



DEPARTMENT OF THE NAVY
USS HARRY S. TRUMAN (CVN 75)
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From: Commanding Officer, USS HARRY S. TRUMAN (CVN 75)
To: Director of Naval History (OP-09BH)

Subj: 1998 COMMAND HISTORY

Ref: (a) OPNAVINST 5750.12F

- Encl:
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 - (15) HSTNOTE 5050 of 5 Oct 98 for Schedule of events and responsibilities for 5-7 Oct 98 Inport Tours, Ft. Lauderdale Port Visit
 - (16) HSTNOTE 5050 of 15 Oct 98 for TRUMAN's Friends and Family Day Cruise

1. Per reference (a), enclosures (1) through (16) are forwarded.


I. G. OTTERBEIN

USS HARRY S. TRUMAN (CVN 75) Mission

“To project power anywhere in the world by conducting sustained combat air operations safely and efficiently while supporting embarked units.”

On 25 July 1998, the USS HARRY S. TRUMAN (CVN 75) entered the fleet in grandiose style and began setting the standards for carrier performance - indicative of our namesakes' decisiveness, steadfast approach to national and international leadership and superlative record.

The largest and most technologically advanced NIMITZ-class aircraft carrier ever built, the TRUMAN epitomizes the Navy's core values of Honor, Courage and Commitment. Without sacrificing a measure of combat effectiveness, the TRUMAN has honored the Navy's commitment to improving the quality of life for all of its Sailors by setting the standard for food service – winning the 1999 CAPT Edward F. Ney award for food service excellence in only its first year in existence. Other measures taken by TRUMAN to improve the quality of life of all her Sailors are the installation of a common LAN improving the connectivity of the crew, and the installation of a recreation and exercise environment second to none.

The TRUMAN's mission is to not only be a ready combatant naval vessel capable of sustained air operations offshore while supporting embarked units, but to also become a national asset protecting American interests and preserving the peace. During the commissioning ceremony for TRUMAN, President Bill Clinton spoke volumes to the importance of her by stating: "When word of a crisis breaks out in Washington, it's no accident that the first question that comes to everyone's lips is, 'Where is the nearest carrier?'"

The strategic importance of the aircraft carrier has been reaffirmed time and again over the last 50 years. Flexible, responsive, impressive and representing a powerful reminder of our nation's resolve and ideals, the TRUMAN is the latest in a line of ships which represent the most tangible evidence of the United States' commitment to global peace and security.

With extreme dedication, professionalism, hard work and readiness to tackle any challenge, the officers and crew of the USS HARRY S. TRUMAN (CVN 75) ensure that the ship is ready to meet any future challenge.

TRUMAN's immediate senior commander is:

- a. Administrative: Commander, Naval Air Force, U.S. Atlantic Fleet
- b. Operational: Commander, Carrier Group TWO

Enclosure (1)

USS HARRY S. TRUMAN (CVN 75) Organizational Structure

Commanding Officer	CAPT Thomas G. Otterbein
Executive Officer	CAPT George R. Luechauer (Jul) CAPT(Sel) Johnny L. Green (Jul-Dec)
Command Master Chief	MMCM(SW) Wilmer L. Carbo, Jr.
Administrative Officer	LCDR [REDACTED] (Jul) LCDR [REDACTED] (Jul-Dec)
Aircraft Intermediate Maintenance Officer	CDR [REDACTED]
Air Officer	CDR [REDACTED]
Chief Engineer	CDR [REDACTED] (Jul-Sep) CDR [REDACTED] (Sep-Dec)
Command Chaplain	CAPT Roy L. Bebee
Command Judge Advocate	LCDR [REDACTED] (Jul-Aug) LCDR [REDACTED] (Aug-Dec)
Combat Systems Department	CDR(Sel) [REDACTED]
Dental Officer	CDR [REDACTED]
First Lieutenant	LCDR [REDACTED]
Medical Officer	CDR [REDACTED]
Navigation Officer	CDR [REDACTED]
Operations Officer	CDR [REDACTED]
Public Affairs Officer	LT [REDACTED] (Jul-Oct) LT [REDACTED] (Oct-Dec)
Reactor Officer	CAPT Andrew J. Pitts
Supply Officer	CAPT(Sel) Robert L. Howard, III
Training Officer	CDR [REDACTED]
Weapons Officer	CDR [REDACTED]

Enclosure (1)

USS HARRY S. TRUMAN (CVN 75) Narrative

The nation's premier super carrier was brought to life 25 July 1998, in a spectacular ceremony at Norfolk Naval Station. Upon commissioning and formal acceptance by the Navy, the USS HARRY S. TRUMAN (CVN 75) became the eighth NIMITZ-class aircraft carrier to join the fleet. Homeported in Norfolk, VA, TRUMAN incorporates all the latest technological enhancements and structural changes from the other seven. Called "the best ship we've ever built" by Newport News Shipbuilding, HARRY S. TRUMAN has made an immediate impact on the fleet.

The first half of the year was spent preparing the ship for Commissioning. Final contract trials and associated pre-acceptance inspections packed most of the first months, and paved the way for the later successes of TRUMAN's crew in operational testing and shakedown cruises.

The Commissioning Ceremony encapsulated all the grandeur and pomp that a naval warship and national asset warrant. The day's events, witnessed by a nation-wide audience, were highlighted with a keynote addresses by President Bill Clinton whose remarks focused on our namesake and the awesome capabilities of a super carrier. Other notable addresses were given by Secretary of Defense William Cohen, Representative Ike Skelton of Missouri, and the Honorable Jim Carnahan, Governor of Missouri.

The ship's first voyage under its own power occurred in June. Starting with a fast cruise on 31 May, the ship pulled out for Builder's Trials with nearly 2,000 shipyard workers in tow for the following week. The yard and ship's crew conducted tests ranging from navigational equipment to high-speed turns.

The ship's first port visit took place in October. The voyage to FT Lauderdale, FL, was the centerpiece to Broward County Navy Days, an annual celebration of the Navy. Thousands of people toured the carrier, and Sailors involved themselves with community work and creating a professional image of the Navy for the residents of Broward County.

Following a Friends and Family Day cruise, the ship prepared itself for its longest underway period yet, the shakedown cruise. The cruise not only allowed the ship a chance to fully test much of the ship's equipment, but also allowed us to provide training support for the USS THEODORE ROOSEVELT (CVN 71) in conducting work ups for an upcoming six-month deployment. The cruise also consisted of TRUMAN's first out-CONUS port visit in St. Thomas, U.S. Virgin Islands. During the Thanksgiving port visit, TRUMAN participated in several community relation's projects, an Adopt-a-Sailor program, two Navy League dinners and enjoyed the many relaxing recreational opportunities that St. Thomas had to offer.

From move aboard to initial reactor criticality to commissioning and the following shakedown cruise, TRUMAN's first year in the fleet fulfilled the grand dreams of its Plankowners. In perhaps the greatest six-month showing of any NIMITZ-class carrier ever, TRUMAN won the Ney Award for the best food service for an aircraft carrier, was awarded the Red Engineering "E" and Blue Habitability "H" in Battle Efficiency award competition, and conducted its first successful Operational Reactor Safeguards Examination (ORSE).

USS HARRY S. TRUMAN (CVN-75) 1998 SCHEDULE

1 JAN - 24 JUL	PCU HARRY S. TRUMAN (CVN 75)
12 JAN	SAILORS MOVE ABOARD
8 JUN - 12 JUN	FIRST UNDERWAY/BUILDER'S SEA TRIALS
22 JUN - 25 JUN	UNDERWAY FOR ACCEPTANCE TRIALS
30 JUN	PCU HARRY S. TRUMAN (CVN 75) DELIVERED TO THE NAVY
2 JUL	MOVE TO PIER 12, NAVAL BASE NORFOLK
25 JUL	COMMISSIONING USS HARRY S. TRUMAN (CVN 75)
26 JUL - 12 AUG	IN PORT UPKEEP
13 AUG - 28 AUG	UNDERWAY FOR FLIGHT DECK CERTIFICATION
13 AUG	FIRST CAT/TRAP OF AIRCRAFT
29 AUG - 14 SEP	IN PORT UPKEEP
15 SEP - 23 SEP	UNDERWAY FOR FLEET CARRIER QUALS/ REACTOR DRILLS
22 SEP	FIRST UNDERWAY REPLENISHMENT
24 SEP - 1 OCT	IN PORT UPKEEP
2 OCT - 10 OCT	UNDERWAY FOR FT LAUDERDALE, FL
6 OCT - 9 OCT	IN PORT FT LAUDERDALE, FL
10 OCT - 16 OCT	IN PORT UPKEEP
17 OCT	FRIENDS AND FAMILY DAY CRUISE
18 OCT - 1 NOV	IN PORT UPKEEP
2 NOV - 7 NOV	UNDERWAY TRANSIT/CQ's
8 NOV - 10 NOV	IN PORT MAYPORT/CVW ON-LOAD
11 NOV - 22 NOV	UNDERWAY TRANSIT TO NPROA/CQ's
25 NOV - 30 NOV	PORT VISIT ST. THOMAS, USVI
31 NOV - 11 DEC	UNDERWAY FOR ORANGE AIR/NPROA
12 DEC - 18 DEC	UNDERWAY TRANSIT/CQ's/ORSE
19 DEC - 31 DEC	IN PORT NORFOLK

1998 Command History by Department

ADMINISTRATIVE DEPARTMENT

The Administrative Department is comprised of 6 divisions: Captain's Office, Executive Officer's Office, Personnel Office, Educational Services Office, Public Affairs Office, Security Office and the Morale, Welfare, and Recreation Office. Each division has a unique function within the department, but all divisions are dedicated to providing the best possible customer service to the crew and family members of USS HARRY S. TRUMAN (CVN 75).

The ship's Consolidated Personnel Office, comprised of the Personnel Office and the Educational Services Office, provides a wide range of personnel services for the crew. From July through December 1998, the Consolidated Personnel Office performed several functions to support both the personnel assigned as ship's company and personnel assigned on a temporary basis to support the ship's commissioning, flight deck certification and shakedown. The office is manned by 15 personnel and three career counselors who perform a myriad of functions. These include the processing of over 2,600 enlisted personnel who reported on board for duty, the production of military identification cards, the processing of transfers and separations, and the command's advancement program.

The processing of enlisted personnel starts with the receipt of transfer orders from the Bureau of Naval Personnel. When orders are received, the Educational Services Office obtains the name of a sponsor from the gaining department and initiates a sponsor package for the prospective gain. A "welcome aboard" message or letter is then generated to provide the Sailor with a brief command history, geographical information to assist with the transfer, and additional information regarding shipboard life. After reporting, the member is checked into the command and their service record is verified and annotated with their arrival information. The process concludes with the liquidation of travel claims and subsequent release of the member to their respective department. The Captain's Office provides the same service for officers ordered to the command and processed 148 officers during this period.

As members of the Uniformed Services, Sailors maintain in their possession a Military Identification Card. In support of this requirement the Personnel Office issued 196 Active Duty, 0 Reserve, and 0 Retired Identification Cards.

During the reporting period, the Consolidated Personnel Officer processed 222 enlisted and 26 officer personnel for transfer to follow-on assignments within the Navy. Based on the assignment to which members were transferred, each went through various stages of screening to transfer, and in cases of overseas or isolated duty assignments, their family members as well. Screening ensures members are qualified in accordance with current directives. While not all inclusive, some of the areas screened were military bearing, performance evaluations, health and fitness, and several areas relating to the member's performance in personal affairs.

One hundred sixty-three enlisted and 10 officers separated from active duty for varying reasons. Separations included closing out the member's service record after determining the character of the member's service upon discharge. Members were first screened to determine the

authority for discharge then, based on the discharge authority and fitness or evaluation reports; members were issued separation documents characterizing the nature of their service. This is an important step in determining future eligibility for available programs, and potential re-induction to naval or other service. Members were also medically screened at this time. After discharge, members were provided transportation to their home-of-record or other intermediate destinations of their own choice.

Upon commissioning, USS HARRY S. TRUMAN (CVN 75) became eligible to meritoriously promote enlisted personnel via the Navy's Command Advancement Program. The Educational Services Office administers the program and on 25 July, CAPT Otterbein promoted nine Sailors during the ship's Commissioning Ceremony. An additional 21 Sailors were promoted during the latter part of the ship's shakedown cruise in December 1998, completing the year's final Command Advancement Program process. In addition to the Command Advancement Program, the Educational Services Office administers all enlisted promotion examinations and enlisted to officer commissioning programs. In September 1998, we administered 842 enlisted advancement examinations and when the results were received in December 1998, 220 enlisted personnel were advanced. During this period, 11 enlisted personnel were selected for various commissioning programs.

Public Affairs Division - Communicating to internal audiences, whether it is between crewmembers, family members or members within the Navy has been instrumental in the successful completion of HARRY S. TRUMAN's mission. By maximizing the utility and creativity of the PAO Division, TRUMAN's internal information systems and products have been well documented. This documentation has been highlighted by special feature reports in various media, including the lead feature story on The Learning Channel's television broadcast **Big Stuff: SEA**. The *New York Times* also covered TRUMAN on the front page, several small-town newspapers featuring Sailors in their hometowns, and a pending air of **Birth of a Carrier: USS Harry S. Truman** on the Discovery Channel, plus scores of regional and local broadcast affiliate features and newspapers articles. This success has also been well documented by the Navy in the form of print releases and a special broadcast on Navy Marine Corps News.

Traditional Internal Information Programs - During at-sea periods, the public affairs team operated all day, every day. The ship's newspaper is published daily, as well as other high-quality internal information products.

Shipboard Information, Training and Entertainment (SITE) Television - Four channels on SITE TV were broadcast simultaneously while at sea. Program material consists of about 40 hours per week of Armed Forces Radio and Television Service (AFRTS) weekly programming, Navy Motion Picture Service feature movies, AFRTS Duplicating Facility (DUPFAC) material, AFRTS Television Tape Library (TTL) movies, live studio productions, and GMT training films. During at-sea periods, crewmembers had up to five channels of viewing and two channels of live radio broadcasts from which they could choose.

Additionally, while at sea and in the satellite footprint, those viewing could usually tune into CNN and MTV--live via satellite. Special television broadcasts included an in-house airing of the Commissioning Ceremony for those not involved, the Super Bowl, and several key college

football games. Also, thanks to live AFRTS radio broadcasts, the crew enjoyed live audio coverage of NFL and college football and other news and feature broadcasts. These broadcasts provided significant crew entertainment and, coupled with regular review of their favorite sports home page on the WWW, crewmembers were able to stay current with news and sports - as it was happening.

When in homeport, a cable service provides the ship with all major networks and other entertainment, movie and sports channels, which are routed through SITE distribution panels to all shipboard televisions.

Internal Television Productions - Special live internal productions were routine and successful. The public affairs staff produced videos for entertaining, informing and training the crew. Productions have included:

a. "Big Bucks Bingo" - In an effort to provide entertainment while bolstering support for the ship's MWR fund, the ship routinely televised "Big Bucks Bingo," each show hosted by a different department.

b. Port Briefs - Two separate port briefs were produced and aired repeatedly prior to pulling into each port. Extending a comprehensive televised brief of what was expected of each crewmember through a more understandable medium (as compared to stand-alone ship's notice) helped support an excellent inport liberty record.

c. Training Videos - Working in conjunction with the ship's Safety, Training and Reactor Departments, several safety, GMT and RADCON safety productions were written, edited and played in support of command programs.

Radio - The crew enjoyed shipboard radio via live programming via satellite (AFSTRS). More than 2000 hours of programming were available on radios located throughout the ship. Two radio channels were piped into the SITE TV system as audio track accompanying "Bulletin Board" information further extending the listener audience.

"Give-em Hell Herald" Newspaper - Published daily at-sea, the ship's paper normally features one main, local story written by staff or departmental representatives, TRUMAN information, international/stateside news and sports from wire services; and standard features highlighting Sailors. HARRY S. TRUMAN published more than 600 copies daily, increasing the number two-fold when an air wing embarked.

HARRY S. TRUMAN "Home Port" Family Gram - Home Port, HARRY S. TRUMAN's family-gram, was published every other month to keep families informed of their Sailor's and the ship's activities. About 2,500 copies per release were mailed to crew members' next of kin.

Port Guides - PAO published 2,000 informative port guides prior to each port visit. These guides were distributed to each department, embarked staff and squadron. More were made available on the Quarterdeck for the liberty parties. Typically, these guides include

information on culture, laws, recreation opportunities, liberty policy and other subjects that contribute to successful port visits.

Press Releases - The Public Affairs team ensured TRUMAN was continually and positively represented in internal and external media. All Hands magazine featured stories with photographs of TRUMAN Sailors and events. The Navy Wire Service--a daily Chief of Naval Information e-mail service to public affairs offices, base newspapers and commercial media – also ran stories on TRUMAN Sailors. Still evolving, the press release program has resulted in articles being printed in base newspapers on the East Coast, and is generating significant Navy-wide attention.

Security Division - The Security Division is composed of 19 rated Master at Arms and 29 personnel assigned on a temporary basis from various Departments. While a small division, they are charged with the large responsibility of ensuring the safety and security of the ship and personnel assigned. They work closely with outside agencies like Norfolk Base Security and the Naval Criminal Investigative Service in the prevention and investigation of criminal activities and on ship's security issues. During the Commissioning Ceremony, the Security Division's responsibilities expanded dramatically while assisting the Secret Service in the security of the President of the United States for his participation in this historic ceremony.

Morale, Welfare, and Recreation Division - The Morale, Welfare, and Recreation (MWR) Division in HARRY S. TRUMAN is an active and energetic organization who supports the ship's MWR Committee in arranging activities for the crew and embarked personnel. MWR plays a vital role in arranging all ship's recreational activities including, holiday parties, sporting and social events both in our homeport of Norfolk, VA, and while underway or in other ports.

During our port visits to FT Lauderdale, FL; Mayport, FL, and St. Thomas, U.S.V.I; this group provided exceptional recreation services for the crew and embarked personnel. MWR provided hotel reservation services, providing a low-cost alternative to personally booking a hotel room or waiting to determine availability until actual arriving in port. MWR also provided bus transportation to shopping and entertainment areas for the crew. While at sea, MWR provided the crew and embarked squadrons with entertainment that included televised "Big Bucks Bingo" games and rental of board and video games and athletic equipment. Additionally, the MWR Division is responsible for the standup and operation of the ship's three gymnasiums that provide dynamic aerobic, cardio-vascular, and strength-training equipment in support of the Navy's Physical Fitness Program.

AIRCRAFT INTERMEDIATE MAINTENANCE DEPARTMENT (AIMD)

HARRY S. TRUMAN's AIMD was established on board during 1998. The year was marked by numerous challenges and focused on training all department personnel, acquiring required test equipment and establishing I-level maintenance support in preparation for the ship's Shakedown Cruise. Below is a list of significant events and performance figures accomplished by AIMD during the year.

The triad formed by CVN 75 AIMD, Supply, and CVW-1 during Shakedown Cruise (2 November to 17 December) resulted in impressive aircraft support achievements for the Navy's newest aircraft carrier.

FMC RATE	80.0%
SORTIE COMPLETION RATE	95.5%
AIMD REPAIR RATE	69.3%
TTL ITEMS AVG TAT	5.8 days
SE AVAILABILITY	92.0%

Production Control Division/Quality Assurance (IM-1) - 1998 proved to be a busy one for IM-1. We started by developing a stand-up plan for the AIMD IMRL acquisition and on-load, reviewed and verified 2,350 AVCAL, 786 MAM's, and 128 TBI's listings, and generated departmental General Use Consumables List (GUCL) inventories for on-load with 5200 items in 221 locations.

IM-1 also established a QA Central Technical Publications Library (CTPL) at FISC Cheatham Annex warehouse - which was later moved on board--and designated our first Quality Assurance Representatives (QAR's) designated in Aviation Support (AS) Equipment, Aviation Ordnance (AO), and Aviation Structural Mechanics (AMS).

A Support Equipment (SE) Training and Licensing Program was established and over 400 tests were administered for both Phase I and Phase II.

A monumental moment came early in the year when the COMNAVAIRLANT Aviation Maintenance Management Team (AMMT) conducted its first "Assist Visit." All programs were noted "on track" and no significant discrepancies were noted.

The Transportation Division Office with IM-1 relocated its transportation operations from Newport News Shipyard (NNS) to Bldg. 608 then to CVN 75.

Our first year in business also marked the program establishment and program certification for the Micro-miniature (2-M) program and the Aviation Gas Free Engineering (AVGFE) Program. Later, two technicians were qualified and the first Aviation Electrician (AE), Parachute Rigger (PR) and Aviation Machinist's Mate (AD) QAR's were designated.

General Maintenance Division (IM-2) - 1998 had several notable accomplishments. IM-2 completed (Phase I) Gas Turbine Engine Test Systems Course with Information Management Group (IMG), replaced the old FAS/2C spectrometer with the Spectroil M/N, and established the Oil Analysis Program Lab with a certification correlation score of 99 percent.

IM-2 also commenced the AIMD electrical and common hand tools toolbox inventory, sent the first oil lab correlation samples, completed operational checks on all Schedule "A" structural repair electrical equipment and brought on the first IMRL gear from the Cheatham Annex.

The DYNACORP Calibration Team was brought on during the stand-up of IM-2 to perform the initial calibration of the A/W37T-1 Engine Test System and to conduct HCT-10 operational checks. Later, IM-2 removed, repaired and re-installed the HCT-10 reservoir.

The first underway period marked the turning on of the TF30-P-414A test cell for Builder's Sea Trials and performed a system test on a GE-F404-400 engine. IM-2 also successfully performed operational checks on all newly installed Schedule "A" items for the Hydraulic Shop.

Later in the year, the Non-Destructive Inspection (NDI), Airframes, Liquid Oxygen, Paraloft work centers became operational, and the first test of the LOX system was conducted. The ship received its first set of engines: F404-GE-400, T56-A-425, TF30-P-414A, F110-GE-400 and the IM-2 Engine Test Cell Operators become qualified on the F404-GE-400 engine.

During the Shakedown Cruise, the division processed 381 components, 593 work requests (principally command ball cap embroidery), 55 LOX samples, 344 oil samples, 379 hydraulic samples, and 78 tires and wheel build-ups.

Avionics/Armament Division (IM-3) - IM-3 identified and corrected over 320 discrepancies on initial calibration standards inventory, disposing of 123 obsolete and rejected items. We also spent numerous hours at Cheatham Annex inventorying, sorting, and identifying tri-walls full of Individual Material Readiness List (IMRL) items assisting in the follow-on on-load of the items.

IM-3 also completed the ship's initial Calibration Requirements List (CRL) consisting of more than 8,100 items which required organization and direction between Fleet Technical Support Center Atlantic (FTSCLANT) and 8 shipboard departments (2782 compartments).

The year also marked the establishment of the Explosives Handling Personnel Qualification workcenter and Certification Program with the completion of the Explosives Safety Inspection (ESI) and Ordnance Handling Safety and Training Team (OHSAT) preview.

IM-3 received over 11,950 items of IMRL, Avionics Test Equipment (ATE) and Armament Support Equipment (AAE) with an estimated value of \$94,730,000, built up 103 divisional tool containers with over 4,000 tools and divisional Technical Publications Libraries with over 2,170 technical publications, 595 NAVAIR publications and 959 Civilian publications.

The implementation of the Automated Information System Personal Computer (AISPC) program tracked and updated over 10,000 calibratable items. Another notable achievement was the installation and verification of the Consolidated Automated Support System (CASS).

The last half of the year proved to be as busy as the first when IM-3 established the K-pool receiving 201 AAE items valued at over \$18,000,000 from NAS Cecil Field and NAS Oceana. There was also the successful self-test of the AWM-23 Control and Display (C&D) Test Station and the implementation of the departmental Electrostatic Discharge Program. The Video Test System (VTS) was installed and system verification was completed.

The Corrosion Control Workcenter, MA-2 Generator test bench, Lead Acid Battery Shop, NICAD Battery Shop, AWG-9 Radar test bench shops were completed.

IM-3 also completed a LANTIRN site survey, the first end-to-end test of a Weapon Repairable Assembly (WRA) on the Consolidated Automated Support (CASS) APG-65 Servo Electronics Unit, and overhauled two "Close In Weapons System" (CIWS) 20MM Cannons for Combat Systems in support of ship's CIWS test.

As a vital part of "TEAM TRUMAN", IM-3 completed a METCAL Format 350 verification on over 3,500 Reactor Department gages ensuring METCAL compliance for the Operational Reactor Safeguards Examination.

Support Equipment Division (IM-4) - During the year IM-4 reviewed all calibration requirements for support equipment and developed a plan of action to induct it all for calibration to meet requirements for flight deck certification. SE Division also reviewed procedures for the initial issue, servicing, and recovery of Halon 1211 used in aircraft fire fighting units and coordinated initial on-site training with NAESU for aircraft salvage and crash crane operations certifying key personnel in Air Department and AIMD IM-4. IM-4 developed a plan for initial SE on-load identifying SE requirements in support of SH-60's and the Air Department for Builder's and Acceptance Sea Trials and completed a custody turnover with NAVAIR PMA 26032C.

Phase kits for SE scheduled maintenance were developed, along with procedures for purging and servicing of Liquid Oxygen (LOX) and nitrogen for TMU-70 LOX cart and nitrogen servicing carts.

IM-4 researched and verified flight deck aircraft sling types and proof load requirements, reviewed and submitted pack-up kits and Automated Parts List (APL) for the flight deck scrubbers, and COSAL support for ship's Material Support Center (MSC) allowing smooth transition to purchase parts through the supply system.

IM-4 was also responsible for the coordinated logistics with NAVAIRSEFAC, North Island; NAVAIR PMA 26032C; and SIMA Portsmouth for delivery of the A/S32A-35A salvage and crash crane and assisted the contractor field team with assembling, troubleshooting and proof-load test procedures.

The end of the year marked the operational tests of all Crash & Salvage Equipment/SE used in spotting and towing aircraft on the flight deck and hangar bay, the SE custody acceptance inspections for receipt of NAVAIR issued SE, and the successful completion of all SE functions to support flight operations during Shakedown Cruise.

IM-4 also coordinated logistics with NAVAIRSEFAC, NAVAIRWARCENACDIV, and CNAL to make repairs on the A/S32A mast, and the installation of a sheave and follow-on successful proof-load test.

AIR DEPARTMENT

How do you start up a brand new carrier's Air Department? The answer lies in setting and achieving unrivaled milestones in training, operations, and readiness. It also entails the safe execution of these rigorous duties. The Air Department's mission is simply, "the sustainment of carrier flight operations with a highly proficient team that safely and efficiently moves, launches, recovers, and fuels embarked aircraft." Ingenuity, interdepartmental cooperation, safety awareness, and demanding qualification programs resulted in an unparalleled year of firsts for America's newest carrier.

The successes of 1998 began with the effective training and assimilation of arriving personnel. Consisting of a modest team of experts coupled with hundreds of inexperienced new recruits, Air Department took shape in Newport News' Signet Bank building and migrated aboard ship in January. A significant trial of the ship's capabilities came when engineers performed dead-load testing on the carrier's four new C13-mod 2 steam catapults. Though it looked as though the construction would never end, Builder's Trials and Acceptance Trials eventually came to pass with superb results.

Though only 50 percent manned, Air Department prepared for commissioning. The flight deck visual landing aids, island structure and catwalks all received meticulous attention in preparation for the ceremony. Fresh coats of paint and bunting adorned the flight deck and island, spaces were cleaned to spotless perfection and static displays were craned aboard with utmost care. Air Department proudly landed the Commander-in-Chief's helicopter aboard for the historic event. After Commissioning, Air Department faced its largest test: flight deck certification. A unique aspect of delivery was that the ship was placed in commission before a single fixed-wing aircraft was launched or recovered. The time had come to make TRUMAN an AIRCRAFT CARRIER. Displaying exceptional prowess, the flight deck crew performed with flawless precision. The hangar deck crew, not to be upstaged by their brethren "on the roof", demonstrated the same expertise in the hangar bays. Catapult and arresting gear crews were doubly tasked with proving themselves as capable operators while validating the catapult launching bulletins derived from dead-load testing. Fuels Division built upon their previous fuel system certification by delivering clear, clean and bright products to all customers. Undeterred by under-manning, all Air Department tasks were accomplished with considerable competence, resulting in full flight deck certification.

The last part of the year was filled with carrier qualifications and goodwill port visits. During the ship's visit to FT Lauderdale, Air Department was busy both on and off the ship. Supporting the continuous stream of visitors to the ship, over 230 elevator runs were made in one day.

TRUMAN conducted its shakedown cruise in November and December with Carrier Air Wing ONE embarked to provide Orange Air support for USS THEODORE ROOSEVELT. With thirty-one fixed-wing fly days, Air Department performed 1,924 launches and recoveries, over 3,100 aircraft moves on the flight deck, 551 aircraft moves in the hangar, 710 elevator runs and pumped 2,372,493 gallons of JP-5. This truly was a shakedown in every sense of the word and the department coalesced remarkably well, earning accolades from the embarked squadrons.

It was an extensive year of firsts for a brand new Air Department. A year where every challenge was met and exceeded. A year where experience met new blood and combined into excellence. It was a busy year, with 77 days at sea, 54 fixed-wing fly days, 3,419 launches and recoveries, 77 helicopter fly days, 438 lifts and landings, 3,876 flight deck moves, 677 hangar deck moves, 2,294 elevator runs, and pumping 2,879,647 gallons of JP-5. It was a busy year, but Air Department met and exceeded every expectation of excellence.

COMMAND RELIGIOUS MINISTERIES DEPARTMENT

The Religious Ministries Department of the Pre-Commissioning Unit HARRY S. TRUMAN began in September 1996 with one chaplain and one Religious Program Specialist Chief Petty Officer. The principle focus in the first eighteen months was to administratively establish the department and provide ministry to the skeletal crew. In October 1997, two additional chaplains checked aboard bringing the department to its full complement of three chaplains and four Religious Program Specialists. Two TAD personnel were added during 1998 to augment the Learning Multi-media Resource Center/Library (LMRC).

Ministry - The chaplains provided religious services for their respective faith groups: Protestant, Roman Catholic, and Eastern Orthodox. Additionally, the Command Religious Ministries Department (CRMD) facilitated lay reader services for three other faith groups: Latter Day Saints, Jewish, and Gospel worship. Beyond formal worship, a wide variety of Bible studies and religious instruction classes were offered, including RCIA, Christian Inquiry, Discipleship Class, and Officer Christian Fellowship. During our shakedown cruise, a fourth chaplain from Air Wing 1 joined the team. She assisted in delivering the messages for the Protestant and Gospel Worship services, and led T.D. Jakes video/study groups.

The Gospel Choir and Praise and Worship Team were sponsored through CRMD. This group of over 30 very active TRUMAN crewmembers, along with squadron personnel, not only added spirit to the religious services, but also performed for command functions, such as the National Prayer Breakfast in February and the Family Day Cruise in October. The Religious Ministries Department took the lead on the first Dr. Martin Luther King, Jr. Commemoration, which inspired the formation of the Cultural Heritage Committee.

The CRMD extended far beyond the bounds of formal services. Activities included a Christian Rock Concert for the crew on a warm summer night at Huntington Hall in Newport News, and an excursion to a local Greek Orthodox Church in Jacksonville, FL. The chaplains were also an integral part of the School of the Ship, a weeklong indoctrination course vital to newly reporting crewmembers. Briefs were delivered on the role of the chaplain, as well as suicide awareness and intervention. Also begun in 1997 - 1998 was a seminar (for E-3 and below Sailors) on Basic Living Values Education. Inspirational articles were written for the Family Gram and the "Give 'Em Hell Herald." Countless hours were spent in deck-plate ministry: visiting workspaces, offering encouragement and support, and generally being a boost to morale. An additional element of the chaplains' pastoral responsibilities is the delivery and assistance of American Red Cross messages. Chaplains rendered pastoral care to those receiving information regarding births, illness, death or injury of family members and relatives. In 1998, more than 375 messages were handled through the department.

Community Relations and Outreach - 15 May 1997 marked the establishment of the first Navy-Marine Corps Relief Society shipboard branch. In 1998, 30 departmental caseworkers assisted in 108 cases with a total of \$55,605 given in assistance to HST Sailors.

Fantastic enthusiasm greeted the first Community Relations Project of 1998. During Fleet Week in FT Lauderdale, FL, over 200 Sailors volunteered in the following local projects: Broward Medical Center-Partners for Excellence, Habitation Center for the Handicapped, Ann Stork Society (crippled children), North East Focal Point (elderly), Kids in Distress, Children's Home Society and Salvation Army. The enthusiasm continued at a subsequent port-of-call to St. Thomas U. S. Virgin Islands, with 150 volunteers lending a hand at the following venues: The Roy Lester Schneider Hospital, Salvation Army, St. Peter & Paul Catholic School, Sea View Nursing Home, St. Thomas Reformed Church, American Red Cross Headquarters, Fredrick Lutheran/Tutu Reformation Church, Bethlehem House (homeless shelter), and Our Lady of Perpetual Help, Catholic Church. In addition to the above, CRMD undertook Project Handclasp in cooperation with Operation Blessing of Virginia Beach, delivering 8 pallets of food items (5600 packets of rice-soy material) and one electric generator for the local St. Thomas community and to help in relief of the 1998 Caribbean hurricane disasters.

Commissioning - The primary focus of all departments in 1998 was, without a doubt, the Commissioning Ceremony. Beyond providing the standard, albeit inspirational, invocation and benediction at the Commissioning Ceremony, an Interfaith Worship Service was held on Sunday, 26 July, in the Hanger Bay, culminating the events of the weekend. Approximately 1100 attended! The guest speaker was RADM Byron Holderby, Navy Chief of Chaplains. Enhancing the worship were combined Independence High School 100-voice choirs, as well as additional music.

Library/LMRC - The year saw the receipt of the spaces designated for the Library and Learning Multi-media Resource Center. Then began the tedious task of outfitting and supply. Funds for twelve computers were donated by the Missouri TRUMAN Committee to compliment the four that were part of ship's delivery. All have been fully loaded with a variety of software. The Missouri TRUMAN Committee also donated two Sony Playstations and two Super Nintendos. The Library opened in May with minimal inventory—i.e., a paperback book swap- and then the acquisitions of the first of our hardbound collection. The end of the year found HST's Library with a hardbound collection of approximately 2,000 books, about 50 percent of our intended collection. Additionally, the LMRC houses 4 VCR's plus a large screen TV, 200 videotapes, audio books, and a CD collection. The Library/LMRC serves a crew of 2500. On average, over 150 per day visit the Library and LMRC during underway periods.

COMBAT SYSTEMS DEPARTMENT

HARRY S. TRUMAN's Combat Systems Department moved on board the ship in January 1998 as the first CVN Combat Systems Department initially stood up under the COMNAVAIRLANT/COMNAVAIRPAC new concept Combat Systems organization. This concept consolidated the traditional CVN Communications Department, Operations Department Electronics Material Officer organization, Supply Department's S-7 Automated Data Processing

functions and selected functions of the Engineering Department. The department was set up with two branches--the Combat Information Systems branch and the Combat Systems Maintenance branch. The Combat Information Systems branch is responsible for external and internal communications, shipboard Automated Information Systems (AIS), and Information Security. The Combat Systems Maintenance branch, which is responsible for the maintenance and operation of all CVN combat systems and associated support systems. The department has 7 divisions and 56 work centers and has billets for 13 officers and 220 enlisted personnel.

The department completed Crew Certification in April and May of 1998. The training program was cited as "best seen" by COMNAVAIRLANT inspectors. In May and June of 1998, Combat Systems Department underwent Combat Systems Trial Rehearsals, Builder's Trials, and Acceptance Trials (INSURV). During each of these trials, the department performed testing and ensured operability of installed equipment.

Combat Systems Ship's Qualification Trials were successfully completed in November 1998.

Other highlights are as follows:

Telecommunications (CS-1) Division - The Telecommunications Division was the first division fully moved aboard the ship and continued to provide outstanding support ship-wide by ensuring uninterrupted transmission and receipt of communications traffic. The division oversaw the installation, testing, and acceptance of 16 major exterior/interior communications systems. Among those were the following:

a. Definity 75 Telephone Switch System including 20 analog multiplexers/9 digital multiplexers/1260 telephones. The System Operational Verification Test (SOVT) was completed in May 1998.

b. 14TV (Ship's Entertainment Television) including 534 televisions and 243 videocassette players. SOVT completed May 98.

c. High Frequency Radio Group (HFRG) including 28 receivers and 18 transmitters. SOVT completed June 98.

d. AN/USC-38 (EHF Transceiver) with 2 terminals and 4 antennas. SOVT completed June 98.

e. AN/WSC-3 UHF Line-of-sight transceivers including 31 standard radios and 4 HAVEQUICK radios. SOVT completed June 98.

f. NAVMACS II including 2 processors, 3 servers and 3 terminals. SOVT completed June 98.

g. The SOVT for the SA-2112 Single Audio System (SAS) completed June 98.

- h. The SOVT for the SA-2112 Black SAS completed June 98.
- i. The SATCOM AN/WSC-3 System including 12 radios. SOVT completed June 98.
- j. The Maritime Cellular Information Exchange System SOVT completed July 98.
- k. The AN/WSC-6 SHF Transceiver system SOVT completed August 98.
- l. The Plain Old Telephone System (POTS) SOVT completed August 98.
- m. The Timeplex Link 2+2 nests including 2 FCC-100 SOVT completed August 98.
- n. The NIPRNET Cisco 4000 router with the system activated in August 1998.
- o. The AN/SRC-55 (HYDRA) including the Flight Deck Communications Systems with 400 portable radios, 55 installed radios, and 14 repeaters. SOVT completed September 98.
- p. The International Maritime Satellite (INMARSAT) SOVT completed October 98.

Additionally, the division was responsible for the establishment of the ship's Communications Security Material System (CMS). The CMS vault was certified in October of 1997, the CMS account was established with DCMS in November 1997, and a Secure Electrical Information Processing System (SEIPS) inspection was successfully completed in May 1998.

During commissioning in July 1998, CS1 division coordinated with White House security and communications personnel to provide extra communications for the White House and press corps for the presidential visit. Later, the Telecommunications Division proved equally adept at underway operations by providing superb external communications support to the ship and embarked squadrons during two sets of carrier qualifications, four independent steaming exercises, and Combat Systems Ship's Qualification Trials. CS1 completed all required type commander exercises and successfully passed 2 of 2 White Pinnacle fast reaction communication drills.

Information Resources Management (CS-2) Division and Combat Systems Resources (CS-3) Division - Although 2 separate divisions with unique responsibilities, CS2 and CS3 worked closely together to install, set-up, configure, and administer the Navy Tactical Command Support System (NTCSS), Local Area Network (LAN) and non-tactical stand-alone computers. Their efforts were consistently praised by all observers for being far ahead of schedule compared to other new construction ships with regard to connectivity and operability. INSURV board members commented that their work was significantly ahead of previous installations including several commissioned ships.

In January 1998, they set up a LAN, which was used by off-ship personnel and permitted dial-in capabilities to TRUMAN personnel on board the ship. During April and May, the divisions implemented a Windows NT IT-21 LAN on board the TRUMAN. The initial LAN included 156 online workstations. Further, they set up over 400 stand-alone systems.

Configuration changes to the LAN added the Cisco Router that provided internal/external email and Internet services to all users. With CS1 personnel, they integrated message traffic dissemination via the LAN. Related NTCSS subsystems brought online included Shipboard Uniform Automated Data Processing System (SUADPS) for the Supply Department Naval Aviation Logistics Command Management Information System (NALCOMIS) using Legacy software for the Aircraft Intermediate Maintenance Department, Organizational Maintenance Management Systems (OMMS), Maintenance Resource Management Systems (MRMS) and Advanced Technical Information System (ATIS). Separate LAN's for the Medical Department, the Learning Resource Center, and Uniform Micro Integrated Data Systems (UMIDS) for the Disbursing Office were installed. The ship was selected as a CNO Test Project B-9 platform due to its implementation success using SKEDPORT 2.0 for 3M data. Two thousand five hundred and sixty personnel were LAN users as of 13 December 1998. Support was provided to embarked staffs and air wings.

CS2 developed and implemented the command Information Systems Security Plan. They trained departmental Information Systems Security Officers and all users. The plan included information systems security software that monitors the user activity of the LAN to identify potential threats and network management software that conducts performance monitoring on the network and its status. The division introduced a bar-coding system that was used to track and to manage computer systems location, classification, and ownership. A complete software inventory was established and maintained.

CS3 continued to expand the LAN by planning and installing more LAN drops. An additional 634 LAN drops were planned for installation during PSA. They were responsible for maintaining 655 personal computers, 300 printers, and 71 copiers.

COMNAVAVIRLANT conducted a Year 2000 (Y2K) Assessment of all information systems in October 1998. Only 27 non-compliant systems were found and again the ship received praise for its Automated Information Systems programs as among "the best seen in the fleet."

Data (CS-5) Division - CS5 Division oversaw the installation and testing of the Advanced Combat Direction System (ACDS) with associated peripherals, the tactical analog and data equipment in the Undersea Warfare Module, and the Meteorological and Oceanographic Equipment (METOC) equipment. A temporary Global Command and Control System—Maritime (GCCS-M), formerly Joint Maritime Command Information System (JMCIS), was also installed after commissioning in August 1998. The permanent installation of this system along with the equipment installed in the Carrier Intelligence Center (CVIC) was scheduled for PSA. Final construction of the flag command and control spaces was also deferred until PSA. NAVSEA PMS-312, COMCARGRU SIX, and COMNAVAVIRLANT representatives made proposals to plan the most current and capable configuration for the flag command and control spaces.

Link 11 and Link 4 connectivity was satisfactorily established between USS HARRY S. TRUMAN (CVN 75) and Navy Center for Tactical Systems Interoperability on 12 May 1998.

The division completed the earliest LINK-11 system certification for a Nimitz class carrier to date.

They were also responsible for the establishment of an Electrical Safety and Tool Issue Programs that supports the Combat Systems, Operations, Navigation Departments and embarked staff personnel. INSURV inspectors cited this program among "the best seen in the fleet." Additionally, the division oversaw the on load, issue and management of the ship's General Purpose Electronic Test Equipment (GPETE). They were responsible for the tracking and inventory of Combat Systems calibration program and achieved an overall in-calibration percentage of 95.

Ship's Surveillance and Control (CS-6) Division - CS6 Division oversaw the installation and testing of the search radars, radar distribution systems, Identification Friend or Foe (IFF) systems, the Precision Aviation Landing Systems (PALS), satellite navigation, inertial navigation, TACAN equipment, and gyroscope and associated distribution systems. Additionally, they established and managed the Micro-miniature (2M) and Module Test and Repair (MTRF) programs.

The 2M/MTRF programs were certified in August 1998, and the TRUMAN became the first CVN to be completely outfitted with the new PRC-2000 repair station. In the 5 months since its certification, the 2M program had saved \$131,000 in repairs and had averted 17 CASREP's. COMNAVAIRLANT praised the TRUMAN program as being the first to pay for itself in 3 months.

TRUMAN 2M and radar personnel accomplished the first shipboard repair of the AN/SPN-43C rotational coupler, saving the Navy \$13,500, and certified the following equipment:

AIMS MK XII IFF System—May 1998
AN/URN-25 TACAN—June 1998
MK 19 Gyroscope—June 1998
Ship's Inertial Navigation System (SINS)—August 1998
PALS (AN/SPN-41, ANSPN-46)—August 1998

Field change (5) to the AN/SPS-48 (E) radar was installed in October 1998 which was significant because it dramatically improved the ship's radar capability. CS-6 achieved a significant milestone when it certified PALS--the earliest for a new construction CVN in history. Sixty-eight Mode I recoveries were performed during the certification.

The division was also responsible for maintaining the Sperry "Integrated Bridge System." The TRUMAN was the first CVN to get this complete system which fully integrates bridge electronics with the ship's steering system. It also features the Voyage Management System (VMS) which enables the ship to "navigate" and "steer" hands free. Two multifunctional Sperry workstations replaced the traditional Ship's Control Console.

Ship's Self-Defense Systems (CS-7) Division - CS7 Division oversaw the installation and testing of the 3 NATO Sea Sparrow missile systems, 4 Close In Weapons Systems (CWIS), and the MK 23 Target Acquisition system radar. The division was formally stood-up on board TRUMAN in January 1998 at crew move aboard. In March 1998, a Conventional Ordnance Testing (COT) inspection was conducted which verified the operation of 20MM skip boxes for CIWS mounts 21 and 22, and loading procedures for NATO Sea Sparrow missiles, including weight test data on support equipment.

During July 1998, division personnel attended ordnance handling training class at Fleet Training Center, Dam Neck for the NATO Sea Sparrow missile in which they practiced the loading and unloading of a training shape in a launcher. A Material Condition Assessment (MCA) was conducted on NATO Sea Sparrow launchers in August 1998 and Ordnance Alterations (ORDALTS) were performed on all CIWS mounts and NATO Sea Sparrow systems during September 1997. All of this was done despite the division being consistently undermanned, with a peak manning of 21 out of 28.

Combat System Ship's Qualification Trials (CSSQT) - CSSQT pre-briefs were held aboard the ship in September 1998. CSSQT classroom training was conducted for all Combat Systems and Operations Department personnel in October 1998. CSSQT was conducted on board TRUMAN in November 1998, where 6 Blast Test Vehicles (BTV) were launched and numerous CIWS rounds fired to test the structural integrity of the ship. In addition, 8 Telemetry Missiles were launched at BQM-74E targets and CIWS fired at towed targets (TDU). All systems were successful in their testing.

Ship's Homepage - Combat Systems personnel working closely with personnel from the Public Affairs Division established an Internet homepage for the ship.

The official Internet homepage for USS HARRY S. TRUMAN (CVN 75) is located at <http://www.navy.mil/hompages/cvn75/>. The network server which holds the files and controls the Internet address for the web site is physically located and maintained by Naval Computer and Telecommunications Station, Pensacola, FL. The primary Webmaster for the homepage is FCCS (SW) [REDACTED] LCPO of the Ship's Self-Defense Systems (SSDS) Division, CS7. The secondary Webmaster is JO1 [REDACTED] Public Affairs Office. The homepage went on-line during the final stages of ship's construction in 1997. FCCS (SW) [REDACTED] assumed responsibility for maintaining the site as Webmaster in September 1997. Since 4 December 1997, the homepage has counted more than 67,500 visitors to the site. The site contains over 50 pages of information and pictures relating to the ship. In accordance with current directives, the web site is registered with the Government Information Locator Service (GILS) through DefenseLINK at <http://www.defenselink.mil/>. The ship's homepage registration number is 001393. The web site complies with all directives and policy as stipulated in DEPSECDEF memorandum entitled, "Web Site Administration Policies and Procedures", dated 25 November 1998.

The web site contains information directed toward both prospective and current crewmembers as well as their families, but is also of interest to the general public. Specific pages are dedicated to new crew member information, local area information, points of contact

within the command, Ombudsmen contacts, ship's and airwing statistics, official press releases, the command newsletter and biographical data on the Commanding Officer, Executive Officer and Command Master Chief, and of course, President Harry S. Truman. A photo gallery is also maintained on the site that includes over 100 photographs of the ship and crew during the ship's construction, Builder's Trials, Commissioning day activities, and at-sea operations. New photos are periodically added and provide all visitors with a taste of life aboard an aircraft carrier. External hyperlinks from the TRUMAN web site include Missouri's USS HARRY S. TRUMAN Commissioning Committee web page, located at <http://www.examiner.net/ussharrytruman/>, Hampton Roads tourist and visitor information, located at <http://data.pilotonline.com/webguide/category.cfm?category=Tourism>, and community interest data, located at <http://www.pilotonline.com/community/hrlinks.html>.

DECK DEPARTMENT

TRUMAN's Deck Department was out of the blocks and running early in anticipation of seizing the ship from Newport News Shipbuilding and taking her to sea. Although only manned to 56 percent in the enlisted ranks and short two officers, the department successfully accepted 142 spaces and countless pieces of deck support equipment, while spending an endless number of man-hours documenting discrepancies in preparation for Builder's and Acceptance Trials. This effort resulted in TRUMAN's Deck Department being the best prepared for both trials of any previous Nimitz class ship before her.

Although the department received the least number of minor discrepancies of any previous ship of the Class--what was most noteworthy was the large number of recommended alterations that had never been previously documented. Many of the alterations recommended by TRUMAN's Deck Department have been approved for installation during the ship's PSA and have been slated for back fitting on other carriers.

After completing a successful Acceptance Trial, TRUMAN and Deck Department completed a short underway period prior to the ship's arrival at NOB Norfolk, VA. Again, even though undermanned, the department performed exceptionally well while conducting the first major mooring evolution at the ship's new homeport. These are considered noteworthy, given the complexity of the evolution and the inexperience level of 75 percent of the personnel involved; yet the department made it look routine.

Once in homeport Norfolk, the next major obstacle placed before the department and ship was the enormous amount of preparation required to make TRUMAN ready for Commissioning Day. This major undertaking was compounded once it was confirmed that the ship's principal speaker would be none-other-than the President of the United States. Again, taking the lead, Deck Department took on the task of preparing TRUMAN for the single most important day in the brief life of a ship. Long hours, planning, and teamwork paid large dividends as TRUMAN was presented to over 20,000 civilians, family members, and dignitaries. The ship's immaculate appearance was commented upon by countless visitors, specifically the ship's exterior hull. This was the first of many complementary remarks made by numerous Distinguished Visitors to TRUMAN. The department was well on its way to setting the appearance and professionalism standards on the waterfront and every assigned line-handling evolution was carried out safely, on

time, and professionally, while the never ending job of maintaining TRUMAN's pristine appearance continued.

The month of August brought the first opportunity for the department to establish itself at sea for an extended period of time. While conducting numerous man-overboard drills, small boat recovery operations, precision anchorages and bridge watch standing duties, the department began to mature as a group of capable professionals. With each passing evolution, the experience level would grow. For many of the Petty Officers, this was refresher training, but for most of the department this was their first opportunity to see what the Navy was all about. The many hours of training were beginning to show, as a successful underway period was concluded with the ship's second near perfect mooring evolution.

September provided the next opportunity for Deck Department personnel to refine their seamanship skills. With another well coordinated underway evolution completed and a successful precision anchorage outbound to sea, the beginning of what would be another successful period at sea was already in the making. Two more successful man-overboard recovery events did not catch the boat and davit crews off guard, as both recovery times had decreased considerably when compared against previous events. The watch qualification tempo would pick up considerably, as more and more of the more senior seaman were obtaining final qualifications and new personnel were placed in the qualification process.

On 21 September, the department received its first exposure to Underway Replenishment (Unrep). While conducting light-line operations and leap frog evolutions with USNS Patuxent, junior Sailors were receiving much needed training in the basic principles of line-handling, station-to-station phone talking and signaling as both ships operated within 160 feet of one another. This evolution also provided TRUMAN's bridge-team personnel with valuable knowledge in the art of ship handling and helped to fine tune sound powered phone communications between the bridge and Unrep stations. The experience gained during this first along-side evolution would pay big dividends in the months to come. During this underway period, a number of the senior seaman decided to strike for the Boatswain's Mate rating and participated in the exam cycle. A successful mooring evolution on 23 September capped off a very productive underway period.

The month of October brought the department yet new challenges. Faced with the preparations and logistical support requirements to prepare TRUMAN for her first official port visit, Deck Department completed a stem to stern hull preservation project and coordinated the on-load of equipment needed to support the ship's arrival in FT Lauderdale, FL in support of Broward County Navy Days. Underway 2 October, the department spent the next three days completing the preservation, painting, and cleaning of a number of spaces anticipating a large tour schedule in FT Lauderdale. While the junior Sailors of the department were completing preservation projects, the departmental chain of command planned the logistic requirements for the ship's arrival. On 5 October, TRUMAN entered FT Lauderdale and the department executed a flawless mooring event. Deck also coordinated all logistics support without a single delay immediately after arriving and personnel were dispatched to provide line-handling services for additional naval units visiting the port.

When getting underway from FT Lauderdale on 8 October, little did anyone know that before returning to homeport Norfolk, TRUMAN would find herself evading Hurricane Bonnie which would present the department with its next hurdle. One hour into the underway sea and anchor detail in the late evening hours of 9 October the word man overboard was passed. The department, although fully manned for sea and anchor detail, responded to this call at incredible speed. Both the Port and Starboard Motor Whale Boats were manned and ready to lower in 6 and 7 minutes, respectively--a time that would be hard to beat by even the most seasoned of crews. After it was determined that no one had been lost overboard, the department re-manned its sea and anchor detail stations and the ship continued toward Norfolk. At 0100 on 9 October, TRUMAN slowly made her approach to Pier 12 South, only to discover the pier was not lighted as a result of storm preparations. The department was now faced with conducting a safe mooring, at night, with less than the required number of line-handlers on the pier after an already exhausting day that began twenty hours earlier. At 0230, the ship was moored, brows were in place, the anchor was placed underfoot and the department completed its most successful mooring evolution ever, under some of the worst of conditions. All of the training and practice associated with safely conducting this evolution could not have been more evident.

November would be the month when all of the training and hard work would pay off. On 2 November, TRUMAN set sail for her Shakedown Cruise and Deck Department would once again be called upon to complete a myriad of first-time operations, only this time on a much grander scale. The ship would make its second port call, this time in Mayport, FL to on-load the Carrier Air Wing that would ride the ship throughout the cruise. After a successful mooring evolution, the department would again provide logistical crane support to complete the ship's first major Air Wing embarkation. Departing Mayport on the morning of 10 November would mark the beginning of an extensive at sea training and systems operational testing period. Man overboard recovery drills would occur with little, if any, notice and with each successful event completed, the davit and boat crews gained valuable experience.

On the morning of 17 November at 0545, TRUMAN's Deck Department manned Underway Replenishment Stations #5 and #11 and prepared to take on fuel for the first time from USNS Patuxent. This evolution was successfully completed on time and safely despite the limited amount of experience of TRUMAN's Rig Teams. Upon completion of this event, the department focused its attention on the logistics' requirements in preparation for TRUMAN's first out of CONUS port of call. Working with a four-hour block of time the department would be required to conduct a Precision Anchorage, rig out two complete Boat Boom systems, a complete Accommodation Ladder system while simultaneously rigging the Stern Dock for a small boat mooring barge, plus the launching of four of the ship's boats. Another monumental tasking for even the most seasoned of Deck Departments, TRUMAN made this evolution appear easy. All evolutions occurred on time, without mishap despite the undermanned condition and experience level. In fact, the department was waiting for the Contractor for over an hour to deliver contracted services.

Once anchored, the department manned TRUMAN's small boats and began the movement of the ship's liberty parties to the resort island of St. Thomas, U.S. Virgin Islands. Again, the department would distinguish itself by transporting 60,000 personnel to-and-from the ship safely and without incident. Upon completion of this operation, the department saved the

ship in excess of \$80,000.00 by supplementing the contracted water taxi services while gaining valued boat operations experience. What was most remarkable about this operation was the fact that no TRUMAN small boat sustained hull damage, even though most of the coxswains assigned had little or no previous small boat experience. With all small boats aboard and equipment stowed for sea, the department would conduct yet another safe and timely underway from anchorage on the morning of 30 November.

With a great liberty behind them, the month of December would bring new challenges as Deck Department began preparations for the next major event--a combined Ammunition/Stores replenishment and refueling at sea with USS ARCTIC (AOE 8). Like all major evolutions before it, this would mark another first for the department and TRUMAN. At 2030 on 4 December, TRUMAN made her approach alongside ARCTIC. Sliding Padeye Stations #7 and #19, along with Fuel Station #13 were manned and hooked up with ease and without incident. The ammunition and stores loads were completed and with alongside station training in progress, USS ARCTIC experienced a fuel hose rupture with TRUMAN having only received 50 percent of its requested fuel. After discussions between the Captains of both ships, it was decided to conduct a breakaway of both cargo stations and for TRUMAN to set up for an additional fuel rig at Fuel Station #5. This change of plan required the department to shift teams and completely set up a station that was not previously rigged. A true test of the department's ability to react to a causality was tested; but in a true test of flexibility, TRUMAN's rig teams conducted a safe breakaway and had Station #5 set up, ready to receive fuel within fifteen minutes. At 2330, all rigs were recovered and another valuable training evolution was completed.

Over the next two weeks, the department focused on completing a number of preservation projects and preparations associated with making the department ready for Final Contract Trials (FCT). On 14 December, the department received word that nine of its assigned seaman would make Petty Officer Third Class--seven of which were BM's and one new Second Class Petty Officer. Thanks in part to the Command Advancement Program and the demonstrated performance by other quality personnel in the department, one additional BM2 and three additional BM3's were added to the ranks. In total, the department gained two new BM2's and ten new BM3's before the ship's arrival in Norfolk, VA. on 17 December.

In summary, Deck Department met or exceeded every challenge and set the standard for excellence on TRUMAN and the waterfront during calendar year 1998. All operations were conducted safely, on time, and without incident. The countless hours of preparation and training paid major dividends and the department's contribution to TRUMAN's mission and many accomplishments this year are best expressed in the department's motto "YOU'VE MET THE REST, NOW MEET THE BEST, TRUMAN DECK."

DENTAL DEPARTMENT

1998 was an exceptional year for the Atlantic Fleet's newest and finest Dental Department. The year began as the members of the department enthusiastically moved aboard their showcase spaces ahead of schedule. Within a month, patient care was transitioned from shore facilities and an AIRLANT PCU crew dental readiness record of 96 percent was maintained throughout the year. Initiation of dental care on board was flawless with an

aggressive ship/shipyard liaison that minimized discrepancies. During INSURV and Builder's and Acceptance Trials, it was noted that the number of discrepancies was the lowest of any previous CVN Dental Department. During the ten months that followed, in excess of 6,000 patient calls resulted in the delivery of over 22,000 dental procedures—valued at over \$705,000 in benefits to the crew.

The administrative preparatory work in creating the department paid off in May with the overall “Outstanding” rating awarded to the department by the AIRLANT Dental Officer during its Dental Readiness Inspection. In addition to this award, “Outstanding” ratings were awarded in all reporting categories for meeting and exceeding operating requirements—a first for a newly commissioned CVN department.

The Dental Department also supported the ship's mission in many other ways becoming a command leader in PRT results, PQS, Career Counseling Programs, and DC. Departmental 3M efforts during 1998 were noted during the COMNAVAIRLANT assist visit as outstanding and one for others to emulate. Departmental members also sponsored the first Wardroom Dining Out, spearheaded the command's Navy Relief, Savings Bonds, and CFC fundraising campaigns; and were active in MWR programs. During commissioning ceremonies, staff personnel escorted distinguished visitors, served on medical response teams, directed traffic, and coordinated ship's tours for the over 25,000 guests. The Department Head also assisted in the research and design of the Truman Room, hailed as the best in the CVN class.

ENGINEERING DEPARTMENT

The Engineering Department consists of five separate divisions: Maintenance Support Center (MSC), Maintenance and Material Management (3M), Quality Assurance (QA), Repair Division (R Div), and Battle Force IMA (BFIMA).

For the first half of the year, the thrust of the Engineering Department's effort was to deliver the ship on 30 June 1998. This took a tremendous effort from everyone in Maintenance to support this task. The remainder of the year was spent focusing on initial operations for the ship and its first “Shakedown” Cruise. During this period, maintenance personnel were very busy supporting shipboard repairs and coordinating off-ship maintenance and repairs.

Maintenance Support Center (MSC) – In February 1997, MSC established the ship's Master Technical Library with an initial order of approximately 1500 technical manuals and changes. Manuals were later received, updated and cataloged.

Maintenance Support Center was manned 5 May 1997 at CVN Outfitting and Support Center Suffolk, VA by various ratings in accordance with COMNAVAIRLANT/PAC Instruction 4700.23. A 16-week training schedule promulgated by NAVSEA PMS 312 was conducted for all MSC personnel with a LAN system was added to support the training. The LAN included the following software: GDAPL, TDMIS, TLMS, FEDLOG, P2002/NLL, ATIS, and NAVICP cross-reference file. The end of this period marked the established of the TLMS database for technical manual tracking and inventory.

In June 1997, MSC received its preliminary COSAL--COSAL was utilized for crew training and later validating ship equipment/systems. On 17 November 1997, MSC packed up and moved on board the ship establishing full MSC operations for crew and shipyard support, providing general drawings from ATIS, Tech manual support, COSAL, and technical screening for supply requisitions.

December 1997 – December 1998 MSC continued customer service receiving technical manuals, drawings, and aperture cards. Current technical documentation to date includes 6,827 technical manuals, 55,000 aperture cards, and 11,000 drawings. MSC continued its liaison with Norfolk Naval Shipyard and Newport News Shipbuilding validating equipment/systems for update to the WSF. CDM was not officially designated at Newport News until August 1998. In November 1998, MSC identified 90,000 workcenter discrepancies in the SCLISIS/OMMS databases and worked with ship's workcenters to identify the correct workcenter as designated in OMMS to update SCLISIS and WSF.

Final products for MSC consisting of 100 percent technical manuals, ship's drawings, ship's selected records, and final COSAL products are scheduled for delivery 60-90 days after PSA in March 1999.

Maintenance and Material Control (3M) Division - The 3M Office's primary mission was to establish a Maintenance and Material Management Program for the USS HARRY S. TRUMAN (CVN 75). This included providing various 3M related training topics at all levels of the command. A major highlight of this program was the Beta testing of electronic PMS scheduling which has now been approved for fleet wide usage.

The division also implemented the basic 3M Maintenance man training program which is conducted during School of the Ship. 3M Division also coordinated OMMS user training and ATIS training with SPAWAR, scheduled 2.0 Beta testing of electronic PMS scheduling--the first major platform to use electronic scheduling ship wide. This also included a CNO Manpower Report Analysis for the 4th and 5th Quarters.

The division later conducted a shipwide 3M assist to monitor progress of workcenters performance and usage of Sked 2 during each quarter. During the construction phase, the division coordinated 3M visits by COMNAVAIRLANT 3M Team to provide valuable training in workcenter administrative management and spot check training. This was followed by an official 3M-assist visit six months after Commissioning which cumulated outstanding results.

3M Division also developed and implemented the ship's Zone Inspection program.

All of these efforts are reflected in the fact that the command performs, on the average, over 6,000 maintenance requirements and approximately 1,500 spot checks each month.

Quality Assurance – The QA Division instituted introduction to Quality Assurance (QA) as per the Joint Fleet Maintenance Manual 4790.3 Vol. V. The division also developed a locally generated QA Instructor Guide, administered shipwide QA Training in the use and

implementation of QA Personnel Qualifications, Command Organization, Tests and Inspections, Controlled/Formal Work Procedures, and Audits and Surveillances.

Utilizing locally produced Instructor and Student Guides, the division instituted Quality Assurance Craftsman Training. Also developed and implemented Ship's SORM Article 31030, the governing document for the ship's QA Program. The QA Division later developed and implemented 36 QA training lectures which are utilized for shipwide QA training.

In order to support weld repairs and NDT inspections, the QA Division identified and obtained initial supporting technical repair standards and technical manuals. The division also assisted the Repair Division in developing and implementing the Welders' Training and Qualification Program.

Another notable accomplishment during this period was the research and update of the Allowance Equipment List (AEL) for Non-Destructive Inspection Equipment on CVN 68 Class Carriers. The AEL was updated to include TN Technologies Inc. Metallurgist, Ultra Sonic Testing Machines A-Scan and Digital Readouts, Yoke and Prod Magnetic Particle Machines, Metalographic Equipment Polisher, Cutoff Saw, Mold Press and calibrated measuring equipment.

On 9-11 September, the division successfully completed the ship's first Quality Assurance Audit conducted by AIRLANT, and on 28 September, the division supported the successful completion of the ship's first Nuclear Repair Controlled Work Procedure.

Repair Division – In April through May 1997, the Repair and DC Divisions formed and immediately set up training and preparations for School of the Ship and DC School of Ship. In July 1997 the Repair Division started space acceptance with MSC and the Print Shop. Repair and DC later divided and each shop was later prepared for acceptance by verifying equipment. HT's trained all officers on the CHT and function of an IMA.

The Repair Division later went to school for the CHT system and verified the CHT system hand over hand. At the end of 1997, material and supplies began arriving for all shops at which time the Repair Division started shift work to load 195 items. Also, the division began manning and training the preliminary Inport Emergency Team (IET), went to schools for fire fighting which included a Team Trainer, Buttercup, and Foam Generator.

In January 1998, the division finally moved aboard by accepting berthing assignments. Immediately, the division began the CHT qualification process and six-section, over-night duty and IET. The division continued building the qualification process and bringing on supplies. To do this, divisional personnel continued to go to school for HAZMAT, GFE, and Repair Locker Leader training.

In February 1998 the division started space acceptance for air wing spaces. CHT and List Control Systems were started in March. Crew Cert II was completed in April along with making the initial batch of commissioning plaques. The Machine Shop complex was accepted and the preliminary SDOSS was received.

In May, the division moved the engravers into their shop and organized the At-sea Fire Party. One month later, the division completed the BT and AT, fixed the flagstaff and welded a pad-eye on the mast for full dress ship in preparation for Commissioning. Trouble calls began to increase, and the division built seven sets off mahogany brow steps.

In July 1998, the division pumped the forward and aft CHT tanks from the forward sponson for the first time. This test also proved that the aerator must be running at all times because it was found that the exhaust for the aft tank was right next to the intake for officer's country. The division also built and installed the door for the Truman Room, shined and painted in preparation for Commissioning, and supported the Commissioning of the TRUMAN.

The display board and flagpoles for the Ceremonial Quarterdeck were built in August along with bikes racks, shop renovations and vidmars. Later, the division started the development of the welder/brazer training and qualification program and also manufactured and installed the navigational rake.

In October, the division corrected many INSURV items by ordering material and equipment for divisional spaces and systems. During TRUMAN's first port visit, the division pumped CHT to trucks on the pier and used a flow meter in the process for the first time. The division also installed new showerheads in engineering and assisted the rest of the ship in the install. Closing out a very busy month, the division also built and welded-in support equipment in the Mezzanine Gym.

The end of the year marked the first-time pumping of CHT from the port sponson to a barge alongside. During the time, a weld repair to CAT hydraulic cooler, patch brazes to multiple firemain flushing piping were completed and several braze jobs were done on the reefers. The division also modified and installed walnut handrails on the command ladders, repaired the molding on the Captain's gig, received hydro-blasters and completed repairs and alterations on the BELNAP POLE.

BFIMA – The BFIMA Division started out the year by maintaining the Deficiency Tracking System (DTS) which is used to track all Ship's Force Discrepancies Items (SFDI's) during Builder's & Acceptance Trials Discrepancies. The division also acted as the liaison between Ship's Force, Newport News Shipbuilding, and SUPSHIP Newport News.

The division also developed and implemented a database for tracking all CVN 75 related ship alterations during New Construction and the Post Shakedown Availability (PSA). It also participated heavily in the advanced planning for the PSA including the development of a database for tracking all scheduled PSA work. Before that, BFIMA provided expert coordination between Newport News Guaranty Engineers and Ship's Force for all Guaranty Defect Records (GDR's).

Damage Control Division - Prior to crew move aboard, DC Division was involved in developing DC curriculum and instituting the ship's Basic Damage Control training and qualification.

Initially, the division organized and trained the first Damage Control Training Team (DCTT) to support the training of emergency parties.

During the year, the DC Division also conducted special classes to train and qualify Reactor Department personnel in Basic DC while supporting their shift work during reactor testing. The division also trained and organized their Inport Emergency Team to support the ship's first Reactor Safeguard Exam (RSE).

Last year the division also organized and trained a Compartment Acceptance Team that worked closely with the shipbuilder to inspect and accept compartments under a turnover agreement. Also developed the Damage Control portion of the ship's Battle Organization manual (BOW) in preparation for manning all damage control billets that reduced the manning of "Condition One" damage control requirements by approximately 40 percent.

During the year, the division also outfitted 10 Repair Lockers, 25 Unit Repair Lockers and all portable fire fighting equipment for the 2nd deck and below in support of the crew move aboard. Three additional IET's were also trained to support six-section duty and damage control watch teams were organized and trained to prepare for the assumption of required watch stations.

After crew move aboard, the DC Division was involved in organizing and training the ship's at-sea fire party in preparation for the ship's first and subsequent underway periods. The following installed fire fighting systems were also accepted:

- 20 AFFF systems
- 32 CO2 Hose Reels
- 14 HALON Systems
- 10 APC Systems
- Fire Main

During Sea Trials, several tests were conducted which encompassed demonstrating and testing 45 different systems. This constituted 15 percent of the demonstrations conducted shipwide.

The DC Division completed the outfitting of 460 Self-Contained Breathing Apparatus (SCBA). This included involvement in the Navy's first bidding and procurement process of commercial, off-the-shelf damage control equipment and providing the shipbuilder with stowage location plans to suit the needs of ship design and our emergency response organization. CVN 75 was the first ship to receive SCBA's vice the standard Navy OBA's as part of initial outfitting.

During the year, the division also conducted acceptance inspections for 2700 spaces. This included the outfitting of all fire fighting equipment, furnishings, labels, CCOL's and egress markings. DC Division contributed to the completion of the ship's Operational Reactor Safeguards Exam by providing a highly trained Fire Party to combat Bravo and 4160-Volt Charlie fires.

LEGAL DEPARTMENT

The Legal Department's primary mission in 1998 was two fold. First, to provide legal services to the command and crew. Second, to process all gifts relating to the ship's commissioning.

Legal Services to the Command and Crew - The Legal Department provided legal counsel to the chain of command, administered justice according to the Uniform Code of Military Justice, processed administrative separations, directed the handling of command investigations and provided legal assistance to the crew.

Military Justice - In 1998, 383 report chits were processed. These chits resulted in 0 general courts-martial, 0 Article 32 investigations, 6 special courts-martial, 12 summary courts-martial, 239 non-judicial punishments and 314 executive officer inquiries. In addition, 3 administrative separations under Other Than Honorable Conditions in Lieu of courts-martial were processed.

Investigations - The Legal Department directed 33 investigations during 1998. In total, there were 26 Line of Duty determinations and 6 Command Investigations. The department also handled 1 Department of Defense Hotline Complaint.

Legal Assistance - In addition to providing countless legal assistance to members of the crew over a wide variety of issues, 429 powers-of attorney were prepared. Additionally, the command responded to 112 letters of indebtedness.

Processing of Gifts in Honor of the Commissioning - One of the most significant obligations of the Legal Office during 1998 was the processing of all gifts forwarded to the command in honor of the Commissioning. In total, over \$1.3 million worth of gifts were presented to the ship by the Commissioning Committee. These gifts ranged in size from the construction of the Truman Memorial Room to supplementing the reading material in the ship's library.

MEDICAL

The Medical Department moved aboard on 14 December 1997, and accepted 40 percent of the spaces assigned. The remaining 60 percent of the spaces--primarily consisting of the ward, treatment room, ICU, lab, and x-ray--were not ready to be accepted until May/June 1998.

The first half of 1998 was designated to the outfitting and commissioning of the ship. Therefore, training took precedence which consisted of daily drills and medical training. The outcome was that 75 percent of the ship's company became Basic Live Saving trained and medical personnel exceeded a 90 percent PQS qualification.

During the year, the department evaluated 10,483 outpatients and 65 inpatient visits. Additionally, 78 same-day surgeries and 265 surgical procedures were completed. Also, the following other services were offered:

1) Prescriptions filled	16,542
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2) Immunizations	7,158
3) Laboratory tests	10,914
4) Radiographs	601
5) Audiograms	1,668
6) Physical examinations	512

The Health promotion program was implemented by the evaluation of over 1000 Health Risk Appraisals. This was completed through the submission of POD notices, Family Gram articles, display boards, menu evaluations, nutrition and stress management counseling, and discussing wellness issues individually, as well as during school of the ship classes. The Health Promotion program consists of a variety of topics and areas of concern. The following topics were made available to the crew for their review: Physical Fitness and Sports Safety; Nutrition Education/Weight Management; Stress/Anger Management; Alcohol and Drug Abuse; Back and Knee Injury Prevention; High Blood Pressure and Cholesterol; Suicide Prevention; Personal Hygiene; Sexually Transmitted Diseases; HIV and Aids Awareness; Blood Borne Pathogens; Immunizations; and Child and Home Safety.

Tobacco cessation is addressed in the individual health records and risks are discussed at each patient visit. Presently, the ship utilizes tobacco cessation programs available on Norfolk Naval Base and at the Naval Hospital Portsmouth.

The annual Birth Month Recall and Medical Records inspection conducted by the TYCOM received a 97 percent compliance rate, the highest score on the waterfront.

NAVIGATION

This year TRUMAN's Navigation Department has achieved an astonishing level of readiness. From standing up inport and underway watch organizations to 21 restricted water passages, numerous CQ periods and evading Hurricane Bonnie, Captain Tom Otterbein's Navigation team has epitomized the ship's slogan of "The Buck Stops Here."

Utilizing an aggressive training regime, the ship stood up a six-section inport watch organization comprised of 65 officers and nearly 600 enlisted personnel on 12 January 1998. The inport watch team wrested control of TRUMAN from the shipyard and began the serious business of teaching the largely green crew the manner in which to operate a ship of the line in the United States Navy. When the ship berthed on 19 June 1998, this new team quickly established themselves as the sharpest team on the waterfront.

TRUMAN's Navigator, CDR [REDACTED], accomplished the daunting task of preparing the initial bridge watch teams to take this mighty warship to sea. This task was complicated by two extraordinary factors--only three of the 32 officers on the bridge team had ever had the deck on an aircraft carrier before and the TRUMAN's smart bridge system became operational a mere two weeks before the initial underway. Utilizing a demanding qualification regime which ATG termed "the most rigorous watch officer training program in the fleet"; TRUMAN was underway on time and without incident at 0900 on 8 June 1998.

The Navigation Team took the ship underway for Acceptance Trails on 2 July and had already established themselves as competent professionals. The first long-term test of the ship handling and navigational skills of TRUMAN's bridge team came in August when the ship was underway for 14 straight days. "Team TRUMAN" continued to perform superbly throughout the remainder of the year forging through complex evolutions including underway replenishment, hurricane evasion, and port visits to FT Lauderdale, Mayport and St. Thomas.

The Navigation Department has set the standard for TRUMAN's future by navigating 21 restricted water passages and sailing over 25,000 nautical miles without incident.

OPERATIONS DEPARTMENT

1998 was an extremely busy year for the Operations Department. After Acceptance Trials, the ship was accepted by the Navy and moved to Norfolk for Commissioning. In August, following Commissioning, TRUMAN went to sea for flight deck and Precision Aircraft Landing System (PALS)/Carrier Air Traffic Control Center (CATCC) certifications. The first arrested landing was logged by an F/A-18 from the Test Directorate at Patuxent River and the first catapult launch by a T-45 from the same command. All went extremely well leading to a high operational tempo for the remainder of the year as shown in the statistics below. Other functional areas in Operations were also hard at work training and certifying new equipment. The ship enjoyed a very successful Combat Systems Ship's Qualification Test (CSSQT), culminating in the test and live firing of all gun mounts and missile systems in November while operating in the Puerto Rican Operations Area. Photomates, Intelligence Specialists, Cryptologists, Meteorologists, and Electronic and Anti-Submarine Warfare experts all honed their skills through the shakedown of installed equipment and cross-decked to aircraft carriers both on deployment and throughout work-up cycles.

CY98 Statistics:

Sortie Scheduled: 2039	Sorties Flown: 1911	Sortie Completion Rate: 94%
Traps: Day – 2258	Night – 951	Total - 2915
Flight Hours: Day – 2496.0	Night – 1072.3	Total – 3568.3

OA DIVISION - Thirteen enlisted personnel and one officer manned the division to acceptable level. The highlight was the installation and subsequent operation of the TESS NC prior to Shakedown Cruise.

OC DIVISION - During 1998, TRUMAN's CATCC logged over 1,300 Case III approaches after achieving their initial certification in August. AC1(AW) [REDACTED] was nominated as the ship's candidate for the Air Traffic Controller of the Year.

OI DIVISION - Since commissioning of USS HARRY S. TRUMAN (CVN 75) on 25 July 1998, OI Division's operational focus has been on the professional training of our personnel on our equipment and systems. This includes the qualification of nine Air Intercept Controllers and a full NATO Sea Sparrow Missile System Firing team.

OP DIVISION - OP Division has accomplished a tremendous amount since commissioning. The division passed all certifications and inspections with zero discrepancies. Highlights include the acquisition of state-of-the-art equipment enabling the TRUMAN's Photo Lab to be the most advanced lab in the fleet. Equipment included: a Noritsu QSS 2301 SM HRCRT print processor, a Noritsu ECS 2000 silver recovery unit, two Kodak DCS 520 camera systems, three digital darkrooms, five medium format camera systems, and numerous accessories for existing equipment. These enabled the division to provide over 3500 photographs during the ship's commissioning--many of which were released to local and national publications. OP Division also augmented the USS ENTERPRISE (CVN 65) with a PHC during her major deployment.

OM DIVISION - Since the commissioning, OM Division has focused on the training and qualifying of personnel and testing of the associated USW equipment with an emphasis on the torpedo counter-measure system NIXIE.

OS DIVISION - Ship's Signals Exploitation Space (SSES) accreditation was completed 9 July 1998 which authorized SCI Operations for USS HARRY S. TRUMAN (CVN 75).

OW DIVISION - OW Division completed the ULM-4 range with a level 1 certification, completed 21 SELEX's, and received numerous training services from AFWTF & FACSFAC Norfolk.

OZ DIVISION - OZ Division manned up our spaces and initiated an intensive professional and technical training program which resulted in the promotion of all eligible personnel. The training regimen culminated during TRUMAN's shakedown cruise when CVIC provided 24-hour support to cyclic flight ops and orange air support for USS THEODORE ROOSEVELT (CVN 71) COMPTUEX. The Mission Planning workcenter developed SOP for the 23TV system, which was subsequently adopted by SPAWAR as the official documentation for this system. Despite the lack of traditional intelligence support systems, OZ Division initiated daily intelligence briefings and a weekly Department Head brief which provided timely intelligence to key shipboard personnel. OZ Division additionally provided numerous augments and TAD personnel to the GEORGE WASHINGTON, JOHN C STENNIS, THEODORE ROOSEVELT, CINCLANTFLT, and COMCARGRU EIGHT.

SUPPLY DEPARTMENT

Stock Control (S-1) Division - Stock Control Division (S-1) was established after the crew moved aboard in January 1998. Manned by 18 personnel in two ratings, the division is responsible for SUADPS administration, logistics support and customer service. Also, S-1 is responsible for providing a Q-COSAL On board Repair Parts Custodian.

During the pre-commissioning phase, logistics personnel vigorously pursued training opportunities. CNAL MTAT provided on-the-job training, classroom instruction and off-ship training which greatly benefited S-1. The division organized and developed annual training plans, incorporating instruction guides, training aids and lesson plans. Personnel were sent to Public Works to satisfy material handling equipment (forklift, mini-crane and 5 ton truck) licensing requirements. Advanced planning and training played a significant role in the highly successful initial start up of logistics divisions.

The load of initial outfitting Operating Space Items (OSI), General Use Consumables List (GUCL), Medical and Dental Allowance (AMAL/ADAL), and berthing/bedding items started in September 1997. The process was a shipwide evolution involving all departments and some personnel that were augmented to Supply. Over 2,500 pallets of material were expeditiously and flawlessly loaded in time for the crew move aboard in January 1998.

The ship's SUADPS database was implemented in July 1997. The building of the ship's COSAL database involved several key players. A COSAL quality review conference was conducted in September with TRUMAN Supply, SPAWAR, CNAL, SUPSHIP and NAVSEA. The initial SUADPS database was maintained through CNAL's mainframe until the actual implementation on board in April 1998. Usage data for COSAL and AVCAL items, and demand-based items from both USS JOHN C. STENNIS and USS ENTERPRISE were compiled and incorporated into CVN 75's database to establish initial SUADPS files.

Deploying with a high COSAL inventory level of 90 percent range and 82 percent depth, Stock Control provided outstanding supply support to ship's force and the embarked AIRWING during the shakedown cruise Nov/Dec 98. Aggressive expediting of CASREP and urgently

required items resulted in prompt receipt of material. Superb performance by TRUMAN's Beach Detachment provided positive control and timely delivery of critical items. Using IMPAC credit cards greatly enhanced the ship's ability to procure non-standard items with money value less than \$2,500. The Open Purchase section processed an average of 150 transactions per month, which is 90 percent of the total open purchase requests throughout the ship. Stock Control is able, willing, and always prepared to provide the best possible customer service and logistics support to the ship and embarked activities.

Food Services (S-2) Division - The Food Service Division (S-2) started operation of the General Mess on 12 January 1998, which was crew move aboard day. Surf and Turf with all the trimmings was served to the crew for the lunch meal. The Commanding Officer performed the ribbon cutting ceremony as the first meal was served on the mess decks. One week later, on 19 January, the first crew Birthday Meal was served in the First Class Petty Officers' Mess.

During Builder's and Acceptance Trials, both forward and aft galleys and the infamous taco/pasta bar were manned, and the crew experienced S-2 Division's "24 hour service" concept and the first "ice cream social." Every piece of galley and mess decks equipment was used and tested by INSURV inspectors, including the solid waste processing rooms.

After Acceptance Trials, the Food Service Division began preparing for the Commissioning Ceremony. Although Black Angus Catering catered the ceremony, the Food Service Division was instrumental in the overall success in feeding the 25,000 guests – including the President of the United States and many other Distinguished Visitors. A 750-pound cake in the shape of the ship was built by Food Service Division personnel and served to guests, and S-2 was responsible for the movement of food and drinks. A highlight of the day was the meritorious promotion of Petty Officer Bryant to Second Class by President Bill Clinton under the Command Advancement Program.

In August, during flight deck certifications, the Food Service Divisions served the first "Flight Deck Picnic" where the crew enjoyed over 15 main entrée items. September proved to be an important milestone for the crew as the Food Service Division went to the "self-serve" concept. In October the ship's Food Service Division was nominated as AIRLANT's and CINCLANTFLT's Ney Award finalists in the Aircraft Carrier category. Better news was on the horizon, when in February 99, TRUMAN was named as the CAPT Edward F. Ney Award winner.

In November the ship departed for a six-week shakedown cruise to the Caribbean and made a port call to St. Thomas, USVI. While in St. Thomas, the Food Service Division provided a daily cookout at Megan's Bay beach, and provided hot food at fleet landing--all while enjoying the Thanksgiving Day holidays under the sun. Hangar Bay #2 was the site of the Navy League reception hosted by the Food Service Division, where many of the island natives and dignitaries enjoyed an evening of food and drink.

On the one-year anniversary of the galley's opening, the Food Service Division hosted a food show extravaganza which featured over 55 different food items. Finally, while underway in

January, the Hangar Bay became the site of another food show as the crew gathered to watch Super Bowl Sunday and eat great food.

Sales and Services (S-3) Division - The Sales and Services Division (S-3) has come a long way from its inception at Building 608 in Newport News Shipyard to full service on board HARRY S. TRUMAN. Services commenced on board 12 January in conjunction with crew move aboard. This included the Grand Opening of the "7-11" store located at 02-190-4-Q, laundry services and the combined Officer/Crew Barbershop located at 02-195-6-L.

On 1 February, the Division introduced vending operations on board HARRY S. TRUMAN, which included ten soda machines and five snack machines, all located on the aft mess decks. 8 June was the grand opening of the HST Mall located at 3-148-0-Q. This allowed for the temporary closing of the "7-11" store on the O-2 level due to a severe manpower shortage.

S-3 Division was extremely busy on Commissioning Day, 25 July. S-3 had two tents on both ends of the pier for emblematic sales, as well as sixteen soda machines located along the pier. S-3 had a very successful day bringing in \$105,000.00 in total sales for the event. With Commissioning brought increased underway time, including a trip to FT Lauderdale, FL to participate in Broward County Navy Days. S-3 again provided emblematic sales for the event. Diligent planning resulted in sales totaling \$30,000 dollars. Upon return, HARRY S. TRUMAN held its first ever Family and Friends Day Cruise. During the cruise, the division sold \$20,000 worth of emblematic items. To date, S-3 Division has provided \$185,000 in profits to the Morale, Welfare, and Recreation Fund to the crew.

Disbursing (S-4) Division - The Disbursing Division (S-4) was the first Supply Division to move aboard the ship. The strong division has continued to provide exceptional pay account and disbursing services to the crew. They continued their extraordinary pay record accuracy and pay-action processing performance throughout the year. The division was recognized as being at the forefront of the waterfront with regard to technological innovations and automation on their recent ASMAT II. The installation of the IT21 system provides continuous real-time connection to DFAS Cleveland Center for continuous access to members' Master Pay Accounts and direct processing of pay actions. Our JUMPS error rate was only 0.5 percent, less than one half the average error rate for Atlantic Fleet aircraft carriers.

Wardroom (S-5) Division - On 12 January, the Wardroom Division (S-5) started food service to officers. Surf and Turf was served for the lunch meal with all the trimmings. The Commanding Officer was the host of a very successful VIP luncheon in the Wardroom on this same day.

During Builder's and Acceptance Trials, Wardroom 1 & 2 was opened to accommodate all the shipyard riders and the AIRWING and every stateroom was used to full capacity. The Flag Mess Galley was also placed in operation to accommodate the Director, Naval Reactors.

Wardroom 3 was later closed for renovations, which were completed by Davis Interiors and Tecnico Inc. Numerous remodeling jobs were done giving Wardroom 3 a totally new look.

New tile was laid, new wallpaper was applied, a false overhead was put up, and new equipment was installed. The grand re-opening was held 25 January 1999.

The Wardroom Office was renovated. Furnishings were removed and replaced with more modern office furniture and cabinets. The "mini-lounge" was also remodeled and converted to a training and conference room.

The first Wardroom Officer was LT [REDACTED], followed by LTJG [REDACTED], and then LT [REDACTED]. All three officers have been extremely successful in running a fine mess.

The Wardroom hosted numerous VIP receptions including a Naval Surface Warfare Association Luncheon, Commissioning Prayer Breakfast, VIP Commissioning Day Breakfast on the Hangar Bay, a DACOWITS luncheon, and numerous other significant receptions.

The Aviation Support (S-6) Division - The Aviation Stores Division (S-6) completed its first year with numerous accomplishments and success stories. The division initially stood up in March after successfully organizing, planning and managing the establishment of 23 storerooms. Based upon the AVCAL allowances built during the February AVCAL conference, the division started receiving material from the USS NIMITZ in June. To date, S-6 has received over 5,000 aviation repairable, 1,300 surface repairables and 16,000 consumable items.

The division has implemented many management information systems this year. SUADPS-RT -Aug 1998, IBS -Aug 1998, NALCOMIS-IMA -Oct 1998, and FACTS -Jan 1999. During COMPTUEX, S-6 Division supported CVW 1 consisting of the following squadrons: VF 101, VFA 106, VR 2, VFA 105, VF 211, VRC-40, VAW 121, VS 31, VAQ 209, VX 9, VX 1, HS 75. The division's inexhaustible energy and attention to detail enabled them to process over 17,000 requisitions, 2,500 receipts and stows, while expediting over 250 NMCS/PMCS and 1 Broad Arrow.

The Material (S-8) Division - Material Division (S-8) coordinated and executed the load out of over 35,000 line items of General Use Consumable List (GUCL) and Operating Space Inventory (OSI) material worth over \$10 million dollars and 16,000 line items of COSAL material. Additionally, 75,000 berthing requirements valued at \$2.5 million dollars were on-loaded to support the crew at move aboard.

Thirty storerooms were prepared for Builder's and Acceptance Trials, and INSURV. The Integrated Barcode System (IBS) was implemented for material and inventory processing, which drastically improved the efficiency of the division.

Once the initial on-load of material was completed, S-8 Division went into normal daily operations in August. From August through December, S-8 coordinated, delivered, and on-loaded 6,337 pallets of AIRWING gear, food stores, DTO material, and stock material. The Division also managed the first UNREP and barge-along-side on-load.

Hazardous Material (S-9) Division - The Hazardous Material (S-9) division provided superb support to both ship's company and deployed AIRWING personnel. During 1998, the S-9 Division went from a non-existent program to one of the forerunners in the Atlantic Fleet. The Division recorded an impressive 10,000 plus issues in a 6-month period, after HICS came online in August. The level of performance and service has consistently improved and grown. S-9 Division is manned with temporary additional duty personnel from various departments. Great accomplishments have marked the first year of the HAZMAT Division's life, and greater things loom in its future.

Quality Assurance (S-10) Division -- The establishment of the Quality Assurance (S-10) division began in January during the crew move aboard. During the first few months, schedules were implemented and research was done to ensure the right assurance checks would be planned. Template reports were created as well as trend reports. In order to develop the Quality Assurance Division within the Supply Department, many things needed to occur. First SUADPS-RT had to be implemented so we had something to check. Then stock had to be brought on board so there was material to inventory and perform location audits. Since the 12 January move aboard, all these things were accomplished. The division, ensuring that all material made it to the right location, completed a ship wide Location Audit Program (LAP) of all storerooms. Immediately after the LAP, a ship wide inventory was done. This is when things really started to happen. Once we had about 3 months of data in the SUADPS-RT database, we were able to begin the quality assurance audits to ensure proper procedures were being followed and all TYCOM goals met.

The Quality Assurance team members were selected because they are highly motivated and enthusiastic. These individuals are knowledgeable and review supply manuals and instructions to enhance their understanding of procedures. The team is responsible for checking inventory validity, ensuring supply procedures are adhered to, and operational readiness of the ship is achieved by way of a sound and solid Supply Department. Twenty-seven monthly audit reports and nine quarterly audit reports are meticulously completed. Eleven additional reports are done monthly to ensure the Supply Department meets Commander, Naval Air Force, U.S. Atlantic Fleet (CNAL) goals. Sample inventories are performed monthly to make sure SUADPS-RT matches stock and readiness percentages meet CNAL goals. Additional checks are implemented whenever needed. To date, the team has performed over one thousand spot checks. The QA team goal is to assist, train, and promote cooperation and communication between all divisions of the Supply Department.

Chief Petty Officer Mess (S-11) Division - The Chief Petty Officer Mess (S-11) started food service 12 January, serving 145 Chief Petty Officers. By-laws for the mess were finalized 8 June and Menu Review, Habitability, and Social Committees were established. ETC [REDACTED] was the first Mess Caterer and S-11 Division Officer and was instrumental in setting up the mess movie and sound system. The CPO Mess has been completely overhauled and updated to include: a conference room, movie theater, remodeled seating areas, intercom system, 3 Challenge Athena Phone Booths, and 5 computer carousels. Tecnico and Davis Interiors were used to complete the overhaul.

The CPO Mess now has 193 Chief Petty Officers and a monthly COMRAT's total of \$40,787. During 1998, the CPO Mess had numerous Hail and Farewells. The Mess operates with an MS1, MS2, MS3, 3 MSSA's, and 17 Food Service Attendants TAD from other Departments. The CPO Mess manages the mess, 13 berthing areas, 4 heads, 2 passageways, and 1 storage space.

Post Office (S-12) Division - The Post Office Division (S-12) moved aboard on 15 April and was officially opened for business on 22 April. Due to the sensitive location of the Post Office on the ship, S-12 Division was the last division in the Supply Department to move aboard. During the months of operation prior to Commissioning, finance services were limited to the sale of stamps only. This was due to USPS restrictions on the use of any specific date on any mail prior to the actual commissioning date. Money orders could not be sold because they are sold with the date of sale printed on them. Also, no mail leaving the ship could be sent out with a cancellation date stamped on it. On 25 July, the Post Office opened for full service and was immediately swamped with hundreds of requests for First Day Covers with approximately 3000 being provided.

During the months of November and December, HARRY S. TRUMAN completed a shakedown cruise. The Post Office got its first taste of large volumes of incoming and outgoing mail when over 6,000 pounds of mail were received or dispatched. Mail service was also provided during the ship's first non-CONUS port visit to St. Thomas, U.S.V.I.

During the remainder of the year, the post office served as a test bed for several CINCLANTFLT postal innovation programs. These programs included the testing and evaluation of a new Integrated Retail Terminal, which for the first time included a Postage Validation Printer. This printer eliminated the need for the old unreliable postage meters. Also tested was a new directory program, which expedites the processing of all forms of directory mail. The Post Office also became the first ship board Post Office capable of adding postage funds on official meters by phone. S-12 Division is looking forward to many more challenges in the New Year.

Damage Control and 3M (SS40) Division - The Damage Control and 3M Division (SS40) was extremely busy when the crew moved aboard. The Division was responsible for outfitting all 746 Supply Department spaces with damage control equipment. MS1 [REDACTED] and SKC [REDACTED] started the division and completed all research required to procure material to put a capable damage control and 3M center together. The division was formed at crew move aboard. SS40 loaded and placed 1,753 EEBD's for the Department. The division was responsible for monitoring and solving any maintenance problems from all 11 divisions within the Department. SS40 trained and qualified 98 percent of the Department 3M 301 and Basic DC. The division completed 103 maintenance requirement cards (MRC's) and 801 equipment guide lists (EGL's). The hard work and dedication of the 9-man division has allowed the Department to operate at high equipment and damage control readiness state.

TRAINING DEPARTMENT

Integrated Training Team (ITT) - During the Shakedown Cruise, the ship's ITT coordinated the first two fully integrated General Quarters (GQ) drills, with players from Damage Control Training Team, Combat Systems Training Team, Medical Training Team, and Seamanship & Navigation Training Team. A third GQ drill held during the January/February FRS CQ incorporated the Power Plant Drill Team. GQ drills during the Shakedown cruise placed the ITT well ahead; seven months prior to TSTA and one and a half years prior to work-ups, as they are currently scheduled.

Training Management System (TMS) - Since implementing TMS three years ago, the Training Department has processed over 2,300 service records, carefully recording any schools, courses, or Personnel Qualification Standards crewmembers completed prior to reporting on board. The system continues to track training for TRUMAN Sailors after they report to the command. Over 3,000 newly completed courses have been entered into the system, and it is currently being updated to track PQS in order to increase its usefulness for Training Petty Officers. PQS inputs have been completed for 40 divisions in 10 departments.

Well over 600 service records have been processed since the ship's commissioning. Five hundred and eleven new courses have been entered for Sailors attached to the TRUMAN.

School of the Ship (Indoctrination) - 2,481 Sailors have graduated since the inception of School of the Ship on 12 January. This sum reflects 115 Officers, 149 Chief Petty Officers, 1,096 Petty Officers, and 1121 Non-Petty Officers. School of the Ship was renamed Indoctrination on the date of the ship's Commissioning. Three hundred ninety-four TRUMAN Sailors attended Indoctrination from 25 January through 31 December 1998. Of this, 174 are graduates of the Basic Living Value Education (BLVE) program for Sailors E-1 through E-3.

Quota Control - Training Department's Quota Control Division is responsible for obtaining quotas, forwarding clearances, and generating no-cost orders for TRUMAN Sailors attending CANTRAC schools. The division continues to track schools through their completion and ensures they are registered in TMS. Three thousand four hundred and six quotas have been obtained in the history of the command, 511 since the ship's Commissioning.

TAD Division - The TAD Division has been responsible for the budgeting of \$120,000 since 3rd Quarter FY 1996 to meet the training and travel needs of 17 departments. Careful management of OPTAR funds is essential in ensuring that all departments are fairly afforded the opportunity to train personnel as required for the maintenance and operation of the carrier and her numerous systems.

Personnel Qualification Standards (PQS) - Since September 1997, the Training Department has developed the command's PQS program to include auditing, tracking, and assisting Training Petty Officers in managing PQS for all departments. Tracking of shipwide qualifications have assisted the Engineering Department in ensuring that the entire crew receives training essential to safety and readiness. The percentage of the crew qualified on time in Basic Damage Control and Maintenance and Material Management has been kept well above fleet averages since the onset

of PQS reporting. Regular and assist audits for each department have helped to train Division Training Petty Officers to manage training in accordance with Navy-wide and Type Commander instructions and ensured timely entries of all PQS qualifications into personnel service records.

WEAPONS DEPARTMENT

Some of Weapons Department's primary accomplishments for 1998 include the establishment of five divisions, integrated seven ratings, training and qualifying all armed brow watches, elevator and forklift operators and certifying ordnance handling teams. Each and every evolution went as smooth as a seasoned team's performance. The many hours dedicated to training paid off during our assist visit and each evolution was lauded as outstanding by the inspectors and observers. Despite a 30 percent manning shortfall, Weapons Department has made significant contributions toward the achievement of the fleet's combat prowess.

G-1 Division - G-1 Division formed in January and grew from a crew of 11 to a crew of 56. Over 50 divisional spaces were accepted, 30 Raymond Reach Forklifts received and 2500 pieces of IMRL gear accepted/inspected. Ninety explosive operator forklift drivers licenses were issued and fourteen personnel were trained on flight deck operations. G-1 flawlessly supported CVW-1 in all ordnance requirements during the Shakedown Cruise.

G-2 Division - G-2 Division established the ship's armory, providing weaponry and guidance to properly protect the ship, as well as contributing directly to the overall security readiness of the ship through the certification of 435 personnel on the 9MM, 12 gauge and M-14. Seventy-five classroom sessions were conducted and twenty-five FAM fires were also conducted on board HARRY S. TRUMAN. In addition, Navigation Department and flight deck personnel were qualified in the use of MK 79 Personnel Distress Signal Kits. All this while simultaneously completing sprinkler certification.

G-3 Division - G-3 Division completed the acceptance and establishment of over 40 magazine spaces, as well as certified 68 highly proficient and professional ordnance handling and bomb assembly team members. Additionally, G-3 along with G-1 provided support to the USS GEORGE WASHINGTON (CVN 73), USS THEODORE ROOSEVELT (CVN 72), and CVW-1.

G-4 Division - G-4 Division was directly responsible for the satisfactory completion of the Consolidated Operability Test, and all pre-sea trial and sea trial elevator tests and inspections. The COMNAVAIRLANT weapons elevator inspection team rated the division high and were impressed by the material condition of the weapons elevator and the level of knowledge for operators. One hundred and twenty-seven personnel were qualified as elevator operators/safety observers. Additionally, G-4 constructed and established the department electrical tool issue room, painted 60 elevator ramps and doors, repaired the aft pump, rebuilt the aft hydraulic pump, and installed both the orifice modification and the EMI filter modification.

G-5 Division - G-5, the heart of all Weapons Departments, organized and monitored all weapons evolutions and ensured all ammunition that was required to support the ship's training mission was requisitioned and loaded out through eight ammunition on-loads resulting in the flawless

receipt of 133 tons of ordnance. As well as coordinating the safe and successful back load of 11 RIM-7, 6 Blast Test Vehicles, and 15,000 rounds of CIWS ammunition, G-5 was instrumental in the completion of CSSQT.