

THE DESTROYERMAN

NEWSLETTER OF THE USS ARLEIGH BURKE ASSOCIATION

VOLUME 4, ISSUE 3

SEPTEMBER 2016

Dedicated to preserving the heritage of Admiral Arleigh A. Burke and USS Arleigh Burke since 2011

FROM THE PRESIDENT

USS Arleigh Burke Association Members and Friends:

This edition of *The Destroyerman* newsletter provides official notification of the 2016 USS Arleigh Burke Association Annual Meeting which will be held 1930-2015 Thursday 27 October 2016 via Teleconference – details follow below. Please be sure to mark your calendars! Now onto the details of USS Arleigh Burke's Silver Commissioning Anniversary!

The USS Arleigh Burke Silver Commissioning Anniversary Celebration over the July Fourth weekend was a tremendous success. From the Tides Ballgame on Friday evening in Norfolk which kicked off the weekend's events; to the Official Dinner on Saturday night at the Town Point Club with USS Arleigh Burke berthed at Nauticus in the background; to the CNO's keynote speech at the Monday Memorial Service for Admiral and Mrs. Burke on board USS Arleigh Burke - which was similar to the Commissioning Ceremony 25 years ago including rain!; to the culmination of the weekend's activities on Monday evening July 4th with a spectacular reception hosted by the Captain and Crew of the ship, followed by viewing from the ship's Flight Deck/Fantail the

Norfolk Independence Day Fireworks launched from the Elizabeth River; it could not have been any better!! Best of all was to see so many Arleigh Burke shipmates, to include a number who served in the Commissioning Crew as well as many who served onboard during other periods of time. Also, we were honored to have five Arleigh Burke Commanding Officers attend!



There are so many folks that deserve credit and thanks for their effort in planning and executing Arleigh Burke's 25th Commissioning Anniversary Celebration that I cannot include or cover all of them in this issue of *The Destroyerman* newsletter. But I will thank a few who represent the effort of the entire team – of which I cannot be more proud. Let me start by thanking Arleigh Burke's Captain, Commander Tom Myers, and his outstanding Crew! They did a fabulous job supporting the entire weekend's events which recognized and celebrated in the most appropriate way the ship's 25 years of

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UPCOMING EVENTS

2016 Dues

Ongoing

Annual Membership Meeting (27 OCT 2016)
1930-2015

service to our nation and the legacy of her namesake, Admiral Arleigh Burke. Sharp Sailors -particularly sharp on the Fox News Weekend Show which was co-anchored on Saturday July 2nd on Arleigh Burke's forecastle as those Sailors declared emphatically: "Built to Fight!!" I cannot say enough about the more than year-long effort of the Planning Committee, in particular the core team which included the Association's key players as well as the ship's XO and SUPPO, for what they did to plan, organize and carry out, paying close attention to every detail, the many activities which resulted in a terrific weekend all around. I must thank our key sponsors: BAE Systems and Lockheed Martin, as their in kind and financial support was crucial in making the entire Fourth of July weekend memorable and fitting to this special occasion. And I thank Peter Hsu for memorializing USS Arleigh Burke's Silver Anniversary in his third original drawing of the ship, this drawing depicting the ship as she progressed through time over the past 25 years of Commissioned Service, and simultaneously capturing the essence of Admiral Burke's herald-

ed Navy career. Again, thanks to all who contributed - both big and small. It was truly a team effort - well done!

For those who were not able to attend the Silver Anniversary in Norfolk this summer, there are a number of USS Arleigh Burke 25th Commissioning Celebration Memorabilia Items still available - *detailed in the table on page 5*. They were all limited production runs to commemorate and remember this special occasion, and once they are sold out they will not be reproduced. If you order more than \$100 worth of merchandise you receive a 10% discount. Separately, we did not receive enough orders to justify the production of the Large Lucite Embedded Silver Commissioning Anniversary Coin, so we are keeping that open for additional orders as well. If we get a total of 20 orders for the Large Coin, we will produce it. If not, you will get your money for that item returned. Please place all orders on the USS Arleigh Burke Association Website and send an email confirmation to Rob Jobrack and Mark Fortune so we are certain to track your order correctly. Thanks!

continued on page 4

TREASURER'S REPORT BY ROB JOBRACK

Thanks to the generosity of our lifetime members and our corporate sponsors, we were able to maintain our financial resources steady through the reunion and into the remainder of the summer.

We still have some 25th reunion memorabilia left, although we are limited by styles and sizes of shirts and caps. Please contact me if you'd like to purchase additional items.

The USS Arleigh Burke Association is recognized by the Internal Revenue Service as a tax-exempt non-profit organization under section 501(c)(19) of the internal revenue code.

Membership categories and dues for 2016 are:



USS ARLEIGH BURKE (DDG 51) Ship's Company:
Free

Member: \$20

Sustaining Member : \$125 (10 year sustaining equals Lifetime)

Lifetime Member: \$1000

Checks should be made out to USS Arleigh Burke Association and mailed to:

USS Arleigh Burke Association

32 King Georges Grant

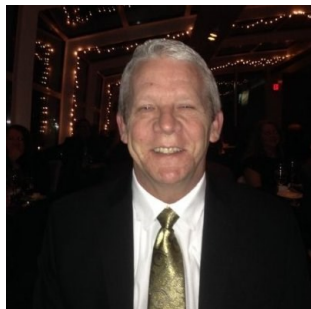
Fredericksburg, VA 22405

Please remember that in order to vote in association matters you must be a member in good standing.

FROM THE SECRETARY BY MARK FORTUNE

USS Arleigh Burke Association Members and Friends,

I hope everyone that was able to attend the USS Arleigh Burke 25th Commissioning Celebration and Reunion Weekend had a wonderful time reconnecting with former shipmates and meeting new ones. A very big thank you goes out to everyone that participated on the committee to make this symbolic and memorable event happen. Although I personally was only able to participate in the first two days, all reports are that the event was a resounding success.



Association members that would like to become more involved in what the association is doing are welcome to join us for our Monthly Board of Directors Teleconferences that deal with the Association's Business. They take place the third Thursday of each Month and are from 1930-2015 EST. If you are interested in participating or attending, please contact me and I will provide you with the dial-in information.

The next big event on the USS Arleigh Burke Association calendar is the 2016 annual meeting. The 2016 annual meeting will take place on Thursday, October 27th, 2016 from 1930-2015. We highly encourage all Association members to attend this meeting as we will be electing Association Officers and discussing other matters relative to Association business.

Finally, tracking down our former shipmates is a very

daunting task without help from those that have served across the 25 years that USS Arleigh Burke has been in commission. Your association takes great strides to track down our former shipmates, but we need your help. Join the association for \$20 a year or \$1000 for a lifetime and then take 15 minutes a week to contact former shipmates and encourage them to join as well. As we gain more members, our association will keep growing and we will ensure that our ship has a long and valued association with our nation's defense and success. Please join the association today and help us track down our former shipmates. If you know the location of former USS Arleigh Burke sailors, please contact me via email, mark.w.fortune@gmail.com and pass me their information. If possible have them go to the USS Arleigh Burke Association website at <http://www.arleighburkeassociation.org/registration.php> and ask them to please register under the membership tab. If you have not registered, please go to the website and do so today! This is also the best way to ensure that you receive all of the newsletters, emails, and details about upcoming events.

You can find us on Facebook! Search for USS Arleigh Burke Association, Arleigh Burke Plank Owners, or USS Arleigh Buke.

Please don't hesitate to contact me or any of the other Association Officers if you have questions or comments.

Best regards,

Mark

Editor's Note: Beginning with this issue, there will be an "Arleigh Burke History" section in *The Destroyerman*. While researching Arleigh Burke history, Dr. David Rosenberg has uncovered so many fascinating facts and stories and he has agreed to share those articles and photographs with us. His article can be found on page 15.

ARLEIGH BURKE CLASS UPDATE BY CAPTAIN MARK VANDROFF

Dear Shipmates: By the time you read this, the future USS JOHN FINN (DDG 113) and the future USS RAFAEL PERALTA (DDG 115) will have completed their first at sea trials. Both these ships are scheduled to deliver to the Navy later this year. This marks a very exciting time for the ARLEIGH BURKE class program, with construction of 8 ships across both Ingalls and Bath Iron Works now in full swing. The future USS RALPH JOHNSON (DDG 114) is undergoing combat system testing at Ingalls and will conduct her sea trials early next year. Also early in 2017, the program will celebrate the christening of the future USS THOMAS HUDNER (DDG 116) in Bath and the future USS PAUL IGNATIUS (DDG 117) at Ingalls. Once DDG 113 is delivered to the Navy, there will be 63 ARLEIGH BURKE class destroyers in service, making the class the most prolific type of warship in the world since World War II.

In the fleet ARLEIGH BURKE class destroyers continue to perform a wide variety of vital maritime missions. USS Porter (DDG 78), one of four DDG 51s home ported in Rota, Spain to provide defense against ballistic mis-

siles, recently conducted a structural test firing of the SeaRAM surface to air missile. Installation of the SeaRAM has been so successful the system is being considered for installation on additional DDG 51s. The USS BENFOLD (DDG 65) recently visited China, providing American presence in a vitally important region. In July, the USS WAYNE E MEYER (DDG 108), hosted distinguished leaders from around the nation, providing key influencers a perspective on what our Navy contributes to our nation.

I have been very proud to be associated with the ARLEIGH BURKE class for these last 27 years. This will be my last newsletter as the DDG 51 Program Manager. Captain Casey Moton relieved me in August and he will be keeping you updated on what is happening with the class. I will take command at NSWC Carderock in September. Please stop by when you are in the area and say hello!

Mark

FROM THE PRESIDENT (CONT. FROM PAGE 2)

As I mentioned in the last Newsletter, thanks to the efforts of Mark Fortune and Rob Jobrack we have enhanced our ussarleighburkeassociation.org website to accept credit cards via PayPal. As PayPal charges fees of approximately 3% for each transaction, and our Association has limited resources, when possible we encourage you to make and send payments by check to our Treasurer, Rob Jobrack. With the exception of the Annual Dues, if you prefer the convenience of charging your costs for Memorabilia items please include the additional 3% to cover the fees that the Association has to pay. The Association is dedicated to keep costs as close to actual costs as possible.

In addition, we still have a few individuals who are not current in their annual Association dues. If you are one of them I request that you bring them up to date as soon as possible. Rob Jobrack will send out dues reminders to those who still have outstanding dues. I also encourage all those who can afford to join our Association as either

a Sustaining or Life Member to do so. If you pay Sustaining dues annually over 10 years it converts to a Lifetime Membership. Your participation at one of those levels will help strengthen our Association. Thanks again for those who have joined this year as Sustaining and Life Members!

The 2016 USS Arleigh Burke Association Annual Meeting will be held at 1930-2015 Thursday 27 October 2016 via Teleconference (Phone #: 641-715-3580; Pass/Access Code: 619219). Meeting Agenda is below. We will elect Officers for 2017, review the Association's Financial Status, as well as receive President, Treasurer and Secretary Updates, Address/Approve Charter/By-Law Changes, Discuss/Establish a dedicated Membership Drive Committee, Review/Approve establishing an "Administered" Arleigh Burke Association Navy Anchor Scholarship, and conduct any other Association business that requires Membership

involvement or approval. Please forward any agenda items or other inputs/thoughts to Mark Fortune, copy me and Rob Jobrack. We will send an email as well as an Outlook Calendar Invitation scheduling the Annual Meeting in September. Please mark your calendars now - it would be great to have as many Association Members as possible join this important Teleconference.

Annual Meeting Agenda:

- Attendance
- Call to Order
- Welcome and Introduction
- Officer Election
- Financial Report
- President, Treasurer and Secretary Updates
- Modification of the Articles of Incorporation
- Addition of Treasurer Audit
- Officer Service Term Limitations
- Other?
- Membership Committee Establishment
- Administered Anchor Scholarship – Charter Approval and 2017 Support
- Foundation Way Ahead Discussion

-Bits and Pieces: Publicity, Website, Archives/History, Memorabilia Sales

-Other?

-Conclusion

-Adjourn

I look forward to everyone's participation in the Association's Annual Meeting – please be sure to put the 45 minutes aside to join if you have white space on your calendar!

Please do not hesitate to contact me (eastonadvisors@gmail.com) or any of the USS Arleigh Burke Association Officers (Jobrack@cox.net, mark.w.fortune@gmail.com) if you have any questions regarding the USS Arleigh Burke Association or any input or questions regarding the upcoming October Annual Meeting. As I mentioned previously, it is very hard to believe that Arleigh Burke has faithfully served our Nation for 25 years – how quickly time has passed. Again, it was absolutely great to see so many shipmates over the Fourth – thanks for all who joined us! Kaye and I are already looking forward to the next opportunity to get together!!

Best regards,

Rick

2016 USS Arleigh Burke 25th Commissioning Celebration Commemorative Items		
Item	Cost (each)	Sizes/Notes
25th Anniversary Ball Caps		
Crew	\$20	
CDR/CAPT/FLAG	\$25	
25th Anniversary T-Shirts	\$20	S, M, L and XL
25th Anniversary Coin	\$10	
25th Anniversary Large Coin – Still Advance Orders	\$65 (not subject to 10% discount)	25 th Anniversary Coin embedded in Lucite.

ARLEIGH BURKE 25TH ANNIVERSARY CELEBRATION

Photographs courtesy of BAE Shipyard and Chuck Killian

FRIDAY, 01 JULY NORFOLK TIDES BALL GAME



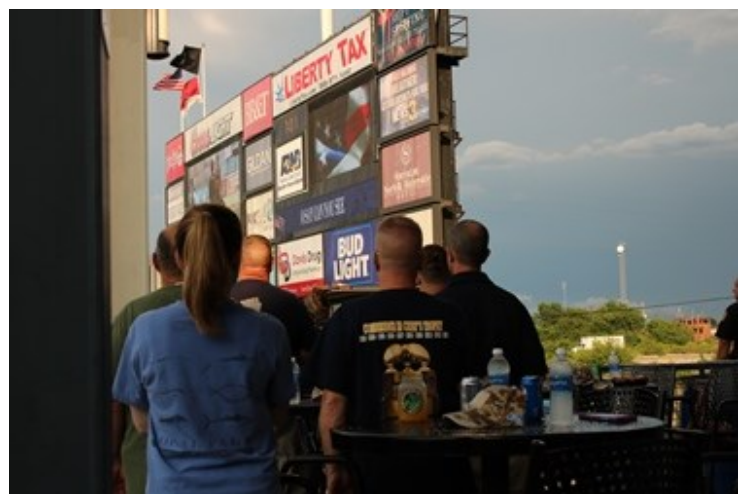
The Shock Top Party Deck



WAVY TV Helicopter dropping off the Face of FOX 43, Annaka Chesnutt



USS Arleigh Burke Commanding Office, CDR Thomas Myers, throwing the first pitch



SATURDAY, 02 JULY FOX AND FRIENDS LIVE INTERVIEWS ON THE SHIP



Fox and Friends' Lea Gabrielle, former Naval Academy grad and Navy pilot, held live interviews with USS Arleigh Burke Association members.



Pictured left to right: Mark Fortune, Kirk Lippold, Lea Gabrielle, Rick Easton, and Rob Jobrack

SATURDAY, 02 JULY PICNIC AT BREEZY POINT PARK AT NAS NORFOLK



SATURDAY, 02 JULY KEYNOTE DINNER AT THE TOWN POINT CLUB



USS Arleigh Burke Assn. President, Rick Easton, CAPT USN (RET)



John G. Morgan, JR , VADM USN (RET.)

CIMSEC INTERVIEWS CAPTAIN MARK VANDROFF, PROGRAM MANAGER DDG 51, PART 2

BY DMITRY FILIPOFF

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CAPT Vandroff at the Keel Authentication Ceremony of USS John Finn DDG 113 at Huntington Ingalls Shipbuilding in Pascagoula, MS

CIMSEC sat down with Captain Mark Vandroff to solicit his expert insight into the complex world of acquisition and the future of the U.S. Navy's destroyers. CAPT Vandroff is the Program Manager (PM) of the U.S. Navy's DDG 51 program, the *Arleigh Burke*-class destroyer, which is the most numerous warship in the U.S. Navy. In [Part One](#), CAPT Vandroff discussed the differences in warship design between the Flight IIA and Flight III destroyer variants, acquisition best practices, and the Navy's Future Surface Combatant Study. In the second and final part of our interview, CAPT Vandroff goes into depth on his publications [Confessions of a Major Program Manager](#) published in U.S. Naval Institute Proceedings, and [An Acquisition System to Enable American Seapower](#), published on USNI News and coauthored with Bryan McGrath. He finishes with his thoughts on building acquisition expertise in the military and his reading recommendations.

[CIMSEC] In your U.S. Naval Institute Proceedings article [Confessions of a Major Program](#)

Manager, you used an elaborate metaphor to illustrate your responsibilities. What are the various stakeholder pressures in your program and how do you manage them?

I have great stakeholders, each of whom are great at doing their job, which is part of the challenge, and part of the fun. A program manager is responsible for turning money and a requirement into a product. Each of the other stakeholders is responsible for making sure a specific part of that process happens properly. I have been totally blessed in my five years as PMS 400D. I have had excellent contracting officers. When my contracting officer signs the contract, she is responsible to ensure what we do complies with the Federal Acquisition Regulations (FAR) and all the other regulations governing contracting. I compete for the resources of the NAVSEA contracting directorate with every other program that NAVSEA has to support. There are more programs with more good ideas of things we could do than we have contracting officers to go execute them. I have a pressure there where I am trying to get a con-

tracting officer to either move at the speed I want to move, or to be flexible for things I want to do for the program, but he or she's got a responsibility to make sure that the contract bears scrutiny.

In SEA 05, our technical directorate, the Navy has a technical warrant holder for ship design called the ship design manager who brokers all the other technical requirements. I have one each for both Flight IIA and Flight III. They are responsible for a safe and effective design that meets the requirement, but not necessarily for the full range of mission accomplishment. So when it comes to funding I might say "I know that's a requirement, but it's really not going to deprive us of a critical capability, and I need the money somewhere else in the program to do something else." That is the classic program manager to ship design manager tension. The classic PM to tech warrant friction is when we want to do something different. If I think it makes sense to do something different, and if the technical community thinks it doesn't make sense, we spend time resolving it.

So why did I write that article? People who want to be program managers, they spend their time building those relationships so you can have good communication and understanding. When you get there, I know what my contracting officer, ship design manager is going to be worrying about. I understand my supervisor of shipbuilding, who is responsible for the quality of the shipbuilder's product. I know what they are responsible for and what their concerns are.

Every time we make a Government Furnished Equipment (GFE) or Contractor Furnished Equipment (CFE) decision; if

January 15 2009, Northrop Grumman Ship Systems, Pascagoula, MS, shipbuilders add the 160-ton bow section of William P. Lawrence (DDG 110) to the guided missile destroyer. Photo by Bill Gonyo.



that decision is GFE usually it means the Navy has another program manager. So I don't buy computers or communications systems for a DDG 51 directly, I send money to SPAWAR (Space and Naval Warfare Systems Command) and they deliver the program those products. They've got their own set of challenges. I am trying to fit them into the schedule and the budget that I need to get a DDG 51 delivered on time and on cost. They have got their own challenges and it is not easy what they are trying to do with MOUS (Mobile User Objective System) or CANES (Consolidated Afloat Networks and Enterprise Services). That is hard on their part because they are trying to deliver the very best technology possible for those IT systems in a short amount of time. A good program manager spends his or her time building those relationships so you always know what is going on with all those different players so you can get people together and get agreement. When I went to the Naval Academy I majored in engineering, and I became an engineering duty officer, and then I became a program manager, and then I end up as everyone's psychologist. "The therapist is in" is what you end up doing in order to get a ship built. The end of that article is that you can be frustrated with it, but after a while you can find that you love it. I don't know if psychology is my next career after the Navy or not, but the point of the article is that you have to spend your time building relationships with all those different stakeholders because each of them is part of a puzzle to get something as complicated as a ship built and built properly.

[CIMSEC] In the article published on USNI News, [An Acquisition System to Enable American Seapower](#), that you co-authored with Bryan McGrath, how did you come up with your recommendations for reform?

I wanted to state the problem right. Let's think about acquisition from the perspective of a program office.

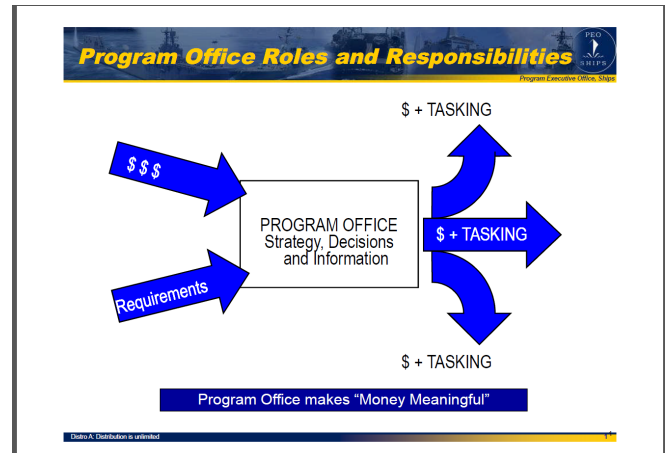
Requirements: This is the JCIDS (Joint Capabilities Integration and Development System). This is the hardest of all of them, and it is the least regular. It is the most unbound because this is the one that is threat

based. Your enemies in the world come along at irregular intervals and give you undefined or hard to define problem sets. And they don't do that when Congress is ready to appropriate money, or when you've decided you've engineered a really good solution. They show up with new problems for that. The Chairman of the Joint Chiefs runs this.

Tasking: At the end of tasking a product appears. All the taskings together add up to a product. This was written by USDAT&L (Undersecretary of Defense for Acquisition, Technology, and Logistics), DOD 5000 on how do program offices spend their money? Whether that's contracting, the FAR, or whether that's the way one part of the government tasks another part of the government, all of that is apart of the DOD 5000 and its regulations, and the service regulations under that. The Navy has the Navy 5000. So this is your milestone, milestone B-C, or in the Navy this is two pass-six gate. This is your system for how you do tasking, whose permission do you need to do the tasking, how do you write the contract, the statement of work, and design reviews.

This was written by engineers. If you go to Exxon today and ask Exxon to share their system on how they decide when to explore for oil, once they've explored and found it how do they make a decision on how to get it out, once it's out how do they get it into production, and then how to get it to people who want to buy, it will look a whole lot like the Navy's two pass-six gate system, and not by accident. It's the way any engineer would approach a problem. You start by defining the problem, what do you need. Can I go buy that yes/no, what do I need to invent to have it, if I invent it I better test it to make sure it works, how do I build it efficiently, how do I put it into production, and how do I dispose of it safely. It is the exact same life cycle whether it's a tank, airplane, warship, or oil rig. It is the way an engineer approaches a problem. Notice this is not how the requirements or appropriations folks approach their problem, they have their own cycles.

Resources: What system controls the money? PPBE (Planning, Programming, Budgeting, and Execution)



A visualization of the acquisition system from the perspective of a Program Office.

controls that. It was written the way it is to service Congress. The events in here are coordinated to the schedule of the Congress of the United States i.e. when does the budget go, when do the committees mark, etc. All of these things sync up in time with how Congress appropriates money. If Congress appropriated money monthly or in five year increments, the PPBE would be different. The tasking and who runs the PPBE is the OSD Comptroller. The OSD Comptroller writes it because of the way Congress does their business.

The biggest point to my article is that you are not going to get all of these perfectly synced because the tasking is an engineering based process, the PPBE is a congressional appropriation based process, and the requirements process is threat based and our ability to react to that.

The problem is that there is no unified decision making in any of this. There is supposed to be, and certainly lots of senior DoD officials try. The Vice Chiefs are constantly inviting Secretary Kendall to their reviews, and vice versa. They try and piece themselves together. The point of our article is, it would really help to find someone, for a given set of programs or capabilities, to tie all these people together. One entity, somewhere. Some people say it's the service chief, some say the service secretary, some say for a given program make an entity within OSD. My point is that for the program office, the influx of requirements, the influx of money, and the outflux of tasking need to be drawn together. It needs a single unified purpose behind it, or they will be

at cross-purposes. How do you see these cross-purposes? It's taking more time, costing more money, and all the things that can happen in a program that are undesirable. Of course human error is an inherent part of this.

I would like people to be working in a system at the center of all this, where the inputs and the outputs are coordinated and synchronized to the best possible level. When you read the article, you may see requirements and tasking getting synchronized to appropriations. This is part of the constitution. You synchronize to your appropriations cycle, and you need to put one entity in charge of this. You need someone to be responsible for the process in its entirety whether a service chief or a service secretary, but it needs to be at an appropriate level of seniority and who can do all of this for a set of programs. That was the point of the article.

[CIMSEC] What do you think about the current state of acquisition expertise in the military and how can it be improved?

We have had a lot of talk about that and it goes back and forth, if you're going to have military people doing acquisition. That's an "if," not a "must." Unlike fighting in combat which is a uniquely military mission, buying stuff for the military could be done and is done often, and done very well, by government civil servants. You do not necessarily need uniformed military although all four services like to have military personnel at some points in the process.

The challenge there is finding the right balance between acquisition experience and operational experience. Different services and different subcommunities within services have explored different paths for that. I think the Navy continues to look at that, and continues to try and ask ourselves "are we getting it right?" For leadership positions in acquisition there is the current DAWIA (Defense Acquisition Workforce Improvement Act) policies that we are implementing, I believe it is now eight years of acquisition experience and four years in a program office to be a major program manager.

I think a program manager needs to understand how a program office works. For someone in the military, you don't want to make them a program manager if they have never served in a program office. I think program managers also need to understand their product, and that can take a lot of different forms. In shipbuilding, for example, we usually want someone to have done a tour as a supervisor of shipbuilding to understand how the product gets built. For some of the weapons systems that can be how the product gets built or how it gets certified at a place like NSWC Dahlgren, or how it gets supported in-service at a place like Port Hueneme, or maybe out at Raytheon in Tucson where we have people on-site managing Raytheon's missile production. You have to have some experience in the field and see how it happens. A program manager also needs to have lived the aforementioned acquisition processes. If you add that up, that amounts to about nine years' worth of work. That is what is recommended for a military program manager as the standard.



Employees work on missile production at Raytheon Missile Systems's facility in Tucson, AZ. Photo: Raytheon.

The next question is how much operational experience do you want on top of that. We have a couple models in the Navy. In my case I am an engineering duty officer. I have two operational tours, about six-seven years of sea duty. I have served in multiple program offices, different tours at supervisor of shipbuilding, so I have a breadth of experience there. There are folks in the unrestricted line community who may only have the minimum of the acquisition experience but have more operational experience, maybe five or six more years of sea

duty than me. That may have included command at the commander level, an O-5 command, and that gives them a different perspective. I think the Navy continues to go back and forth and figure out what the right balance between those two models is, and to make sure we identify folks to grow their talent early enough and give people those experiences so by the time they are running a program they have built those relationships I mentioned. They understand the people and understand what that other stakeholder's job is like because they dealt with it before and know their legitimate concerns and motivations across all those different competencies that go into building a ship.

It takes a while. We can roll that nine year minimum into an unrestricted line officer's career and come up with a certain kind of officer, you can roll it into someone who has had more acquisition experience and less operational and come up with a different person. I think either one can work, and the Navy keeps going back and forth and tweaking what that sweet spot is. But if we are going to have military officers doing acquisition, we have to balance acquisition experience with operational experience. If the PM does not bring much operational experience, then it might be more efficient to have a civilian doing it. The benefit of the military is to bring operational experience into the acquisition world.

[CIMSEC] What books do you recommend?

The best book I read in the past year and a half is [General Stanley McChrystal's Team of Teams](#). I cannot recommend it too highly. It is a fabulous book on leadership and thinking through problems, especially in today's highly networked world. That's the newest book I recommend, the oldest book I recommend is [Aristotle's Ethics](#). In his very first paragraph, he makes the famous statement "All human activity aims at some good." The different activities he lists include, and I am paraphrasing here, "the purpose of medicine is to bring health," that "the purpose of economics is to bring wealth," and that the purpose of "strategy is to bring victory." He also adds "and the purpose of shipbuilding is to build a ship."

Why did Aristotle say that? Aristotle lived in a unique society. He lived in a democracy that was a maritime power which depended upon that maritime power for both its security and trade prosperity. What is the United States? It is a democracy, it is a unique society, and it is a maritime power that depends upon its maritime power for economic prosperity and its security in the world. That is why I think, although written almost 2500 years ago, what Aristotle has to say is still relevant to us in the United States today. He was worried about shipbuilding as an informed citizen, and I think informed citizens should still be worried about shipbuilding today for the same reasons they worried about it in Aristotle's Athens.

Captain Vandroff is a 1989 graduate of the U.S. Naval Academy and USS Arleigh Burke Plankowner. With 10 years as a surface warfare officer and 16 years as an engineering duty officer, he was a major program manager for ARLEIGH BURKE – class destroyers and was associated with the class for the past 27 years.

Link to this entire interview from the SIMSEC site:

<http://cimsec.org/cimsec-interviews-captain-mark-vandroff-program-manager-ddg-51-part-2/25134>

Link to Part 1 of the interview:

<http://cimsec.org/cimsec-interviews-capt-mark-vandroff-program-manager-ddg-51/25050>



USS Arleigh Burke, Downtown Norfolk

SATURDAY, 02 JULY KEYNOTE DINNER (CONT.)



Principal Speaker, Brad Hicks, RADM, USN (RET), LMCO



Peter Hsu presents the original drawing to USS Arleigh Burke
Commanding Office, CDR Thomas Myers



USS Arleigh Burke 25th Anniversary drawing by Peter Hsu



Joe Campbell, RADM, USN (RET), President of BAE Shipyards



Mr. Pat Thomas, Bath Iron Works



Ray Weber (BAE Systems) and Mr. Peter Hsu

ARLEIGH BURKE ASSOCIATION VIDEO AND PHOTOGRAPH ACCESS

There are many more photographs from the celebration and past years that could not be published in this issue. Chuck Killian has created a Gmail account for the Arleigh Burke Association. To access this account:

1. Open your browser and go to <https://mail.google.com>
2. Enter the **User Name**: arleighburkeassociation@gmail.com
3. Enter the **Password**: july41991 (**all lowercase**) Once logged in, you will see 9 dots in a square (Google apps) in the upper right.



4. Click the Google apps button and select "Drive".

Click on Arleigh Burke Photos to open the folder. Here you will find multiple folders with much higher resolution photographs and videos.

MONDAY, 04 JULY MEMORIAL SERVICE ON BOARD USS ARLEIGH BURKE



USS Arleigh Burke Commanding Office, CDR Thomas Myers



John G. Morgan, JR , VADM USN (RET.)



ADM John M. Richardson , Chief of Naval Operations



CAPT. Tim Oswald, SURFLANT Chaplain

THE SHIP AT THE HALF MOON PIER IN NORFOLK



ARLEIGH BURKE HISTORY BY DAVID A. ROSENBERG, PH.D. CAPT, USN (RET.)

Admiral Arleigh Burke enjoyed an unusually close relationship with President Dwight Eisenhower. As Chief of Naval Operations from 1955-1961, he was not only a service chief who actually commanded the Navy's operating forces around the world, he was a member of the Joint Chiefs of Staff and an effective member of the administration's foreign policy team, working harmoniously not only with military commanders but with the State Department and Central Intelligence Agency.

As the voice for the Navy in addressing foreign policy problems, from crises in the Middle East over Suez in 1956; and Iraq and Lebanon in 1958; Taiwan Straits in 1958; and Berlin in 1958-1959; and civil wars and domestic unrest in Indonesia 1957-1958; Cuba in 1957-1960; Laos, 1959-1960; and the Congo in 1960; he exercised considerable influence on foreign policy decisions. Eisenhower did not know Rear Admiral Burke before he appointed him as CNO over 92 senior flag officers. But he did so on the recommendation of Secretary of the Navy Charles Thomas, and came to appreciate Admiral Burke's expertise, leadership, vision and above all, integrity. In February 1959, the president presented Burke with a bottle of scotch as congratula-

tions for the launch of a Vanguard satellite. Burke's public affairs officer, Commander C.R. "Buck" Wilhide, drafted a humorous reply, in which an increasingly inebriated Burke expressed his thanks for the gift. The final paragraph ended: "Mush quitnow an fine anodder bodel odish delic iuocius boos." When Wilhide next checked, he was horrified to find that Burke had signed the letter in a mock drunken scrawl and sent it to the White House. The President, rather than being offended, delightedly thanked Burke for "a much needed chuckle."

Arleigh Burke was the last Chief of Naval Operations to have such a personal relationship with the President of the United States. In 1959, when Burke let it be known that he did not wish to be reappointed for a third term, since he feared he might be getting into "a rut" after four years which "doesn't help the Navy any," Eisenhower refused to part with him. He told Burke flat out that it was his duty to accept reappointment. He was an indispensable part of the team.

Editor's Note: The following 4 pages contain copies of the letter from ADM Burke to the President and the President's response, and a photo of President Eisenhower and ADM Burke on USS Saratoga.

ARLEIGH BURKE'S LETTER TO PRESIDENT EISENHOWER



CHIEF OF NAVAL OPERATIONS



18 February 1959

My dear Mr. President:

My deepest appreciation for the bottle of Chivas Regal. Your thoughtfulness and kindness in sending it to me will remain in my memory for a long time to come. It is my exceedingly good fortune to be able to accept it on behalf of the many capable and loyal Navy people who have contributed to the Vanguard program. This latest success is a deserved reward for all those whose patience and resourcefulness have been so sorely tested.

In keeping with your thoughtful suggestion that I take a day off for relaxation and enjoyment of this superb gift, I have done just that. This day, free of the Pentagon turmoil will give me a needed rest, allow me to devote objective thought to some of our problems — and above all permit me to extract maximum enjoyment from this wonderful scotch. — It is very tasty indeed. (Excuse me while I pour myself another one).

Your suggestion was a wonderful thing. As I sit here sipping this marvelous stimulant, all the problems of the Navy seem to take on a clearer perspective. It is difficult to express my true feeling of gratitude for this superb Scotch. It's real good. Thanks alot.

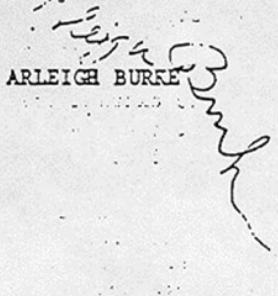
We have a lot of problems ahead but our programs are sound. Our Navy has a tremendous job to do and we'll doer by golly. We could sure use

DD Eisenhower Papers as Pres. 1953-61,
Aon Whitman File, Name Series, Box 3
Burke, Admiral Arleigh A. Fildr.

a few more submarines, our carriers are gettin old and we ain't got enough of them; we need more aircraft; clozin up some bases is making a lotta peeples awful dam mad. And people, boy, oh boy, live boddies are skarsce. Sure could use a few bucks fer general expenses to.

Shanks again fer the bug juice. Besh damed burobon I ever had. Shur is good shtuff. Jus like mipappy uset tom ake. Shur do tank-yu fur shis jug an tha day off. Itch bout tyme I adda day off to do sum cleer serius thimpking. Shur haz hellpt. Everthig ish cleer as can be now. Mush quit now an fine anodder bodel odish delic iucius boos.

Very respectfully,


ARLEIGH BURKE

The President
White House

PRESIDENT EISENHOWER'S LETTER TO ADMIRAL BURKE

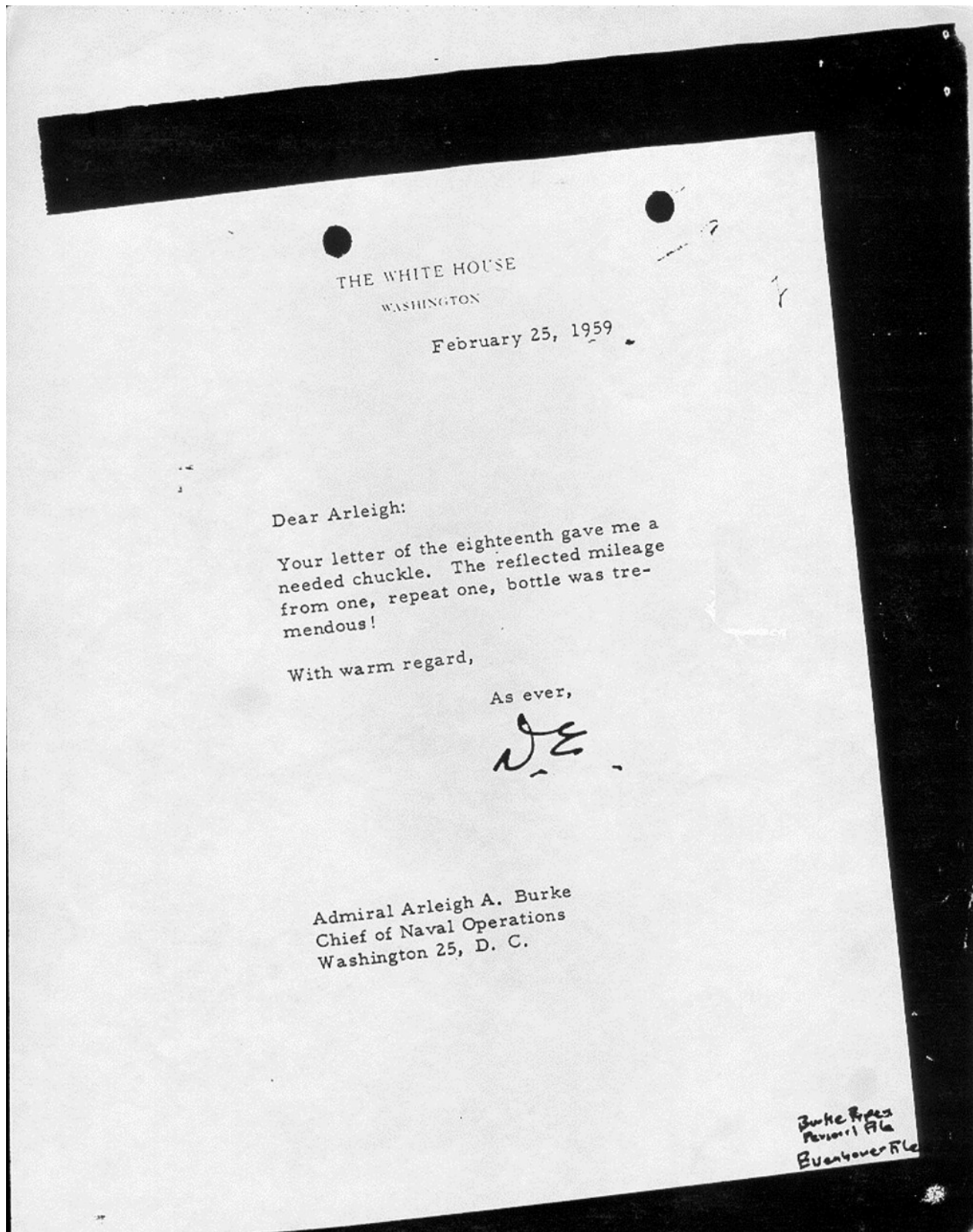


Photo # 80-G-K-22608 Pres. Eisenhower & Adm. Burke on USS Saratoga, 1957



MONDAY, 04 JULY EVENING FIREWORKS ON BOARD USS ARLEIGH BURKE**USS ARLEIGH BURKE ASSOCIATION****WE'RE ON THE WEB!**

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The purpose of the USS Arleigh Burke Association is to represent the professional values of all those who have served onboard USS ARLEIGH BURKE (DDG 51) or have an on-going interest in promoting the ship and crew, the Arleigh Burke Class of Aegis Guided Missile Destroyers, as well as the United States Navy. Toward that end, this Association serves as the professional association for all ARLEIGH BURKE crewmembers and their supporters, past, present and future.

