



DEPARTMENT OF THE NAVY

USS Kitty Hawk (CV-63)

Fleet Post Office

San Francisco, Ca 94634

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[REDACTED] - (Unclassified upon removal of enclosures 6 and 14)

From: Commanding Officer, USS KITTY HAWK (CV-63)

To: Chief of Naval Operations (OP-0502)

Subj: USS KITTY HAWK (CV-63) Command History; forwarding of

Ref: (a) OPNAVINST 5750.12 (Series)

Encl: (1) USS KITTY HAWK (CV-63) Command History
(2) Executive Department
(3) Supply Department
(4) Training Department
(5) Air Department
(6) Aircraft Intermediate Maintenance Department
(7) Weapons Department
(8) Communications Department
(9) Deck Department
(10) Navigation Department
(11) Medical Department
(12) Dental Department
(13) Engineering Department
(14) Operations Department
(15) Chaplain's Department
(16) Ship's Force Overhaul Maintenance System Department
(17) KITTY HAWK Post COH Photographs
(18) Officer Personnel Social Roster
(19) Officer Personnel Roster of Primary and Collateral Duties
(20) Enlisted Personnel Roster

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1. In accordance with reference (a), enclosures (1) through (20) are submitted.

R. C. TAYLOR

Copy to:
Director of Naval History (w/o encls 17-20)

Reg. No. 631 027 009

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USS KITTY HAWK (CV-63)
COMMAND HISTORY
1982

Enclosure (1)

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TABLE OF CONTENTS

Calendar of Events	3
Narrative of Events	4
Roster of Key Personnel	6
Carrier Landings	8
Underway Replenishments	9
Combat and Combat Support Sorties	10
Awards Earned by Ship	11
Awards Earned by Ship's Personnel	12
Sailor of the Month	14
Sailor of the Quarter	15
Supervisor of the Month	16
Supervisor of the Quarter	17
Sailor and Supervisor of the Year	18
Distinguished Visitors	19
Complex Overhaul Accomplishments	21

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CALENDAR OF EVENTS

6 JAN UNDERWAY FOR PUGET SOUND NAVAL SHIPYARD, BREMERTON, WASHINGTON

10 JAN ARRIVED DRYDOCK SIX, PUGET SOUND NAVAL SHIPYARD, BREMERTON, WASHINGTON.

10 FEB CAPTAIN TAYLOR, COMMANDING OFFICER, USS KITTY HAWK PRESENTED HIGH SCHOOL DIPLOMAS TO KITTY HAWK CREWMEMBERS.

8 MAR VADM SCHULTZ, COMMANDER, NAVAL AIR FORCE, U.S. PACIFIC FLEET, PRESENTED THE "GOLDEN ANCHOR" AWARD TO THE USS KITTY HAWK.

7-14 MAY USS KITTY HAWK WINS FIRST PLACE IN FLOAT DIVISION IN THE ANNUAL ARMED FORCES WEEK PARADE, BREMERTON, WASHINGTON.

24 JUN DRYDOCK SIX WAS REFLOODED AND THE USS KITTY HAWK WAS AGAIN AFLOAT.

22 SEP SUCCESSFUL LIGHT-OFF EXAMINATION FOR NUMBER ONE AUXILIARY MACHINERY ROOM AND NUMBER ONE MAIN MACHINERY ROOM

28 OCT SUCCESSFUL LIGHT-OFF EXAMINATION FOR NUMBER TWO AUXILIARY MACHINERY ROOM AND NUMBER FOUR MAIN MACHINERY ROOM.

1-20 NOV THE USS KITTY HAWK WAS DECLARED INHABITABLE AND THE CREW RETURNED ABOARD.

3 DEC SUCCESSFUL LIGHT-OFF EXAMINATION FOR NUMBER TWO MAIN MACHINERY ROOM.

22 DEC SUCCESSFUL LIGHT-OFF EXAMINATION FOR NUMBER THREE MAIN MACHINERY ROOM.

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NARRATIVE OF EVENTS

1. The USS KITTY HAWK (CV-63) entered 1982 moored alongside pier Oscar-Papa at Naval Air Station, North Island. The carrier was completing a post-deployment stand-down posture with a large number of her crew on leave over the holidays. Rip-out of the air-wing berthing spaces had commenced in addition to the initiation of other pre-COH work.

2. USS KITTY HAWK departed San Diego on 6 January 1982 for the Puget Sound Naval Shipyard located at Bremerton, Washington with 120 dependants, and over 700 private vehicles and 2,200 crewmembers. The transit to Bremerton became known as "Operation Ark" when people, automobiles, personal property and pets were loaded on board for the four-day passage north. On 10 January the journey ended as the ship maneuvered into position for entry into the dry dock. Dry-docked, the KITTY HAWK settled down to work on a twelve and a half month overhaul.

3. Following the off-load of "Operation Ark" the crew proceeded to move on board the Hugh J. Gaffey, a pre-World War II transport that has been converted into a berthing ship. Also located on the Gaffey were the Dining Facility, Wardroom, Medical Department and many of the KITTY HAWK's personnel service offices.

4. On 10 February, Captain R. C. Taylor, Commanding Officer of the USS KITTY HAWK, presented high school diplomas to twenty-two crewman. The men were participants in a high school completion program sponsored by the San Diego Community College and administered by the KITTY HAWK. This brought the total number of graduates to eighty-six since its inception in April 1981.

5. On 8 March Vice Admiral R. F. Schoultz, Commander, Naval Air Force, U.S. Pacific Fleet presented the "Golden Anchor" award to Commanding Officer, Captain R. C. Taylor. The award is symbolic of the Pacific Fleet aircraft carrier achieving the highest rate of personnel retention for the previous year.

6. This was the second time in the last three years that the KITTY HAWK has earned the coveted award.

7. Armed Forces Week in May was highlighted by the appearance of the KITTY HAWK float in the annual parade, complete with exact model of the Wright brothers original KITTY HAWK. The men from AIMD did an outstanding job of designing a float the entire ship could be proud of. A dozen of others volunteered their spare time to the project including the wife's clubs who came in the night before the parade to attach over nine thousand flowers to the float.

8. Other events that included KITTY HAWK participation: Armed Forces Queen/Miss Bremerton Pageant, with four Hawkmen escorting the contestants, the YMCA Drownproofing Marathon, basketball and softball tournaments and the City Hall Take-over. Data System Technician Second Class Dale Philpot led the group as mayor.

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9. In July, the Puget Sound area was introduced to the USS KITTY HAWK II, a twenty-two foot replica designed and built by the crew, as it made its debut in Seattle at the annual Sea Fair Chevron USA Milk Carton Boat Race.

10. Design and construction of the boat was done entirely during crew members spare time. The actual construction took approximately four hundred man-hours and three hundred empty gallon milk cartons.

11. On 24 July, a major milestone in the overhaul was achieved. Drydock six was reflooded and the USS KITTY HAWK was again afloat.

12. The layout step of the overhaul was taken on 22 September when the Light Off Examination for number one Main Machinery Room was successfully completed on schedule.

13. During November the USS KITTY HAWK was again inhabitable and the crew moved back aboard signifying another major step in COH.

14. The month of December was dedicated to the completion of many jobs for COH and preparation for the long awaited return to San Diego an being an operational carrier again.

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ROSTER KEY PERSONNEL

COMMANDING OFFICER	R. C. TAYLOR (CAPT)	1 JAN - DEC 82
EXECUTIVE OFFICER	J. L. UNRUH (CAPT)	JAN 82 - JUN 82
	R. E. KORDALSKI (CAPT)	JUN 82 - DEC 82
AIR DEPARTMENT	■ ■ ■■■■■ (CDR)	JAN 82 - DEC 82
AIMD	■■■■■■■■■■ (CDR)	JAN 81 - DEC 82
COMMUNICATIONS DEPARTMENT	■ ■■■■■ (LCDR)	JAN 82 - DEC 82
DECK DEPARTMENT	■ ■ ■■■■■ ■■■ (LCDR)	JAN 82 - DEC 82
DENTAL DEPARTMENT	■ ■ ■■■■■ (CDR)	JAN 82 - DEC 82
ENGINEERING DEPARTMENT	■ ■■■■■■■■■ (CDR)	JAN 82 - DEC 82
EXECUTIVE DEPARTMENT	■ ■ ■■■■■ (LT)	JAN 82 - DEC 82
MEDICAL DEPARTMENT	■ ■ ■■■■■ (LCDR)	JAN 82 - FEB 82
	■■■■■■■■■■ (LCDR)	FEB 82 - DEC 82
NAVIGATION DEPARTMENT	■ ■ ■■■■■ (CDR)	JAN 82 - JUN 82
	■ ■ ■■■■■ (CDR)	SEP 82 - DEC 82
OPERATIONS DEPARTMENT	P. A. RUTH (CAPT)	JAN 82 - 31 JUL 82
	J. M. NASH (CAPT)	JUL 82 - DEC 82

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SUPPLY DEPARTMENT	[REDACTED] (CDR)	JAN 82 - DEC 82
TRAINING DEPARTMENT	[REDACTED] (CDR)	JAN 82 - AUG 82
	[REDACTED] (CDR)	AUG 82 - DEC 82
WEAPONS DEPARTMENT	[REDACTED] (CDR)	JAN 82 - DEC 82
CHAPLAINS DEPARTMENT	[REDACTED] (CDR)	JAN 82 - DEC 82

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CARRIER LANDINGS

No carrier landings were done aboard USS KITTY HAWK in 1982 due to COH.

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UNDERWAY REPLENISHMENT SCHEDULE

No underway replenishment was done by USS KITTY HAWK in 1982 due to COH.

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COMBAT AND COMBAT SUPPORT SORTIES

No combat or combat sorties were flown from USS KITTY HAWK during 1982.

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AWARDS EARNED BY SHIP

USS KITTY HAWK was awarded the Golden Anchor Award on 8 March 1982, for the period 1 October 1980 to 30 September 1981.

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LCDR		NAM (NAVY ACHIEVEMENT MEDAL)
EM3		LOC (LETTER OF COMMENDATION)
HN		LOA AND LOC (LETTER OF APPRECIATION AND COMMENDATION)
BTC		COMNAVAIRPAC CITATION
CDR		NAM (NAVY ACHIEVEMENT MEDAL)
AW1		LOA (LETTER OF COMMENDATION)
PCCS		NAM (NAVY ACHIEVEMENT MEDAL)
DP2		NAM (NAVY ACHIEVEMENT MEDAL)
SSGT		NAM (NAVY ACHIEVEMENT MEDAL)
RMC		NAM (NAVY ACHIEVEMENT MEDAL)
AFCM		NAM (NAVY COMMENDATION MEDAL)
DKC		NAM (NAVY ACHIEVEMENT MEDAL)
LCDR		NAM (NAVY ACHIEVEMENT MEDAL)
AT1		NAM (NAVY ACHIEVEMENT MEDAL)
LCDR		NAM (NAVY COMMENDATION MEDAL)
ABE1		NAM (NAVY ACHIEVEMENT MEDAL)
ABEC		NAM (NAVY ACHIEVEMENT MEDAL)
ABEC		NAM (NAVY ACHIEVEMENT MEDAL)
HMCS		NAM (NAVY ACHIEVEMENT MEDAL)
ATCS		NAM (NAVY ACHIEVEMENT MEDAL)
ENS		NAM (NAVY ACHIEVEMENT MEDAL)
MMFN		LOC (LETTER OF COMMENDATION)
EM3		LOC (LETTER OF COMMENDATION)
OSC		COC (CERTIFICATE OF COMMENDATION)
SK2		NAM (NAVY ACHIEVEMENT MEDAL)
ABE2		NAM (NAVY ACHIEVEMENT MEDAL)
ENS		NAM (NAVY ACHIEVEMENT MEDAL)
EM1		NAM (NAVY ACHIEVEMENT MEDAL)
YN3		LOC (LETTER OF COMMENDATION)
ICC		NAM (NAVY ACHIEVEMENT MEDAL)
OSCS		NAM (NAVY ACHIEVEMENT MEDAL)
HTC		NAM (NAVY ACHIEVEMENT MEDAL)
MR1		NAM (NAVY ACHIEVEMENT MEDAL)
ABE2		COMNAVAIRPAC CITATION
ENS		NAM (NAVY ACHIEVEMENT MEDAL)
PHC		NAM (NAVY ACHIEVEMENT MEDAL)
EM2		NAM (NAVY ACHIEVEMENT MEDAL)
LCDR		NAM (NAVY ACHIEVEMENT MEDAL)
ENS		NAM (NAVY ACHIEVEMENT MEDAL)
HT1		NAM (NAVY ACHIEVEMENT MEDAL)
ABH1		NAM (NAVY ACHIEVEMENT MEDAL)
AD1		NAM (NAVY ACHIEVEMENT MEDAL)
BT3		NAM (NAVY ACHIEVEMENT MEDAL)
RM1		NAM (NAVY ACHIEVEMENT MEDAL)
DP2		NAM (NAVY ACHIEVEMENT MEDAL)
		(GOLD STAR SECOND AWARD)
ABE2		NAM (NAVY ACHIEVEMENT MEDAL)
MM2		NAM (NAVY ACHIEVEMENT MEDAL)
AQCS		NAM (NAVY ACHIEVEMENT MEDAL)

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MSCS	[REDACTED]	NAM (NAVY ACHIEVEMENT MEDAL)
TM1	[REDACTED]	LOC (LETTER OF COMMENDATION)
GMT2	[REDACTED]	LOC (LETTER OF COMMENDATION)
LT	[REDACTED]	CERTIFICATE OF DECORATION
ACC	[REDACTED]	NAM (NAVY ACHIEVEMENT MEDAL)
CAPT TAYLOR		MUC (MERITORIOUS UNIT CITATION, AWARD OF BRONZE STAR IN LIEU OF FOURTH AWARD)
CDR	[REDACTED]	HUMANITARIAN SERVICE MEDAL
ENS	[REDACTED]	NAM (NAVY ACHIEVEMENT MEDAL)
PCCS	[REDACTED]	NAM (NAVY ACHIEVEMENT MEDAL)
MS1	[REDACTED]	LOC (LETTER OF COMMENDATION)
AMH1	[REDACTED]	NAM (NAVY ACHIEVEMENT MEDAL)
LT	[REDACTED]	NAM (NAVY ACHIEVEMENT MEDAL)
NC1	[REDACTED]	LOC (LETTER OF COMMENDATION)
AMS3	[REDACTED]	NAM (NAVY ACHIEVEMENT MEDAL)
AOC	[REDACTED]	LOC (LETTER OF COMMENDATION)
BM1	[REDACTED]	COMNAVAIRPAC CITATION
LTJG	[REDACTED]	NAM (NAVY ACHIEVEMENT MEDAL)
MS1	[REDACTED]	COMLANTWINGPAC CITATION
CAPT HIPPER		MERITORIOUS SERVICE MEDAL

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SAILOR OF THE MONTH

January.....	AT2	.	
February.....	ABEAA	.	
March.....	AN	.	
April.....	QM3	.	
May.....	AG3	.	
June.....	MSSA	.	
July.....	AG3	.	
August.....	DS3	.	
September.....	AN	.	
October.....	OS3	.	
November.....	AC3	.	
December.....	AC3	.	

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SAILOR OF THE QUARTER

Jan - Mar AN [REDACTED]
Apr - Jun PC3 [REDACTED]
Jul - Sep AN [REDACTED]
Oct - Dec OS2 [REDACTED]

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SUPERVISOR OF THE MONTH

January	AMS2	[REDACTED]
February	AZ1	[REDACTED]
March	GMM1	[REDACTED]. [REDACTED]
April	DS2	[REDACTED] T
May	IS1	[REDACTED]
June	FTM1	[REDACTED]. [REDACTED]
July	ABF1	[REDACTED] N
August	AW1	[REDACTED]. [REDACTED]
September	AC1	[REDACTED]
October	AD1	[REDACTED] S
November	AC1	[REDACTED]
December	ET1	[REDACTED] Y

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SUPERVISOR OF THE QUARTER

Jan - Mar AZ1 [REDACTED]
Apr - Jun FTML [REDACTED]
Jul - Sep AW1 [REDACTED]
Oct - Dec AD1 [REDACTED]

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SAILOR OF THE YEAR

1982 OS2 [REDACTED]

SUPERVISOR OF THE YEAR

1982 AD1 [REDACTED]

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DISTINGUISHED VISITORS

January

7 RADM Bird
 Deputy Chief of Naval Material

12, 8 VADM Schoultz
 Naval Air Force, U.S. Pacific Fleet

February

23 RADM Moore
 U.S. Pacific Fleet, Material

March

8 VADM Schoultz
 Naval Air Force, U.S. Pacific Fleet

April

29 RADM Brown
 Carrier Group ONE

29 RADM Moore
 U.S. Pacific Fleet, Material

May

12 The Honorable George Sawyer
 Asssistant Secretary of the Navy

July

12 RADM Moore
 U.S. Pacific Fleet, Material

August

5 RADM McCarthy
 Carrier Group ONE

September

9. RADM Easterling
 Naval Air Force, U.S. Pacific Fleet

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October

13 COMO Fiske
 Assistant Naval Sea System Command

18 RADM McCarthy
 Carrier Group ONE

November

10 Chaplain, U.S. Pacific Fleet

December

10 ADM Foley
 U.S. Pacific Fleet

13 RADM Aitcheson
 Carrier Group SEVEN

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COMPLEX OVERHAUL ACCOMPLISHMENTS

1. The KITTY HAWK's overhaul will be officially completed on 24 January 1983. Some of the most notable changes to the KITTY HAWK are the addition of the Phalanx close-up-weapons system for anti-missile defense and an additional NATO Sea Sparrow missile launcher.
2. A comprehensive overhaul of the carrier eight boiler and all of the engineering plants auxiliary systems, including pumps, gearing valves, shafts and propellers was also completed. In all, Bremerton's Puget Sound Naval Shipyard will have worked over 580,000 man-days completing the 18,000 plus jobs it was assigned at a cost of \$169,558,423.
3. Meanwhile the ship's force undertook the largest berthing rehabilitation project ever on a U.S. Navy ship. Working with sailors drawn from each of the ship's departments, the KITTY HAWK remodeled seventy berthing compartments, installing 3,800 new bunks and 7,600 lockers. New paint, tile and lighting were also added to preserve the ship and improve personnel accommodations.
4. The berthing project also meant an extra plus by saving the Navy almost eleven million dollars over the cost of having the job done by civilian contractors.

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EXECUTIVE DEPARTMENT

1. (U) The department's four divisions continued to provide numerous administrative and other services to the crew during 1981. The Habitability (Quality of Life) Division was transferred to the Ship's Force Overhaul Management System Department in January 1982 later to be moved to the Engineering Department in December 1982.

2. (U) In addition to clerical, personnel, and record-keeping functions, the department also provided counseling, legal advice, and spiritual guidance. Executive Department was also responsible for all printing requirements, tours, off-duty entertainment, public relations, news and information, postal services, ship-wide maintenance coordination and the safety program of the entire ship. The department was also tasked with the enforcement of ship's regulations. The Safety Office and Chaplain's Office were removed from the Executive Department and both established as a separate department.

a. (U) PERSONNEL OFFICE. Upon arrival in Bremerton, Washington, on 10 Jan 82, the Personnel Office remained open on the ship for two weeks, at which time records, files, equipment, and furniture were moved aboard the ex-USNS GAFFEY. The move was accomplished by the PN's by hand-carrying furniture, files, etc., to the USNS Gaffey. With the move completed in late January, the focus of concentration was on processing the hundreds of leave papers for the holiday period. In March, the separations workcenter processed 62 misconduct discharges under the CNO's Project Upgrade.

The year from March through November saw numerous changes in office operations. A weekly status report, delineating pending transfers, discharges, reenlistments, annual leave, I. D. Cards etc., was begun, and its value was immediately apparent. Division officers and CPOs now had a tool to know what was happening with their people, and when important personnel administration action items were to occur. This status report was developed on the Xerox 860 Word Processor, and significantly improved internal communications in the ship. In addition, this report brought tighter control on the overall Pers/Admin function; improved quality of work and more efficient, accurate work output, and has directly contributed to the greatly enhanced moral of the crew. The status report was the brainchild of LTJG [REDACTED]. [REDACTED] USN.

Early spring saw LTJG [REDACTED] feverishly engaged in planning and organizing the CV-63 Ship's Manning Document (SMD) review, which included personal involvement of department heads.

The Executive Department Ship's Force Overhaul Management System (SFOMS) was coordinated by PNCM [REDACTED]. Each department was tasked with the rehabilitation of berthing compartments and heads, passageways, etc. X-3 Division compartment cleaners were spread-thin as they performed necessary cleaning chores on a daily basis and worked afternoons and nights re-habbing X-3 spaces on the Hawk. The months from June through December were a blur of

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working many hours. In mid-December, the Personnel Office relocated back aboard the Hawk, but this time to space 4-97-0L, and co-located with the Disbursing Office to form a more responsive Pay/Personnel system for the crew. LTJG [REDACTED] initiated the idea for the project, and DKC [REDACTED] and PNCM [REDACTED], coordinated the space design and office layouts. Specially designed office furniture was constructed to ensure most efficient use of space, and to accommodate the word processing section, and the future addition of computer terminals, for early 1983.

On 7 Dec 82, a group reenlistment was conducted by Captain R. C. Taylor and LTJG [REDACTED] on board USS MISSOURI (BB-63) in Bremerton, WA. The reenlistees were: PN1 [REDACTED], PN2 [REDACTED], PN2 [REDACTED], PN2 [REDACTED], PN3 [REDACTED], and PN3 [REDACTED]. Their respective GUARD III assignments were: (1) Recruiting District, Salt Lake City, Utah, (2) HS-15, Pensacola, Florida, (3) Communication Station, Sugar Grove, West Virginia, (4) COMCARGRU Five, Subic Bay, Philippines, (5) PSD Key West, Florida, and (6) PSD Whiting Field, Florida.

During 1982, the following personnel transactions were accomplished:

- 498 Permanent Change of Station transfer orders
- 204 Temporary Additional Duty orders
- 64 Temporary Duty orders
- 435 Separations
- 70 Fleet Reserve orders
- 1034 Receipts
- 1815 Change of Homeport certificates
- 299 Reenlistments
- 1460 Records of Emergency Data (NAVPERS 1070/602)
- 840 Applications for Dependent I. D. card (DD-1172)
- 205 Extensions of Active duty
- 4300 Leave Orders (NAVCOMPT 3065R1)
- 1811 Identification Cards (DD-2N, active and reserve)
- 2215 Boarding passes/liberty cards issued
- 1920 Messages sent
- 4200 Action messages received

b. (U) LEGAL OFFICE. During 1982, the ship's Legal/Discipline Office performed numerous functions while undergoing a complex carrier overhaul. Under the direction of the ship's Legal Office, this office carried out normal operations processing 6 general courts-martials, 106 special courts-martials, 114 summary courts-martials, administrative discharge processing for approximately 60 personnel for misconduct, convenience of the government and alcohol/drug related problems. In addition, the Discipline Office processed approximately 930 Article 15 Captain's Mast. Office personnel under the direction of the Legal Officer continued to handle an ever increasing legal assistance load for members of the crew, both officer and enlisted, giving advice in areas such as landlord tenant relations, divorce, automobile registration, and all matters pertaining to civil actions undergoing adjudication by the civilian court system. Additionally, this office processed over 2000 requests for powers of attorney, approximately 500

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personnel claims actions, provided command advice for all departments on board USS KITTY HAWK, and assisted in the investigation and preparation of approximately 30 JAC Manual Investigations for loss of property, damage to property, and Line of Duty/Misconduct investigations.

c. (U) SPECIAL SERVICES. While in Bremerton for all of 1982, KITTY HAWK Special Services continued with its policy of one-half price ticket rebates for all recreational and sports oriented activities in the Western Washington and Southern British Columbia, Canada areas. Personnel could either purchase tickets for one-half price at the Puget Sound Naval Shipyard ticket offices or from the KITTY HAWK Special Services Office. If neither office had tickets available for an event desired, then personnel could return their ticket stub for a one-half price reimbursement. The majority of the ticket reimbursement program consisted of concert tickets, ferry tickets, theater tickets, all sporting events, ski tickets, river rafting, mountain climbing, and golf tickets.

Special Services also sponsored several specials at local professional sports team's home games. This included two KITTY HAWK nights with the Seattle Sounders Soccer Club and two specials with the Seattle Mariners Baseball Club. Tickets for these special events were well under one-half price and included the following:

(1) KITTY HAWK Color Guard presented colors at three of the four events.

(2) ENS [REDACTED] [REDACTED] from the KITTY HAWK sang the National Anthem, once during a Sounders game and once to open a Mariners game. Both times of which he was broadcast by a local Seattle radio station and identified as being from the KITTY HAWK.

(3) A video tape of the KITTY HAWK and flight operations on the KITTY HAWK was shown on the Kingdome's big screen TV during two of these events.

(4) KITTY HAWK personnel provided half-time entertainment at one soccer game by playing the Sounders Cheerleaders in a short soccer match.

Two free seminars on soccer and baseball were presented on the KITTY HAWK by personnel from the Sounders and the Mariners. Players included the 1982 NASL American Player of the Year (Mark Peterson), the American League Manager of the Year (Rene Lachemen), and Bill Caudill, who was an American League Player of the Week and was on the cover of Sports Illustrated during the 1982 season.

KITTY HAWK Special Services held a two day all hands party in July that was well received both days and was the major factor in coordinating a large Christmas party held jointly with the USS STANDLEY and the USS CONSTELLATION. Divisional parties were a major source of entertainment for the crew. Divisions were allocated \$4.00 per man and \$2.75 per man per quarter

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thereafter. Divisional parties accounted for approximately \$30,000.00 in expenditures from the Recreation Fund during 1982. Special Services maintained two vans for use by KITTY HAWK primarily for parties. They were also available for other recreational and sporting use.

Athletics were highly participated in with KITTY HAWK personnel doing quite well: A twenty-two team softball team league was formed; three bowling leagues were formed; KITTY HAWK wrestlers dominated the Pacific Northwest Regional Tournament, participating in meets against several local college teams and even the New Zealand National Junior's team; KITTY HAWK basketball team took first place in the PSNS league and third in the regionals; two KITTY HAWK golfers finished in the top five at the regionals; KITTY HAWK flag football team took first place in the PSNS league; and all other intermural sports were well represented.

Special Services started 1982 with \$149,660.79 in its Recreational Fund and finished the year with a balance of \$52,765.34. Income during the year through ticket sales and ship's stores profits was \$267,790.25 with expenses for all recreational reimbursements, parties, and other activities totaling \$364,685.70.

(d) POST OFFICE. The USS KITTY HAWK Post Office processed approximately 141,160 lbs of incoming mail and approximately 62,600 lbs of outgoing mail during 1982. 22,736 stamps and 10,532 money orders were sold for a value of \$1,023,749.00.

(e) Brig. In January of 1982 upon entering the yards closed the brig and the prisoners were transferred to pier 91, Naval Station, Seattle, Washington.

The ship's brig was reopened in November 1982 after extensive rehab to bring it up to current standards. The rehab consisted mainly of installing new racks, electric/manual locks, TV surveillance system, and other safety related items.

The brig upon reopening was staffed by 12 Navy personnel and was certified for 19 prisoners.

(f) Military Working Dog. In October 1982 KITTY HAWK received a military working dog, Toby, brand #L-206, DOB 75 FEB 26, from Naval Station Adak, Alaska. Toby is qualified as a patrol/narcotic military working dog. An onboard kennel is in the planning stage.

(g) CAPTAIN'S OFFICE. Nothing significant accomplished.

(h) PUBLIC AFFAIRS OFFICE. Nothing significant accomplished.

(i) PRINT SHOP. Nothing significant accomplished.

(j) MASTER-AT-ARMS. Nothing significant accomplished.

(k) 3-M OFFICE. Nothing significant accomplished.

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SUPPLY DEPARTMENT

1. S-1 Stock Control Division.

a. The beginning of 1982 found the S-1 Division preparing for the upcoming carrier overhaul at Puget Sound Naval Shipyard in Bremerton, Washington. Upon arrival in Bremerton on 10 January 1982, it was necessary for the S-1 Division to "gear up" to the unusually large numbers of open purchase requirements. This was due primarily to the workload at Naval Supply Center Puget Sound Purchase Department which hindered their ability to meet to the ship's immediate needs for non-standard materials and services.

b. Prior to departing San Diego, the entire AVCAL inventory was off-loaded to the FALSC site. Upon arrival in Bremerton the entire COSAL inventory and general stores were off-loaded to the SOAP site. Several personnel were sent TAD to various divisions unique to ship's overhaul such as; FALSC site; SFOMS; Fire Watch and BEQ management.

c. Shortly after arrival, S-1 Division began implementing the conversion from SUADPS (EU) to SUADPS AV-207. The conversion became operational on 1 July 1982 with the expertise of the NAVMASSO San Diego team. This conversion paved the way for SAC 207 accounting whereby the ship's stock is no longer "end-use" OPTAR material, but Navy Stock Fund material.

d. Towards the latter part of 1982 the S-1 Division was extremely busy not only with self-help habitability projects and numerous open purchases, but the reloading of the COSAL inventory following SOAP validation. The COSAL reload was accomplished in December with 35,000 line items, 15,000 requisitions dropped for reorder and \$2,315,000 worth of excess material offloaded.

e. In December the division was given the "head's up" that the newly established Maintenance Support Center (MSC) would become a part of Supply. The MSC would be the integral link between maintenance and supply providing the ship with properly documented maintenance data and supply support. The USS KITTY HAWK was designated as the research command for this project for possible fleet implementation. The project was awarded to Applied Technical Services (ATS) by Chief of Naval Material Command and scheduled for full implementation by January 1983.

f. The end of the year marked the abolition of the SFOMS Department and preparations were being made for completion of carrier overhaul and departure from Bremerton to head for San Diego on 24 Jan 1983. Overall, the S-1 Division has a relatively good year and was well underway in preparation for being "Ready for Sea"!

Enclosure (3)

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2. S-2 Food Service Division.

a. The Food Service Division was intensely involved in Carrier Overhaul with the advent of 1982. In January a massive offload of all stores and utensils were made to the berthing ship USNS Gaffey where full services were offered throughout COH until mid November.

b. Twenty Food Service personnel were assigned to rehabilitate all S-2 spaces aboard the KITTY HAWK and supervise the accomplishment of technical work performed by technicians and civilian contractors. Due to the increase of requirements throughout the ship, the quota of TAD Food Service Attendants to S-2 was decreased from 118 to 85 throughout the overhaul.

c. Several of the improvements made were; relocating three large salad bars including the addition of coaming, replacement of 6 ovens, 3 griddles, 2 ice cream machines and 4 ice makers, 1 bread mixing machine, 1 dough mixer, 2 food mixers and 2 microwave ovens.

d All spaces were chipped, primed and painted in addition to the rehabilitation and overhaul of all S-2/CPO fan rooms. The food service division supported numerous additional requirements such as ceremonial cakes, undocking for which 3,000 box lunches were prepared, a two day ships company picnic and food and refreshments for Chaplain's seminar.

e. In November over 400 tons of stores were brought back aboard KITTY HAWK, and normal operation once again resumed in the aft galley. The forward galley opened for full service in late January 1983 in preparation for post overhaul work to be done on the two aft serving lines.

3. S-3 Sales Division.

a. The year began with the homeport change from NAS North Island to PSNS, Bremerton, Washington. Anticipating fewer sources for ship's store stock, extra merchandise was loaded onboard for the trip to Bremerton. Health and comfort items were also received for dependents riding the ship.

b. On arrival at PSNS, Bremerton, the move from KITTY HAWK to the berthing ship USNS Gaffey commenced. S-3 Division established a gedunk and ship's store which operated from Monday thru Friday and lesser hour on Saturday, Sunday and Holidays. In addition, eight video games were available for the crew. A gedunk, ship's stores, and fourteen soda vending machines were maintained onboard. Merchandise was procured locally and from San Diego in quantities that resulted in fast turnover and nearly zero markdowns and surveys. With the efficient sales operation, Ship's Welfare and Recreation Fund received \$80,000.00 between January 1982 and September 1982 with an estimated \$50,000.00 available from the accounting period 1 October 1982 to 31 January 1983. A new luxury store was completed which added approximately 400 linear feet of shelving.

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c. Laundry services were contracted out, providing Officers's and crew laundry service twice a week. A three chair barber shop onboard Gaffey provided service for Second Class and below, with a duty barber after normal working hours. Officers, CPO's, and PO1's received haircuts onboard Kitty Hawk in the Officer's barber shop. The laundry was completely overhauled, and two (2) new Vic dry cleaning units were installed, and three (3) presses overhauled. All service outlets are returning to normal, after a tedious twelve (12) month overhaul.

d. Storerooms were refurbished by division personnel, which in turn provided more usable space.

e. Versatility and job rotation during overhaul provided training and kept personnel attuned to S-3 division goals of sales and service to the crew, and complete preservation of spaces during overhaul. The ship's servicemen have performed in an exemplary manner.

4. S-4 Disbursing Division.

a. During the year 1982 the Disbursing Office was relocated from the 2nd deck to a new location on the 4th deck. The new office, a huge 2200 square foot space which used to house Sea-mart and SUADPS, is shared with the Personnel Office. The project's initial planning began in July and construction was finally begun in September. The project was completed in November for the personnel office side and December for the Disbursing office.

b. In spite of the difficult environment, the disbursing crew has once more proven that there is no job that they can not tackle. In fact, vouchers processed totaled 5,128, which equates to over 2 vouchers per person aboard, at a total cost of \$24,149,735.12. The yard period has generated enormous work, none of which was left undone by the disbursing crew.

c. Check cashing was another area where disbursing provided a "Service with a Smile". Disbursing cashed a total of \$10,201,712.55 worth of checks.

d. 1982, was not just a year of "pay, pay, pay". Disbursing also collected money from the high volume of sales of cigarettes, video games, gedunk and other miscellaneous collections totaling \$2,533,695.85.

5. S-5 Wardroom Division

a. Wardroom I and II were closed for renovation and the operation was transferred to the USNS Gaffey. Meals were bought from the EDF at the current EDF meal prices. During this period mess shares averaged \$18.00 with a total membership of approximately 150 officers. Renovation of WR II and galley included installation of new overhead panelling, deck tiles, terrazzo deck, counter tops, pressure cooker, griddle and repair to other galley equipments. The Wardroom II lounge has been redesigned and dining chairs re-upholstered. All these tremendously improved the overall habitability of Wardroom II dining and lounge. Renovation of Wardroom I and galley have been deferred and rescheduled for completion when the ship returns to San Diego. Other work completed included the renovation of the Flag and CO's messes and pantry.

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b. Normal Wardroom operations resumed in December. The KITTY HAWK hosted the 207th Anniversary of the Chaplain Corps of which dinner was served in Wardroom II. It was attended by about a hundred Chaplains and distinguished guests.

c. During the overhaul period, officers were temporarily berthed onboard USNS Gaffey and PSNS BOQ to facilitate refurbishment of the staterooms. Staterooms were repainted, old/worn out mattresses replaced, recarpeted, and installed overhead panels repaired. Due to the overhaul and redesigning of ship's compartments, several staterooms were converted to compartments for some other purpose and replacement staterooms were built in some other part of the ship.

d. USS KITTY HAWK Officers started occupying their refurbished staterooms in late November and by 15 December all officers were assigned their "new and improved home at sea".

6. S-6 Aviation Support Division.

a. With the beginning of the new year S-6 Division was disestablished with most of its personnel sent TAD to the Supply Division of the SFOMS Department. Two men were also sent TAD to COMNAVAIRPAC FALSC site for inventory and cross-decking of CLAMP material to various deploying Carriers.

b. SFOMS Supply, initially, was beset with problems, i.e. lack of transportation and material handling devices (forklifts, etc.); lack of warehouse space; inadequate SFOMS material status reports; and, inadequate historical data from SFOMS requisitions submitted prior to the establishment of SFOMS Supply. Each problem was tackled, and resolved, to the credit of the SFOMS Supply Division.

c. During the year, SFOMS Supply processed, received, stored, issued and accounted for in excess of 34,000 individual requisitions. This was done in an outstanding manner and with no major delays in ships force work.

d. With the end of 1982, SFOMS Supply also came to an end having served its purpose that of providing the ship with the best possible Supply support to accomplish Carrier Overhaul ships force work.

7. S-7 ADP Division.

a. In 1982 the system availability increased 30 percent over the previous year. Shortened sea rotations for the DP rating, resulted in a fifty percent personnel turnover during the year. Many new and unfamiliar procedures had to be implemented due to the complex overhaul including Ship's Force Overhaul Management System (SFOMS) and Shipboard Uniform Automated Data Processing (SUADPS) support for both Supply Operations Assistance Program (SOAP) and Aviation Consolidated Allowance List Inventory (REAVCAL). In addition S-7, Division carried a reduced workload of normal SUADPS and Aviation 3-M as well as processing an enlarged Consolidated Shipboard Maintenance Program (CSMP).

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b. The biggest challenge during the overhaul was to minimize loss of run time caused by environmental problems related to shipboard maintenance and shore services. Despite the unfortunate circumstances "the S-7 Team" pulled through the overhaul providing superior to excellent support to all departments and divisions.

8. S-8 Material Division.

a. From 10 January 1982 to 24 January 1983, the ship was at the Puget Sound Naval Shipyard undergoing COH. Material Division offloaded 900 tons of COSAL/Consumable material to the Intergrated Logistical Overhaul (ILO - SOAP) site for inventory and validation of the ships COSAL support. Approximately 50,000 line items were inventoried for a 98.6 percent storeroom inventory accuracy, and 20,000 line items for a total dollar value of \$2,315,000 were identified to be excess or obsolete for ship's use. In addition to normal shipping and receiving operations, Material Division refurbished thirty -eight storerooms/passageways.

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TRAINING DEPARTMENT

1. Educational Services Office

a. Educational Services Program. The educational improvement programs on KITTY HAWK received as much command support as possible considering a yard period which lasted the entire year. Emphasis was placed on technical and rate training vice civilian educational programs. A total of 25 personnel enrolled in PACE; 144 personnel enrolled in Functional Skills; 35 personnel enrolled in the High School Completion Program, of which 6 received their High School Diploma.

b. Testing. A total of 280 exams were administered to KITTY HAWK personnel by the PSNS NCFA office and included: GED - 20; CLEP - 130; SAT - 55; ACT - 50; GRE - 20; DANTES - 6%

c. Formal Training. A total of 3024 received formal training/schooling as follows:

(1) A total of 303 personnel attended Shipyard Technical Training courses at Puget Sound Naval Shipyard. Training included: Fuel Testing, Boilerwater/Feedwater Test and Treatment, Silver Brazing, Gas Tungsten Arc Welding, High Pressure Pipe Welding Requalification, Ship's Force Quality Assurance and Test Acceptance, Sheetmetal Layout, Lathe and Drill Press Operation and Maintenance, Forklift Operation, Gas Metal Arc Welding, Pipe Covering and Lagging, Bulkhead Insulation, Asbestos Handling and Removal, Basic Welding, Spray Painting, and Soldering Techniques.

(2) Class "A" School Training: 27 personnel attended Class "A" School in Memphis, 21 in Lakehurst, New Jersey, 8 in Meridian, Mississippi, 19 at Great Lakes and 8 personnel attended Treasure Island, San Francisco. Total: 83. All on returnable quotas.

(3) Shipyard Firefighting Training: A total of 1346 personnel received two days of General Shipboard Fire Fighting Training at Treasure Island. An additional 260 personnel attended the one day Team Firefighting Training at Treasure Island. 220 personnel received Aviation Firefighting Training at NAS Whidbey Island, Washington.

(4) Underway Training: 63 officers and 86 enlisted personnel received Underway Training aboard various units of the Pacific Fleet.

(5) Factory Training: Factory training was provided for 78 personnel in several areas for specific onboard equipment and systems.

(6) On-the-job Training: OJT was utilized to train 150 personnel at NAS Whidbey Island, SIMA San Diego FTC San Diego, and various other commands on the west coast.

Enclosure (4)

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(7) Technical Training: Formal schools technical training was utilized to train 435 personnel during the year at locations primarily on the west coast in San Diego and in the areas as diverse as New Jersey, Massachusetts, Florida, Minnesota and Ohio.

(8) Team Training was provided for Navigation Teams, Weapons Handling/Loading Teams, etc., utilizing team training facilities in the San Diego area.

d. Exam cycle readouts for 1982 appear below:

<u>RATE</u>	<u>EXAMINEES</u>	<u>SELECTED</u>	<u>PNA</u>	<u>FAILED</u>
E-4	493	421/85.40%	55/11.16%	17/3.45%
E-5	439	208/47.38%	201/45.78%	30/6.84%
E-6	110	42/38.18%	62/56.35%	6/5.45%
E-7	115	14/12.16%	95/82.60%	6/5.21%

2. Command Career Counselor's Office (CCC)

a. (U) Retention Statistics for Calendar 82.

	<u>ELIG</u>	<u>INELIG</u>	<u>REEN/RETAINED</u>	<u>PERCENT</u>
FIRST TERM	405	159	184	45.4
SECOND TERM	43	2	27	62.7
CAREER	<u>90</u>	<u>4</u>	<u>79</u>	<u>87.7</u>
TOTAL	538	165	290	53.9
Junior Officer	13	0	8	61.5

b. During 1982 KITTY HAWK achieved retention statistics that led most COMNAVAIRPAC Carriers even though the entire year was spent in COH. A strong Sponsor Program provided each new crew member a personal escort for the check-in procedure to help them get settled. The sincere concern demonstrated for their welfare helped speed the crewmembers acclimation to KITTY HAWK life. The navy wives and OMBUDSMAN programs were aggressively administered to assist families making the Change of Homport from San Diego, CA and other geographical areas to Bremerton, WA. The Career Information Program Management System evolved from unique challenges to the Retention Team concept brought about during the 1982 overhaul period. The KITTY HAWK Retention Team Manual was updated to improve its relevancy and effectiveness to the crew. The Command Career Counselors were provided direct dial autovon capabilities which had the inherent benefits of allowing personal contact between the crew and their detailers. In April the enlisted detailers arrived onboard KITTY HAWK and USNS GAFFEY, talked to approximately 235 crewmembers and wrote over 40 sets of orders during their two half-day sessions. No one item or program can account for the retention statistics during this year of COH. The closest explanation would be pride and professionalism KITTY HAWK crewmembers take in

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their slogan "PRESS ON". For her program and efforts KITTY HAWK was COMNAVAIRPAC's nomination for the coveted Golden Anchor Award for FY 82.

c. (U) The Petty Officer's Academy on KITTY HAWK continues to be an aggressive program. It is a mandatory requirement for all E-3 personnel being advanced to E-4. The impact of the academy has been positive and directly improves the professionalism of the new Petty Officer.

d. (U) During Year '82, KITTY HAWK utilized Navy's Command Advancement (CAP) Program to advance twelve E-3's to E-4, six E-4's to E-5 and two E-5's to E-6.

3. (U) Counseling and Assistance Center (CAAC). The CAAC provides screening services to KITTY HAWK and other commands in evaluating individuals identified with drug and alcohol abuse problems. In the Calendar Year 1982 the CAAC saw a turnaround in the number of drug related incidents. During the first six months of the year drug use has dropped dramatically. This was attributed to the use of the urinalysis program. However, since September 82, drug use has been on the decline. CAAC KITTY HAWK has sent 35% of it's clients to either NASAP or NDSAP classes with a 90% completion rate. Ten percent of the clients seen by CAAC were referred to in-patient treatment at the Naval Drug Rehabilitation Center Alcohol abuse is truly a major workload in the CAAC.

4. (U) Indoctrination Division. During the course of 1982, 877 new crewmembers completed "I" Division. This 55 hour course provides vital information on such topics as safety, ships regulations and standards, Damage Control, Educational Services, Career Information, Pay Records, Command Mission, and talks by the Commanding Officer, and Command Master Chief. In addition, a reading test (Nelson/Denny) was administered regularly during "I" Division, the results used by CO/XO and Department Heads in determining enrollment in basic skills improvement classes and high school completion programs.

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AIR DEPARTMENT HISTORY

1. During 1982, the USS KITTY HAWK went through a complex overhaul at Puget Sound Naval shipyard in Bremerton, Washington. Air Department was heavily involved in refurbishing equipment and training personnel.
2. On the flight deck, the Boat and Aircraft Crane were sent through a thorough Class B overhaul. The liquid oxygen farm was relocated to frame 173 aft of the Island. All flight deck power hatches were reworked and improved. Improved deck drainage was installed. All catwalk and Island surfaces were sandblasted.
3. A major portion of the Air Department's effort centered on refurbishing the four catapults, four arresting gear and barricade. All units were disassembled, inspected, measured, renovated, and then reassembled. Testing of the catapults and arresting gear was nearing completion at years end. V-2 also overhauled the Plat Lens System.
4. The hangar bay overhead was completely repainted. The biggest job for V-3 and the ship in general was hangar deck cleanliness. With the hangar bay being used by: ship's force, yard shops, and private contractors for storage, office and staging space, hangar deck cleanliness took plenty of time and effort.
5. Four purifiers and all transfer/storage pumps were overhauled. All fuel stations were disassembled, inspected, measured, renovated, reassembled, and then tested. Eight fuel storage tanks were preserved and the rest cleaned. The majority of Air department spaces were rehabilitated. This involved hours of chipping, scrapping, painting and tiling. Crew comfort was substantitally improved with the rehabilitation of all air department berthing spaces.
6. Primary flight control was stripped, and an updated type of flight control equipment was installed.
7. Training was conducted through out the entire year. Both onboard and formal schools were utilized. Air Department personnel were kept current in subjects ranging from damage control to catapult and arresting gear maintenance. PQS was stressed as the basis for all training.
8. During the last year, manpower and resources were sometimes short, but goals were met at a steady rate. Overall, Air Department came out of the overhaul in better shape that when it went in. Air Department is looking forward to the next year of operatons.

Enclosure (5)

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WEAPONS DEPARTMENT

1. The following statistical data for Weapons Department is submitted for period 1 January through 31 December 1982:

a. No significant ammunition receipts or expenditures.

b. Completed over 32,000 manhours ships force (SFOMS) overhaul workpackage.

c. Completed following shipalts affecting weapons handling equipment/magazines:

- (1) CV 2478K-03 level doors on upper stage weapons elevators.
- (2) CV 4027K-Modify lower stage weapons elevator one and upper stage weapons elevator one for integrated weapons handling system (IWHS).
- (3) CV 4028K-Increase weapons magazine capacity by removing avgas tanks.
- (4) CV 4602K-Remove lower stage weapons elevator tray loading system.
- (5) CV 6019K-Remove lockbar systems on lower stage weapons elevators three and six.
- (6) CV 5794D-provide safety rails on all weapons elevators.
- (7) CV 5859D-Provide improved topside security/jettision lockers.
- (8) CV 5157K-Provide escape scuttles in SASS magazines.;
- (9) CV 6063K-Provide 30MC communications circuit for SASS magazines.
- (10) CV 4929D-Provide improved disc brakes on all weapons elevators. Partially complete.
- (11) CV 5812K-Provide new monorail handling equipment in SASS magazines.
- (12) CV 5062K-IWHS magazine modifications.
- (13) CV 5280K-Provide weaons workcenters.
- (14) CV 5551K-Widened flight deck bomb jettision ramps.
- (15) 4160K-Provide EOD workcenter.
- (16) CV 3145K-Provide magazine dry sprinkler system.
- (17) CV 5655D-Convert wet sprinkler system to dry.

Enclosure (7)

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- (18) CV 4812D-Correct dry sprinkler systems discrepancy.
- (19) CV 5570D-Correct FH alarm circuits deficiencies.

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COMMUNICATIONS DEPARTMENT

1. The Message Processing Center was completely re-designed, providing a more space and time efficient work center. New systems installed were the NAVMACS V3, Compuscan Optical Character Reader and Xerox 9400, all designed to reduce manual handling of messages significantly reducing writer to reader time.
2. The UHF line-of-sight capability was significantly enhanced by the replacement of older equipment with the WSC-3's.

Enclosure (8)

UNCLASSIFIED

DECK DEPARTMENT

1. Deck department experienced significant personnel turnovers during 1982, particularly in supervisory personnel. TAD requirements to the SFOMS Department reduced Deck's effective manpower between 40 and 50 percent through the COH.
2. Deck Department's COH work included repairing, preserving and painting all department equipment and spaces such as 213 inflatable lifeboats, UNREP stations and sponsons. Deck also distributed more than 500 gallons of paint to ship's force as well as a spray paint team to assist other divisions.
3. The major work done by the shipyard was the installation of Double Probe Fueling at Sea receiving rigs on two existing single probe stations. The addition will reduce the time alongside required for refueling due to the increased speed and efficiency of hook-up and fuel delivery. The addition of the Close-in Weapons System (CIWS) to the ship's armament added two weapons sponsons forward at frames 25 to 40 on the port side and frames 35 to 50 on the starboard side. Sponson six on the port side aft was extended back to the fantail to accommodate the new weapons.

Enclosure (9)

UNCLASSIFIED

UNCLASSIFIED

NAVIGATION DEPARTMENT

1. During the KITTY HAWK's Complex Overhaul 60 percent of the department personnel were assigned to the SFOMS Department. Remaining personnel scheduled and cosmetically overhauled all departmental spaces. Assuming the responsibility for the Island sandblasting and painting, the Navigation Department organized, implemented and completed all requirements.

2. Two officers were trained and qualified as Officers of the Deck. Twenty officers were detached TAD to other carriers for operational underway Surface Warfare Officer Training.

Enclosure (10)

UNCLASSIFIED

UNCLASSIFIED

MEDICAL DEPARTMENT

1. KITTY HAWK departed San Diego on 6 January bound for Bremerton, Washington, to undergo a twelve month complex overhaul at Puget Sound Naval Shipyard. The Medical Department was augmented enroute by four Hospital Corps personnel, two Nurse Corps personnel, and two Medical Corps Officers from the Naval Regional Medical Center, San Diego, Ca. After a four day transit, KITTY HAWK entered Drydock #6 at Puget Sound Shipyard on 10 January.
2. On 6 February, the Medical Department moved to USNS Hugh J. Gaffey (retired). This former troop transport ship functioned as a temporary work center and quarters for the crew during most of the yard period.
3. Lieutenant Commander [REDACTED], MC, USN, reported aboard on 5 February for duty as Senior Medical Officer from Naval Aerospace Medical Institute, Pensacola, Florida and on 11 February relieved Commander [REDACTED], MC, USN, who; detached from KITTY HAWK for duty at NRMC, San Diego, Ca.
4. During the week of 15 February, influenza inoculations were performed on the crew with an 85% inoculation rate.
5. On 8 March a blood drive was initiated by the Medical Department to replace a large volume of blood utilized by a seriously ill crewmember at Madian Army medial center, Fort Lewis, Washington. over 180 units of whole blood were collected from KITTY HAWK personnel in two days.
6. Captain F. Dully, MC, USN, COMNAVAIRPAC Force Medical Officer, was onboard from 5 April to 7 April on a technical assist visit.
7. On 4 June a shipwide audiogram testing program was completed with a final tally of 3100 personnel tested during overhaul.
8. HMCS [REDACTED], USN, Leading Chief Petty Officer, transferred 1 July for duty at NRMC San Diego, Ca.
9. Lieutenant [REDACTED], MC, USN, General Medical Officer, transferred to NRMC Camp Pendleton, Ca. on 18 June to commence Family Practice Residency.
10. On 17 July KITTY HAWK undocked and was berthed at Pier Three. USNS Gaffey was moved to a Pier Three berth directly across from KITTY HAWK.
11. Lieutenant [REDACTED], MC, USN reported aboard for duty as General Medical Officer on 26 July from NRMC Bremerton, Wa.
12. HMCS [REDACTED], USN, reported aboard from NRMC San Diego, Ca. on 13 September for duty as Leading Chief Petty Officer. HMC [REDACTED] reported aboard 1 October from NRMC San Diego, Ca. for duty as Medical Administrative Chief Petty Officer.
13. During the week of 25 October influenza inoculations were given to the crew with a 90% inoculation rate.

Enclosure (11)

UNCLASSIFIED

UNCLASSIFIED

14. Installation was completed on 15 November on a new Picker X-Ray unit.

15. On 19 November Medical Department completed moving off USNS Gaffey back to its permanent spaces onboard KITTY HAWK.

16. As of 31 December, 1982, 126 personnel from KITTY HAWK were actively enrolled in the Command's Weight Control Program which formally began 14 July.

17. By the end of 1982, Medical Department was fully functional and all hands were eagerly looking forward to the return trip to San Diego on 24 January 1983.

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DENTAL DEPARTMENT

1. Throughout the calendar year 1982, while the USS KITTY HAWK (CV-63) was in COH, the Dental Department provided comprehensive treatment of ship's company on the USNS HUGH E. GAFFEY, a converted troop carrier. Since we were the first Aircraft Carrier to occupy the GAFFEY in mass, the clinic was designed and made functional from the deck up, no small accomplishment considering the limited manpower available.
2. While in COH, the department installed a central evacuation system that is far superior to the old gravity drain system previously used.
3. Highlights of a noteworthy nature included:
 - a. Installation of a new GE 1000 Dental X-Ray unit.
 - b. Installation of a new false overhead.
 - c. Installation of new PRC decking in all of the dental spaces.
 - d. Installation of new aluminum paneling in most of the clinic spaces.
 - e. Conversion of all dental records from alphabetical to terminal digit sequence.

Enclosure (12)

UNCLASSIFIED

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ENGINEERING DEPARTMENT

1. KITTY HAWK successfully drydocked on 11 January 1982, and undocked 24 July 1982. All major sea suction, discharge and sea chest valves, were overhauled prior to undocking.

2. Major works and new installations to the completed during the overhaul, are:

a. Installation of AFF Bilge sprinkling system in all spaces, except number four Main Machinery Room.

b. Installation of Halon Fire Fighting System in all spaces, except number four Main machinery Room.

c. Upgraded all eight SSTG's from 1500 KW to 1750 KW.

d. Installation of six Propulsion Control air compressors.

e. Major repairs on the boilers including replacement of side wall and rear wall headers and screenwall, all boilers, refractory bricking and replacement of boiler fronts.

d. Cleaning inspection and minor repairs of 177 fuel tanks.

3. Light off examinations were successfully completed on, 22 September 1982 in number one Auxiliary Machinery Room and number one Main, Machinery Room 28 October 1982 in number two Auxiliary Machinery Room and, number four Main Machinery Room, 3 December 1982 in number two Machinery Room, and 22 December 1982 in number three Main Machinery Room.

4. To over 460,660 man hours have been expended by Engineering, Personnel on scheduled ship's force repairs.

5. Sea Trails are scheduled for 15 January 1982.

Enclosure (13)

UNCLASSIFIED

UNCLASSIFIED

CHAPLAINS' DEPARTMENT

1. The Chaplains' Department continued in its mission of providing for the crew's moral and spiritual welfare. Specific events by month are as follows:

a. January: Transit to Bremerton Washington; coordinated nursery and tours; Chaplain [REDACTED] arrives; Chaplain [REDACTED] departs; Chaplain [REDACTED] becomes Command Chaplain.

b. February: Offices and Library move to Gaffey.

c. April: RPC [REDACTED] arrives.

d. June: Memorial Service for PO1 George A. GUILLEN.

e. July: RPC [REDACTED] departs.

f. September: Force Chaplain's visit - Chaplain [REDACTED]; Marriage enrichment film series in conjunction with PSNS Chapel; Memorial Service for PO2 Robert A. LYLES, Jr.

g. November: Parent Effectiveness Training series at PSNS Chapel: Return to KITTY HAWK; Fleet Chaplain's visit - Chaplain [REDACTED].

h. December: Chaplains Corps Anniversary banquet, hosted by KITTY HAWK for area chaplains. RADM Neil STEVENSON guest speaker.

Enclosure (15)

UNCLASSIFIED

SHIP'S FORCE OVERHAUL MAINTENANCE SYSTEM
UNCLASSIFIED

TABLE OF CONTENTS

CHAPTER I EXECUTIVE SUMMARY

1. General
2. Work Package Planning
3. Scheduling
4. Execution

CHAPTER II STATISTICS

1. Milestones
2. Chart Analysis
3. Ship's Force Performance Charts

CHAPTER III SPECIAL EVOLUTIONS

1. Transit North
2. Undocking
3. Move Aboard
4. Dock Trials, Fast Cruise
5. Crew Certification
6. Sea Trials
7. Transit South

CHAPTER IV SFOMS DEPARTMENT

1. Organization
2. Maintenance Manager
3. SFOMS Coordinator
4. Tool Coordinator
5. Shipyard Coordinator
6. Firewatch
7. Vents
8. Voids
9. ADP/ADMIN
10. Habitability
11. SFOMS Supply
12. SFOMS Trailer
13. Department Coordinator

Enclosure (16)

UNCLASSIFIED

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CHAPTER I

EXECUTIVE SUMMARY

1. General

a. KITTY HAWK entered Puget Sound Naval shipyard on 10 January 1982 for a scheduled 12.5 month overhaul. Although nearly every major event during the course of the overhaul slipped from one to four weeks a work force surge by PSNS resulted in the attainment of the most significant milestone of all - on time departure on 24 January 1983.

2. Work Package Planning

a. Dual planning for both a Comprehensive Overhaul and a 90 day Ship' Restricted Availability reduced the effectiveness of COH planning during a major deployment to the Western Pacific. The final decision to proceed with COH planning was not received until the last week of September, 1981, only three months before commencement of COH. The Work Definition Conference was held in port Subic Bay in mid October with 47,000 MD selectively removed from the shipyard work package. After return from deployment another 20,000 MD were removed in December 1981 to accomodate inaccurate shipyard estimates and inclusion of all farm out work which had historically not been counted in the funding ceilings for previous overhauls. In January, 1983, after arrival at PSNS another 13,000 MD were removed to meet the CINCPACFLT established funding ceiling of 520,000 MD. All of these reductions were incorporated into the ships force work package which exacerbated nearly all efforts to properly and orderly plan ship's force productive efforts and determine personnel TAD requirements for the SFOMS department. These work package perturbations coupled with the extremely limited time between return from deployment and commencement of COH resulted in a very slow start for both ship's force and the shipyard.

3. Scheduling

a. KITTY HAWK was the first CV at PSNS on which the shipyard utilized an expanded Key Event list. The number of scheduled Key Events was nearly one hundred fold larger than previous CV's in COH. Improvement in tracking and managing was not noted by KITTY HAWK as nearly every single event extended beyond its scheduled completion date from one to four weeks. As a result the Engineering Department was required in every case to compress the required training time slated between final main space turnover and Light Off Examination. In fact shipyard work continued right up to each L.O.E., virtually prohibiting viable training for the engineering department in the main propulsion plants prior to L.O.E.

4. Execution

a. In general shipyard production suffered on the back shifts (swing and grave). Priority work often suffered from coordination due to lack of turnover briefings or reliance upon oral vice written turnover between shifts.

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b. The shipyard emphasized the Key Shop concept in managing Key Events. It is strongly felt that the key shop concept proved to be ineffective as key shop supervisors had no authority over other shop work and more often than not were unaware of the status of their work. As a result the ship's force began closely tracking shop progress when it became apparent there was no single individual or supervisor in charge of Key Events. Ships force, in fact, developed grocery lists of required steps necessary to complete key events. It did not take long for shipyard management to solicit these grocery lists to monitor progress. Assigned ship's superintendents worked hard to monitor shop progress but had no authority over the multitude of shops concerned and as a result were powerless to assist in meeting required milestones.

c. PSNS shop expertise and experience in some critical CV areas most notably catapults and arresting gear has deteriorated in the long period of time since the most recent conventional carrier COH in the shipyard. The conventional portion of the ENTERPRISE COH was completed more than one year prior to the KITTY HAWK COH commencement. Some of the key players in many shops were either absorbed by lost in retirement other projects or attrition. The loss of talent certainly contributed to the inability to meet major milestones.

d. Quality assurance was virtually non-existent in the shipyard environment. This is a difficult subject to understand particularly for the many aviation officers who are accustomed to squadron quality assurance procedures. The result is that ships force must be prepared to QA shipyard work and prior planning should include allowances for enough personnel to cover this area.

e. A major effort by PSNS top management in crisis management in the twilight hours of COH resulted in meeting the final milestone - COH completion. Shipyard management should be applauded for such a magnificent effort and we remain optimistic that the learning curve established with KITTY HAWK will result in a smoother, more orderly overhaul for future carriers at PSNS.

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CHAPTER II

STATISTICS

1. Milestones

10 Oct 80	CSMP Validation
18-20 Nov 80	Modernization Verification Conference
1 Dec 80 - 11 Feb 82	Preoverhaul Test and Inspection (continuous)
11 Feb 81	Preliminary SARP Issued: PERA CV
12 Feb 81	In-depth SFOMS Indoctrination
25 Mar 81	Complete Estimating shipcheck
1 Apr 81	Commenced WESTPAC Deployment
1-27 Apr 81	Special SFOMS Training
28 Apr - 6 May 81	1st Phase SFOMS Training
13-20 May 81	Preliminary SARP Review/Work Package Review
27-29 Jul 81	Alteration and Repair Verification Conference
28 Sep - 7 Oct 81	2nd Phase SFOMS Training
21 Oct 81	Work Definition Conference
23 Nov 81	Return from Deployment
10 Dec 81	Advance Party Planning Review Briefing
27 Dec 81 - 10 Jan 82	PSNS Personnel on board for ripout
6 Jan 82	Depart San Diego
10 Jan 82	Arrive Bremerton
11 Jan 82	Begin Overhaul
20 Jan 82	3rd Phase SFOMS Training
22 Jan 82	Crew Move-off Complete

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Milestones (Con't)

23 Feb 82	1st Progress Review
11 May 82	Received Draft Ship Manpower Document
13 Jul 82	2rd Progress Review
24 Jul 82	Undocking
20-22 Sept 82	1st L.O.E.
14 Oct 82	3rd Progress Review
26-28 Oct 82	2nd L.O.E.
18 Nov 82	Open Enlisted Dining Facility
24 Nov 82	Crew Move Aboard Complete
27-28 Nov 82	3rd L.O.E.
02 Dec 82	Turnover EX USNS GAFFEY to CV-64
13-14 Dec 82	Crew Certification - I
21-22 Dec 82	4th L.O.E.
10-11 Jan 82	Dock Trials
12 Jan 82	Final Progress Review
12-13 Jan 82	Fast Cruise, Crew Certification - II
15-19 Jan 82	Sea Trials
24 Jan 82 - 2,	Underway for San Diego

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2. Chart Analysis

a. Figures 1-4 are a statistical summary of ship's force performance during the overhaul. Figure '1' depicts cumulative industrial manhours accomplished versus weeks in the overhaul. This line was plotted for comparison along a projection based on the total manhours in the work package. The absciss at the end point was changed to match the growth in the package and the line redrawn.

b. Figure '2' is a plot of manhours accomplished each week versus weeks in the overhaul. A comparison line represents weekly average that needed to be met to complete. This line was also changed frequently. The drop off at the end reflected wishful thinking.

c. Figure '3' depicts each department and SFOMS Divisions originally planned manhour (week 4), final planned manhours (week 53) and final actually accomplished. Of note is the 44% increase in the size of the package. This was not unexpected. An early prediction of expected growth totalled 370,000 manhours. Growth can be attributed to many factors some of which are:

- (1) Underscoping
- (2) Shipyard interference
- (3) "Open and inspect" turning into a repair job
- (4) Deferral from Shipyard package to ship's force
- (5) Increase in scope of Habitability package, additional vent work, installation of boundary doors.
- (6) Engineering increased their package by including trouble call type work. The Chief Engineer felt this was necessary to fully account for his people's time.

d. Figure '4' is a pie chart comparing KITTY HAWK with the CV standard. The CV standard was developed by PERA CV and is based on the overhauls of three other CVs.

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CHAPTER III

SPECIAL EVOLUTIONS

1. Transit North

a. KITTY HAWK departed NAS North Island, California at 1100, 6 January 1982. 475 dependents, sizeable quantities of household effects and 770 personal vehicles were also aboard. All dependent females were berthed in 03 level staterooms. Excellent weather conditions enroute enabled an exceptionally smooth and uneventful trip. KITTY HAWK arrived at PSNS at 1300, 10 January 1982 and was berthed at Dry Dock Six. After all brows and vehicle ramps were in place personnel and vehicle offload commenced at approximately 1530. Off load was completed about 2100. The base gymnasium was used as a staging area for dependents. The commissary and exchange parking lots were cleared for crew use.

2. Undocking

a. The 1st big milestone to measure shipyard performance is undocking. Originally scheduled for 10 July the evolution did not materialize until 24 July. Rudder installation was the controlling factor. Packing leaks, problems in seating one post, and difficulty in simply working the structures slowed progress.

b. Although undocking is primarily a shipyard evolution, ships force personnel are mainly involved in verifying closures, sounding tanks, inspecting for leaks after flooding the dock, providing line handlers and a limited bridge watch team.

c. Feeding can be a problem. The GAFFEY was moved a day prior which necessitated closing the EDF. Box lunches must be provided as well as utilizing the PSNS EDF during the period while both ships were being moved. Mooring the GAFFEY to Pier 3 a day ahead of the ship worked much better than 3 days after, as was the case on ENTERPRISE.

3. Move Aboard

a. Move Aboard is not a single event, but a series of planned evolutions. A great many items mostly industrial must be completed to accommodate the movement of 2000 + men back aboard. HAWK's actual period of movement covered a three week period. Due to the overlap of HAWK and CONNIE a deadline was set to move off Gaffey even though KITTY HAWK was not considered habitable.

b. The most difficult problems concern heads, ventilation, and messing. The heads and ventilation systems to support the crew must be identified early so priorities for both the ship and the yard can be set.

c. Getting the EDF ready involves the ship, the yard, and often contractors. The pace of work must be carefully monitored. Our biggest headache was getting shipyard temporary services rerouted so the mess decks could be worked.

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d. Crew Certification

(1) KITTY HAWK was the second PACFLT aircraft carrier to undergo crew certification as specified in COMNAVAIRPACINST 4730.12, and the only one without having first completed conventional overhaul. Crew certification was conducted in two phases. Phase one was primarily administrative (checking training records, administering tests, etc), and was one day in duration. Minimum disruption to the shipyard and work schedules were experienced. Phase two was a two day operational evolution simulating underway conditions. At least three watch sections, were exercised by conducting prescribed drills and was extremely hampered by ship yard and ship's force work still in progress. To be effective industrial work must be complete and equipment ready for use.

e. Dock Trials/Fast Cruise

(1) This(ese) evolution(s) can be defined as a ship's force training and equipment testing period prior to getting underway for sea trials. Equipment testing involved the turn-on and check of all electrical and electronic equipment required for getting underway and safely navigating the ship. Fast cruise simulated a short cruise scenario with the entire crew remaining on board overnight. Normally brows would be lifted and most phone services to the beach cut; however, remaining shipyard work on HAWK required a modification to these strictures. This interference detracted significantly from the efficiency and ability to conduct meaningful training in particular setting General Quarters conditions.

f. Sea Trials

(1) The "proof of the pudding" was the successful completion of the 4 day at sea period during which the ship was put through its paces. Sea Trial Agenda published by PSNS C/365 was followed by the numbers. Surprisingly only minor deviations from the original plan were required.

(2) PSNS embarks a large number of yard personnel. Usually a progressman from C/378 coordinates the berthing and feeding of this contingent with the ship's berthing officer. As well, a number of contractor, NAVSEA, CAFSU, AIRPAC, FICDISA, and NAVELEX personnel also embark. No significant problems were experienced.

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CHAPTER IV
SFOMS DEPARTMENT

1. Organization

a. HAWK SFOMS did not follow the standard organization as depicted in the SFOMS Admin Manual of April, 1980. The following exceptions prevailed:

(1) The Shipyard Coordinator maintained control of parking and pouches. The Planning and Scheduling Officer was never assigned and was not missed.

(2) Firewatch, due to its size and visibility remained directly responsible to the maintenance manager. Monitoring was done by the Safety Officer.

(3) The Vents and Voids Coordinator job was assigned to the Ship's Damage Control Assistant. This was probably the best decision made. The DCA provided manning, expertise and gas free engineers. While continuing to work for the Chief Engineer he successfully split his time between Engineering and SFOMS. SIMA Coordinator was assigned to the Repair Officer working under the DCA.

(4) An assistant Maintenance Manager was assigned who was privy to all decisions made at department level. He acted as department head in the absence of the SFOMS Maintenance Manager. The assistant also organized and produced the weekly sitrep. For the last seven months of COH on HAWK this officer was also the Shipyard Coordinator.

(5) Quality Assurance was handled by the Main Propulsion Assistant. He did not report to the SFOMS Maintenance Manager. Each department was responsible for QA of their work package.

2. Maintenance Manager

a. The Maintenance Manager or SFOMS Officer as he is sometimes called (can be confused easily for the SFOMS Coordinator) acted as the Department Head for the SFOMS Department administratively. The senior O-5 on the ship was assigned and remained in the position the entire COH. He performed the normal functions of a DH as defined in Navy Regulations and OPNAV 3120.32 for the 600 man SFOMS department. Additionally, he was charged with the knowledge of all matter pertaining to the production effort. Although he is not directly responsible for Engineering matters, a good concept of the Engineering package is necessary. SFOMS interfaces directly with Engineering personnel, shipyard codes and trades continually and coordinates the production of a weekly COH SITREP message and quarterly progress review briefings which includes status of the plants.

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b. The Assistant Maintenance Manager performs a valuable function in relieving a considerable amount of the department administrative burden as the Maintenance Manager spends a great amount of time each day attending the various meetings and conferences associated with COH and interdepartment meetings. The Maintenance Manager was assigned for the entire COH period, but the Assistant Maintenance Manager position was held by two officers, and O-5 for the initial five months was replaced by an O-4 who previously had been the Shipyard Coordinator. Both the Maintenance Manager and the Assistant Maintenance Manager had previous COH experience in PSNS which was most beneficial.

3. SFOMS Coordinator

a. The SFOMS Coordinator's primary job should be the anticipation of yard interface problems in accomplishing the SFOMS Work Package. He must become intimately familiar with the SFWP as well as COH package. AN O-5 was initially assigned and remained until the first two months when replaced by an O-3. A direct daily dialogue with a C/330 superintendent must be established to prevent:

(1) Working a job for six months only to find that the yard already signed on for accomplishment.

(2) Tiling a deck only to find that an access cut right through the middle was scheduled.

(3) Finishing a berthing compartment only to find that an extensive vent program was scheduled that would require the removal of 12 bunks.

(4) Scheduling compartments early in the yard for renovation that due to rudder post access cuts were tied up for ten months.

Many problems of this type are easily discernable. Some required taking a long hard look at work package and little homework. It's obvious that a shipalt to improve the ventilation in LMMR is going to affect other spaces. It will take some digging to discover which spaces will be affected.

b. Assist Ship's Force (ASF) accounting occuppied a lion's share of the SFOMS Coordinator's time. This is an area that needs a dedicated manager with a indepth of knowledge of shipyard procedures. The shipyard does not "progress" ASF jobs. Each individual job must be fought for, approved, and then vigorously pursued to completion. Occassionally a work center supervisor wandered in with a "when is the yard going to fix the _____." based on a six month old ASF. Fortunately this was the exception due largely to an aggressive review program. A thorough log is required with the ASF Coordinator in full control of each step in the approval process. A periodic status was published and frequently queries on status were directed at the Ship's Supt.

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c. Supervision of the Data Analyst was important during the early weeks of the yard. Gradually the presentation of weekly production data became routine and could be handled by the DA alone; however, early on, an officer with tact, experience, and seniority was required. The S.C. also kept a supervisory eye on the SFOMS Tool Program.

4. Tool Control

a. Initially an O-3 was assigned as the Tool Control Officer and was replaced by an E-8 for the final half of the COH. A simple check-in - check-out by signature was used to track tools. One of the ships TRS-80 was used for a while for inventory control but lack of a full-time qualified operator caused too many problems. Insist that all tools, air hoses, and hardhats, be checked out only to specifically assigned personnel from each department or division.

b. Air hoses pose the biggest problem. Each is marked with a serial number preceded by an A, B or C. A is for ship's force. B & C are S/Y hoses. Turning in B or C hoses to the tool room will not get you credit for the A hoses you checked out. If the S/Y turns in an A serial hose, the ship will eventually be credited, but it is a long, involved process. Rotating tools are required to be PMS-ed once a week.

5. Shipyard Coordinator

a. For the first three months of COH a O.5 was assigned. He was replaced by an O-4 who later doubled as Assistant Maintenance Manager. A good friendly rapport with yard personnel is necessary. For the most part the S.Y.C.'s job consists of getting yardworkers into locked spaces, helping yard workers find spaces, and settling disputes between the trades and work centers. Two good junior officers should be assigned as assistants. On HAWK one acted as Support and Services Officer, the other handled CIA Security Pouches. Both were capable of assisting the shipyard in any manner. Locked spaces after hours caused the biggest headache. No matter how you do it, it doesn't work. The SFOMS Duty Officer must work through department duty officers to get spaces open through the night. Ideally a key locker should be located in each department office with a sleeping watch available. This was not done on KITTY HAWK and caused continual problems for the SFOMS Duty Officer in providing access after working hours.

b. Disputes usually arise over who is responsible for cleaning up a space. Upon entering COH the CO will sign a cleaning agreement. The cleaning agreement implies that yard personnel do not have to clean up trash other than picking up industrial debris. When they leave a work site, they will leave copious quantities of cigarette butts, candy wrappers, coffee cups, paper towels, rags, food residue, napkins, and coke cans. In addition, they will leave spent welding rods, metal scraps, welding slag, lagging, and piping. Establish early who cleans what and insist on work sites being returned to their original condition. Do not allow yard workers to eat lunch at their work sites. Do not allow departments to abrogate responsibility for the condition of their spaces because the yard is working in them or using them for offices. Inspect regularly! Air Wing spaces and out of the way passageways suffer the most.

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c. Planning and Scheduling Coordinator. The SFOMS Coordinator and to some extent the Shipyard Coordinator picked up responsibilities of P & SC. There simply isn't enough work in this billet to keep an officer gainfully employed.

d. Support and Services. The S & S Officer (an O-3 on KITTY HAWK) arranges for temporary ventilation, lighting, scaffolding, barges, and rigging services. PSNS Form 4851/9 the "Green Hornet" is used to request such services. Maintain a serial log of Green Hornets and make sure the service trades X/99, X/72 and X/64 do not accept ship's force Green Hornets without a serial. This makes them much easier to track. On board rigging services (e.g. moving safes, file cabinets) are usually handled under a job order generated by Type Desk C/214. Use this number on the Green Hornet.

e. Parking Coordinator. Though not necessarily a SFOMS billet it is not unusual for a SFOMS officer to handle parking. The Controlled Industrial Area concept at PSNS requires that each vehicle carries a yellow parking pass as well as a decal. Extremely limited parking is available. Early contact (before the COH begins) with the PSNS Parking Coordinator will answer most of your questions. One of the main problems in dealing with the civilian staff at parking is that they do not understand RHIP and will take CV Department Head spaces away and assign them to a cruiser or submarine for junior officers

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or senior enlisted. You may have to ask your Executive Officer to go to the PSNS Administrative Officer C/800 to fight for parking. Most of these problems surface when the ship moves from Dry Dock 6 to Pier 3 and the ship picks up parking spaces in the Dry Dock #5 lot. Anyone parking in vicinity of the ship in dry dock should procure a car cover as sand blasting and painting will ruin a vehicle's finish in short order.

f. CIA Security Pouches. All ship's company personnel are required to wear in plain sight their ID card in a PSNS plastic pouch. These serialized pouchs are drawn before entering the yard and are checked out in blocks to Department Leading Chiefs for issue to the crew by number. Losing a pouch requires an investigation and a letter to the shipyard commander. Pouches and ID cards are "Legal tender" and must be carefully controlled.

6. Firewatch

a. Providing firewatches to Shops 26 and 56 is the most important and visable thing that SFOMS does. The success of this operation depends on many factors. Firewatch personnel must be responsible and dependable. It is boring work the importance of which simply cannot be overstated. Good, strong supervision is a must. KITTY HAWK assigned an ENS (LDO), a CWO-2, a E-9 and an E-7 to manage Firewatch Division.

b. Due to the size of ship's force work package the command normally assigned the least mature and lackadasical individuals, resulting in frequent attrition due to unauthorized absences, NJP/court martials, and the normal malingering and unexplainable absence that are characteristic of the aforementioned individuals. These individual's lack of job involment and accomplishment is a deterrent to the few highly motivated persons assigned. Strong discipline is continuously required. Supervising petty officers must constantly monitor firewatches (hourly). A 90 day rotation of firewatches eliminates some of these problems; however, PO's should be permanently assigned (no additional duties, i.e. after brow watches) unless they become complaisant to subordinates at which time they should be relieved. Firewatch maintained a 5 section duty status only through augmentation of 50 men from the assigned airwing for a 90 day period during peak activity (months 6-8). A section of 40-50 men with a work week of Wednesday -Sunday had to be maintained during months 5 -8 to adequately support increased overtime requirements on the weekend. Departure of Airwing personnel required 3 section duty through months 9 - 10. In addition restricted men were used on week-ends to augment duty sections.

c. Equipment requires strict control, with signatures for issued articles. Upon loss of equipment, DD Form 139 was issued to defer cost of lost items. The Jet Shop proved to be an ideal location for firewatch division, in that it offered ample space for storage, musters, and dispatching of firewatches.

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d. Firewatch requirements for a 54 week overhaul averaged as follows:

<u>MONTH</u>	<u>DAILY AVERAGE WATCHES POSTED</u>
1	65
2	80
3	162
4	172
5	194
6	221
7	207
8	220
9	198
10	182
11	169
12	134
13	120

e. Additionally each 20 firewatches were immediately supervised by strong PO2 or PO3, with a PO1/2 assigned duties as shift supervisor, 2 CPO's and one division officer. Administrative personnel included 3 supply/tool issue PO's, 2 yeoman, and a strong instructor to provide initial training and monitor PQS qualification.

f. Summary/Recommendations. Early effective planning of organization and procedures is mandatory. Effective training/PQS qualification of all personnel E3 and below prior to start of overhaul through I Division or mandatory DC training eliminates training during overhaul. Augmentation of firewatches from other divisions continuously failed and only resulted in an additionally administrative burden and lack of industrial support/work stoppage. We fabricated a 25' extension for CO2 bottles to be used in voids/tanks where access was impractical or unsafe.

7. Vents

a. The scope of the vents package required the talents and knowledge of the HT rating. There were never enough to do around because of the exceptionally large habitability and engineering package. The original vent package outside the machinery spaces totalled 12,000 man days. The WDC dropped this package to accomodate additional work required inside the machinery spaces.

b. Vents division was managed by an O-4 assisted by an E-7 and under the purview of the ship's DCA. This proved to be an excellent arrangement providing both expertise and continuity.

c. The SFOMS Vents Division as are all divisions of the SFOMS Department consists of TAD personnel with little or no knowledge of the ventilation systems aboard ship. Therefore, it is imperative that a program be formulated by those who have the proper background specifying the work to be done by the division. This should be done months prior to reaching Bremerton and should include:

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(1) Listing of systems to be cleaned (prioritized).

(2) Determination of those systems which the shipyard will be working. Aboard KITTY HAWK the shipyard overhauled the supply systems serving the engineering main spaces and made alternations to numerous systems as specified in NAVSEA directed ship alterations.

(3) Determination of the type repair work to be accomplished by ship's force. Aboard KITTY HAWK TAD Hull Technicians repaired ducting within their capability. Otherwise, Assist Ship's Force (ASF) funds were used to get shipyard assistance.

(4) Determination of who will inspect and overhaul the ventilation motors. Aboard KITTY HAWK electricians assigned to Vents Division inspected all the motors aboard, regardless of whether the system was being cleaned. Motors needing repair were initially overhauled by TRF Bangor.

(5) It would be extremely beneficial to assign conscientious individuals with perseverance to completely trace (before arrival at Bremerton) each system to be cleaned. These individuals should remain with the vent cleaning evolution until completion to provide the necessary continuity. Detailed notes should be made delineating the condition of each system, missing parts, repair to be done, etc. Each ventilation motor should be checked beforehand also. Faulty motors can be removed more expeditiously and overhaul begun.

8. Voids Division

a. Voids Division was under the supervision of the R division officers (CWO-4) reporting to the ship's Damage Control Assistant. This was an excellent arrangement as the DCA provided expertise and gas free engineers. Four - six G.F.E.'s are a must to effectively pursue the work package.

b. An aggressive Voids perservation program should be in effect continuously. If not, Voids must start from scratch. Open and inspect as many voids as possible from 3-6 months prior to entering the yard. Identify voids division personnel 1-2 months prior, especially supervisory personnel. Order dessicant as early as 6 months prior to entering COH. Point of contact is Audrey Mayle, the item manager in Dayton, Ohio, AUTOVON 850-3690.

c. Work must commence before entering dry dock. Good soundings and inspections will identify voids requiring pumping while in transit to PSNS. Eight deck voids can be opened in dry dock to drain as the dry dock is being pumped out.

d. Shipyard services are a problem. Coordinate with Ship's Superintendent's Void Coordinator before entering PSNS and line up necessary services. If the ship's force is going to perserve 8th deck voids, extra funding must be provided for scaffolding.

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e. Keep a good log of all void conditions. If a preservation program is not in effect the yard is a good place to begin one.

f. See the Safety Department briefing for comments regarding voids.

9. ADP/ADMIN

a. ADP

(1) For the most part our ADP problems are OBE. The data collection program used by HAWK is not being used by CONNIE. Nor will it be used by any other carrier. Lack of a shipyard computer hindered our operation early on. After collecting data and having it punched by S-7 personnel into tape the info was sent via PERA CV's terminal to Beltsville, Md for processing. Needless to say this back-up was unreliable. Incompatibility and equipment problems were handled routinely until the shipyard computer service became available. After that, there were few problems.

(2) Some of our lessons learned are applicable whatever the program.

Stress the importance of accurate reports. A lackadaisical attitude, lack of understanding, and communication problems at the beginning of the overhaul resulted in sloppy inputs and caused headaches later on. The Data Analyst needs to stay on top of the Department Coordinators and S-7 keypunch personnel to ensure accuracy and timeliness. Weekly meetings are in order early in the overhaul. PERA CV might consider a review class after a month into the overhaul for all shipboard personnel involved in ADP.

b. Administrative

(1) SFOMS Admin is a key element for the success of the overhaul effort. Proper staffing cannot be taken lightly. A good LCPO, at least three yeoman, and three strikers are recommended.

(2) A ZEROX 860 or equivalent is an absolute must. Changes in training occur at a dizzying pace because of the TAD aspect of the department. SFOMS is also responsible for fitness reports, evaluations, routine correspondence, and a weekly SITREP.

(3) A duty yeoman watch stood overnight in the trailer is an asset. The yeoman can help shipyard workers on the backshifts in getting into locked spaces.

(4) SFOMS Personnel come from nearly every rating on the ship. Most will be TAD to the department for the entire yard period and may lose contact with their parent department. When eval time comes the parent department in protecting their rating often refuses to accept high performance ratings elsewhere, regardless performance must be rewarded so be prepared to go to the wall to back up your evaluations.

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10. HABITABILITY - NAVSEA SELF HELP PROGRAM

a. KITTY HAWK undertook the most ambitious Self Help Habitability Program to date; 3800 racks in 70 berthing compartments. Other ships have installed more racks, but the time allotted for the program, 12 months, required a most demanding installation rate. The program was completed in 10.5 months with an expenditure of 321,000 manhours of industrial labor NAVSEA Quality Assurance representatives adjudged the program to be singularly well done with no discrepancies noted. The Habitability branch also repaired or replaced all air conditioning boundary doors about the ship.

b. Organization. The Habitability Branch was organized in five functional areas plus admin, Q/A, and warehouse.

- (1) HAB 1 - installed racks and lockers.
- was the lead HAB for clean and prep

(2) HAB 2 - Initially was the lead HAB for ripout. Upon completion of that phase, tiled decks and installed accessories.

(3) HAB 3 - was tasked with ventilation. This HAB owned three buildings adjacent to DD6 that had a paint booth and sand blaster installed. They were charged with locker and door rehab including painting.

HAB 4 - was assimilated into HAB 2 following the completion of the clean and prep phase of the project. HAB 5 was designed to husband the limited EM and HT rates assigned. It was envisioned that these rates would provide a central pool of technical expertise upon which the rest of the branch would draw. Welders and electricians were also homegrown from associated rates or volunteers. This organization was also the pool for a group of men that performed the hauling of materials to and from the job in support of the rest of the project (U-HAUL). HAB 5 installed the subbases and accomplished all electrical work.

The Q/A section performed scheduling, security and supply functions in addition to providing Quality Assurance expertise. This section also directed the paint team and associated preparation and clean up crews.

c. Personnel

(1) Hab started with 290 men assigned. This included eight Officers (Branch Head, 0-4) and eight CPOs. Original ground rules called for habitability trouble makers, transfers and TAD people to be replaced. Within three months about 40 men were returned to parent divisions due discipline problems without replacement. They were never missed. The program suffered gradual attrition due to ship requirements and by the end manpower was down to 200.

d. Hours of Operation. In order to achieve high productivity, ensure quality workmanship and establish high morale, a straight six hour work day, without a real break, was established. A man mustered in the morning, worked six hours and went home. The plan paid dividends and an unprecedented

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industrial productivity figure in excess of 85% was achieved. Two shifts per day were employed to maximize tool utilization.

e. Work Progress

(1) The initial plan was to start various phases of the program almost from the start. About one month into the program it was decided to finish clean and prep prior to installing subbases. Nearly all crews worked toward this end. Exceptions included electricians who overhauled light fixtures and planned electrical installation locker rehab and ventilation prefab. Toward the end of the clean and prep phase sub base installation was commenced. From this point to near the end of the project planning and scheduling was directed that ensuring follow on work crews had compartment to move into to work.

f. Tools. The traditional tools utilized by the Navy to strip, clean and prepare a space for final paint are in many cases antiquated. This project was started using needle guns to take paint off bulkheads. Desco Corporation mini flush kits do it 10-20 times faster. Small pneumatic chisels broke up tile in the beginning. By mid project the extremely reliable "pogo stick" (available from Pro Line Paint Company, San Diego) was taking up tile 5 to 10 times faster with less than half the fatigue factor on users. Extremely high speed grinders with proper consumables save valuable time. Unfortunately all these lessons were learned well into the project. Bottom line. Those people that are associated with these programs on a continuing basis (Type Commander, NAVSEA, etc.) must keep track of the latest advances in the tool technology and pass the knowledge on to program managers. Purchase a full bag of tools to accomplish the HAB programs. Recommend a pool of HAB associated tool be purchased by the Type Commander. A 40' trailer (similar to AIRLANT) could be equipped with all the tools required to accomplish a HAB project. The van should be self contained and allow for tool issue, tool repairs, welding work area and light metalsmith capability. This van could be placed on the Hangar Deck and serve as the HAB tool room.

g. Material

(1) Material problems fell into three separate areas, warehouse and facilities and inventory, delivery dates and poor quality material. A warehouse storage requirement summary is presented following the Supply Department memo.

(2) The second problem concerns material delivery dates. No coordination exists between project planners and the ship. KITTY HAWK did not receive all materials prior to project completion. Full length mirrors, game tables and watch quarter and station bills were obvious deficiencies. CPO lockers were not delivered until November and mattresses for the oversized enlisted racks simply do not exist. To solve this final problem KITTY HAWK contracted with Kitsap Mattresses to "stretch" the regular mattresses four inches. The ship provided 430 mattresses and 800 covers and the manufacturer glued four inch sections onto the regular mattresses and created one cover from two. Cost: \$6,400 for 400 long mattresses and covers.

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(3) The final material problems is related to poor workmanship and improper parts. The irons provided by the programs are not authorized for shipboard use. They are electrical hazards as they have only two strands with three prong plugs. The CPO lockers are marked by poor hinge design that causes the doors to be constantly out of alignment. Moreover the rivets used to install the shelves are unpainted thus presently a "peppered" appearance. Subbases, particularly rack subbases, suffer a lot of damage in shipping. They were warped with welds cracked when received. They need to be packaged and protected. KITTY HAWK manufactured or repaired about 25% of all subbases.

h. Technical Representatives

(1) Designers and Planners Inc. provided TECHREP advisory services effective in April four months into the project. Their help was invaluable. Informal crew and TECHREP interaction defined the relationship and it worked out well. The few problems that did develop were addressed through respective chain of command and resolved at the senior tech rep/HAB Officer level.

i. The Habitability Program was an unqualified success with one exception. The isolated receptacles were not connected and had to be rescheduled. Funding was not provided for deck penetrations to allow wireway through armored decks. As a result the receptacles have been wired and will be connected to load panels at a future date.

11. SFOMS Supply

a. SFOMS Supply must establish its organization, and make its plans at least 3 months prior to COH. Procedures covering all aspects (i.e. ordering, issuing, storage, expediting) should be prepared and disseminated.

b. Have early meetings with workcenter supervisors and supply petty officers to ensure each knows what type of material should be ordered through SFOMS and what the proper supply procedures are.

(1) Screen all material requests for types of material ordered. Order only repair parts and consumables to perform maintenance. General consumables, tile, tile adhesive, paint brushes, paint rollers, scrapers, etc. are readily available. Set-up a schedule of delivery to the ship of SFOMS materials and stick to it. Also, don't deliver material too far in advance or when it comes in because more than likely the department will lose some of it.

(2) Screen previously overhauled carriers for painting/habitability items in excess.

(3) Paint requirements should be consolidated and ordered incrementally (e.g. quarterly). Have Ship's Bos'n determine requirements for paint and requisition paint on consolidated orders. Workcenters can then draw paint and paint supplies from the Bos'n as needed.

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