All Hands

MAGAZINE OF THE U.S. NAVY

SEPT 2019

TOP NEWS

CNO GILDAY'S MESSAGE TO THE FLEET

By Chief of Naval Operations Adm. Mike Gilday

I am humbled and honored to be your Chief of Naval Operations. Together, we are part of the greatest navy in the world. Everyone on our team – officers and enlisted Sailors, active and reserve, uniformed and civilian – plays an important part in making sure we not only remain the greatest navy in the world, but that we get even better.

For the first time in a very long time, we face serious challenges at sea around the world. For decades, we took for granted that no other blue-water navy would dare take us on. That's no longer true.

The U.S. Navy has been and will continue to be a global force for security and stability. But there are other nations who would use their maritime forces to threaten the freedom of the seas to intimidate their neighbors or to coerce others in violation of international law. Those maritime forces are growing in numbers and in strength. Still others know they cannot take us on at sea but will try to attack our Navy in areas like cyber.

Rapidly modernizing our Navy and keeping pace with technology will remain a priority for us. But I still believe what my first chief told me, that people are our most important weapons system. A well trained force is our competitive advantage. I look forward to hearing from leaders at every level at how we can continue to make improvements for Sailors and their families.

And I have a great sense of urgency to get after solutions to the challenges we face.

In the coming weeks, my FIRST priority will be visiting with many of you. I will work with our leaders in the fleets, with our Marine Corps teammates and with our other joint service and international partners as we develop our way ahead to meet these challenges.

We will question our assumptions. We will think differently about the competition we are now in. We will be the Navy the nation needs now, and we will build the Navy the nation needs to fight and win in the future.

What remain constant are our core values of honor, courage and commitment. We will remain true to our core attributes of integrity, accountability, initiative and toughness. We will remain the premier Navy in the world, and I know we will be even better tomorrow than we are today.

Thank you for all you do for our Navy and for each other. I'll see you out in the fleet.

Adm. Mike Gilday is the son of a Navy Sailor. A surface warfare officer, he is a native of Lowell, Massachusetts and a graduate of the U.S. Naval Academy. He holds master's degrees from the Harvard Kennedy School and the National War College.

At sea, he deployed with USS Chandler (DDG 996), USS Princeton (CG 59), and USS Gettysburg (CG 64). He commanded destroyers USS Higgins (DDG 76) and USS Benfold (DDG 65) and subsequently, commanded Destroyer Squadron 7, serving as sea combat commander for the Ronald Reagan Carrier Strike Group.

As a flag officer, he served as commander Carrier Strike Group 8 embarked aboard USS Dwight D. Eisenhower (CVN 69), and as commander, U.S. Fleet Cyber Command and U.S 10th Fleet.

His staff assignments include the Bureau of Naval Personnel; staff of the Chief of Naval Operations, and staff of the Vice Chief of Naval Operations. Joint assignments include executive assistant to the Chairman of the Joint Chiefs of Staff and naval aide to the President.

As a flag officer, he served in joint positions as director of operations for NATO's Joint Force Command Lisbon; as chief of staff for Naval Striking and Support Forces NATO; director of operations, J3, for U.S. Cyber Command; and as director of operations, J3, for the Joint Staff. He recently served as director, Joint Staff.

He has served on teams that have been recognized with numerous awards and is the recipient of the Defense Distinguished Service Medal, Distinguished Service Medal, Defense Superior Service Medal (four awards), Legion of Merit (three awards), Bronze Star, Navy and Marine Corps Commendation Medal with Combat "V," and the Combat Action Ribbon.

Gilday began serving as the 32nd Chief of Naval Operations August 22, 2019.

U.S. Navy photo by MC1 Ryan U. Kledzik

09|2019

ALL HANDS MAGAZINE
MAGAZINE OF THE U.S. NAVY

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All Hands Number 9, 2019 is published by the Defense Media Activity, Navy Production Department, 6700 Taylor Avenue, Fort George G. Meade, Maryland 20755.

FRONT COVER: Aviation Ordnanceman 2nd Class Cody Gladden organizes ordnance on an aircraft elevator aboard the aircraft carrier USS Dwight D. Eisenhower (U.S. Navy photo by Mass Communication Specialist 3rd Class Kaleb Sarten/Released)

BACK COVER: Artwork by MCC Ryan Tabios

OUR MISSION IS SHARING THE NAVY STORY

TOP NEWS

NAVY RELEASES MORE PUBLIC-PRIVATE HOUSING SURVEY RESULTS, CONTINUES CORRECTIVE PLANS

From Commander, Navy Installations Command Public Affairs

The Navy has released more details from its 2019 Summary of the Navy Public Private Venture (PPV) Housing 'Out of Cycle' Survey, conducted earlier this year based on concerns with privatized family housing.

The results of the survey, conducted April 2-May 9 by CEL & Associates for Commander, Navy Installations Command, are available here.

In July, the Navy released a redacted version of the "out of cycle" survey to allow PPV partners enough time to develop corrective action plans. The Navy has released the rest of the results to enhance transparency for residents who participated, now that the housing providers have identified corrective actions.

The action plans are in progress or will soon begin, once they're reviewed by Navy business agreement managers and Navy region and installation leadership. Each installation action plan is tied to specific concerns raised by residents in the out-of-cycle survey that warrant action by installation property managers.

"The Department of the Navy team is committed to improving the quality and care for the housing provided to our Sailors and their families, which they deserve for their service to our Nation," said Lucian Niemeyer, acting assistant secretary of the Navy (Energy, Installations and Environment). "Resident satisfaction surveys provide valuable feedback by location and enable the Navy and PPV partners to create and implement corrective action plans to focus our efforts where they are needed most," he noted.

"We are releasing additional survey information at this point for two reasons," Niemeyer continued. "We wanted our partners to have a chance to review the survey results and to propose plans for improving quality and service, which they have proactively accomplished. Second, we want to maintain transparency and accountability to our military families.

"We will continue to encourage our residents to care for their homes and provide constructive feedback when they are concerned with the quality of workmanship or the customer service of our partners," Niemeyer said.

"These survey results are critical," said Rear Adm. John W. Korka, commander, Naval Facilities Engineering Command (NAVFAC). "They substantiated areas of concern and will guide the next steps necessary, particularly in implementing and carrying out corrective action plans and accountability across the PPV program."

CEL & Associates provided a corrective action plan template and training on how to use the template to both the partner property manager and the Navy Housing Service Center. For this survey, the Navy raised the threshold for corrective action plans to 75 points, more stringent than earlier surveys' standard of 70 points. Based on this survey, any neighborhood with a score below 75 (rated average to very poor) is required to develop a plan of action addressing residents' concerns. The PPV partner submitted this document to the appropriate business agreement manager before the deadline earlier this week.

Navy Housing Service Center staff are also developing and implementing action plans for all Navy-specific issues at each installation.

"I want to thank the Sailors and their families who spent their time to take the survey," said Vice Adm. Mary M. Jackson, commander, Navy Installations Command (CNIC). "They have helped us tremendously in focusing on residents' concerns, and it is important that they see the full results. Now it is our responsibility to stay engaged with our PPV partners as the advocates for Sailors and their families."

U.S. Navy photo by MC2 Charles Oki

Each military service has different business-agreement constructs, and the Navy business arrangements use limited liability companies (LLCs). The Navy is the non-managing member and the Public Private Venture housing partners are the managing members of each LLC. The Navy's six PPV partners are Balfour Beatty, Clark, Hunt, Landmark, Lincoln and Patrician.

Balfour Beatty operates about 8,700 family housing units. Project NORTHEAST includes seven installations in Navy Region Mid-Atlantic, and project SOUTHEAST includes 11 installations in Navy Region Southeast.

Clark operates about 2,400 unaccompanied units at Pacific Beacon, San Diego, in project San Diego Unaccompanied Housing in Navy Region Southwest.

Hunt operates roughly 10,500 family housing units and about 3,600 unaccompanied units. Project HAWAII includes two installations in Navy Region Hawaii. Project KINGSVILLE II is one installation in Navy Region Southeast. Project MIDWEST includes three installations in Navy Region Mid-Atlantic. Project NORTHWEST includes three installations in Navy Region Northwest. The unaccompanied units are in Hampton Roads, Norfolk, Virginia, in project Hampton Roads Unaccompanied Housing in Navy Region Mid-Atlantic.

Lincoln operates about 18,800 family housing units. Project Mid-Atlantic San Diego is a combined installation project in Naval District Washington. Project MID-ATLANTIC includes six installations in Navy Region Mid-Atlantic. Project SAN DIEGO includes seven installations in Navy Region Southwest.

Patrician operates about 900 family housing units at one installation, project NEW ORLEANS in Navy Region Southeast.

Landmark's regular 2019 resident satisfaction survey was in progress, so they were not included in the 2019 "out of cycle" survey. Landmark operates approximately 400 family housing units. Project SOUTH TEXAS includes two installations in Navy Region Southeast.

Local Housing Service Center contact information is available at www.cnic.navy.mil/ContactHousing.

Residents who have questions about privatized housing can contact Navy Housing Headquarters at NavyHousingHQ@navy.mil

A C B D E F G

NEW NAVY HEMP PRODUCT POLICIES

Sailors and Marines are prohibited from knowingly using products made or derived from hemp, including cannabidiol (CBD), regardless of the product's THC concentration.

*Prescriptions are ONLY valid if issued to servicemembers from DoD approved medical service providers

*This does NOT apply to the use of topical products such as shampoos, lotions or soaps

FULL CIRCLE

Story By Mass Communication Specialist 2nd Class Daniel Coxwest, All Hands Magazine

Every color in the sky was visible; blue, pink, purple, gold and orange. The reflections of the clouds were popping off the sheet metal on the side of a P-8A Poseidon aircraft. Everyone came out of the hangar bay of Patrol Squadron (VP) 30 to get a photo of the beautiful sunrise, except Lt. j.g. Alex Orlando. He had a different purpose. He came walking out of the hangar bay as a silhouette against all of those vibrant colors, moving with a purpose towards his aircraft.

His olive green flight suit stood out from the maintainers. He's suited up and ready to go, ready to do the one thing that's been able to keep his interest. With a confident posture and focused eyes, you can tell, this is where he feels at home.

"It's always the morning of, you're like, it's game-time, it's happening," said Orlando. "It's like a drag race, but instead of dragster it's a behemoth of a plane that weighs north of 150,000 pounds. You push the throttles up and you just start barreling down the runway, but instead of a drag race that ends at the quarter-mile, you pull back and pull this whole thing off the runway and out the wind-screen all you see is the sky."

Ever since Orlando was a kid he seemed like he was destined to join the Navy. His grandfather was an Aviation Machinist's Mate and he grew up listening to all of his old sea stories. Orlando remembers when he would go visit his grandparents in Pensacola, Florida and how he would always be able to look up and the see the different kinds of aircraft flying around. But despite those experiences, he took a different path.

"I graduated from the University of Florida and I ended up starting to like journalism so I went down the path of starting to make a career out of it," said Orlando. "I got a job at a newspaper right out of college as a cops and crime beat reporter. I did that for a couple of years and I just got really burnt out on it really quick."

After his career as a journalist fizzled out, Orlando decided to try something different; something that would take him to the other side of the world, an experience that would ultimately be the final stepping stone towards a career as a naval officer.

While he was in college, he managed to also get a teaching certificate which he used to travel to Japan and teach English to Japanese students in Tokyo.

"After about a year, the "honeymoon" phase wore off. Japan was great and everything was new and different, but then it wasn't new, and I missed home," said Orlando. "I came home for Christmas in 2015 and my mom could just sense that something wasn't right with me. I was in a funk. She knew that I didn't know what was next. I've changed careers a lot of times but I've always looked before I leapt, but at this point I wanted to go somewhere, I just didn't know where."

When Orlando travelled back to Japan, he decided to make the jump. He called a Navy recruiter and applied to be both a pilot and a naval flight officer. His father also attempted to become a pilot in the Navy, but was turned away due to a deficiency in his vision.

"I was worried about my vision because of what happened with my dad, but that wasn't a problem for me and they called me a week before my birthday in 2016," said Orlando. "I was teaching at the time and when I got the news, I just went into another room and I cried. I think something that was driving all of those career changes was just an existential wondering, like where am I supposed to be and what am I supposed to be doing? As soon as I got that phone call I've never had that feeling again."

While Orlando was in flight school, he had a moment that solidified that he had made the right decision joining the Navy. Soaring through the sky, piloting one of the Navy's largest aircraft, something happened, something that he would never forget.

"I remember it was right near one of my last flights. We were coming home. It was sunset and we took a southern route and I knew at some point we were going to fly over Blackwater Bay, which is where my grandparents live," said Orlando. "I kind of veered a little further south because I knew where I was. I looked down and I saw their house and it just kind of came full circle for me. From being that kid looking up and now being that flight student looking down, I got choked up in the plane."

Since that day, Orlando graduated flight school and had his father pin his gold aviator wings to his uniform. For him, being able to share that experience with his father meant the world to him; a feeling that his father, Steve Orlando shared.

"When we went to Corpus Christi for his winging, shortly before we made the trip, Alex asked me to pin his wings on," said his father. "It really choked me up when he asked me to do that. And when his mother and I were up there with his fiancée, and the moment came to pin his wings on, I remember my hands were shaking. I was almost overwhelmed with emotion. seeing my son do this. It didn't work out for me, but I get to watch him do it so I can live vicariously through him."

Mentoring
WHAT MATTERS MOST?

By Rear Admiral Alvin "Bull" Holsey, USN

What matters most when it comes to mentoring? The answer is simple: You just have to give a damn! After 30 years in the US Navy, some thought and reflection, I am convinced we have to be better mentors.

Throughout history, successful leaders across numerous fields have said that a mentor or two, maybe more, helped them along the way. Admiral Nimitz credited Rear Admiral Samuel S. Robison, Dr. Martin Luther King Jr. credited Dr. Benjamin Elijah Mays, and Facebook COO Sheryl Sandberg credited a former college professor, Larry Summers. Former U.S. Secretary of State and U.S. Army General, Colin Powell credited his father, Luther Powell. Powell goes on to say, "All... of us have the ability to serve as a mentor – to step forward and say, 'I'm going to be a mentor, because I want this next generation to take America to a higher level, a better place.'" These mentors provided guidance, words of encouragement, reinforcement and perhaps even some stern criticism at times. Bottom line – they gave a damn!

Mentoring requires leadership, yet we continue to struggle with this simple nurturing concept that can make our Navy better. So why do we struggle? We struggle, in part, because we get lost in minutiae: Should mentoring be formal or informal? Should we assign mentors? Should they be male or female? But frankly, all of that doesn't matter. What matters is a leader's willingness to engage. Successful engagement at any level in a Sailor's career makes a difference. It just has to be genuine. Don't tell me who I can or cannot mentor. I should be able to mentor a seaman, a chief petty officer, a female, or a surface warfare officer – regardless of my designator or title. True leaders engage, and part of that engagement is getting to Know Your People and making a positive difference in their lives.

Throughout my career, I have had several folks that I would call a mentor. Some have been there from day one and others only a few years, but their influence endured. They made an impression. Some preferred to watch from a distance and engage only when necessary to keep me on glideslope. There are varying degrees of engagement where mentors can provide just the right impact at the right time. It doesn't have to be all consuming. I think the role of the mentor should be: C-L-E-A-R:

Counsel
Listen
Example
Assess
Reinforce

My first Navy mentor was the professor of naval science at my NROTC unit. I have reached out to him a few times over the years, and he was always there to share insights and provide **Counsel** when needed. He has been an important part of my life and career. He even attended my winging ceremony and my change of command ceremony some 25 years later. I never asked him to be my mentor, but years ago he took an interest, and I felt comfortable enough to reach out when I needed advice.

I met my second mentor when I started training in the fleet replacement squadron. He just walked up and introduced himself, coincidentally, he was headed to my fleet squadron as a department head. It may be worth noting, that he was a test pilot, which I aspired to be one day, and we shared the same racial background. I am sure he felt compelled to engage since I was one of only a handful of minorities or maybe because I looked shocked in my new surroundings. Hands-down, he was the best pilot in the squadron and he spent time to make sure I knew what it meant to bring your "A-game" every day. I haven't spoken with him in a few years, but he was there in the beginning to help **Reinforce** what "right" should look like for me as a junior officer.

I met my third mentor at an affinity group function when I was a young flight instructor. That was over 20 years ago and he has been there ever since. He was a great **Example** and played an active role in my career at a distance and sometimes up close. He did not pull any punches and he kept challenging me to push ahead. We have often heard that there are no defined career paths, but I probably followed mentor number three's path the closest. It has been said that, "imitation is a catalyst of achievement". When you are a role model or mentor, young people take note and follow your lead. You just have to set the right example.

> "MENTORING REQUIRES LEADERSHIP, YET WE CONTINUE TO STRUGGLE WITH THIS SIMPLE NURTURING CONCEPT THAT CAN MAKE OUR NAVY BETTER."

Mentor number four – the Great Tuntini. My mother and father taught me the value of hard work, and I always thought that I gave the proverbial "110 percent." In fact, I naively believed that everyone else did the same. How could they not? Mentor number four was quite refreshing as a commanding officer because he challenged the entire command to give more and he did not tolerate oxygen thieves. Of course, I felt great because of my "110 percent." He was the first leader who asked me to give more, "115%," like that was even possible. He set the bar higher and helped me to **Assess** my own potential. In doing so, I realized there was nothing like "120 percent," especially when you are having fun. He also helped me to realize I had a lot more to offer the Navy.

Mentor number five was my detachment senior chief who retired a few years ago as a Master Chief from the world's greatest Navy. First impression, we could not have been from more different backgrounds or beliefs. We were products of small town Georgia, born in the sixties and yes, different races. I think we both learned to **Listen** and embrace our differences to lead our team. We shared several talks about family, growing up, life, dreams and more. Ironically, we had more things in common than we had different which is probably true for most of us. Every Sailor has a story, and that story is what brought them to Navy. Our team excelled because of friendship built on personal trust and my ability to grow as a leader.

Those were only five mentors, but my list of mentors is easily over 15, maybe more. No, they didn't all look like me. No one was ever formally assigned, but all took an interest. We did not all share the same likes or dislikes, but I think we all believed in our Navy, opportunity and achievement. Over the years, I have attended various conferences or have heard young folks ask about finding a good mentor. The initial connection can be quite awkward for both mentor and perspective protégés. So, what's the answer? I would ask young folks just starting out to do three things:

1. Learn everything that you can
2. Accept criticism
3. Seek constant improvement

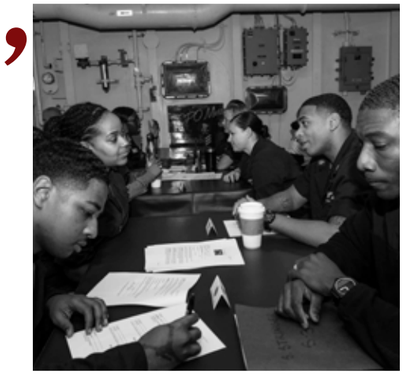
Those are not things to get you noticed, though they will.They are key elements in defining who you are and are essential to shaping your professional growth and development.I think the majority of the mentoring connection lies with seniors who should reach out and engage.You know what is required in your field, your community and our Navy.You have seen the pitfalls and you know the challenges.For me, it was those leaders at all levels who noticed my work ethic, saw something special or knew that curve was in the road and sought me out to provide honest feedback.They were authentic, and I was quickly put in a place where I felt comfortable asking more insightful questions about myself and my career.A conversation started and we found common ground.Yes, I guess I felt like they gave a damn!

Mentoring Self-Assessment:

1. How many mentors have you had in your career? (My answer - 15 plus)
- List them out and reflect on the impact they've had on your life and career.

2. How many folks have you mentored from different backgrounds? (officer, enlisted, warfare communities, gender, racial, etc...) If it helps, write out a list. (My answer – 30 plus, maybe more)
- If all your protégés look like you or your numbers are limited, you need to expand your reach.

3. What are you waiting for? Go Lead!!



A LEGACY OF VALOR

USS SOMERSET HONORS HEROES OF 9-11'S FLIGHT 93

Story By Elizabeth M. Collins, Defense Media Activity

Shock. Horror. Grief. The nation watched in disbelief, Sept. 11, 2001, as planes slammed into the World Trade Center and the Pentagon.

Gordon Felt was one of them. Then, the national tragedy turned very personal. His sister-in-law called, telling him his brother Edward had been travelling from Newark, New Jersey, to San Francisco, and his plane was missing.

That plane was United Airlines Flight 93, and Felt didn't know it yet, but four terrorists had boarded it that morning, two of whom sat in the row directly behind Edward, according to a Justice Department flight diagram. Less than an hour after takeoff, they broke into the cockpit, brandishing knives. One appeared to have a bomb strapped to his chest. Capt. Jason Dahl frantically sent a "Mayday!" transmission to Cleveland Air Route Traffic Control Center at 9:28 a.m. "Get out of here! Get out of here!" the message continued.

Thus began "a horror that I don't know that any of us civilians, at least, could really understand," said Felt.

There was a struggle. The plane plunged almost 700 feet. One of the passengers called his wife and told her a passenger had been knifed, possibly after trying to intervene. Dahl and Co-pilot Leroy Homer were injured. The cockpit voice recorder captured the terror, with a man saying, "please don't hurt me," and a woman, likely a flight attendant, pleading, "I don't want to die. I don't want to die." She screamed, then silence. A terrorist said, "I finished" in Arabic. Presumably, he killed her.

Still, the flight crew managed to resist, according to the Denver Post. Although he was recorded moaning in pain, Dahl disengaged the autopilot, making the 757 much, much harder to fly. He also switched the output of the pilots' microphones from the cabin's speakers to the radio transmitter.

Ziad Jarrah, the terrorist pilot, took over the controls. His target, many officials believe, was the U.S. Capitol.

Hijackers moved the passengers to the back of the plane. At 09:31:57, Jarrah, believing he was addressing the cabin but really transmitting to air traffic controllers thanks to Dahl's quick actions, announced: "Ladies and gentlemen: Here the captain. Please sit down. Keep remaining seating. We have a bomb on board. So sit." Then, about six minutes later, he added that they were "heading back to the airport, and we have our demands. So, please remain quiet."

However, the 40 passengers and crew members on board already knew that wasn't going to happen. They had one advantage over the passengers on the other three flights that were hijacked that morning: Their flight had been delayed, so by the time terrorists seized control, two planes had already hit the World Trade Center. United officials sent a warning to pilots on cross-country flights at 9:23, warning them about the attack and to "beware cockpit intrusion."

After the hijacking, passengers called friends and family members from the plane to tell them what happened, to tell them they loved them, to tell them goodbye. Edward Felt called 911. According to many investigative and news reports, passengers learned about New York. They knew they weren't heading to an airstrip somewhere to wait out negotiations between their captors and authorities. They knew cooperating wouldn't save their lives. They knew their Boeing 757 was about to be turned into a weapon of mass destruction.

They knew they were going to die if they did nothing, but maybe, just maybe, if they did something they could change history. If they couldn't save their own lives, they could at least stop the terrorists before they killed thousands of others, before they destroyed another symbol of American freedom.

"We know that the crew members and the passengers discussed a plan and we know that they voted as to whether they should take action," said Felt. "We know that they created a strategy. ... They prayed together. And then they fought. ... They were committed. We want to believe that all our family members wanted to do was go home. They just wanted to see their families. They just wanted to live. Under the extraordinary pressure of what was going on that morning, they had the courage to basically stand up and say, 'No. We are not going to let you dictate the terms on which our lives are going to end. We're going to fight.'"

"Are you guys ready? OK. Let's roll," passenger Todd Beamer famously said, as reported by an operator with whom he was on the phone. It was 9:57 and the revolt was on. Passengers ran toward the cockpit and confronted a terrorist outside. No one knows exactly what happened next, but the flight recorder captured some of the desperate fight for control of the airplane.

"Is there something?" asked a hijacker. "A fight?"

Jarrah tossed the plane violently from side to side, but the passengers persisted. Crashes, bangs and the sound of breaking glass followed their assault.

"Shall we finish it off?" Jarrah asked as the plane pitched up and down, according to CNN.

"No. Not yet. When they all come, we shall finish it off," answered another hijacker.

Someone shouted, "I'm injured," while a passenger yelled, "In the cockpit. If we don't, we'll die."

Terrorists once again discussed finishing things off, and tried to turn off the oxygen. Then there was a series of "shut them off," "go," "move" and "push" in English. Hijackers shouted, "Allah is the greatest" over and over again as the 757 plummeted toward the ground.

Then the plane crashed in a lonely field next to a former coal strip mine near Shanksville, Somerset County, Pennsylvania, at 10:03 a.m., with a total loss of life.

"Without their actions, September 11 would have been even more horrific than it already was for our country," said Felt. "Imagine if a flight actually ... destroyed the Capitol. We're strong. Our country survived the day. And we would have survived the day if it had, but I can't imagine how much more devastating it would have been: further loss of life on the ground, further loss of the symbols of our democracy.

"To know that my brother and the 39 other passengers and crew members were able to avert and win that battle - they lost their lives, but they won that first battle that morning - it was a sense of pride, I think, to all of our families, to know that their actions helped change the course of history that day."

The passengers and crew of United Airlines Flight 93 not only saved lives, but their actions inspired America, provided a small glimpse of hope and pride in those dark days following 9-11, said Felt. That legacy of heroism and self-sacrifice, of patriotism is still alive today. In fact, the Navy named three new San Antonio-class amphibious transport dock ships in honor of 9-11 victims and heroes.

USS New York (LPD 21) has 7.5 tons of steel from the World Trade Center in her bow. USS Arlington (LPD 24) displays steel from the Pentagon. USS Somerset (LPD 25), which was commissioned in March 2014, also has a very special reminder of that dark day: Her bow includes 22 tons of steel from a mining excavator present at the crash site. First responders later flew an American flag from that excavator. Somerset recently finished her maiden deployment, taking the fight back to America's enemies.

"That symbolism is not coincidental; it is by design," said Capt. Darren Glaser, Somerset's commanding officer. "We represent not only 9-11, but how we came together as a nation after it. We are an all-volunteer force, highly trained to fight, and it is our job to deliver combat power wherever it is needed in the world."

Every second the crew was deployed, he continued, Sailors only had to look around to remember the reason they were serving, the reason many enlisted in the first place. Reminders of Flight 93 and 9-11 are all over the ship. She even boasts a small memorial.

"When you walk on the ship, the first thing you see is, 'Let's Roll,'" said Felt. "When you walk around the interior of the ship, you see references to Somerset County. You see the names of all 40 of our family members. You see a museum, kind of a tribute area where the crew can go and have some quiet contemplation and really consider why they're there and what the mission of the ship is and who it was dedicated to. It's overwhelmingly inspiring."

The crew takes that connection seriously, said Glasser, explaining that he has visited the Flight 93 National Memorial, and its impact "has become a part of how I view my service not only on Somerset, but also my 24 years in the U.S. Navy." He tries to meet with surviving family members when they visit the ship, to talk about what the ship is doing and get their feedback.

"It is important for us to maintain a connection with the 9-11 surviving family members, to let them know we will never forget," he said, noting that the crew received several emails of encouragement from the Flight 93 families while deployed. "The Flight 93 families also have a standing invitation to visit the ship. We welcome them aboard in a similar manner we'd announce any senior officer or dignitary's visit: We will strike the ship's bell and announce them as 'Family of Flight 93, arriving' over the ship-wide announcing system. When we are face to face, that kind of connection reminds us that 9-11 will never be over for those families. I hope they know we will also never forget - it's our duty to prevent it from happening again."

Somerset, he continued, holds a special memorial service to honor the heroes of United Airlines Flight 93 each Sept. 11 that includes a moment of silence at 10:03 a.m., the moment the plane crashed into the Pennsylvania countryside. Sailors also strike the ship's bell 40 times, once for each of those 40 brave men and women. This year, the ship's executive officer will also travel to the Flight 93 National Memorial to remind Americans and especially grieving family members that the sacrifice of the passengers and crew is not in vain, that the Somerset, her crew and so many others stand with them.

"There's a sense of comfort knowing that the Somerset is out there," said Felt, explaining that the ship stands as a tribute to his brother and all the heroes of Flight 93. "I have no doubt that the same level of courage and dedication is present on all of the ships that are out there and units that are fighting terrorism, helping to keep us safe. Knowing that there's such strength and power that is helping to keep our country safe and our citizens safe is important."

AH
humbly accept challenge and face adversity...
DIGNITY
By experience, by performance, and by testing...
GOOD WILL
...to test you, to try you, and to accept you...
Truth
is
Inherent
IT WAS OUR INTENTION THAT YOU NEVER FORGET THIS DAY.
UNITED STATES NAVY CHIEFS
TRADITIONS
INSPIRE
TRIED
TESTED
teach
challenge
TRAIN
TOUGHNESS
UNRIVALED
phenomenal
WORLDWIDE
keen
SAILOR
GOATLOCKER
COMRADES
INTEGRITY
accountability
ADVERSITY
opportunity
MENTOR
HUMBLE ORIGINS
since
April
1, 1893
Loretta
Walsh
1917
HONOR
courage
COMMITMENT
ROLE MODEL
CARE
UNITY
ADVOCATE
FREELY ACCEPTED RESPONSIBILITY
FAITH
NAVY CHIEF
NAVY PRIDE
PASSION
confidence
success
engagement
APPROACHABLE
TRANSPARENT
FAIR
BOLD
SUPER CHIEFS
1958
CHARISMA
STRATEGIC
SERVICE
devotion
RELIABLE
Delivery
1967
Black Heron
PROACTIVE
EFFECTIVE
PERSISTENT
ethical
MORE WILL BE EXPECTED OF YOU
Navigation
FOWARD LEANING
KHAKI
CPO
CONVICTION
INTUITION
EXPERIENCE
CHALLENGE IS GOOD
MCPO
ONLY IN THE UNITED STATES NAVY
Legacy of Excellence
DON'T
with
MESS
the
MESS
BACK
BONE
OF THE
NAVY
ESPRIT
de corps
TEMPERED
ANCHOR
UP
Trued
GENUINE
Forged
by the
Creed
24/7
USN
SISTERS
BROTHERS
teamwork
PROUD
LEADERSHIP
COMMUNICATION
COUNTRY
ANCHORED
TRUST
HARDCORE
humility
STRONG
PLWAYS
A CHIEF
shaping the future
UPHOLD
RESPECT
EXPERT
DEDICATION
VISIBLE DECISIONS
VISION
professionalism
MISSION
ASK THE CHIEF
focused
HERITAGE
360
CHARACTER
LOYALTY
Results
WISDOM
DUTY
Excuses
Not
CANDOR
SKILLED
ATTENTION TO DETAIL
ACCOUNTABILITY