, such as the recently opened Gabrunas Hall. There are also a number of renovation projects at our BQ's, such as what's taking place on Ford Island.

Quality education is also extremely important. A submarine Chief of the Boat (COB) recently pointed out to me that with the majority of the Pacific Fleet's attack submarines homeported here, a submarine Sailor could very well spend the majority of his career right here in Hawaii. You can certainly apply that to the surface side, as well. We're no longer in a situation where Sailors will do just one tour in Hawaii and then go away. Quality education for their children - grade school through high school - will become a long-term factor in deciding whether they want to stay in the Navy.

On the issue of quality education, what are some of the things we can do as Sailors and parents to help improve the educational system?

One thing we can do is be a role model for the children and young adults in the community, whether it's the local community or the Navy community. Get involved at your local school and in activities that cater to children, and show you are someone both interested in and focused on the future.

Another major thing we are doing, and must continue to do is partner with the schools and let the local community know we are involved both as individuals and as organizations. Our Sailors are in the schools every week with the Adopt a School program, volunteering their time to be role models to children. When I talk to state representatives or local politicians, I share the fact we are out in the schools, we're involved in Big Brothers/Big Sisters and Boy Scouts and Girl Scouts. Our involvement tells them we are very interested and focused on quality education, for both local children and military children alike. I applaud everyone's efforts in getting involved, making a difference and making the Navy's best homeport even better.

What makes Pearl Harbor the best homeport in the Navy?

**"I expect Sailors to be responsible citizens, participate in the larger community and be accountable for their actions. I also expect them to bring forth their ideas. We all need to play a part if we're going to make Pearl Harbor a better 'best homeport.' Be responsible and get involved!"**

—Rear Adm. John Townes III  
Commander, Naval Region Hawaii/Commander,  
Naval Surface Group Middle Pacific



We're the best homeport because whether military or civilian, whether we work on a ship, submarine, squadron or shore facility, we all work together as a team, committed to a single goal - and that's supporting our forward deployed forces, and taking care of our Sailors and their families. That teamwork comes from a real sense of community. Whether you live in Pearl Harbor, Barbers Point or Waihawa, we're all part of the same geographic area. That plays a big part in making everyone feel part of the community and part of improving things here. If you look at all that's taking place on the waterfront, the new construction going in, the new housing, and the involvement of our Sailors and their families in the community, you can see the teamwork and the sense of community. I would like to think we're all committed to making life better for everyone here ... and for those who follow.

Now that regionalization has taken effect, what is your vision to develop the Hawaii regional organization?

I believe we're well on our way to consolidating our thought processes on where we want to go with regionalization. We've established program managers who are functionally responsible for different areas such as housing, security or MWR, and we're putting a new focus and new perspective on those different areas. One of the best ways we can do that is to consolidate our activities, reduce infrastructure, maximize efficiency and minimize cost. We've got limited resources to carry out our mission and we want to do it in the best possible way. We must be good stewards of the taxpayers' dollars, and we must remain focused on fleet readiness and supporting our Sailors and their families.

Will consolidating infrastructure be a natural part of the regionalization process?

Very much so, and I think that's a very big part of it. On average, it costs about

\$10 per square foot per year to maintain our infrastructure and facilities. So whether a building is completely filled, half filled or completely empty, I still have to pay to maintain that facility. We are partnering with the Advisory Council on Historic Preservation and the State Historical Preservation Office to preserve buildings of historical significance, and at the same time, rid ourselves of infrastructure and facilities that serve no useful purpose. Part of the regionalization effort lends itself well to that.

As we move into regionalization, we need to get out of the stovepipe mentality of individual commanding officers being responsible for individual buildings, and instead look at the big picture and determine what our actual infrastructure requirements are. We're already finding out we can reduce our footprint, reduce the use of older, inefficient facilities and use the cost savings to revitalize or build efficient facilities that will serve us well in the 21st century.

How will the average Sailor benefit from this "footprint reduction?"

By consolidating "like" functions into one area, we can hopefully provide "one-stop shopping" for Sailors, and at the same time, a more efficient organization to conduct business. Consolidating our infrastructure into a smaller area also puts Sailors closer to their workplace, in good neighborhoods with good educational facilities for their families, and reduces their commute time. As we get rid of inefficient or outdated facilities, we make it easier for Sailors to go from one place to the other. Those cost savings directly affect both aspects of our mission. We can take the savings and put them toward new facilities and other quality of life programs to benefit Sailors and their families, which in turn, allows Sailors to better focus on their jobs.

How do we get people to think regionally?

That's a paradigm that's very hard to break, because we're so used to a hierarchical command structure. But, Sailors are very adaptable.

As Program Managers pick up additional responsibilities and shed responsibilities that have gone to other Program Managers, they have begun to understand how a regional organization works, and function within the new structure. It's an evolutionary process that will take time to come to full fruition. I'm very excited at what I've seen here in the region so far, and I'm also pleased that our Program Managers are focusing on the future. One of the things I've stressed both to them and to my staffs is the need to look past our own rotation dates. There are only so many things we can do within the time we're here. Our legacy should be what we leave for our successors. We need to take care of the day-to-day business, and be good stewards of our resources, but we should also be looking at things that are several years down the road.

What reductions to IDTC are being implemented here in Pearl Harbor, and how will they affect Sailors?

Part of the CNO's vision is to put responsibility and authority back in the hands of the Commanding Officers, and get out of a top-down driven mentality. We're focused on letting the CO's run their organizations and giving them the authority to do that. We want to give them a "big" voice in the process and allow them to develop their officers and Sailors.

Another part of the vision is reducing inspections. Over the years, the Navy's built an inspection system that became a glass house unto itself. We put the burden of inspection upon inspection on the operational units. We've found that a lot of these inspections and assist visits were redundant and time consuming. This is where top-down leadership has been very beneficial in ridding ourselves of redundant inspections and ensuring we're inspecting what needs inspecting. The inspections and inspection teams should support the operational units, not the other way around. However, we need to remember there's a wealth of talent and experience in these inspection and assist teams. We need to be careful we don't lose that cadre of expertise, and it is available when the CO asks.

What can Sailors expect of you as their commander, and what do you expect from us?

I don't intend to pull any punches with Sailors. They can expect an honest appraisal on where we are, where we're going and what it will take to get there. I don't intend to rest on our successes. I intend to be proactive and looking for Sailor's input.

On the flip side, I expect Sailors to be responsible citizens, participate in the larger community and be accountable for their actions. I also expect them to bring forth their ideas, whether it's through the chain of command or filling out a survey form. We all need to play a part if we're going to make Pearl Harbor a better "best homeport." Be responsible and get involved!



file photo

Rear Adm. John Townes III dedicates new family housing at Moanaloa Terrace in February. In the last six months, the Navy also opened new family housing at Pearl City, and began tearing down old units at Hale Moku and Hokulani. There are a number of revitalization projects and housing upgrades underway to improve the quality of our existing housing. "Providing nice, safe places to live is just one of many examples of our commitment to taking care of our Sailors and their families," Admiral Townes said.

### Around the Fleet

#### BALTOPS '99 underway

Ships from the United States and 11 European nations, participating in U.S. Baltic Operations (BALTOPS) '99 in the Western Baltic Sea, pulled into Gdynia, Poland, on June 11 for a two-day port visit.

The exercise includes 53 ships, submarines and aircraft from European allies and Partnership for Peace (PFP) nations Poland, Germany, France, United Kingdom, The Netherlands, Finland, Latvia, Sweden, Denmark, Estonia, Lithuania and the United States.

BALTOPS '99 is conducted in two at-sea phases. Phase one - The Partnership for Peace phase - took place last week. This BALTOPS phase was intended to improve interoperability with allies and partnership nations by conducting at-sea exercises in gunnery, replenishment, undersea warfare, radar tracking, mine countermeasure, seamanship, and search and rescue. Phase two - the maritime operations phase - allowed participating NATO naval forces to practice a variety of maritime exercises.

BALTOPS '99 demonstrates U.S. interest in the security of Northern Europe through NATO member solidarity and enhances mutual understanding and coordination of maritime operations among the United States,

NATO member nations and non-NATO nations.

#### Naval Reserve recruits celebrities for nation-wide commercials

In an effort to assist recruiting for the Naval Reserve, Minnesota Gov. Jesse Ventura, sports commentator Bob Costas, Dallas Cowboys defensive lineman Chad Hennings and television host Regis Philbin have volunteered their time to tape television and radio spots promoting the Navy and Naval Reserve.

Two of the celebrities, Ventura and Philbin, have ties to the Naval Reserve. Both served on active duty in the Naval Reserve - Ventura in the early 1970s and Philbin in the late 1950s.

The commercials will soon air across the country and will also play to active duty Naval audiences. "We're interested in getting the word out to veterans who are planning to leave active service, and to 26-36 year-old civilians with skills that the Naval Reserve needs," says Lt.Cmdr. Roland Rosales, marketing director for the Naval Reserve Recruiting Command.

These commercials, the first-ever spots produced for the Naval Reserve, are part of a mass marketing and advertising campaign.