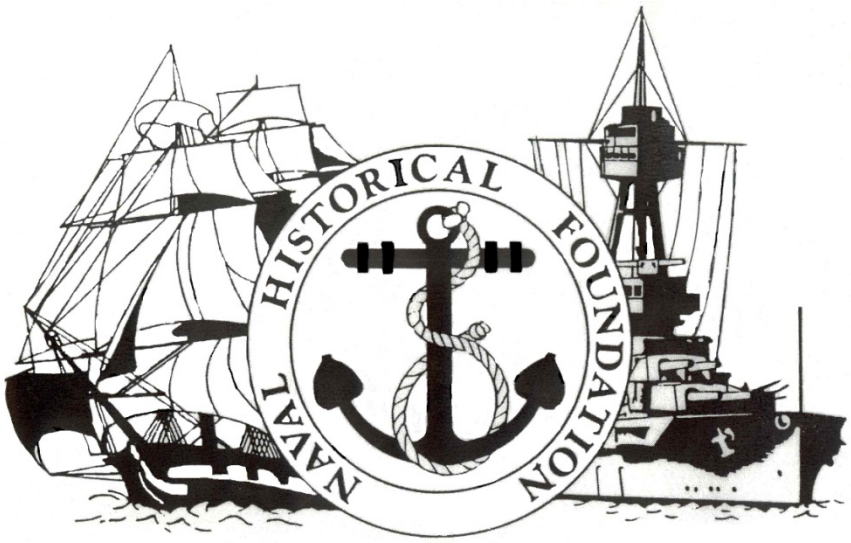
Oral History of

Admiral George E.R. Kinnear II
U.S. Navy (Retired)



Interviewed By
Rear Admiral O.E. Osborn, USN (Retired)

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ADM George E. R. Kinnear II, USN (Ret.) Oral History

Interviews for this oral history were conducted on September 17, October 1 & 2, 2009, at York Maine. The interviewer is O. E. Osborn.

ABSTRACT

The history of Admiral Kinnear is filled with examples of drive and perseverance, which carried the Admiral from an enlisted recruit to four-star rank. His aviation experiences, including two wars, are mixed with a fascinating array of anecdotes involving academia, congressmen, senators and presidents.

Admiral "Gus" Kinnear was born January 12, 1928 in Mounds, Oklahoma. His grade school and high school years came during hard times in the rural community of Brooksville, Florida. His father had been gassed while serving in combat as an Army officer during World War I. Despite his infirmity, he established himself as a highly respected community leader, farmer and sheriff while rearing two boys and two girls. The admiral's mother was a pianist and painter, although much of her time and energy was channeled to household and farm work during the difficult times. He credits his parents with instilling the values and characteristics that allowed him to move ahead in the face of adversity. His older brother, who attained the enlisted rank of Sergeant Major in the Marine Corps during a career of 33 years, was a frequent and valuable confidential sounding board for the Admiral during their service years. Gus left high school before graduation in 1945 to join the Navy as a Seaman 2nd Class. He was later able to enroll in the Navy V-5 pilot training program. As a talented football player, he proceeded through flight training at a measured pace and played on several service teams in the training command. He earned his wings in September 1948, and completed his first tour at sea flying the F4U-4 and F4U-5 Corsair in VF-173. He was not selected for a regular Navy commission, and Navy budgetary cutbacks in 1950 forced him to leave active duty in March of that year and continue his aviation career as a Naval Reservist flying the Corsair in VF-742 at NAS Jacksonville. He continued his college education at Florida State University, and was drilling with VF-742 in June of 1950 when the Korean War started. Although he made the varsity football team at FSU, he immediately volunteered for recall to active duty. Recalled in October and assigned to a newly forming squadron,

VA-45, he completed two Mediterranean cruises and a combat deployment aboard the *USS Lake Champlain* off Korea flying the AD-4B. During that tour of duty, and on the last day of the Korean War, his aircraft was damaged, but he managed to nurse the crippled plane to an emergency field in South Korea. He then took the unusual step of volunteering for Washington duty as a junior officer in the Bureau of Aeronautics, where he gained experience in navigating the DC bureaucracy, which paid dividends throughout his subsequent career. While in that assignment and attending night school at George Washington University, he received his regular Navy commission in 1955. With that, he was able to attend GWU as a full-time student, and earned both his Bachelor's and Master's degrees. He then completed a year-long academic course at the Navy Postgraduate School, after which he was ordered to the *USS Antietam*. There, he volunteered for a ship's company assignment as First Lieutenant and left the ship having fully qualified in Communications, Engineering and Operations, as well as Command Duty Officer, Officer of the Deck and Landing Signal Officer, a most unusual feat. He credits the crewmen of that ship with helping him become a well-rounded naval officer. He was then ordered to the Naval War College. While there, he and a fellow student wrote a lengthy study that led to the development of a postgraduate degree program for NWC students. Short tours in two A4 squadrons led to command of VA-106 and a Mediterranean cruise aboard the *USS Shangri-La.* While there, he was identified as a future "think tank" candidate and found himself ordered to Stanford University where he earned a doctorate focused on Department of Defense procurement policy. In 1967 he deployed as the Air Wing Commander of the Navy's first all-jet air wing aboard *USS Ranger*. There were seven different aircraft in the air wing, and he flew them all, including combat missions in the A-4, A-6, A-7 and F-4. It was the first deployment of the A-7, and he led the first major strike on Hanoi flying an A-7. His next challenge was in Washington as the Director of Navy Program Planning for Tactical Aviation and Aircraft Carriers, where he was a key player in the F-18 and Harpoon missile procurement programs. His Stanford PhD came into heavy play in the next job as Assistant Comptroller and Director for Cost Review and Reporting in the Navy Department. He then went back to sea as commanding officer of the *USS Spiegel Grove* LSD-32. He was the CO at Miramar NAS when the F-14 was being incorporated into the

Pacific Fleet. Leaving Miramar after having corrected a number of questionable management issues, he was selected for flag rank in June 1972 and assumed the position of Assistant Chief of Naval Personnel. There, he was the architect of a new personnel management structure and implemented significant changes to Navy personnel cost accounting processes. In June 1974, he became the first carrier group commander without previous command of an aircraft carrier. His flag flew from *USS Kitty Hawk* where he implemented Outlaw Hawk; the first carrier-based digital command and control system. He then served as Chief of Legislative Affairs from 1975 to 1978. His entire oral history is laced with attention-getting stories and incidents, but his time dealing with congressional personalities as the Navy's congressional liaison is utterly fascinating. His next tour as Commander Naval Air Force Atlantic Fleet included the period of highest tensions with Puerto Rico over the issue of Vieques Training Range. With his fourth star came a tour as the U. S. Military Representative to NATO in Brussels. Following retirement from the Navy, he engaged in a number of interesting endeavors. Most notable were Senior Vice President, Grumman Aerospace, and as Vice President, then Acting President, of the University of New Hampshire. He also served as Chairman, Board of Directors of The Retired Officers Association. Admiral Kinnear's rise up the ladder of success was marked by persistence in the face of challenge. He always found a way to solve the problem even when others said it couldn't be done. He is one of very few officers to ever attain four-star rank having begun as an E-1 airman.

HISTORY

OEO: It is a pleasure to have the opportunity to do these interviews. Would you please talk about your family background?

ADM KINNEAR: Both of my parents were essentially Scotch-Irish. My mother, Mary Miller-Bancroft, was the daughter of Ora Lenea Miller-Bancroft, who was on the faculty of Northwestern University and a very active evangelist. She was very independent and a woman of strong conviction. My mother was born on Aug. 6, 1898, in St. Joseph, Missouri, and mostly lived in the Chicago area because of the proximity to Northwestern.

She traveled a lot with her mother. She was home-schooled. As a person, she was very thoughtful about others, and was a good pianist. She liked classical music primarily, but had the ability to branch off to other styles and genres whenever she had the urge. She wrote a fair amount of poetry, and was also a sketch artist. After she died, I found a number of her charcoal sketches, which are still in the family in Florida. I was unaware she had that talent at the time. Her life as my mother and as a person who went through the Depression under the circumstances that she did is a real tribute to her, and to her personal stamina.

She met my father, Neil Tilman Kinnear, in Oklahoma. He was born on Jan. 4, 1895, and grew up in Tulsa. They were married on Jan. 20, 1917, when she was only 18.

My father went to Western Military Academy in Norman, Okla. One of his classmates became the last Quartermaster General of the Marine Corps, Lt. Gen. W. P. T. Hill. When I went to Washington for duty in October 1954 – I had volunteered for shore duty in D.C. – I visited with Gen. Hill. He was a wonderful person. The Marine Corps had gone to a more modern, business-like approach and he had stayed in that position, but was no longer called the Quartermaster General. He had become Chief Financial Officer of the Marine Corps and the Chief of Procurement.

My father was commissioned about 1917. I don't know exactly how that worked, but I did come across a person who told me that the Army had a program back then under which the top four people in certain honor ROTC units could be commissioned directly without having to do any further training, which may be how he got commissioned. He went to France with the 34th Infantry and was badly gassed; he came home designated a disabled veteran. That had a significant impact on the family. When he got home, the doctors in Oklahoma told him that the condition of his lungs would never improve as long as he stayed there. They told him that if he wanted to improve his health, he should go to either Arizona or Florida, places that had mild winters. My father and his father, George E.R. Kinnear, had been running an oil-well drilling business. At that time, they had drilled about eight dry holes in Oklahoma, as I understand the story. So with that discouragement and the advice he'd received from his doctors, my father decided it was a good time to leave Oklahoma, go to Florida and get close to one of the Veterans hospitals that had been designated as a lung-treatment hospital. There is a VA hospital close to St. Petersburg called Bay Pines, and he moved the family to the little nearby town of Brooksville in 1929.

I was born on January 12, 1928, on an oil lease just outside of Mounds, Oklahoma, but grew up in Brooksville. I have many pleasant memories of those early years in Brooksville as the youngest of four children. Brooksville not only holds a lot of solid memories for me, but played a very important part in my early development. Both my sister Patricia and my brother Neil became well ensconced in the local social life. They were good athletes and reasonably good students, so a lot of people still remember them. Sister Pat just recently died at 90 years of age; she had been in an assisted living facility there in Brooksville. My niece – Pamela Whitehead, my brother's daughter -- is the only Kinnear still in Brooksville.

We were well accepted there, and my father's skills as a well driller immediately led to many opportunities. He was used to drilling oil wells, not water wells, but he became known as the local engineer for well drilling in Brooksville. As a result, he got to know a lot of people in a hurry.

He and my grandfather developed an interest in the citrus business. Land in and around Brooksville was being offered at attractive prices through a company called Natal Hay Agriculture, a "Build your house here and have your own farm" kind of development operation. They bought into that substantially in 1932. Looking back now, it appears that Natal Hay was in the business of selling groves to out-of-town settlers. The Kinnears purchased about 100 acres of groves and farmland and went about raising citrus fruit there in what has been called "the tangerine capital of the world."

OEO: How would you characterize your parents and their influence on you as you were under their wing?

ADM KINNEAR: Well, I honestly can't remember a night that my father didn't wake up the whole family with his coughing because of his lung condition from the WWI gassing. That is still very much in my memory of what life was like then. Times were hard. My mother was not prepared to run a household of four children and a husband with such difficulties, but even if "she didn't know how to boil water" when she married my father, she learned quickly and managed it all very well. She learned to boil clothes in a "boiler" over an open fire in our backyard on laundry day, and do a lot of other things. She became a checkout clerk in a local grocery store, for example, and also worked in the local post office.

Cash flow became a real problem for us at one point. My father had a small pension and had gone to work doing a number of different things around town that required an engineering background of some sort, but he had not really established himself. His Army experience and good presence and that sort of thing hadn't really been generally noticed yet. One Saturday night he broke up a fight on the main street of Brooksville, and did it in such a way that it impressed several key local people. He was invited to become a deputy sheriff as a paying job, which he quickly accepted. He had been there less than a year when the Governor displaced the sheriff. They needed to do an investigation about some of his activities and the governor did not want him acting as the sheriff during the investigation, so my father was appointed the acting sheriff of Hernando County. That established him as a person of competence and importance in the town. He also became the manager of the Brooksville "CCC" camp, and did well. Some of his trainees corresponded with him for years.

He became good friends with a man by the name of Ed McKenzie, who was a young lawyer then, and who later became not only the County Judge, but also the Coroner for Hernando County, and another man by the name of Dewey Johnson, who was later elected to the Florida Legislature and became the Speaker of the House.

Those were the kinds of people with whom he associated. Hernando County was a dry county then. Whether or not you could sell liquor by the drink or by the bottle in a particular county was a matter that was determined by vote, and if you voted the county dry, you had to get your booze in the next county over or from a bootlegger. The humorous saying was: "The reason Hernando County was dry was because the Baptists and the bootleggers were in cahoots." During the time my father was the acting sheriff, he and his cohorts noted that there were a number of illegal liquor stills that were pretty well known, but nobody was doing anything about them. He, Ed McKenzie and Dewey Johnson, plus a few of the people who were concerned about the overall events in Hernando County, decided to take out the stills. That sounded like a great idea at the time, but it created havoc in a number of ways when they went out and destroyed four or five of the most prominent stills. It stressed a lot of personal friendships, and it had a serious economic impact on several of the still owners.

OEO: What characteristics of your father made the biggest impression on you as you look back at them now?

ADM KINNEAR: His honesty and his persistence. He was always fighting his health problems. He was an inveterate smoker, and that created a mixed emotion for me. I didn't understand, listening to him cough at night, why he would smoke. That was a mystery that I never reconciled, although at that time the strong tie between smoking and lung problems was not common knowledge. If he ever took anything on he usually finished it for better or worse, and usually it was for the better when he really stuck with something. That was noteworthy among his friends also because they described him saying, "He just didn't know when to let go whenever he got hold of one." I think his persistence under adverse circumstances certainly had a life-long influence on my thinking about how to do things, how to get them done.

OEO: More about your mother; what were the main influences that she brought to you?

ADM KINNEAR: My mother was also a great influence, having absolutely no early training, but adapting so well to the circumstances in which she found herself. Cash flow became a real problem. The last of the money from the Oklahoma holdings went into citrus groves in Hernando County. If I recall correctly, that county had two of the hardest freezes on record in 1932 and 1934. My father and grandfather thought they were going to have a citrus crop that would provide the money to get through the winters of both of those years, but they ended up losing all the fruit and most of the trees. In later years, my brother and I spent a great deal of time digging up the few surviving trees and replanting them in a small grove surrounding our house.

When the economy hit bottom, they ended up with more than a hundred acres of land in what were known in those days as the "sand hills." My father then went to the county farm agent and said, "We've got this good land here in town and around our house, but I don't know anything about farming." The agent said, "Well, really nothing to it," and walked him through a year's cycle – "What I'd plant," etc. I heard part of this conversation – "Irish potatoes, corn, and green beans; string beans." My father happened to have a tractor left from the orange grove equipment, and he started farming. He put in corn, green beans and Irish potatoes, and come the end of the next growing season, we had more corn than we knew what to do with, and we had more potatoes than we knew what to do with, and the string beans came in beyond our expectations.

My mother went to the "home demonstration agent" and learned how to can fruits and vegetables. She put up a large number of two-quart Ball jars of small Irish potatoes and green string beans, and then more jars of just plain string beans. When we moved out of that house some 10 years later we still had beans and potatoes from that superb crop that their combined ability and hard work brought forth. I have a very distinct memory of looking at all those two-quart jars and wondering, "How long are we going to be eating these beans?" I can't answer that question because we still had some when I joined the Navy!

My mother was a gentle person. We didn't have a piano early on. When things eased off a little bit, we got her a piano, and I remember well her playing and singing. She loved to entertain. She was good enough that she was invited to social events to play and to sing even though she didn't have a lot of experience as an entertainer. The important thing there was that she wasn't afraid to learn new things – and how to do things differently. My father not only didn't mind, he had similar traits. He, too, had a lot to learn about house maintenance, car maintenance and farming.

I never knew my grandmother, my father's mother. I recall seeing her in her casket, which had glass sides, at her funeral. She had on a purple and lavender flowered dress, and she was lying on a light-colored material. I was only 2 at the time, but I remember it clearly. I know absolutely nothing about my mother's father.

OEO: Talk about your grade school years. How did you do in school and what did you do for recreation back in those days?

ADM KINNEAR: I'm sure if you looked at all my report cards you'd see that I had good years and bad years. They let me start first grade when my friends were starting, even though I was only five years old. The rule said you had to be six at the beginning of school. My father, being in the sheriff's office and a strong school supporter, helped me get special attention, and the school finally said, "If your family really wants it, and you really want to do it to stay with your friends, we'll let you start school when you're five." So I was always the youngest in my class by virtue of that. I had great teachers. My first teacher, Mrs. Floyd, was a wonderful person and her husband was our family dentist. I felt very comfortable with her and I have always had a warm feeling about schoolteachers, I think, because of the way she handled things.

There were others who weren't quite as memorable, but I think she got me off to a reasonable start in school. If I got interested in doing something I usually overdid it. Somewhere in the 4th or 5th grade, the teacher said she really thought it would be great if we could get the school to build us a sand table so that we could re-create whatever we were studying at the time; making the buildings and furniture, etc., as we studied geography and history. I told our school janitor, a gentleman by the name of Lewis, that we needed a sand table and he said, "I haven't got time to build you a sand table, but I'll show you how and help you." So we built a sand table and the teacher was ecstatic about having this so that we could re-create all of the scenes that we were studying. That started a lot of things. I had several other teachers that wanted similar things done, so I found myself being the duty fix-it or build-it guy, not only for my own teacher, but also for others. I had a couple of interesting experiences that way. I learned about water seeking its own level by building a demonstration of water connected over long distances to vessels of different shapes and sizes. You could look across the room and see that all the water was at the same level. It worked great up until the time one of the hoses broke and ended up wetting down the plaster ceiling of the room below us. That ended that demonstration.

On the other hand, I enjoyed softball and basketball and, eventually, football. I was the water boy for the varsity team in the 8th grade. In the 9th grade, they let me dress out on one occasion. I made the team in the 10th grade and was the co-captain of the team with Charles Ramsey my senior year. Every once in a while somebody will find an old newspaper clipping about our football team and send it to me. The little town of Inverness was our archrival, along with Dade City and New Port Richey. Tarpon Springs, home of the Greek-emigrant sponge community, was probably our toughest opponent. One of the two better restaurants in Brooksville was run by two Greek families, one of which, the Mailis family, had come up to Brooksville from Tarpon Springs. They had children my age; and they were really important in town because they not only had the restaurant, but they ran the pool hall and beer joint for the younger adults, right in the middle of town.

OEO: You were pretty much involved in varsity sports during your time in grade school and high school?

ADM KINNEAR: Primarily in high school. We didn't have organized sports below that. It was always just one room against the other, one grade against the other or something like that, and it

seemed natural enough. We could always get a game going. I played basketball, baseball and football, and lettered in all of them, baseball being my weakest suit. I ended up playing catcher because no one else would do it.

OEO: Back to the war years; 1941 to 45. As a teenager, were you following what was happening in the war? Did you spend any time thinking about what was happening in the war?

ADM KINNEAR: Yes. My father, who came home from WWI a disabled veteran after being badly gassed, never quit trying to get called back to active duty, and he would talk to me about the war and, of course, he understood it in a way I didn't understand it at all. My brother Neil, in the Marine Corps, was very much in the thick of it. My brother-in-law, Johnny Franklin Crum, my sister's husband, was also in the Marines, Marine aviation. So I had a couple of influences there. Carrier aviation was my dream all along.

When I was 12 years old I found a body in the woods. It was a playmate neighbor of mine who had fallen out of a tree. Everybody thought he'd run away from home, but he had fallen out of a tree and broken his back, and it killed him. I was called to testify at a coroner's inquest. The judge, Ed McKenzie, who had become a good friend of my father's, was also the coroner, and he presided at the inquest. In trying to put me at ease, he said, "What do you want to do when you grow up?"

I said, "I want to fly airplanes off of carriers – aircraft carriers."

"When I was a kid," he said, "everybody wanted to be a railroad engineer or…," and he named a couple other things. "Where did you ever get the idea that you wanted to fly airplanes off of aircraft carriers?"

"I don't know," I said, "but that's what I want to do."

There were a couple of naval aviators around the Brooksville area, but I don't think I was even aware of them at the time. Years later, Ed McKenzie introduced me at Kiwanis convention. I was his keynote speaker, a flag officer by then, and he said, "This is the only person I've ever known who, when he was 12 years old, knew exactly what he wanted to do…and then did it."

OEO: What were you doing when you heard about Pearl Harbor?

ADM KINNEAR: My father and I were running a Texaco service station in Brooksville on U.S. 41. It was a Sunday and things were very quiet. Gasoline was 22 cents a gallon, and we weren't selling very much of it, but we had to keep the station open just as a service to customers, and it was the only source of income we had at that time. I was running the station by myself because he had said, "It's so quiet, I'm going to go home. I'll be back in about an hour and a half." When he came back, he asked how things were going.

"Well," I said, "we didn't sell much gas, but there's sure some bad news on the radio."

"What is it?"

"The Japanese have attacked Pearl Harbor." I didn't even know where Pearl Harbor was…it didn't mean a thing to me.

"Are you sure?"

"There's nothing else on the radio," I told him. "Any station you turn to, that's all they're talking about." We walked inside and he turned up the radio and that was that.

OEO: What was your reaction to that?

ADM KINNEAR: I wondered where my brother was. He was in the Marines at that time and that was the first thing I thought about. And then Dad tried to explain it to me; to put it all in context for me, what war really meant, and it took me a while to grasp it.

OEO: When WWII started, you were in high school but you quit just short of receiving a diploma. What happened?

ADM KINNEAR: My quitting high school was somewhat connected with my father's death in an accident in May of 1944. At that time during World War II, labor was very scarce, and Hernando County didn't have any more money than the rest of the counties down there, and they couldn't find enough people to hire for road-maintenance crews. My father had gone from being a sheriff to running a CCC camp for the County. He then was hired by the county as the engineer for the state road system. There were three adults on the crew and one of them quit, so my father had the responsibility, and the money, but he didn't have the people to do the maintenance on the county road system. Come summertime, after I'd become the captain of the football team, he

asked, “How many of your football team buddies would like to really work hard this summer and be in great shape come this fall?”

“I don’t know. Why?”

“Well, I’ve got money, I’ve got work to do, but I don’t have any people. I thought that if you brought some of those football players out here I could do them some good and also get some work done.”

So I took about six of the more likely ones out there – Gene Manuel, Jerry Peters, Earl Meadows and Rusty Henderson, among them. The State Road Department was delighted with what he was doing and they endorsed it as a good program. Thus, anyone on the football team that I had any sway with, and that had any size and work potential, ended up working for the State Road Department.

I had gotten my driver’s license when I was 14, thanks to the efforts of my next-to-eldest sister, Peggy. The truck driver for the road crew was one of the people who had found a better job somewhere, so there was no driver. My father, being ingenious, called his boss and said, “I’ve got a son here who’s mechanically inclined, has had his driver’s license since he was 14. He’s 16 now. He worked on a Pepsi Cola truck last summer and was a part-time driver. Can I hire him as a truck driver?” The ruling came back: “Yes, you can hire him as a truck driver. But he’s your responsibility, not ours.”

So I became the truck driver and the maintenance mechanic. I got an extra day’s pay because every Saturday I had to wash the truck, lubricate it, rotate the tires and do whatever needed to be done to follow the maintenance plan.

One day in late May, the regular guy who ran the tractor/mower where we were working on U.S. 41 north of Brooksville didn’t show up, so my father climbed on the mowing machine. He was out mowing well off the highway when a passing semi-truck lost all steering control, veered off the road and hit him and the tractor. My father was fatally injured driving a piece of State Road Department equipment while I was delivering some workers to a nearby site.

Another truck headed north on US 41 stopped, and realizing that my father was in bad shape, they got him off the tractor and into the truck, and took him to Inverness, the next town up the road.

Brooksville, being a small town, had one ambulance. Dean Garnett was the ambulance owner and driver as well as the undertaker…same vehicle, it was also his hearse. The first thing I

did when I got there and saw what had happened was to call Dean Garnett, knowing he had the only appropriate vehicle. And I said, "My father's been in an accident. They put him on a truck headed north on US 41. I'd like for you to come by here and pick me up or I'll meet you up there, whichever, and we've got to go find him, wherever they've taken him." Dean came out and took me to Inverness. We went up there and my father was on one of these chicken-wire stretchers, right on the sidewalk in the hot sun, a Florida afternoon, and everybody was standing around looking at him.

"How's my father?" I asked.

Someone said, "There's the doctor – ask him."

The doctor said, "The first thing I've got to know is who's going to pay for this." As you might suspect, I've never forgotten that…or the doctor.

I told him, "I'm his son. You'll get paid. Now what needs to be done with him?"

He said, "He needs to get to a hospital and he needs to be in the care of a doctor. He's really hurt. He's probably not going to make it."

We got him in the ambulance and the doctor left. We took him from Inverness back down to Brooksville. At that time, there was a nice new hospital, a WPA project, in Brooksville, and we had probably the best doctor in those parts, a Dr. Harvard, who later became the head of the Florida Medical Association.

We got him down to the Brooksville hospital, got him into Dr. Harvard's care there, into the operating room. My mother was there, and I talked to Dr. Harvard, got him aside, and I asked, "What's going to happen now, Doc?"

"Well," he said, "I don't know and I don't know when I'll know, but he's in serious condition."

I told him to "do what you can and I'll be back to take care of him."

So I went back out and got the truck. That was one of the first times that I really thought, you know, "you're responsible and you've got to do something…now." So I drove out and picked up the crew, and got them all back where their cars were. By the time I got back to the hospital my father was dead. So even though he died, I went ahead and did what needed to be done as far as getting the crew home and that sort of thing.

When I called the State Road Department Regional Engineer that we worked for, I said, "You know we've had an accident here."

"Yes, I'm aware of that."

I said, "Well my father just died, but I got the crew home and everything's in good shape. What do you want to do about tomorrow?"

He said, "You're asking me what I want you to do about tomorrow?"

I said, "Yes, there's still work to be done and people depending on their jobs."

"Do you think you can get them together and get them back out to finish the work?"

"Yes, we can pick up where we left off today. We've still got a couple days of work to do out there."

So I found myself running the crew until they found someone with previous experience in road maintenance. They appointed him as the foreman, and we were off and running.

OEO: You left high school in what year?

ADM KINNEAR: I left high school in 1945; the same year I joined the Navy. I really had not fully completed high school. Around that time, a friend who was in the Army Air Corps, Dick McGee, practically re-invented me …at least that is how it felt. He took me up in what the Navy calls an SNJ a couple of times, and he really encouraged me to go into flight training. This was in 1946, when I was 17, after I enlisted. We had to drive down to McDill Field in Tampa, and it had to coincide with the dates on which he was attending drills.

Obtaining formal graduation credit was a long story, a story that totally changed my Navy future. I enlisted into a special aircrew-training program, and the attraction of that was that you came in as a Seaman Second Class instead of an Apprentice Seamen if you qualified for it, and you were guaranteed an "A" School (specialty training). They had a special boot camp at Naval Aviation Training Center Memphis for these future aircrewmen in which we studied aviation kinds of things rather than ship kinds of things, although we had to learn semaphore, flashing light and all that sort of stuff during boot camp. After I finished boot camp I was sent to Norman, Oklahoma, for Aviation Machinist Mate School. When I enlisted, Aviation Machinist Mate School was the prime school that everybody wanted. If you didn't do that, you were going to be trained as a gunner and become an aircrew member. Aviation Radioman, Aviation Machinist Mate, and Aviation Electrician were the three schools you could go to. I wanted to be an aviation machinist mate. But by the time I got out of boot camp, they said, "There are no

slots. You're going to be an aviation radioman. There is simply no slot for you." I was called down to the office – this was in Memphis – for my graduation interview by a yeoman, his name as I recall was Rahn.

He took a look at my record and said, "You're from Brooksville?"

"Yes, Brooksville."

"Do you know a carpenter by the name of Thompson?"

I said, "Yes, matter of fact; he's working on our house right now. We had a problem with a window, and I talked to my mom last night and Mr. Thompson's supposed to be there today."

"Why," he said, "That's my uncle."

So thanks to Brooksville, I immediately had somebody who had an interest in me beyond the fact that I was just another sailor.

He said, "I see here that you requested Aviation Machinist Mate School, but you're going to Radio simply because there isn't any room for you, and there's already a waiting list for the Aviation Machinist Mate School."

"That's right."

He asked, "Do you still want to be an aviation machinist mate?"

"Yes, sir!"

He said, "I think we can do that."

After completing recruit training, I soon found myself in Norman, Oklahoma, in Aviation Machinist Mate School. One evening I helped an important-looking man bring some boxes from his car into the office there. He was wearing a topcoat, so I had no idea of his rank -- and it turned out he was a Chief Petty Officer.

After making a couple trips with him, getting his gear out of the car into the office, he said, "Who are you and what are you doing?"

"I'm Kinnear; I'm going to Aviation Machinist Mate School."

He said, "Well, what's your real long-term ambition?"

"To fly airplanes off of carriers!"

He said, "Well, you've got a ways to go, but there's nothing wrong with that aspiration." About a week later he came back to me and said, "A funny thing has happened. The Navy had decided to terminate flight training because we're getting to the point where we know the war is going to end, but they suddenly decided they couldn't just cut off the aviation pipeline

altogether. They have to taper down, so they're going to open flight training again on a smaller scale." I didn't know where he was going with this.

He said, "Your long-term ambition is to fly off aircraft carriers," and you're qualified to apply for flight training."

"Qualified in what way?"

He said, "Well, your test scores and your class standing." He took me down to the administrative office and had me take more tests.

After that he came back and said, "Hey, not only can we put you in for flight training, you're eligible for the Naval Academy and the Coast Guard Academy. Do you have any interest in that?"

I said, "Yes, that sounds like it might be worth a try, too."

I got called down to the administrative office about a week later and the Chief said, "All those things we were talking about may be all for naught."

"What do you mean?"

He said, "We can't find any record of your high school diploma."

I said, "I don't have one."

"This is really a problem," he said, "because without a high school diploma you can't apply for the Naval Academy, you can't apply for the Coast Guard Academy and you can't apply for flight school."

I hadn't realized it at the time, but I had quit high school at a very inopportune time. I had completed all the required courses and the only thing I needed to graduate was a couple of electives. I wasn't smart enough to figure this out at the time. So I called the Chief Petty Officer back, the man who I had helped and who, in turn, was trying to help me.

He asked me if I knew who at my high school might be able to help. I told him that the man who was the Principal at that time was Homer L. Jones. Brooksville Hernando High School was a small school, and the Principal handled everything. He asked if I knew Principal Jones, and I told him that I did. Now this was World War II and phone service was terrible. You could wait a whole day to get a call through. But they came up with the phone number at Brooksville High and called him. We were all amazed when he answered the phone.

The Chief got to the point immediately. “We’ve got one of your former students here that has some opportunities, but he doesn’t have a diploma, and he can’t apply for any of them without it.”

Mr. Jones thought about that for a while. A short background story is pertinent here. Turns out I hadn’t done very well in Algebra I, so I took Algebra II and did a little better there. A Naval Reserve officer we knew in Brooksville had advised me that mathematics was important, so I had taken Algebra. I hadn’t set the world on fire, but I did better in Algebra II than I did in Algebra I. So I went to Homer L. Jones back then and told him I thought I needed the follow-on course, whatever comes next after Algebra II.

He said, “Well, you can either take plane Geometry or Trigonometry. I’d recommend Trigonometry, but you’ll have to know geometry, as well.” But Trig wasn’t being offered because the mathematics teacher had been drafted the previous summer.

So I asked, “How can we get a Trig course taught here?”

He said, “I’ll tell you what: If you can find five other people who want to take Trigonometry, I’ll teach the class myself.” So I recruited five other students – mostly girls and one guy who later also went into the Navy, and we had a six-person Trig class. Homer L. Jones taught it. So when we called Mr. Jones for help, he was quickly up to speed. There wasn’t anything that I could tell him that he didn’t already know.

He reflected on the situation for a while and said, “George, what have you really done since you’ve been in the Navy?”

“Well, I’ve finished boot camp and I’m in Aviation Machinist Mate School.”

“How are you doing in Aviation Machinist Mate School?”

“Well, there’s a man here that can tell you more about that than I can, but I haven’t found anything I can’t do, and my test scores are good.”

So he said, “Let me talk to the guy that has to help you at that end.” He and the Chief chatted a little bit about what boot camp was and what “A” School covered.

Then he came back and said, “Well, I think you know I will do my best to help. Maybe, there’s an easy answer to this.”

“What’s that?” I asked.

"Well, you finished all your required courses before you quit and enlisted. You only needed two hours of electives. It sounds to me like your boot camp and your "A" School there have provided you two hours of electives."

The Chief asked the crucial question, "Where does that leave us?"

Mr. Jones said, "It means that he can graduate with his class. I'll send you a letter attesting to that."

That still left us with a small problem because they wanted something right now!

The Chief said, "A letter isn't going to do it. Can you send a telegram?"

"Yes -- who do I send it to?"

"Send it to the Chief of Naval Personnel."

Now this was during World War II, and the probability of anybody getting a telegram through to the Chief of Naval Personnel was pretty remote, but the Lord was with us and the next day they came back and said, "BUPERS says you're qualified."

OEO: Was your father's death the primary reason why you quit school before graduation?

ADM KINNEAR: I had talked to him about the war and my brother's involvement and the fact that he, my father, kept trying to get back in the Army in spite of his disability. We knew there was no way they were going to bring a disabled vet back on active duty, or at least that's how it turned out. But I felt it was time for me to get involved, and I talked to my dad about enlisting.

OEO: You got your high school diploma through hook and crook. Please go from there to commissioning. What was the route?

ADM KINNEAR: I became an aviation cadet. I went into what they call the V-5 program. From Aviation Machinist Mate School in Norman, Oklahoma, I was accepted into the V-5 program and sent to Missouri Valley, a fine little college in Marshall, Missouri. It was different. It was a Presbyterian school primarily, but everybody was welcome. We had an assorted student body, but the important thing was that there were 300 girls, 100 sailors and eight civilian males! That was my first college semester. The war ended while I was at Missouri Valley and they sent us to

Miami University in Ohio because there was an NROTC unit there. They collapsed all the small V-5 programs and sent all the students to schools that had Navy ROTC.

OEO: You graduated from there?

ADM KINNEAR: No, it took me a long time to get out of college. I went to Miami University for two semesters. The football coach was Sid Gillman, one of the greatest college and professional coaches ever. Later on, he was coach of the San Diego Chargers when I was CO of NAS Miramar. We got together once and had a good time.

Back to Miami University, I didn't make the traveling squad. It was October. We were well into the football season when I left Marshall, Missouri, and ended up there at Miami. Coach did let me come out and be part of the Hamburger Squad, mimicking the team they would play in the next game. I had some interesting experiences at Miami University. I was ready to go to flight training when BUPERS called and said that they had erred, and that "You need two more credits in English before you can go to flight training." What they were trying to do, obviously, was to phase down the number of people going into flight training, and they had to slow the pipeline down. Their way of slowing me down was to send me back to school for two courses in English. They said, "If you don't want to stay at Miami University we'll send you anywhere they've got a NROTC unit." They were being very nice to me at that time. They asked, "Where would you really like to go?"

I said, "I'd really like to go to the University of Florida."

"The Navy doesn't have an ROTC unit at Florida."

"Does that mean it's out?" I asked.

"Unless you can think of some other way of getting paid and some of the other things." So at 18 years of age and an apprentice seaman, talking to a Lieutenant Commander, I said, "What if you had me assigned to something at the Naval District headquarters in Jacksonville and I went to school over in Gainesville?"

He thought about that for a while and asked, "Where would you live?"

"I'll live in Gainesville."

The detailer said, "I guess it's worth a phone call."

He called back and said; “The Naval District says we can assign you to them. They’ll take care of your pay and health records and you can go to school at the University of Florida.” So that’s what I did. The question of where to live remained, however, and I didn’t have the vaguest idea. I had never had to think about that before, because the Navy always took care of that.

While I was back at Missouri Valley there was a person in Brooksville by the name of Alfred McKeithen who was a real heavyweight in Florida banking and the citrus industry, as well as deep in politics. Alfred McKeithen was a doer and a politician, and I had delivered handbills for him during an election campaign for Senator Claude Pepper. In 1936, for 50 cents I delivered 500 handbills, and I got to know Mr. McKeithen a little bit as a result. For some reason, he took a liking to me. I didn’t understand the importance of that at the time, but when I got ready to go to the University of Florida the name McKeithen was golden. I didn’t realize that, either. But earlier, while I was at Missouri Valley College, there were these eight civilian boys there, three of whom were members of the Sigma Nu fraternity. I got a call from the Dean of Music, Dean Fichthorn, who was the advisor to the Sigma Nus.

“How would you like to become a fraternity man,” he asked.

I said, “What’s a fraternity?”

He explained it to me and said, “There are only two active fraternities here, and one of them is Sigma Nu. We have reason to believe that you’d make a good Sigma Nu and we’re inviting you to become a member.”

I called my mother and told her I’d been invited to be a Sigma Nu, and that it’s a fraternity.

“Oh, that sounds interesting and exciting. Are you going to do it?”

“I don’t know. It costs money.”

She said, “Let me know if I can help you…some but not much.”

It turned out it didn’t cost me anything. The mystery to me was why, of the hundred sailors there, I had been invited to become a Sigma Nu. It turned out, and it took me 20 years to find this out, that Alfred McKeithen had decided to bet on me and he was a heavy in the Sigma Nu world. He made arrangements for me to become a Sigma Nu at Missouri Valley and I didn’t know a thing about it. It also cost me nothing.

The smallness of the world really becomes apparent now. When I got ready to go back to the University of Florida in 1945, the place was flooded with ex-GIs going to school on the GI

Bill. You couldn't find a bedroom in Gainesville anywhere. I was grumping about that and Alfred McKeithen's name came up again and I was told: "You know, Alfred's sister's mother-in-law is a house-mother for the Sigma Nus at the University of Florida. Call Mother Mason and tell her who you are and what your problem is."

So I did, and she said, "It just happens that I've had a cancellation. If you're only going to be here for the summer term…. I can't do it for the fall term, but I've got a place for the summer term." So I did my summer term at the University of Florida to get those extra two credits in English so I could go to flight training. It was not until I got there and everything was greased by the fact that Mother Mason made it happen, that I discovered that the only English courses being offered at summer school were one in Shakespeare and one in Contemporary English Literature, and they were both graduate courses. So, I went to see both the professors and said, "I've got a problem. I need two more credits in English before I can go to flight training." One of the professors was a Naval Reserve officer, a Lieutenant Commander – he read the problem immediately. The other professor was a wonderful person who taught and lived Shakespeare. He loved to do things like come in with his yardstick as his sword, leap up on the desk and say something from that day's reading to help everybody remember. I told them both about my situation. The Lieutenant Commander professor was flabbergasted that I'd gotten myself into that situation, and even more that the Navy had helped me get into that situation. The other "prof" thought it was funny as hell. He said, "Oh, don't worry about it. We'll work something out."

The thing that saved me, though, was that smallness of the world again. My elder sister, Pat, had a high school classmate by the name of Louise Patterson, whose brother Earl was a high school classmate of mine, and she was in that Contemporary English class as a graduate student. She became my tutor, not only in English Literature, but also in Shakespeare, and I found myself getting pretty decent grades in both courses after earlier worrying about how I could possibly complete them. I'd like to tell you that I quote Shakespeare extensively and that sort of thing, but I can't.

I did get through the summer and went from there to NAS Dallas, Texas, to something called Selective Flight Training where you had to fly and solo the two-winged Stearman before you could continue in the flight training program.

I had a wonderful instructor in the Stearman biplane two-seater, which was known as the "Yellow Peril," for its bright yellow paint job He was a sheepherder from Wyoming by the name of Hale. He had used the Stearman as his primary vehicle for running his sheep ranch. He was a wonderful person and a fine aviator and instructor. After my fourth flight he said, "You can solo anytime you want to. If you want to keep flying for a while we'll do a few more hops, but I can't keep you beyond ten." I went ahead and soloed.

OEO: One person you mentioned in your notes was Admiral Nimitz. How does Admiral Nimitz fit in here?

ADM KINNEAR: I had soloed early and was kept at NAS Dallas on the football team. One of the Four Horsemen from Notre Dame was a Commander and the athletic director for the NAS. He was able to influence BUPERS as far as certain people being ordered to NAS Dallas for "selective flight training," and other people being allowed to stay at NAS Dallas. After solo, I was supposed to go to Pre-Flight School in Ottumwa, Iowa. Instead, I found myself assigned to doing rib-stitching on N2S aircraft because of my previous training as an aviation machinist mate. Eventually, I was pulled out of that and made into a junior watch officer in the Operations Department filing clearances and so on. It was a great learning experience for me. In addition to playing football, every time the two coaches, who were both naval aviators, decided to go somewhere, they made a habit of taking me with them. As a result, I came out of that N2S training with about 40 hours of SNB multi-engine time, a lot of it instrument and night flying. Later, that caused a lot of head scratching when people went into my logbook and wondered how I was able to do that when I was a cadet. It was because the two football coaches wanted to teach me to fly, and they did. From September until December, I was a junior Operations Duty Officer, watch stander, and football player. I was eventually made the Assistant Operations Officer, and sort of became the "George" of the Operations Department.

This was in 1946, and Admiral Nimitz came to Dallas to be inducted into the Texas Hall of Fame. He was from Fredericksburg, Texas, which is a German colony. He was everybody's Texas hero at the time, and the event was at the Baker Hotel in Dallas. We, the Operations Department people, were assigned to do the official photography. I originally went as the bag carrier for the photographer, but I ended up with my own camera and the bag. Admiral Nimitz

was the guest of honor and the speaker at this event. I took a few pictures of him and went back to trying to hustle Dianne Dealy, whose father was the publisher of the Dallas Morning News. I was in khakis with an olive drab flight jacket with no shoulder boards, but had "aviation cadet" anchors on my collar. After I took his picture several more times and we were standing there, he came over and asked, "Are you in the Navy?"

"Yes Sir, I'm in the Navy."

He asked, "What are you?"

"I'm an aviation cadet."

"An aviation cadet? What are you doing with the cameras?"

I said, "Taking pictures. My job is to carry the bag and lights for the real photographer."

He got a kick out of that, and said, "Do you think you can get him to take a picture of us together?"

"Yes Sir," I said. "I'm sure I can!"

He said, "I suppose you'll want a signature to go along with that picture? Do you have anything to write on?"

The only thing I had was a laundry chit, which somebody later stole from me. He later sent me a grand autographed picture.

OEO: You hadn't even started flight training at this point except for soloing.

ADM KINNEAR: Yes, take a look at my logbook. At that time, I didn't even know what a logbook was! That Dallas assignment was really a good experience, both flying and football. CDR Barry Holten, the old Notre Dame guy, our coach, had all of these friends who were involved in football, and the coach at Oklahoma, Bud Wilkinson, was a particularly good friend of his. Holten's idea of building this football team was great, except he couldn't hold onto the players long enough. In the case of the cadets, he could take care of that. In the case of the officers – the Naval Academy people -- they had to keep them moving, but we had a decent football team.

The coach knew all of the heavies – all the Athletic Directors of the Southwest Conference schools. As a result, his idea of a good season was to have us play the red-shirt teams at Texas A&M, Oklahoma, TCU and the like. He quickly learned that we were not of that

caliber. We played Oklahoma – and at that time Oklahoma had a 55-person red-shirt squad that included at least four All-Americans. We went up to play the red shirts and they beat us 55 to 10. It wasn't necessarily fun, even though they did everything they could to hold down the score. I played fullback on offense and linebacker on defense, and after trying to bring down their running backs, I was really beat up. But we struggled through that season and ended up playing in a charity bowl game. I think that's where I got to play against Doak Walker. At any rate, the length of my stay at Dallas was not determined by my flight training.

I went from Dallas to NAS Ottumwa, Iowa, for Pre-Flight School. The school had been at Iowa State and they had moved it over to NAS Ottumwa. It was probably typical Pre-Flight, but it was interesting. We boarded a train in Dallas, and it took two days to get to Ottumwa. There were a couple dozen of us in the travel group, and some of the guys were fooling around. The young ensign they sent out to pick us up wasn't having much luck controlling them. I gave him a hand as far as rounding up the people and getting them in the bus. When we got out to the NAS the ensign said that I'd been very helpful in rounding people up and getting them there. The Marine Sergeant with him came to me and asked, "Did you go to military school?"

"No, Sir."

"Where did you get the idea how to handle these people?"

"I've got a brother that's a Sergeant in the Marine Corps," I said. "That may have helped some."

The Sergeant said, "Oh, really." And the next thing I knew I was invited down to the Marine Administrative Office, and the Gunny Sergeant said, "How would you like to be the Cadet Regimental Commander while you're here?"

I said, "I don't know. What do I have to do?"

The Gunny said, "Okay. Let's hear you give a few commands."

I did.

We talked for a while, and then he said, "Okay, I'm going to recommend you for Midshipman Regimental Commander."

I said, "If it's all right with you, it's all right with me."

The best part of that was, instead of sleeping in the dormitory part of the barracks, I had a staff suite. I had my own bedroom and my own head. That room became the poker headquarters for the barracks. The Marines must have been aware of it, but it was never mentioned.

My Pre-Flight started in December 1946, and I advanced from being an aviation cadet to an aviation midshipman. The Aviation Midshipman Program was supposed to supplant the Aviation Cadet Program, which it never did. They never did kill the Aviation Cadet Program. The Aviation Midshipman Program only lasted about two years. Some rather distinguished people, like Neil Armstrong and Jim Lovell, started as aviation midshipmen.

OEO: Were you paid more as a midshipman?

ADM KINNEAR: As a matter of fact that was a real problem. The aviation midshipmen, when they got their wings, didn't get commissioned. You had to serve your two years out first. As a result, we had a lot of aviation midshipmen flying combat and flying off carriers and you got $78 a month plus $39 flight pay. That wasn't enough to pay a mess bill! I was not one of them, fortunately, but that was true then. I forget exactly how they resolved that, but I guess they transferred some money around so that there was a direct payment to the wardroom, although they still had to pay their additional share. At $78 a month plus $39 flight pay, you can see why that would be a bit of a stretch.

OEO: From pre-flight in Ottumwa you went to NAS Corpus Christi to start flight training. What did you fly?

ADM KINNEAR: The SNJ, a single engine trainer built by North American. The N2S program was still going, but they were closing it down at that time.

OEO: Your logbook shows a lot of SNJ time.

ADM KINNEAR: Yes, we all went through instruments, flying, gunnery and got six carrier landings in the SNJ. Later, when I finished F4U training and got my wings, they retained me in the squadron because I was playing football for NAS JAX, and I was designated as an instructor. I did most of the inverted-spin checkouts for new students. The SNJ was the instrument-training airplane and it also was the inverted-spin training airplane.

OEO: Your logbook says that you flew in SNJs all the way up to May of ’48, and your first F4U flight was on the 26th of May of ’48. What training did you get in the F4U (Corsair built by Chance Vought)?

ADM KINNEAR: I got a full bag of everything including carrier landings. At that time, the squadrons had an SNJ assigned to them for instrument training. It seemed like I was an instrument trainer forever. I carrier-qualified aboard the *USS Wright* (CVL-49) in the Corsair on August 25, 1948, and got my wings on September 11.

OEO: Do you remember your first F4U trap?

ADM KINNEAR: Do I ever! The *USS Wright* was a CVL, and even the SNJ looks big on that deck. The wingspan on the F4U was long and the deck on the *USS Wright* wasn’t much wider than about 50 feet.

OEO: We need to talk about flight training. Dig back to the things you can think of that made an impression on you, what you remember, about flight training.

ADM KINNEAR: Instrument training. I had a particularly strong instructor who told me “You are an intuitive aviator, but you’ve got to learn to be smooth”. He taught me more about flying than just the instruments.

OEO: Did you have any incidents? Did you smack up any airplanes or get any downs (down checks)?

ADM KINNEAR: I got a down for taxiing…too many turns in my taxi. There had been an accident where a guy was not S-turning for visibility purposes and they had made a big point about being sure to get lots of S-turns. I found out that the reason I got the down is because the instructor’s best friend had just been released from active duty and he had not expected it, and he – my instructor – was upset. In fact, he told me months later that that was unfortunate. But that’s the only down I ever got and it was for my S-turns while taxiing.

OEO: Your instructor on that flight gave you a down because he was in a bad mood?

ADM KINNEAR: Yes. I went back out almost immediately, that same day, and flew an uneventful re-fly.

OEO: Were there a lot of accidents in flight training when you were going through?

ADM KINNEAR: Not really. Probably the most interesting one was a good friend of ours who forgot to fasten his seat belt, did a loop and fell out of the airplane. His parachute worked great.

OEO: He probably got a down for that one! Was all of your flight training at Corpus?

ADM KINNEAR: It was all the SNJ flight training…I did a lot of instrument training in the SNJ after that, but usually when you finished the SNJ, you went into the F4U. That theoretically took you beyond the SNJ training. The SNJ keeps showing up because, as I said, it was the instrument-training airplane. Each squadron had that SNJ that they used for instrument training. I spent a lot of time in the training pipeline. I was at Cabaniss Field in Corpus from August to October of ’47, Saufley Field in Pensacola from October to December of ’47, and continued to fly SNJs in the Pensacola area until April of ’48. I got my first flight in the Corsair on May 26, at Jacksonville. They kept me as an instructor in the F4U squadron because I was playing football. I got to do all the things that nobody else wanted to do, like inverted-spin training and a lot of instrument training in the SNJ.

OEO: How long were you doing that instructor thing?

ADM KINNEAR: I finished in September, and went through the football season. We played in the Lilly Bowl, the first Lilly Bowl, in December of 1948. I had some kind of a layoff in January of ’49 while I was waiting for a squadron to come down from NAS Quonset Point, Rhode Island, to Jacksonville. My first flight in the F4U-5 was in February of ’49, so that was in VF-173. They

were closing Quonset out as an operational base and moving everything down to Jacksonville, and the F4U-5 was a new airplane at that time.

OEO: Somewhere along in here you got commissioned.

ADM KINNEAR: Even that is odd – nothing ever happened easily. I had two appointments to Midshipman. The way the law read, you got commissioned two years after you signed your contract. Somehow I had two contracts, with different dates, and they couldn't figure out how that had happened. I wrote BUPERS saying I was supposed to have been appointed a Midshipman in December of 1946, and that I had done everything on time. My two years were up in December of '48. I wrote that letter to BUPERS saying that if they delay my commission until after the first of the year, I would end up running with year group '49 instead of '48. So my being considered for promotion and everything else would have been a year later than it should have been. It was finally resolved via a phone call to BUPERS on Dec. 30, 1948, in which I was assured that my commission date would be the earlier rather than the later date. I got married that day, too – it was a busy day.

OEO: You mentioned a while ago that you ran into one very notable naval aviator a little later on.

ADM KINNEAR: Yes, I did, and I ran into him when I was in the Pre-Flight School Aviation Midshipman Regiment. I was the regimental commander and also either the heavyweight or the light heavyweight wrestling person for the Pre-Flight School team. The best, and best-known, wrestler was Jesse L. Brown, who had wrestled at Ohio State and was one of the few people that had previous wrestling training. Jesse never lost a match. He and I both had long tough matches as teammates. After one of his matches, I commented to him, "Jesse, I've never seen you work so hard and come so close to getting pinned as you did today."

He said, "You're right."

"Well, what's the problem?"

"I'm hungry."

"But you're eating better now than you probably have ever in your life. What do you mean you're hungry?"

"Well," he said, "follow me through the chow line."

At that time the Navy not only had some interesting personnel policies, but actually had a differentiation in the ratings that black and Filipino sailors could serve in. There was a U.S. treaty with the Philippines, which I was unaware of at the time, that allowed a certain number of their people to enlist in the U.S. military. The treaty didn't provide for it, but they had to go along with whatever the rules of the individual services were. As a result, in the Navy, the decision had been generally made to keep blacks and Filipinos in the food services rather than in the technical ratings. Thus, there was a further division that was self-generated, I think, that the Filipinos would be on the serving end of the food service in the Navy. They would actually do the tending of the tables, the setting up, the serving, and the blacks would be the cooks. In that Pre-Flight school we had a black Chief Petty Officer who was responsible for the blacks and primarily the cooking side of food service for the regiment. Likewise, there was a Filipino Chief who was in charge of the service side of it – running the pure service side of it, that didn't focus on food preparation. Jesse Brown, who was black, came to me and said he was hungry and that mystified me because I thought he had told me earlier that compared to his childhood, which was in the south, he was probably eating pretty well, all things considered. He suggested I follow him through the chow line. So I did, and watched as he ended up with gravy on his ice cream and that sort of thing. By the time we came out the end of the line he had a pretty unpalatable-looking tray (we were served in metal trays at that time).

My brother Neil, as I mentioned earlier, was a sergeant in the Marine Corps, and I called him and asked him how to handle the situation.

I said, "I've got something here I don't know what to do with. We've got sailors mistreating sailors in the same Navy," and I explained the problem.

He said, "One thing you'll find out about problem solving is to always try to work it out at the lowest possible level. In this case, you don't want to go to the Marine officers that you as the regimental commander report to. You want to go to somebody that's in the business that can fix the problem rather than legislate it or something else."

"What are you telling me?"

"Go into the organization at the lowest possible level. In this case go in at the enlisted level. Go to the people who control the enlisted people - the Chief Petty Officers. Find the Chief Petty Officers who are responsible and tell them what the problem is, and they'll fix it."

So, first of all, I had to find out who they were and then had to convince them that there was a problem. I found out that those two galley Chiefs worked well together most of the time, but they did have their differences. So I explained to them what I had witnessed by following Jesse Brown through the chow line and their answer was, "That's just the way it is." Even at age 18, I occasionally had a good idea, and one of them was what I told them: "You don't understand. The whole future of the Filipinos and the whole future of the blacks in our Navy depend on how well these people like Jesse Brown do or don't do. You're a big part of the solution. But instead of being part of the solution, you're being part of the problem. I want some help. I can't do it. But I need your interest and I need your willingness to take a little heat yourself."

They started to come around. "What is it you want?"

"I want him treated like anybody else and I want anybody on either side of that steam table to feel that they're on an equal basis with the person on the other side, and right now that isn't happening. I don't know how, but I'm sure you can fix it. My Marine sergeant brother tells me you can fix it. Now let's fix it!"

At the next meeting we had, they explained to me why they couldn't do anything about it, and I said, "That's not what we're here to talk about. We're talking about how we get things changed." I'm not sure exactly what eventually precipitated it, but Jesse came and told me, "I don't know what you did, but I'm eating like everybody else now." Both the Chiefs apparently had listened and done something about the problem and the attitude in the whole mess hall changed discernibly, albeit slowly.

OEO: Was Jesse a midshipman at that time?

ADM KINNEAR: Yes, we were in the same place in the training program.

OEO: Okay. Can you go on, for the record, and tell what you know about Jessie Brown from there on?

ADM KINNEAR: Well, it's something that you'll get into later anyway. Jesse was shot down over North Korea by the Chinese during the Korean War. His section leader was LTJG Tom Hudner and Tom discovered, as did everybody in Air Wing 3, that Jesse Brown not only was a good person, but he was also a good aviator. When Jesse got shot down, Tom Hudner, flying with him, didn't hesitate to try to save him. They were both in F4U-4 Corsairs. When Jesse crash-landed, he got on his radio and told Hudner that his legs were pinned and he couldn't get out of the plane. Then he reported that his aircraft was starting to burn, and his situation changed significantly. He transmitted the message, "I've got a fire here and I can't get out. She's starting to burn and I still can't get my legs out." So Tom Hudner crashed-landed alongside Jesse and went over and tried to put the fire out -- first, at least as he remembers it, with snow. Unable to do that, he tried again to pull Jesse out of the airplane, but was still unable to do that. And Jessie was eventually killed in the fire. Tom Hudner was extracted by one of the early helo pickups under combat circumstances. That in itself was a major accomplishment – getting Hudner out of there.

OEO: Would you hazard a guess of how many blacks there were in naval aviation at that time?

ADM KINNEAR: Less than a dozen, and I believe he was the only pilot.

OEO: Why do you suppose that Jessie Brown made the cut to get into aviation; did he sell himself?

ADM KINNEAR: Yes, through his personality and his perseverance. He didn't take no for an answer if he could find a way around a problem, and he obviously worked his way around many of those situations.

OEO: Were you in a deployed air group over there when that happened; when Jesse Brown was shot down? It wasn't your carrier?

ADM KINNEAR: No, it wasn't my carrier. He was off the *USS Leyte* and I didn't get over there until later on the *USS Lake Champlain*.

OEO: You were commissioned an ensign in December of 1948 and, at that time, you were in ATU-1 flying the Corsair and the SNJ, correct?

ADM KINNEAR: Correct. Well, by that time I had become an assistant instructor.

OEO: Talk about the Corsair. How old an airplane was it at that time?

ADM KINNEAR: It had been in service for several years. It was developed in the late 30's timeframe and was flying by 1940. Interestingly enough, it was the first airplane that I ever saw that I really wanted to fly. They were doing FCLP (Field Carrier Landing Practice) in F4Us at Herlong Field between NAS Jacksonville and Cecil Field. It is still there, I believe, as a private airport. But in 1945, I saw this great plane, the F4U. When the flaps are down and the wheels are down; it's a different looking airplane. It doesn't relate to the smooth swift looking machine that you have when the flaps and gear are up. Even so, I watched those airplanes at Herlong coming around doing FCLP, and it really turned me on.

OEO: What kind of an airplane was it in terms of performance and safety and so forth?

ADM KINNEAR: It had a bad reputation aerodynamically because they had the wing designed in such a way that it stalled early and didn't give much warning. They later redesigned the wing so that it gave you some warning. It was still a tough airplane in many ways. If you jammed a lot of power on it when you were down at low speed it had a tendency to do a torque roll, and most of the time that's really bad news. You're low, you're slow and you don't have much time or much airspace to maneuver in, so it developed a reputation early on as being an ensign killer. They engineered out most of those problems, but it was an airplane that required continuous attention when you were flying. It wasn't an airplane that you could let get ahead of you. The Marines loved it and it served its purpose well. They used a lot of them. Guadalcanal was where it started making its reputation as a Zero killer. It also was deployed on a number of carriers and

the Marines, once again, even on carrier use, seemed to prefer the F4U to the F6F, which was the other airplane we had at the time. The Corsair was a lot of fun to fly, yes. Good visibility. It's about 12 feet from the pilot out to the nose of the propeller so you've got a lot of airplane out in front of you there that you're conscious of as far as visual presentation.

OEO: You were an instructor there in ATU-1. What did that entail?

ADM KINNEAR: The main thing it did was to keep me there so that I could play football for NAS Jacksonville. That was the reason I stayed after I'd finished my training in ATU-1. It also gave them the benefit of having an extra pilot around to do things like inverted-spin flights. Everybody who went into the Corsair at that time had to demonstrate that they knew how to recover from an inverted spin, and the aircraft designated for that was the SNJ, of which we had several assigned to ATU-1. Most pilots did not enjoy doing inverted-spin demonstrations. I, being an aviation midshipman, and flying whenever and whatever I could, thought that was great. I got to fly a lot of inverted-spin checkouts. Occasionally, somebody would ask a question or what-if, and I'd go out and spin an F4U inverted. But all the instruction that we gave the trainees was done in the SNJ.

OEO: So somebody walks in the door that doesn't have many hours under their belt and you're going to check them out in a Corsair. What process do you use to get them where you think you're comfortable with letting them go up alone?

ADM KINNEAR: I never had that opportunity or that responsibility. They always had very experienced instructors to walk the students through that part. They only used the best instructors; there were certain instructors that had real talent as far as being able to make those presentations in a meaningful way. After a while, you could tell by watching the students which instructor had done the instructing before the students started flying.

OEO: From ATU-1 you went to your first squadron, VF-173. What were they flying?

ADM KINNEAR: They had F4U-4s at the time I was ordered in. They were in Quonset Point, Rhode Island, but they were in the process of moving the whole air wing from Quonset down to Cecil Field, Florida. They kept me in Jacksonville until the squadron came down from Quonset Point. It was a brand new airplane for the squadron so, in addition to the move from New England down to Jacksonville, it was a change of aircraft. The new aircraft was the F4U-5, which had a different engine supercharger than the F4U-4, the first hydromatic supercharger. When needed, the supercharger would kick in automatically to give you the manifold pressure you had selected, up to 65 inches of manifold pressure. The F4U-5 could draw 65 inches of manifold pressure at 2,800 rpm at 30,000 feet, and that was enough to get you into Mach trouble if you were at altitude. It was a hot airplane! I'll put it this way. Several times I jumped TV-2s, the first jets that the Navy had, caught them napping at 33,000 feet, and went screaming by them with a propeller-driven aircraft.

OEO: You did have a little fun in your many, many years of naval aviation.

ADM KINNEAR: Daily.

OEO: Yes. What did they have you doing in that squadron?

ADM KINNEAR: While I was there, we spent a lot of time intercepting B-36s. The Air Force had that new airplane, the B-36.The theory was being kicked around and sold to the Congress that if you have a B-36 that could deliver a bomb anywhere in the world from the United States, aircraft carriers were obsolete. So, we spent a lot of time demonstrating that those obsolete aircraft carrier airplanes could actually shoot down a B-36. It was not a convincing argument, however. I was in an F4U-5 and intercepted a B-36 over Jacksonville, Florida, one time. I made my run, and it took me till I was over Atlanta, to get back up in position to make the second run. There just wasn't that much margin between the F4U and the B-36 as far as altitude and airspeeds. In fact, the air controller, after I made the first run, said, "Go ahead and make the second run." Getting into position to make the second run was a bit of a trick, which none of us had any experience with, and finally the pilot that was running this operation said, "What in the

hell are you doing? Why haven't you made your second run?" I had to tell him, "I'm still trying to get in position."

The Air Force was cooperating with all this because they were very anxious to demonstrate how well the B-36 could survive against these propeller-driven airplanes.

OEO: I expect their test results on paper were pretty convincing from their standpoint that this was not a real contest.

ADM KINNEAR: I don't know what the thinking was, but the arguments are well documented and the tempers ran high. The admirals' revolt finally capped it off.

OEO: What was the Admirals' revolt?

ADM KINNEAR: Primarily it was the fight for the budget dollar between the military services, the Navy, of course, giving much importance to aircraft carriers and the Air Force giving much importance to SAC and the airplanes that required. That eventually led to the birth of the B-47 and so on.

OEO: Did you have a ground job in VF-173? How about division officer responsibilities?

ADM KINNEAR: I was the Airframes Officer responsible for the oxygen system and parachutes and the safety equipment that went aloft with the pilots. I was also the Aviation Material Officer; the storekeeper for the squadron, so I had two division jobs as a new ensign.

OEO: Were there any real highlights that stick with you from that first squadron?

ADM KINNEAR: Oh, yes. I had a Skipper, whose name I won't use, who had just finished Post Graduate School in electronics, and he told me his oxygen mask mike was broken and he wanted it fixed. So I took a look at it. There were three leads that came out of the wire bundle – and at that time we wore cloth helmets that had a short radio cord that plugged into the aircraft – and there was a coupling device there where you connected those. So I went to the Chief and said,

“The Skipper says this doesn’t work.” I’m not sure who made the discovery, but at any rate somebody uttered the words, “No damn wonder.” Of the three leads, one was positive, one was negative, and the other one was just pure support, and it was the shortest of the three. It was nylon cord designed to do nothing more than take the pressure off the electronics wires. But somehow that had been turned around so that the support cord was connected to one of the electronic outlets. We fixed the wiring and the oxygen mike worked just great. I went back to the Skipper and presented him with his oxygen mask.

He asked, “What did you find wrong?”

“Somebody had connected the wires wrong and had the support cord connected to one of the electronics leads.”

He glared at me and said, “Kinnear, I have a master’s degree in electronics. I installed that myself and that is not what happened.”

So I got my first great big lesson in VF-173: When to keep talking and when to keep your mouth shut. Happily enough, I kept my mouth shut.

OEO: That is a pretty good lead-in to my next question. What leadership lessons did you take away from that squadron?

ADM KINNEAR: The squadron skipper “disappeared.” He was a wife-beater -- and I had the squadron duty when I got a call from the hospital saying, “Mrs. Blank has just been admitted to the hospital with facial wounds and considerable bruising.”

“Well that’s not good. What happened?’ And the whole story came out. That was the first time I ever had to take on responsibility for making a decision about what should happen next in a real-life situation like that.

They called back and said, “We don’t want to turn her loose to go home to him, so we don’t know exactly what to do.” After giving it some very careful thought, I called the air wing flight surgeon, Lt. Pete Seigel, and explained what happened.

He just said, “Okay, leave the rest to me.” He called the Officer of the Day who went with him to take the Skipper to the “secure” hospital ward. We never saw him again.

OEO: That's what you call negative leadership on his part and positive on your part. Was there any kind of standardization in that squadron or did everybody go out and fly the airplanes the way they felt like it?

ADM KINNEAR: There were procedures, but the lack of standardization was rampant at that time. Somebody finally came to the conclusion that we ought to have standardized operating procedures that would cover the entire fleet, and not just each individual squadron. The squadrons had different ways of starting airplanes, for example, and that made the need for standardization apparent. I remember starting the F4U-5. It had an updraft carburetor, which didn't start like the F4U-4, and you had to use slightly different techniques. That was the first time that they had really made an effort to standardize simple things like starting the engine. There was a handbook that told you how to do it, but like all written word there is bound to be somebody that interprets it in a different way. They started writing things that were directive, informative and made sense, and people were able to follow that standardization. It became a very important issue with the advent of jet aircraft in particular. That was the beginning of NATOPS (Naval Air Tactical Operating Procedures).

OEO: Back in that time there were an awful lot of, among other things, a lot of wheels-up landings. Did you have a written checklist in the cockpit?

ADM KINNEAR: On the instrument panel, yes. As one Chief Petty Officer told me, "One of the things that we use occasionally in responding to gripes on airplanes; "When all else fails, charge it off as a loose connection between the throttle and the stick." NATOPS, of course, was the eventual official response to the need for standardization, not only standardization in procedures, but also standardization in people's thinking. Angled deck and the optical landing system were the other two key things. You have to realize I go back to straight-deck carriers!

OEO: Your next squadron was VF-742. There is a little history in here that you're going to have to fill in.

ADM KINNEAR: That was a Reserve F4U squadron. I was out of the Navy playing football at Florida State. Secretary of Defense Louis Johnson and President Truman decided that they would balance the whole U.S. budget by grossly reducing defense expenditures. The Navy was programmed to go from 14 carriers down to six, the air wings going with them. As luck would have it, that was the month that the Korean War started. There were three air wings that had been disbanded at Jacksonville, and a lot of those pilots never got demobilized. The war started while they were still in the separation center. Somebody at BUPERS was thoughtful enough to pick up the phone and say, "Quit discharging people, we're going to start recalling them." That's reminiscent of what you're hearing right now about defense funding: "We can't afford that much for defense."

You have to realize also that Truman and Johnson, in trying to balance the budget that way, one of the things they did was pull our troops out of Korea. We still had more than 30,000 troops in South Korea. At one time right after WWII, we had 60,000-70,000 troops there. And they started pulling them out to save money. The Russians and the North Koreans unfortunately misinterpreted that. They didn't understand that we were simply trying to save money. They took it as a sign that we were abdicating. Truman was later found to have realized that by pulling those troops out of South Korea, "I started the Korean War." You also have to remember that Truman is the one that, when he got us into the Korean War, did it in such a way that it was the United Nations' war, not just the U.S. alone. The Soviet Union never dreamed that when they missed that Security Council meeting at which they could have said "nyet." But they weren't there, and the United Nations approved it without them. It would have only taken one vote, a veto, because the vote was taken by the Security Council, not the UN General Assembly.

OEO: You weren't out very long, were you?

ADM KINNEAR: No, only a few months. You probably think I dream up these things, but I went over to fly with VF-742, my reserve squadron at NAS Jacksonville, and the last thing I did before I left Tallahassee was tell my detailer that I wanted to come back on active duty. Being a Reserve ensign, I said, "I want to come back on active duty, but I want to get as much out of my time here at FSU as I can. I'm just finishing the summer session. Will you call me back before the end of the fall semester?" He looked at it and said, "I've got so many people to call back that

I don't need you, and I probably won't get to you before October, so go ahead and enroll for the first semester and I'll make your orders read for when you want to come back, but it'll be after the end of the first semester." I thought that was okay, it sounded like a reasonable approach. I needed to keep the Reserve income coming in because I was going to school with a wife, and a child, and on the GI Bill, and working two jobs. Having that Reserve pay coming in helped solve a lot of problems. I went over and flew with VF-742.

I had an opportunity for a scholarship to University of Florida. A coach named Bob Woodruff was down there. He had just brought a backfield coach down from West Point. I went over to the University of Florida for spring training and I found out that the Army 2nd lieutenant that had been coaching at West Point was pleased to find that he had a real live Navy ensign working for him. I became the "Move-the-blocking-dummy" guy, stayed around afterwards to help clean up, and did that kind of thing for the team.

At FSU, the head of the physical education department was a guy who had set up the Navy V-5 physical education program. I wanted to be a physical education student. Bud Kennedy, the basketball coach, was a Naval Reservist. The swimming coach was a Navy Reservist. The track coach was a Naval Reservist, and a Naval aviator. They all talked to me and said, "Don't go to the University of Florida. You're going to be just another one of the gang down there. Come over here and you'll be in a good environment. We can help you in a lot of ways." So at the 11th hour I decided I didn't want to play ball at the University of Florida. I shifted to Florida State, and had just found out I had made the varsity team the weekend the war started. One of the things that helped convince me was that with all those Navy people I was probably going to get some help with living accommodations. University of Florida had offered me a corner of a converted barracks, a two-bedroom apartment. I went up to FSU and they said, "We don't have anything like that, but we've got some people here." They had no football alumni. It had been a girls' school up until about four years before that. They said, "We don't have a Boosters group or anything like that, but we've got people here in town who want a winning football team. We have Cy Adeeb, who is in real estate, and we've got Rainey Cawthorn, who runs the Goodyear dealership, a big store here, and they all are anxious to help us recruit. They're going to help you, but they just don't know how yet." So I went down to see Cy Adeeb. He read my credentials and everything and said, "Okay, we'd like to have you come to Florida State. What can I do to help you?"

I said, “I need a place to live. I’ve got a wife and a child and no money.” He said, “I’ll tell you what, I’ll sell you a house at a price you can afford. How much can you make in the way of monthly payments?”

“Probably not more than $80 a month.”

“Oh, that’s reasonable. How much can you put down?”

I said, “I don’t have any money at all.”

“You’ve got to have some money to put down.”

I said, “I don’t have any money.”

He said, “You don’t have any?”

I said, “All I have is $50 my mother sent me to buy a baby bed.”

He said, “You just bought a house for $50. Write me a check.”

I got a two-bedroom house for $50, and a very interested real estate man there that was willing to help me, and he did. So I ended up going to Florida State and getting a house, which I later rented out, then sold, to the swimming coach when I returned to active duty. I only had the house for a few months, but was able to sell it for a very modest profit.

There had once been an Air Force base right in the middle of Tallahassee, and they had made it part of the campus, keeping the auditorium and everything as is. They left the runways in place, and it was used as a civilian airport for a while. The most important thing it did was give the University a building plat right in the middle of Tallahassee. They built these houses that were ideally located; a five-minute bus ride from the main campus. Being able to walk and ride a bicycle everywhere I went as an economy measure was very fortuitous.

OEO: How far along were you in your baccalaureate degree qualification at this point?

ADM KINNEAR: I had two years completed when I left summer school at University of Florida. I had gone to summer school, so I probably had picked up about six more credit hours. I had at least two semesters of work to get a degree, and that was the reason that I volunteered to go to Washington. I had talked to the people at George Washington, and they told me I could complete my degree there going to night school. At any rate, I was in the reserve squadron about three months – not enough time to get to know them all very well. However, I did get to know some of

the people in the training business, and the fact that I had become the expert on inverted spins meant that I could lecture anybody who was going to fly that airplane.

I was recalled in October of 1950 when the Korean War started. They sent me to VA-45 immediately upon being called up, and I was in that squadron until January 1954. I was moved to FASRON 6 IFTU in February, That's when I transitioned from props to jets. I climbed into the back seat of a TV2, which was a Lockheed jet trainer, and flew under the hood in the back seat for the month of February. I flew 22 flights, completed training and became qualified as an instrument pilot and an instrument instructor in jet aircraft. I stayed with them as an instructor in both the SNB-5 and the TV2, so I was one of three pilots instructing in both props and jets. Beginning in April of '54 I started flying other jets, including the F9F6 Cougar, and also flew the F2H2 Banshee. The F9F6 was the first swept wing airplane I flew, and that was a significant transition. I just climbed in one day, got it started and flew it. Things weren't as rigid then, and NATOPS wasn't taking effect as quickly as originally hoped.

OEO: I suppose some of the people in that outfit were probably World War II veterans?

ADM KINNEAR: Most of them. I was an oddity because they weren't training anybody directly for those reserve squadrons. When they did all the cutbacks that I was talking about, the Harry Truman cutbacks in 1950, they started getting lots of opportunity because people were being forced out of the Navy. The Reserves didn't have to worry about doing any recruiting because people were coming to them.

OEO: Those that had served in World War II, did they ever talk about it much? Did you get any war stories?

ADM KINNEAR: Certain of the instructors, I think, who had been selected on the basis that they communicated well, would talk and we'd get invited to Happy Hour or there would be a table at Happy Hour and these people would come join us. The beer talk was great. A lot of humorous stories as well as some cliffhanger kind of stuff.

OEO: Then you were off to VA-45, right?

ADM KINNEAR: Air Wing 4 was one of the air wings that had been disestablished, and they were trying to re-establish it. On 1 September they started gathering stray pilots from different calls, and I was one of them. They said that there was no VA-45 yet, but they were going to commission it in Jacksonville. They told me to check in and they'd tell me where to go. Going back just a little -- after I came back from a weekend at NAS Jacksonville with 742, I went to check my mailbox. I had a mailbox in what had been the post office for the Air Force base, and also had my own personal mailbox for university mail. I didn't think anybody knew about my university mailbox. But another guy told me that his orders had been miss-sent, and asked me if I had checked my mailbox, so I went there and, lo and behold, there was a manila envelope in there, covered with dust. It contained orders for me to return to active duty, to proceed to NAS Jacksonville, where I had just spent the weekend, and report to COMFAIRJAX (Commander Fleet Air Jacksonville)…the previous Monday! I wasn't expecting orders, since I had talked to my detailer and was told to go ahead and register for another semester because I wouldn't be needed until later. So I called him immediately and said, "Commander, I don't want to sound impudent or anything, but I don't know what's going on here."

"What do you mean?" he asked.

"Well, I just came back from my weekend tour in Jacksonville, went by my university mailbox and found out that I'm over the hill."

"What do you mean?"

"I have a set of orders here that recall me to active duty and to report to Jacksonville last Monday. I was just over there, but had no idea because you told me I wouldn't get recalled until after the end of the first semester."

He thought about that for a while and said, "How long have you been on inactive duty?"

I told him.

"When's the last time you landed on a carrier?"

And I told him that.

"Sorry," he said, "There's a separate list for people who have been on inactive duty for less than six months and who have made recent carrier landings, and you are on it. You got recalled involuntarily. You were an automatic recall."

So I asked, “What do I do in a case like this when I’ve got a set of orders that shows me over the hill?”

“Don’t worry about it," he said. “I’ll take the blame for that one. Just go back over to Jacksonville and report in.”

So I did. The actual orders that I reported in on were the ones that made me AWOL, but it turned out to be a non-problem. I had to make arrangements for housing at Jacksonville, but the move was easy. I could fit family and all belongings into the car!

OEO: You were in VA-45 for quite a long time. You must have gotten pretty well entrenched in that particular outfit.

ADM KINNEAR: I did, and I became a valuable asset to them. I was the only guy they had who had flown airplanes above 30,000 feet, thanks to my VF time. None of the other people who were going into the attack world had ever been above 15,000 feet. So I became the high-altitude expert for the AD (Douglas Skyraider), which had a lot of performance at high altitude. I did a good job for them and became an LSO, and other things, trying to improve my lot with the assurance that, “Do well with the fleet and we’ll take care of you as far as getting your education.” As you’ll see later, they made good on that. They actually ordered me back to George Washington to complete my undergraduate degree. We started with AD-1s.
The first permanently assigned aircraft for the squadron were AD-2s, and then we went from AD-2s to AD-4s.

OEO: What were the differences between those two aircraft?

ADM KINNEAR: Primarily the electronics. Also, the AD-4Bs that we got; the 132 series, were the first airplanes the Navy bought that had factory-installed nuclear weapons wiring. If you look at my logbook, you’ll see that we suddenly shifted to the 132 series. This was when we were going to Korea, and we were the first to get the 132 series. We recovered our last airplane just before we got to Bermuda on our way to the Sea of Japan.

OEO: When was that deployment?

ADM KINNEAR: June 12 to July 27 of 1953 (Eisenhower had promised to end the war within six months of his inauguration.) We left port on April 26, entered the combat zone on June 12, and began air operations on June 13. We stopped combat flying at 1100 hours on July 27. I was still in the air at that moment, flying a damaged aircraft. I had to make an emergency landing at K-18, a military airfield in South Korea, get the plane repaired and fly back to the ship before it got too far away in the Sea of Japan. It had been planned as a six-month deployment. The *Lake Champlain* was, relatively speaking, a new carrier, although a straight deck, and it was the first one that had been fully modified to support nuclear weapons. She had the big catapults, a new fuel system, and some other pluses. Those big catapults were known as the H-8s.

Back to Korea. On our transit out, we stopped in Manila. I was the only guy who got ashore off the whole damned ship. We came into port on the heels of a typhoon. They were putting a boat into the water and I decided that I didn't want to wait until they got the ladder rigged, so I rode the boat down, but the weather was so bad that they never got the ladder rigged. So I was the only person from the air wing who got ashore in Manila that day.

OEO: How did you get back aboard?

ADM KINNEAR: I waited until they started liberty for everybody else and then rode one of those boats back.

OEO: What was the makeup of the *Lake Champlain* air wing, other than ADs?

ADM KINNEAR: An F3D Skynight squadron, two F2H Banshee squadrons, one AD squadron, two Corsair squadrons, and some oddball detachments. VC-4 had a detachment and VC-62 had a four-plane photo detachment.

OEO: Did you have some helicopters?

ADM KINNEAR: Yes, a rescue helicopter assigned to the ship. Guy Borderlon, the only Navy ace in the Korean War, flew his F4U from several different ships, including *Lake Champlain*.

The F3D wasn't very popular at that time because of low power. The four-plane F3D detachment was moved off the ship after we lost one and another was shot down. They were out chasing MiGs and they got one, but then the MiG that was protecting the first MiG got them.

One of the main issues with the F3Ds was *Lake Champlain*'s wooden deck. The jet exhaust kept setting the flight deck afire, so the F3Ds weren't very welcome. They did better operating off the field. The Marines were operating F3Ds off a field north of Seoul, so there was some mutual support there.

Bill Houser commanded VF-44, which was part of Air Wing 4. Ken Knoizen was bigger than me by an inch and probably 20 pounds. Bill Houser was one of the real salts on that cruise. When we crossed the equator, he was giving the Pollywogs a real bad time. So Ken and I decided, "What the hell. There's nothing else going on," so we took the skipper of VF-44 and tied him up, lashed him into a saltwater shower and turned the shower on. Then we were captured by the "bad guys" and we kept telling them, "Hey, we've got a Squadron CO in the shower down there, we need to go let him go," and they just scoffed, "Yea, yea, sure, sure." Poor Bill Houser spent about 45 minutes in the saltwater shower. And Ken Knoizen and I were left to suffer the repercussions

OEO: What kind of missions were you flying off *Lake Champlain*?

ADM KINNEAR: Road RECCE (reconnaissance) and pre-assigned targets – railway tunnels, railroads, switchyards. Some of the most exciting ones were when they told you to close a tunnel and you found yourself making a bombing run into the side of a mountain.

OEO: What size bombs were you carrying mostly?

ADM KINNEAR: The 500-pounder was the favorite bomb. If you were really serious about going after something, you carried four 2,000-pound bombs. The number of bombs you could carry was more of a limitation of the catapults than the airplane or the bombs. *Lake Champlain* had new hydraulic H-8 catapults, and as a result Bill Houser's squadron was sent over to *Boxer* and we took VF-111 aboard. VF-111 had F9F-5s, which had a bigger engine, more thrust and a heavier maximum gross weight. It was very advantageous to have them where they could have

H-8 catapults. Boxer had H-4 catapults so, as a result, many of the advantages of the F9F-5 weren't being realized. We swapped the Corsair squadron, VF-44, for VF-111 so that they could fly their F9F-5s to the maximum loads. The F9F didn't burn up the wooden decks. The only plane that gave us that problem was the F-3 because it was a squat, low-to-the-deck airplane, low profile.

OEO: Where was your ship operating area?

ADM KINNEAR: The Sea of Japan off Wonsan. We tried to operate to the east of Wonsan Harbor and south slightly from that.

OEO: Did you have combat losses in your air wing?

ADM KINNEAR: Yes, we lost an F3D night fighter from VC-4. There were three people in that airplane when it went down, and the co-pilot was killed. They shot down a MiG, but another MiG that was escorting the first MiG shot them down. VA-45 also lost Don Brewer. He was from Bartow, Florida, and was the youngest pilot in VA-45. He joined the Navy, got into flight training and got his wings, I believe, when he was 18. He was newly married, first baby on the way. We had a close-air support mission next to a reservoir just north of Seoul. It was right at the end of the war, and the Chinese and North Koreans were doing everything they could to push as far south as possible before combat stopped. There was very heavy fighting underway on the ground. Close-air support was the only real advantage that our side had. The enemy had the numbers and they had the geography. Ensign Brewer went in on a close-air support mission. The target was easily seen, so they stayed at altitude above the range of small arms fire, about 10,000 feet, until they actually made their dive. Brewer dove in over the target, acknowledged to the forward air controller that he had the target and knew what his aim point was. As he rolled in, his plane was hit in the belly and he immediately started losing his fuel. Instead of turning south to try to get back out to open water, however, he continued ahead and completed his bombing run – and with good hits. When he finished his bombing run and finally turned south, he was out of fuel. He came up on that big reservoir north of Seoul, and lined up to land on the water. However, the Air Force forward air controller came up and said, "Don't land in the water! Don't

land in the water!" So Brewer made a turn and tried to get lined up to jump out, but by then it was too late. When he bailed out, his parachute didn't open in time, and he hit a tree, killing him. A long story goes along with that incident – "Why did you tell him not to land in the water?" and so on, but the point is that even after he was hit, he still coolly completed his bombing run with good results, and then was killed by having to jump out of his airplane too late. His wife gave birth that day, a son, magnifying the impact of the tragedy.

I was the senior member of the Awards Board at the time, and we decided that Don should get something that reflected his bravery. Instead of recommending him for an Air Medal, which would have been pretty standard – we decided that we would upgrade our recommendation and try for a DFC (Distinguished Flying Cross). The longer the Board stayed in session, the more the IQs went up. We ended up forwarding a recommendation for a DFC that was very, very well written. When it got to the Task Force and Fleet level, the people that reviewed it at all levels agreed: "This is too good; we need something higher." Don Brewer was awarded the Navy Cross, one of only two given to aviators during the Korean War, I believe. Don is buried at the National Cemetery in Pensacola. Those two, I believe, were the only air wing casualties we had.

OEO: Did you personally do any close air support work on that deployment?

ADM KINNEAR: Yes. In fact, my first five flights were off the *Princeton*, which had the same kind of airplanes, and everything else was like the *Lake Champlain.* They wanted to get the flight leaders some combat experience before they let them lead any combat strikes. They took five of us who were designated flight leaders and sent us over to *Princeton* to fly with them for ten days.

OEO: Was *Princeton* a straight deck carrier?

ADM KINNEAR: A straight deck, yes. There were no angled decks in those days. *Antietam* was the first angled deck, and I was later a member of ship's company on *Antietam*. She was built in 1945, I think, originally as a straight deck and later modified. They scabbed on the deck angle on the *Antietam* and as a result the painted centerline wasn't really the centerline. That was about 1956.

OEO: Did you come off station and go into port anytime during that war cruise?

ADM KINNEAR: Yes. We were in Yokosuka, Japan, from June 29 to July 11, for ship and catapult repairs, and liberty. When the war ended, we went to Yokosuka, and later sailed to Hong Kong from September 28th to the 30th, and were there until Oct. 7. We swapped back VF-111 for our VF-44 off the *Boxer* in Sasebo, Japan, on 10-11 October.

Hong Kong was like going to a different world. The wife of the Colonel who ran Haneda Air Force Base at Tokyo was the daughter of one of the Dolly Sisters, who were famous in the entertainment world. She was in Hong Kong hosting a group of wives of the Air Force pilots who had joined Japan Air Lines to fly their Boeing aircraft. They just happened to be there when we were. The mother, the actress, was the queen of the group, and they were taking Hong Kong by storm, causing a lot of excitement – they were a good-looking group of women. A U.S. Congressman, O.A. Fisher, happened to be there, as well. He was a heavy on the Defense Appropriations Committee and was getting a lot of press there in Hong Kong. I had met him earlier, and we had discovered that his daughter and my wife Dusty knew each other – they had gone to school together at Stephens College in Missouri.

I was with some pilots and their wives in our hotel in Hong Kong when Congressman Fisher came in, recognized me and immediately joined our group, This is particularly memorable because, having started this gathering, I was holding the tab for the group, and I could see nothing but dollar signs as these people kept ordering exotic drinks and socializing. At one point, I got my roommate, Ken Knoizen, and several of the other pilots aside, and said, “Hey gang, I need at least a hundred bucks from each of you.” A few had it, but several did not, and I was getting worried. When the bill came, I took it. The waiter, probably anticipating a record tip, was grinning like a jackass eating cactus. Just then, Congressman Fisher piped up and said, “Gus, give me that piece of paper. That’s mine!”

“Mr. Congressman,” I said, “this is kind of expensive.” He said, “You don’t understand. I’m on the Appropriations Committee. When I show up on business overseas, the people from the Embassy immediately give me a satchel full of whatever the local currency is. I’ve got a satchel full of these Hong Kong dollars, and you’ve got to help me spend them.” As you can imagine, I was very relieved and grateful. That is possibly why I then made a mistake any LTJG might make. I said, “Mr. Congressman, why don’t you come out and visit the carrier? Some of

these ladies are going to come join us for dinner and maybe you could join us, too." It wasn't until later that I realized what a panic would be caused by me coming back on board and casually telling the Officer of the Deck, "Oh, by the way, there's a Congressman by the name of Fisher coming out for dinner." As soon as I told the Officer of the Deck, of course, he called the bridge and informed them. They got the Captain, and the Captain got hold of me and said, "You did what? What in the hell are you doing?" I said, "Sorry Captain. I didn't realize that inviting the Dolly Sister to dinner would result in a major event – things just sort of happened." We all ended up having a very pleasant dinner on the ship, and the Congressman insisted that we all go back ashore and help him spend his satchel full of Hong Kong dollars.

OEO: You mentioned an emergency earlier; that you had an emergency.

ADM KINNEAR: The last day of the war we were on a road RECCE and we knew that there was a high probability that if you saw anybody out in a rice paddy with a white sachet or any white garb on, they weren't North Koreans; they were Chinese. The intelligence people had told us to feel free to shoot them. We made a couple of runs around the points of interest and were surprised to draw a fair amount of small arms fire and some heavier stuff with tracer in it, so we decided to stick around to try to find out what they were so proud of. That's when I suddenly realized that I had a serious control problem with my airplane. I could get the nose up and down, but I couldn't control the ailerons. If you're at high speed and dodging AAA, not having your ailerons can be a real problem. I ended up having to divert into King 18, one of the emergency airfields in South Korea designated for such emergencies. Our VA-45 pilots wore scarves in those days, fluorescent – one side red and the other side green, and we had a set of signals we could use to communicate with pilots in the air if you were shot down. I took my scarf off and wrapped it around the control stick and around the supercharger handle. I made a Spanish windlass with my survival knife, and I literally bent the stick trying to get that wing to come up with that stuck aileron. It was a close one – I ended up flying south from Wonsan Harbor down to King 18 with this arrangement, flying somewhat sideways. It attracted a lot of attention from the different airplanes and the different people who were controlling aircraft on the way down. I ended up landing the airplane with nothing except the elevator trim tab, the rudder, the throttle and a lot of good luck. The field was pretty rustic, dirt with an asphalt cover. The plane plopped

onto the runway in one piece with the stick and this Spanish windlass still engaged. That caused a bit of excitement, and I was awarded an Air Medal for saving the aircraft. That was the day the war ended, at 11 o'clock in the morning.

OEO: Anything else you can think of on that cruise, the *Lake Champlain* cruise?

ADM KINNEAR: I do have one story that took place later in that VA-45 tour when we made a port call at Gaeta, Italy. We were riding in a horse-drawn cab and the driver was sporting a green derby. The VA-45 insignia is a blackbird with a cigar in his beak, wearing boxing gloves and a green derby. I took a fancy to the driver's derby. Everybody's IQ was up around 300 about that time, so I bought the derby from the cab driver for about $5. At that time we were still wearing cloth flying helmets, not crash helmets, and I painted the derby squadron green and sewed it onto my cloth helmet. Then I got a pair of boxing gloves and a big cigar. When I flew back to the ship, I wore the whole get-up (although I had to cut the inside of the boxing gloves out so I could fly the airplane). James Michener, the author, happened to be on board gathering information for a book he was writing called *The Bridges at Toko-Ri*. He saw me land aboard and taxi up the deck with the cigar, the boxing gloves and the green derby. As soon as I shut down the engine, I was told that the Captain wanted to see me on the bridge. I thought, what have I done this time? I proceeded to the bridge, and the Captain told me that there was a visitor there who would like to meet me. That's how I met James Michener. We came down to the ready room and he spent a couple of hours chatting with me and the pilots from VA-45 and VC-33. At one point, referring to the green derby, gloves and cigar, he asked, "Do you do this all the time?" I said, "No, I'm just trying to start a new tradition." The Captain, who had joined the group, tried to remain stony-faced, but he had a twinkle in his eye. I told him, "Whenever the squadron is leaving or getting ready to deploy, or after the deployment and they're leaving the ship, the last hop I'll wear this when I fly ashore or fly back out to the ship." Mr. Michener was absolutely intrigued with that – to the point that he incorporated a green top hat into that book. You may recall the green top hat that Mickey Rooney wore in his role as helo pilot Mike Fortney in the film version. I wrote Mr. Michener some years later and asked him about it, and he wrote back telling me that the character was based on a combination of me and a young marine who was his personal guide while he was on the carrier.

The most interesting story regarding my brother Neil took place when I had the job of Line Officer in VA-45, and was responsible for all the enlisted "plane captains" who watched over our AD Skyraiders. The plane captain on my aircraft, a young man by the name of Burke, always seemed to be very nervous around me and I kept trying to put him at ease. I always liked to be very close to my plane captains, and hoped they were very close to me. But it just wasn't happening with Burke. Finally I asked, "Burke, what is the matter with you?" He said, "Well, if you want to know the truth, I came here from the retraining command and there was a sergeant at the retraining command by the name of Kinnear. We used to call him 'Porky'" (my brother was rather hefty, although not fat, and Porky Pig was very much an icon in the younger generation). Burke continued, "Every time I talk to you I'm reminded of that sergeant and it makes me uneasy." So I asked, "Well, did he do anything bad to you?" He said, "It was like living with my father. He was my conscience and much of my brain the whole time I was there." I said, "Well, you came to us out of the retraining command, and you got sent back through an aviation electrician refresher course, so you must have done pretty well while you were there. They don't waste that kind of money on people who don't have potential." He said, "I do want to be a good sailor. I worked hard and I'm going to do a good job here."

It turned out that he was one of the better plane captains we had. I became very interested in him, and at one point asked him directly, "What the Sam Hill is a guy like you doing…how did you end up in the retraining command?"

"That is a long story," he said, "and it's one that hasn't ended yet. I was picked up as a drunk and accused of robbery in Brooklyn, New York, when our ship was in the yard there. I was convicted of robbery and drunkenness and a few other things and was sent to the retraining command."

"Well, tell me the rest of it. Were you drunk? Did you rob anybody?"

"I'd had a few beers," he conceded, "but I didn't rob anybody." He went on to say that someone should do something about the shore patrol officer who was permanently assigned there to run the patrol in that part of New York. "He's had all kinds of people arrested and convicted of robbery, and I'm convinced many of them didn't do it."

His story struck my interest, so I did a little research and found out that, indeed, this shore patrol officer did have a colorful history. There had been a remarkable number of young sailors who had been convicted of robberies – robberies that had actually occurred. Given that, I gave it

to the Legal Officer of the squadron who in turn forwarded it to the right people in New York, and they nailed the guy. He had a real system of arranging the robberies. He would get the benefits of the robbery and then send somebody else to jail for it.

As a result, Burke's record was expunged, and he turned out to be a very productive young sailor. I haven't heard from him in years now, but had a strong influence on his life and career. Incidentally, my brother Neil was a part of that story – it was one of those "Hey, how do you handle this?" kind of things – and he gave me good advice as well as some help. Neil was a valuable person to turn to and a source of very useful advice.

OEO: You next found yourself in a FASRON. What did that all mean?

ADM KINNEAR: I got myself in a situation when I got ahead of many of my contemporaries in flight time and it reduced the possible billets that were career enhancing. I loved to fly, and took every opportunity I could to get as much flight time and as many carrier landings as possible. And opportunities arose. When the weather was bad and nobody else wanted to fly, for example, I'd take it. Or we might be coming back after dark and have to make a night landing, and I'd say, "That's fine…I'll take it." You do have some control over the number of flights you take, particularly when there is a downside on a particular mission. A lot of those are boring as hell, and not particularly exciting, so there are opportunities to volunteer for those. Flying a tanker, for example, is not considered to be a real interesting flight. But it's damned important sometimes. It's a vital part of getting your planes and your pilots back from a mission, so I wanted to know the process thoroughly. As you can see from my logbook, I flew a lot of tanker hops when I was a LCDR. Once a flight hog, always a flight hog!

So I found myself in a situation there where I had more flying hours and more carrier landings than many of my contemporaries. And I had more flying hours and carrier-arrested landings than many of the people who were senior to me in rank. I got to do some special things, had a lot of good luck and a lot of good people working on my behalf, but got ahead of my career schedule as a result.

The penalty for getting ahead of your contemporaries is that you are "out of synch" with the system, and I had that happen in a curious way. I had not yet been a jet pilot, and I transitioned to TV-2s by being assigned to an instructor billet in FASRON-6, an IFTU

(instrument flight training unit). When our Korean War deployment was completed, VA-45 moved to NAS Jacksonville. Our CO, LCDR Richard H. Mills, was relieved and assigned as CO of FASRON-6. Before he left VA-45, he asked me if I would like to be an instructor in the IFTU. I had a "green" instrument card, as did he, which was the top instrument credential for Navy pilots, and it enabled us to sign our own clearances and determine our own weather minimums for our destinations, military and civilian. LCDR Mills wasn't a jet pilot either, but the IFTU had both prop and jet aircraft. We trained pilots in the SNB-5, a twin-engine Beechcraft utility aircraft that was an executive aircraft in the private sector and a utility transport in the Navy. I flew it with Skipper Mills many times, and in some really rotten weather. He always let me make the landings when the weather was at minimums.

We both ended up later in Washington, and flew at NAS ANACOSTIA in the District of Columbia. We found ourselves flying together for our eight hours per month proficiency flights.

I flew 265 hours of jet instrument time in the rear seat as the instructor pilot, which served as my transition to being jet-qualified. I flew a flight on March 2, 1954, in the front cockpit, made three landings and had my first jet student the next day.

FASRON-6 performed maintenance on all the tailhook aircraft assigned to NAS JAX, which included the F2H-2 and the F9F-6. I got a call one day from the Operations Officer, LCDR Anderson, and he asked me if I had any F9F-6 or F2H time. I didn't, and so informed him. He said, "We're repairing both of those aircraft, but we don't have a 'maintenance' test pilot for the flight testing. We always fly the aircraft we repair." I thought about that overnight and called him the next day and suggested that I could read up on both aircraft, take the handbook test and, with somebody to coach me through the preflight of the aircraft and starting the engine, I would be ready to fly. He surprised me by asking, "When?"

The F9F-6 was the first swept-wing aircraft the Navy had in its mix of planes, and of course I had not had a chance to talk at any length to any of the pilots who were flying them. He got one of the F9F-6 pilots on the phone and we chatted about the flight characteristics and differences of swept-wing aircraft. "No big deal," he said. "You won't know the difference if you keep your speed up and don't make any steep turns when you're dirty" (wheels and flaps down). "If all else fails," he reassured me, "it has a good ejection seat."

OEO: They finally caught up with you and sent you to Washington. Was that your doing or did you just let the system work?

ADM KINNEAR: It was my doing. I volunteered to go to D.C. After my much-extended four-year stay in VA-45, for which the personnel people were very apologetic, they asked me what I would like to do on my shore duty…if I had a real choice. They realized that since I had lots of flying time, trying to sell me on the idea of building up my hours as an instructor in the training command wasn't going to be attractive. When asked what I wanted to do, I said, "I'd like to go somewhere that I can go to night school and work on my degree." He said, "The most opportunities you'll find for that will be in Washington, but its expensive living there and I've never had a LTJG who liked the idea of going to Washington." I said, "You've got one now. Send me to Washington." So, I was ordered off to Washington and ended up in the Bureau of Aeronautics in something called Legislative Correlation. As you've probably concluded by now, my life has never been uncomplicated. Realizing that life's complications are mostly self-created, I refer to it as being "opportunity-filled." There was a shortage of LTJGs with fleet experience in the D.C. area. I didn't realize it at the time, but one of my responsibilities turned out to be the duty LTJG aviator representing the Chief of Naval Operations at funerals at Arlington National Cemetery. Aviators represented the highest casualty rate during peacetime, and the rules required the participation of a person of the same specialty and of equal or higher rank.

I had been inadvertently ordered into a billet that required an officer with legal training, of which I was unaware. My boss was Julian Dell, who was a reserve Supply Corps officer and a practicing lawyer, and who had been on the War Production Board during WWII. He was very astute, a wonderful, courtly gentleman. His son, Donald, was later to become the Captain of the U.S. Davis Cup team after playing four years at Yale. I had spent my first month there learning what "Legislative Correlation" was, and I worked hard at it. After six months on the job, I decided to check in with my boss and ask how I was doing. I also wanted him to know how important it was for me to be able to go to night school at GWU to complete my degree. (As a midshipman, I had a contractual agreement with the Navy that I would be sent to college to complete a degree following my first tour of sea duty.) I hadn't been selected for a Regular Navy commission under that program, so completing college and getting a degree as a recalled

reservist was my challenge. One of the toughest periods in my memory was going to night school five nights a week, trying to make the Dean's List and get my degree, all while working full time at BUAER (Bureau of Aeronautics).

So I asked Mr. Dell: "I know how it looks from my side, but how does it look from your side?" He said, "I've been tracking you a lot closer than you realize, and you're probably the only LTJG around here that the admirals know who you are. I was really concerned about you for the first six weeks, maybe the first two months, but then you started getting things done and you got contracts moving that had been stuck for months. You solved a lot of problems and everybody knows who you are. I gave you some advice when you first got here," he continued, "and you've followed it carefully." What he had told me was – for every office that I was expected to get correspondence or a contract through – "find out who the real secretary is, the one who runs the office, learn her name and how she likes to be called, and her birthday, and never forget them." That advice had helped me establish myself; if you wanted something moved through somebody's office, including the Chief's office, I could help. "Call Kinnear, because he'll get the secretary to take it in to the boss." That was probably the best advice I ever got, because I really didn't know what I was doing, or what I was supposed to be doing, for the first six months. Anyway, I thanked him, but added, "But I have to tell you it was the most miserable first six weeks of any job I've ever imagined, and I was totally lost." Then he said, "I knew you were struggling, and I could never figure out where you went to law school. I know you're going to GW at night, and I think I know what you're doing there. But where did you go to law school?" My response, "I'm not sure I know what you mean by law school." He said, "Are you a lawyer, or not?" I said, "No, I'm not." He said, "What are you doing up at GW?"

"I'm trying to finish my undergraduate degree."

"My God," he said. "I thought you were up there working on a master's in taxation or something like that. You aren't a lawyer? You're supposed to be a lawyer or to have attended law school to be in the job you're in. BUPERS sent you over here knowing you were not a lawyer?" I said, "I don't know, Boss, but I'm not a lawyer and nobody's ever asked me if I was." He then showed me my job description, which confirmed that my job did call for a lawyer. So I said, "Well, that probably explains why the first six weeks were so hard."

He finally ended up saying, "You know what happened, don't you? You dropped your IBM card…." (This was back when Personnel used IBM cards.) "You dropped your IBM card

and somebody stepped on it with a golf shoe and it got punched out in the wrong place." So I had spent six months tracking all the legislation that had anything to do with the production capability of electronics and airplanes, and did it religiously, but without knowing a damned thing about the legal side of Navy procurement. I did know what was going on as far as legislative traffic in the Congress and how to keep the contracts and paperwork moving.

OEO: Unknowingly, that was your baptism for a job a long way down the line as Chief of Legislative Affairs.

ADM KINNEAR: Yes, that's what my detailer said later: "Boy, have you got prep for this."

OEO: Did you walk away from there feeling like it was a good experience for you?

ADM KINNEAR: Oh, definitely, because I learned our procurement system. I learned an awful lot about moving paperwork, particularly legal paperwork, through the Bureau of Aeronautics. And, I ended up being the liaison for the Bureau of Aeronautics as a LTJG with several of the committees in Congress. It was easier for them to call me than it was to call the front office. Without realizing it, I got an excellent introduction to networking. I met some grand people there, Julian Dell being probably the strongest influence. We had several other very strong people there. One of them, Harry Lane, had run the southeastern division of Pontiac. He was my indoctrination to the accounting side of management -- the importance of knowing the numbers.

OEO: It strikes me as a year and a half totally unique for a junior naval aviator.

ADM KINNEAR: I also was given the collateral duty of reviewing the technology that we had acquired from the Germans. This was 1954, and they were still uncovering stuff at this time and getting the first translations of German technical documents, some of them with respect to rockets, and others in electronics. The space program technology was absolutely fascinating, and I had some great tutors. The job included responsibility of recommending to Julian Dell which projects we should spend money on. I learned to appreciate how important it was to some people in the organization that I have a good understanding of what they wanted to do as far as

continuing research, or starting research on some of those projects. Believe it or not, the Navy had a number of engineers in Germany still digging through their technology, particularly with respect to jet engines and jet airplanes. That technology was far ahead of us in many ways.

OEO: What kind of an education load were you carrying while you were in that job?

ADM KINNEAR: I tried to carry two courses, which meant I went to school five nights a week. We had four children at the time, and my wife was also running a kindergarten. I remember going to Bethesda to be there when our third son, Kim, was born and having to immediately leave to go take a final. We lived in Vienna, Virginia. I had a squadron mate from VA-45, Arl Curry, who was also a recalled Navy reservist and who then was a builder out in Sterling, Virginia. He told me that the best little town to live in around there was a place called Vienna. On his recommendation, we built a house there – he was the contractor – and it turned out to be a good home and a wonderful experience.

There are a lot of cross-ties from that because my Vienna banker ended up being the first president of the Navy Federal Credit Union. RADM (later VADM) Vince Lascara (Supply Corps) was trying to glue the Navy Federal Credit Union together and he said, "I need a lieutenant who can speak forcibly and correctly as I try to recruit more people, because the Navy Federal Credit Union will not survive in its current form. We have to reshape it and make it a modern machine. To do that, we've got to get the banking industry experience in there. Do you know someone in the banking business that would like to come in?" I told him I might have a candidate. Sure enough, my banker in Vienna, at Vienna Trust, became interested, and Lascara persuaded him to come in as the first president of what is now the Navy Federal Credit Union.

OEO: You were an unofficial behind-the-scenes guy in this Navy Federal Credit Union picture?

ADM KINNEAR: I wasn't so far behind the scenes. Because of the fact that I was relatively junior, I could speak to a broader range of people, so I got put in the business of recruiting people to work there as well as people to join Navy Federal as members. I put a lot of effort into Navy Federal, both then and in later years. We were growing at that time and we were struggling

to keep pace with what is now the Pentagon Credit Union, which is still the archrival of Navy Federal.

That was a good learning experience. ADM Lascara, who later became a supply three star, was not only a good friend and a good naval officer, he was bright and a good person to coach you along. He gave me a lot of help even after we left the credit union and got into other kinds of things. He was a great person to work with, and I stayed on the board for years.

OEO: Are you still affiliated with Navy Federal officially or unofficially?

ADM KINNEAR: I have all my accounts and one of my credit cards with them. Cutler Dawson is running it now. I used to play tennis with his younger brother, a black shoe, but Cutler, also a very good tennis player, was a good man for the job. I nod my head yes anytime anybody asks me anything about him, because I think very highly of him as a naval officer as well as a person. I had absolutely nothing to do, however, with him acceding to the position he is in now.

OEO: When you finished your BUAER job in January of ’56, you still had about one year of education to get your bachelor’s degree?

ADM KINNEAR: Yes. This is probably a good time to go through the litany of my background as an aviation midshipman. One of the advantages of being an aviation midshipman was that you got two years of college, went to flight training and then you went to the fleet for three years. After your first fleet tour you went back to college. That was the contract that attracted people, and I had signed up for it. I had a regular Navy commission at one time, but when they started the Truman cutbacks of 1950, the aviation midshipmen who got their wings late in the year, almost without exception, were not picked up for regular Navy. Those who had been flying with the fleet and had at least six months in their operational squadrons did pretty well. Almost none of the people with less than six months got selected, and I was in that group. My CAG in VA-45, CDR John R. Sweeney, who later became the Director of Aviation for New Hampshire, was ordered back to BUPERS from the CAG job. We had an interesting connection while he was wing commander, which carried over in my favor later. John Sweeney, a Naval Academy graduate, was a bit absent-minded. He was a heavy smoker, but never carried cigarettes, so most

conversations started, “Hey, Gus, do you have a cigarette?” which I didn’t. He suggested that I apply to Test Pilot School at Patuxent River. I was nominated for it by CDR Sweeney, but I was a reservist at the time, and they came back and said, “Interesting record.” and so on. “If you make regular Navy, call us.” By the time I made regular Navy, I was no longer interested in going to Patuxent River.

CDR Sweeney was a nice man and a pretty good bureaucrat, but John had a relatively short memory span. As a result, our squadron skipper, LCDR R. H. Mills, took me aside one day and said, “I’m going to assign you as the CAG’s wingman. If the CAG is on our flight schedule, you’re on the flight schedule. Don’t ask me why. Don’t ask me what you’re supposed to do. Just be the CAG’s wingman and take good care of him.” I did that. Every time John Sweeney had a combat flight, I was with him. One day we were flying a road RECCE, looking for targets of opportunity, and CAG gave me the high sign. I was flying on his wing nice and tight, and I looked out for whatever he was trying to indicate, but I didn’t see anything out there that seemed of particular interest. He rocked his wings, which in those days meant you were getting ready to attack, and I thought, “What the hell is he going to attack?” Finally I realized that he had his eye on a big dam down there, but our charts had a nice big red circle around it. That was the dam that supplied electricity to Seoul, although it is miles north of the demarcation line. The North and South Koreans had a working agreement that the lights stayed on in Seoul as long as that dam was there. It meant we couldn’t touch that dam. But John Sweeney wanted to take it out. So I pulled up in front of him and finally got his attention. He kept pointing at the dam, and I kept waving no, no. We finally went on our way and found some well-defended trucks and dropped our bombs, and then flew back to the carrier. As we climbed out of our planes, he said, “You know, I’ve never seen it like that before. The sun was just right. You could really see that thing. We’ve got to take that dam out.” I said, “Hey Boss, take a good look at your chart. What do you see? Do you see that dam?” He said, “Yes, but you can’t see it very well; there’s a big red circle around it.” I said, “Now you’re catching on. Our first briefings before we went into this part of North Korea emphasized that that dam is not to be touched under any circumstances. If you had dropped a bomb on that dam, we’d both be headed back to the states for further training. I’d have been back in the states as a permanent ensign!” John Sweeney never forgot that. At the end of the cruise, he said, “You know you’ve been very important to me on this cruise. Is there anything I can do for you?” I said, “You’re going to BUPERS. Please find out how I make regular Navy. I

want a regular commission. I had one and they took it away from me, and I want it back." He wanted to know why that happened. "It beats me," I said, "but you're going to BUPERS, they'll have all the answers there."

He called me later and said, "Hey, that's an interesting group of people, these midshipmen who didn't make regular Navy. Nobody's been paying any attention to them. We need somebody to worry about their career management." I asked, "how about you managing *my* career on this? I want a regular Navy commission." He said he would need a little time. About six months after he arrived in BUPERS, I received a notice that people of my category were eligible to apply for regular Navy. I applied and was selected, and there's no question in my mind that John Sweeney kept his promise. As a former aviation midshipman, I didn't have a class standing, and I worried about that for a while. But I found out later that your fitness report jacket supersedes everything in the final analysis.

OEO: Now to George Washington University for some more formal education.

ADM KINNEAR: At that time, George Washington University (GWU) did not have a Navy ROTC unit. What they did have was Professor John Latimer, who was the head of the classics department, and who was also a Naval Reserve Captain. In that capacity, he did his Reserve duty by essentially being the de facto Professor of Naval Science for GWU. He did everything that a CO would do for the Navy, plus a lot of other things. In turn, the Navy gave him credit for his Reserve drills. John Latimer turned out to be a very good advisor. He was well wired and respected by the faculty. He was more than just a figurehead in the classics; he was well regarded in the whole world of collegiate classics teachers. He was well known on several different platforms that were quite apart from the Navy or, for that matter, from GWU. He commended me to the Selection Board for Regular Navy, and he decided to help me and got me ordered in there to complete the degree that I had started at night school. He didn't realize how many credit hours I had accumulated going to night school, however, and he got the Navy to write me a set of orders giving me three semesters to complete my undergraduate degree. I only needed one, so the question became what could I do with those extra two semesters. On my next trip to his office, I asked him, "Would you put in a good word with the Dean, a guy by the name of Grover Angel, who runs a part of the University College?"

"What is it you want?" he asked. "I want to be admitted to the University College program as a degree candidate, but I don't fit any of the categories they've got. If you can get Dean Angel to do what I'm going to propose, I can get a Master's at the same time I'm getting my undergraduate degree." After I explained it to him, he said, "Yes, you'll need another three months for this to make any sense to anybody besides you and me. I see what you're trying to do, but you're going to have to work your butt off, too. Do you understand that?"

He got me ordered in there for what would normally have been the tour to finish my degree. Because of his conversation with Grover Angel, and the fact that they gave me some leeway, come graduation day I had met all the requirements for a Master's degree except one semester of Spanish, and I still had one semester to go. Latimer asked me, "What are you going to do now?" I said, "With your and Dean Angel's help, I'm going to stay and get my Master's six weeks after I get my undergraduate degree." That's how it worked out. If it hadn't been for John Latimer's help, it never would have happened.

Stepping back a little, during that time I worked in BUAER, I did a lot of work with other government agencies, including the General Accounting Office, and I developed a couple of good friends there. When I had asked John Latimer at GWU to get me that set of orders to send me back to complete my college degree, BUPERS had a money problem. "You're using as a lever the fact that the Aviation Midshipman Program would have given you two more years of college or the three semesters that you want, but your record shows that you didn't make regular Navy under the Aviation Midshipman law. The funds for that schooling are set up in response to that Aviation Midshipman law, and can't be used to cover you now. If you can find some way to get it funded or you agree to pay your own tuition, you may be able to work something that way, but legally there's no way we can send you back to get your degree." That was an interesting problem to have. Remembering my two friends in the General Accounting Office, I wrote the Controller General of the United States a letter saying, "I've got a difficult situation here, but I think the solution is pretty obvious as well as legal and clear." I made the argument that although I made regular Navy under a different law, it was clearly the intent of Congress that I be educated at taxpayer expense, and I'd like a dispensation from the Controller General to use the funds that were set up under the Midshipman Law to pay my current tuition at GWU." Not too surprisingly, the Controller General came back and said, "That was indeed the intent of the Congress, and we are going move that money accordingly." That was probably one of John

Latimer's favorite stories. He got a chuckle that somebody finally got one by the General Accounting Office.

OEO: Back to George Washington University – when you walked out, you had a Master's degree?

ADM KINNEAR: Yes, after I stayed for the summer term. I was afraid I might have to pay the penalty on the other end because I had to delay my reporting in Monterey by a week, but it turned out not to make any difference. I went to Post Graduate School with no leave in between, but a week behind my contemporaries

OEO: How were you able to sell the system on going to PG School when you had all this education?

ADM KINNEAR: Interestingly enough, I didn't try and I didn't particularly want to go to PG School, but my detailer said, "You don't understand it like I do and you'll be missing the bet if you don't go and get yourself on a par with all of your contemporaries, because that year is going to be different from what they used to call 'Line School.'" That was a course that used to be at the Naval Academy, and it was moved to the PG School in Monterey. It was intended to bring middle-grade and junior officers up to speed on a broad range of subjects, to achieve standardization in the knowledge level of people coming out of there, regardless of their area of specialization. It was a real opportunity for aviation officers to become familiar with the submarine and surface warfare communities. It was an introduction to a lot of technology, including nuclear weapons. So it wasn't wasted. You get more out of the course than you might expect because it takes you beyond your individual background. It's not the old Line School that you're thinking about. It was an upgraded general course. It was really a replacement for Line School, a technology update and a broadening experience. We had mostly line officers, but all communities were in the mix. It was a technology update and the first exposure for a lot of people to nuclear kinds of things, both weapons and power. They conferred a meaningful graduation certificate. The most useful thing I got was the exposure to international law. They had a real good course in international law.

I contracted the mumps near the end of the course and was disappointed in my performance on the final exam. CDR Downes, a JAG officer, was teaching the course. The question that got me on my final exam was whether legislation that attempted to dictate family size would be an issue in international law. Of course, I immediately thought of the Catholic impact -- the Catholic beliefs about family. I picked the wrong side of that one as far as the JAG officer professor was concerned. It was a subjective grade and his arguments were as good as mine.

The interesting thing about having the mumps at PG School was that my next-door neighbor was the flight surgeon as well as my doctor. He and his wife became Mormon missionaries, a doctor and nurse team dedicated to American Indian reservations. It was their son who had the mumps, and they asked me to baby-sit the boy without telling me about it. I stayed with him that evening and ten days later I was in the Monterey dispensary with the mumps. The doctor came into my room and said, "You probably want to shoot me." I said, "Yes, the thought occurred to me on several occasions." He said, "I didn't realize that it would result in this." A nurse wisely told him he was needed immediately in the ER.

OEO: It looks like we're ready to talk about your USS *Antietam* tour from July of '58 until July of '60. What comes to your mind about carrier duty on *Antietam*?

ADM KINNEAR: I was offered the opportunity to go to NAS Pensacola as an instructor, and there were some administrative jobs that were open, but from a career standpoint the detailer thought I would probably do best if I went to sea as ship's company. So I volunteered for ship's company and was assigned to USS *Antietam*. She was the training carrier, which was a factor in my decision. The carrier was home-ported in Mayport at that time, but they were going to move to Pensacola. It would be the first big carrier ever to operate out of Pensacola, which meant the harbor required considerable dredging. Politics being what they were at the time, a fine gent by the name of Bob Sikes, representing Escambia and Santa Rosa counties, was on the House Armed Services Committee, so getting the money for the dredging turned out not to be a problem. *Antietam* was ordered to continue to operate out of Mayport until such time as the Coast Guard certified that the Pensacola channel had been dredged to the proper depths. I found myself living on the ship operating out of Mayport because I had moved my family to the town

of Gulf Breeze near Pensacola. Gulf Breeze was ideally located. The Air Boss happened to live in Gulf Breeze. The ship would, on occasion, send a boat over to the Fort Pickens State Park to pick us up and take us directly out to the ship, which saved us a long drive. Anyway, I reported aboard *Antietam* and they said, "What part of the air department would you like to be in?" I said, "None of it, I want to be a Black Shoe (surface officer)." So they made me the 1st Lieutenant of *Antietam*. I wanted to get an OOD (Officer of the Deck) qualification, and because all the seamanship functions came under the 1st Lieutenant, it seemed like an ideal place to continue to expand my knowledge of the non-flying side of the Navy. The thing that made that job pleasant and doable for me was a Chief Warrant Officer by the name of Cain. He was a sailor's sailor, a chief petty officer's chief petty officer and a captain's pride and joy. Taking that job turned out to be a wise decision. The boatswain mates all got a big kick out of having an aviator boss and teaching me how to tie knots and all the wonders of "ground tackle," as they referred to it; the anchoring system for the ship. It was a real eye opener and probably the richest education experience I had in the Navy because of the kinds of things I learned and the amount of effort that my instructors were putting in to be sure that I got smart.

There was only one serious incident during that two-year tour. I got qualified as an OOD as quickly as possible and that turned out to be a pretty reasonable thing to do. This particular day, I was the Junior Officer of the Deck when *Antietam* went into the Pensacola port for the first time. We found out that the Coast Guard had an interesting way of determining depths of channels after they'd been dredged. When you put the dredge down, you create a cone as you suck all the sand up so there is this series of spots along the dredge-line that are deep where the dredge-head was actually resting on the bottom, so you had a series of cones, or hollows. The Coast Guard averaged all of those ups and downs so that the average depth was correct. As we went in, we were knocking the edge off of these craters all the way in and got a tremendous amount of sand into the ship's saltwater system, which was an important part of the engineering plant. As a result, it took a while to get the engineering plant straightened out and get the sand out of the various places where it had entered the saltwater side of the ship's cooling system. The Coast Guard let us know in no uncertain terms that they weren't going to change anything. There weren't any other ships scraping bottom going in there. We were the only one. With the tide and a hurricane that went through, we ended up with a pretty decent channel. We had in excess of a 90-degree turn to make as we came inside the island barrier that protected Pensacola Bay, and

that was always interesting. That turn never was made the same way twice. It was always dependent entirely on the tide and wind and it took a lot of attention to consistently bring that ship in and out without getting outside of that line of craters that the Coast Guard referred to as a channel being something in excess of the draft of the ship.

OEO: That was pretty good ship-handling experience, which probably paid off for you later on.

ADM KINNEAR: In the amphibious Navy, I was very comfortable with an LST. But you're right, because I didn't run into anything that I hadn't already had an opportunity to do with a carrier. As a training carrier, we did a lot of different kind of evolutions with *Antietam*. We trained so many reservists that came on active duty for two weeks, and I met some wonderful people through that pipeline. The most memorable experiences I have are the ones I mentioned earlier, plus the fact that the assistant air operations officer was a guy by the name of Gene Merrill. He was an F-4 driver and had the distinction of taking Roger Mudd of CBS News out on his first F-4 flight. Gene was just a really good aviator. He also was a very, very good LSO (Landing Signal Officer). The ship had not had a great deal of experience as a training carrier and one of the things that Gene and the Captain had noted was that the LSOs for the training squadron spent an awful lot of time just riding the ship when there were no air operations. The squadrons would put the LSOs on the ship before we got underway. Then if that particular squadron, whoever had priority that day, finished qualifying all of their pilots, they always had a pool of other student pilots standing by to come out onto the ship. The carrier had been in the yard for a while in Norfolk at one point, and we had a real backlog of student pilots wanting to get at least two or three carrier landings. Some people never got their six landings simply because of deck time. But Gene Merrill came aboard, noted these LSOs spending tremendous amounts of time reading comic books in ready rooms – and the other things that LSOs are want to do when they aren't otherwise employed. He commented on what a terrible waste of time it was. His solution was a pretty good one. I had spent some time on the LSO platform in VA-45 with F-2Hs and some SPADs. Switching over to T-28s, which primarily was what we were bringing aboard at that time, was no big deal. So Gene Merrill said, "We're going to change the way we do business. You and I are going to become qualified LSOs for all the aircraft making carrier landings on our deck. The training command is going to certify us as instructor-level

LSOs, and we're going to let the Training Squadron LSOs fly out to the ship; they'll be the first airplane out, and bring their students with them. We'll trap the LSO and take his airplane to the hanger deck, get the LSO up on the platform, and then he'll work his own students. We won't work the students other than on touch-and-go landings." That was the first big change. It created a great efficiency, and we had some very grateful LSOs. It also created some opportunities for Gene Merrill and me because we said, "We can't waive an airplane that we haven't landed aboard the carrier ourselves. Therefore, we need to get some arrested landings." I was the C1-A logistics support aircraft pilot for the ship, so between the landings I made in the C1-A (Trader/"COD") and those I made in the T-28, I ended up with over a hundred carrier landings while I was assigned to *Antietam*. Interestingly, if you look at my logbook, you'll see that the only T-28 time I have was in the landing pattern doing FCLPs ashore or arrested landings on the ship. I have as many carrier landings in the T-28 as I have hours in the airplane. It looks strange in the logbook. Merrill was the other pilot qualified in the ship's C-1A. I became the senior C-1A pilot and ran the training program for other ship's company pilots, so I got a substantial number of landings in the C-1A. Before the C1-A, we had an S-2 (ASW aircraft) that had been jury-rigged for carrying passengers, and that airplane shows up in my logbook fairly often. Being the senior pilot and determining who else was qualified to fly the airplanes on and off the ship gave me an edge on the scheduling side of things. That's the way we operated. I can honestly say that Gene Merrill was one of the best people and one of the best aviators that I ever worked with. Unfortunately, he died in an automobile accident before he had a chance to finish his career.

OEO: You made the most of that tour in many ways.

ADM KINNEAR: Yes, that was a packed tour. I qualified as the Communications Watch Officer, Air Operations Officer, and Engineering Officer of the Watch. That last one was the longest and toughest, but everyone pitched in and helped. Had it not been for the enthusiasm of the rest of the ship's company officers to get me qualified as an engineer, it would not have happened.

OEO: I'm sure you observed some exciting things with all of those fledgling naval aviators coming out there and trying to find their way onto the deck. What was the accident environment at that time?

ADM KINNEAR: While I was there, we quit using paddles and went to an optical landing system altogether. It was a mirror, not the system that we have now, and the mirror was on the right-hand side of the deck rather than the traditional left-hand side. It made a tremendous difference in safety when they went to the mirror. We had a few accidents, but it wasn't noticeably different from the fleet accident rate. I'd say that the transition was handled by the training command and by the ship in a very professional way, and things worked. A few interesting things came out of that because there were not a lot of people around with mirror landing experience. We only had two accidents that I can recall. They had a lot of near misses.

A humorous LSO story: One day I got a call from the Captain on the bridge. He said, "We've got one of the new T2Js (jet trainers) out here that wants to come aboard. Do we have a T2J LSO?" Being the Assistant Air Operations Officer, I said, "We're at flight quarters right now and I'm not sure what it is you want to do, Captain. But, yes, I guess we have a T2J LSO."

"Tell them to get their rear end back to the LSO platform," the Captain said. "I'm going to turn the ship into the wind and we're going to bring this airplane aboard." So I got on the radio with the pilot, a guy by the name of Ted Fellowes. Ted was one of those perpetual climbers, a tennis player, and he always seemed to be working an angle of some kind. I had known Fellowes for a long time and had waved him before. He was the personal aide to VADM Goldthwaite, Chief of Naval Air Training. When the Captain said, "It's Ted Fellowes and he wants to come aboard," I wasn't particularly concerned until he added: "And Admiral Goldthwaite is in the back seat." So I ziggied back to the LSO platform and brought the T2 aboard. Then came the order: "LSO to the bridge!" I hustled up there. The Captain looked at me and said, "You know Admiral Goldthwaite?"

"Yes Sir, I've met him before. But he won't know me."

"He's going to be here in just a minute," he said. "I'll introduce you."

Sure enough, here comes Ted Fellowes and Admiral Goldthwaite, and he introduced me to the Admiral. Then he turned to Goldthwaite and said, "And this is the LSO that just brought you aboard." The Admiral looked me over and asked, "How do you like waving the T2J?" I said,

"Well Admiral, to be absolutely honest with you, that was the first one I ever saw." Ted Fellowes was standing there, and tried to stop this conversation as quickly as possible. I don't know what Captain Turner had told the Admiral, but he was a little bit taken aback by the fact that this was our initial opportunity to wave a T2J aboard.

OEO: At that point in your Navy life and the degree to which you worked to learn that end of the business – this is kind of an omnibus question – what leadership lessons did you take away from your *Antietam* tour?

ADM KINNEAR: I think probably Captain Turner's ability to make decisions based on limited information, but having a sense about where things were going, and taking early action. Whenever he sensed something needed to be done, he usually went ahead and did it, particularly if it dealt with personnel. He would do it in a nice way, but also in a timely way. I became a victim of some of his decision-making when he called me to the bridge one day and asked, "What do you know about communications?" I said, "I had a three-hour course in communications at Monterey for a semester, and that's about all I know about it."

"Are you comfortable with communications?"

"I don't know, Captain. I haven't had that kind of experience."

"Well good," he said. I'm going to correct a deficiency in your experience. You're going to become the communications officer. I'm firing the one we have. We've had some classified material compromised and I'm firing him." That turned out to be an interesting thing because some of the equipment that was on *Antietam* had come to us from the Russians. It was U.S. equipment that had been loaned to them under a lend-lease arrangement, and we had it back. It was clear that the Soviets had used that equipment. And, we discovered some classified material that had gone to them in a locked drawer in the equipment. They apparently didn't discover it, but U.S. classified material had gone to the Soviet Union. The results of the investigation about that and some other untimely events caused the Captain to lose confidence in his communications officer, so he made me the communications officer, qualifications not withstanding. I kept that job until I left the ship.

OEO: You had many different kinds of people teaching you how to be a naval officer and it sounds like a good share of them were enlisted personnel. We often hear about chief petty officers teaching us how to be officers and so forth. Do you want to comment about what you learned from the enlisted ranks?

ADM KINNEAR: Oh, indeed. As 1st Lieutenant, I had never had any experience with the "ground tackle," as they called it -- the anchoring system and the other ways of securing ships to piers and docks. The first class boatswain mates were sort of my primary teachers as far as knots and how to operate gear and the like. The man that orchestrated all of those was Chief Warrant Officer Cain. He not only was a great sailor, but he was an exceptional example of leadership. He got things done and did it in a pleasant way. It was important for him that the people that were doing the work realized the importance of their work, and his primary role was making sure that they did it the right way.

At that time, *Antietam* was supporting the Advanced Training Command over at Corpus Christi. When they had a body of students ready for CARQUAL (carrier landing qualification), we would sail over to the Corpus Christi area. Offshore oil drilling was just starting at that time, so we had a lot of help with our navigation because of the way they lit up those oil rigs. At night you can thread your way through those oil fields off the coast of Texas. That was the one adventure that I really remember from being the 1st Lieutenant. We got there after dark, which was not in keeping with our ordinary operating procedures, but with these lighted towers we felt pretty comfortable sliding in there a little bit after sunset. As we approached the anchorage we slowed to less than five knots and crept in, taking great care to maintain our position using these offshore lighted towers as our reference points, which made it easy as far as having something with which to position us. As we slid in this particular time, everybody was standing by to let go the anchor. They "walk" the anchor down to the waterline – they don't just let it go from the hawse – they walk it down and suspend it with a pelican hook. The pelican hook, which fits around the anchor chain itself, has a pin in it. When you pull that pin out, the pelican hook can open and it lets go of the chain. We were sliding in and we were to the point that we had let out the anchor down to the waterline, and it was suspended on this pelican hook. It is extremely important to have everybody paying attention because all of the instructions are either coming in on the sound-powered telephone or else they're being given verbally. At the anchoring detail,

everything is absolutely quiet on the focsle deck. We were sliding in using these towers as our reference points, doing less than five knots, and the chief warrant officer came on deck and said, "Okay, we're getting close to the anchorage now, come on, let's go." When the big seaman with the sledge hammer that was used to knock that pin out of the pelican hook heard that "let's go," he thought the chief had said "let go," so he proceeded to swing his sledge hammer and let the anchor go when we were still doing about three or four knots forward. As that anchor dropped and grabbed the bottom, the whole focsle deck was lit up with the sparks from the anchor chain coming out of the chain locker. It literally lit up the deck. I yelled to the "talker" (the guy with the sound-powered phone there), "All back full! All back full! Tell the Captain all back full!" And he did. The Captain ordered all back full, and we didn't lose the anchor. We probably plowed a pretty deep furrow there for a while, but he got the ship backing down before we broke the chain. If he hadn't been timely on that we undoubtedly would have broken the anchor chain. Those anchor chains, like everything else, have their limits. That is one event that I can call up in the middle of the night anytime and with some great feeling. Of course, the inadvertency of "let's go" and "let go" became a lesson. We shared that with everybody as far as informal communications. The incident was serious enough that we had an investigation to document what had actually happened. That document somehow disappeared! Captain Charlie Turner, "Sundown Charlie" as he was known among his WWII contemporaries, was a real prince.

OEO: You then went to the Naval War College in December 1960. That was quite a change of pace from *Antietam*. What are your thoughts about your Naval War College time?

ADM KINNEAR: The fact that I had been allowed to go back to school and complete my undergraduate degree and pick up a Master's at GW, and then they sent me to an additional year on top of that to Newport, it was the last thing I expected when I rolled out of the ship's company. I thought sure as the world I would go to the aviation Navy and renew myself as an aviator. That wasn't to be. I protested to my detailer and he smiled and said, "There'll come a time when you thank me for this. You're going to the War College." So that was that.

I'm not sure what the impetus was, but it was really a great group -- Worth Bagley and Stansfield Turner, Ron Hays and Hal Marr to name a few. Harold Marr was the first Navy pilot to shoot down a MiG with a Sidewinder. We had gone through flight training together. We also

had played varsity football for the Navy in a couple places and he married a girl I was once pinned to from my hometown of Brooksville. Some of those people were in the senior course rather than the junior course I was in, but there was a fair amount of cross activity. Probably the most important thing that happened while I was at the War College was that I became aware that we had people in our officer corps with a very wide range of educational background and experience. We had people with only a high school education who had commissions through non-traditional ways. Conversely, we had one Army officer who was a PhD in nuclear physics. We had a wide range of people from high school graduates to nuclear physicists all going through the same curriculum, and that didn't seem to make sense. For some of the lesser-qualified people, it was anxiety from the day they checked in until the time that they left, and not all of them left under good circumstances. So Hal Marr and I, in our great wisdom after a few martinis on a Friday evening, decided to do a study of this and we ended up writing an 85-page document that some people titled, *What's Wrong with the War College and How to Fix It* (that was not our title!). It came to the attention of the Vice Admiral "Count" Austin, President of the War College, who was intrigued enough to invite us to his office to explain ourselves. He wanted to know why we would spend our school time writing an 85-page report on things that are primarily wrong with the War College and what could be done to improve it. The student mix was one of the things we addressed, and also the fact that everybody walked out as a graduate of the War College. Some of the people had been bored the whole time that they were there; they had not been fully occupied, while others were scrambling the whole time and absolutely miserable and glad when it was over. One of our suggestions was to initiate a system in which, if a student took additional classes, he could earn a master's degree while completing the War College curriculum. When I was a student at GWU, I learned a good deal about what they could do to create additional education opportunities. George Washington University was very aggressive in meeting the needs of the faculty and staff of the War College. That eventually happened, and many people are still benefiting from the change. Judging by VADM Austin's reception of our recommendations, there was a time there when Hal Mar and I were uncertain whether we had a career in the Navy, and the quicker we could get out of Newport the better! We both got orders to fleet aviation squadrons as operations officers, however, so apparently the detailers either didn't know about our escapade or else the Admiral chose not to hold it against us.

OEO: What did the Naval War College do for you?

ADM KINNEAR: It gave me an opportunity to learn a great deal about other parts of the Navy. It also reinforced the idea that whatever you're setting out to do, make sure the plan that you're building for it is doable with the resources that are available. That last thing; I kept running into that, particularly when I got on the financial management side of things, that just an awful lot of people have good ideas, but they aren't able to implement them. They can't follow the planning structure that is necessary to be sure you've got a valid project that is within the resources available to you. Many a great idea has died for lack of funding.

OEO: In July of '61 you found yourself in VA-44. What was the grand plan there?

ADM KINNEAR: I had six kids at that time. In my War College class there was another guy by the name of Gene Cross who had six kids. BUPERS sent a detailer up to Newport saying, "A lot of you people are going to be disappointed because you've asked for the west coast, and you're not going to get it. We simply don't have the money. Anybody with a big family is in particular jeopardy; they're going to get orders to a place we can afford to move them." Yet Gene Cross and I both got orders to the west coast. Gene went to a fighter squadron out there. I called the detailers and said, "Hey, gang, I really don't want to go to the west coast. It's too hard to move my family and it's too expensive out there. I want to go to Jacksonville." Lo and behold, they gave me a change of orders. Instead of going to VA-55 on the west coast, the orders were to VA-46 at Cecil Field, which is exactly where I started my fleet career, as the prospective XO.

First, however, I went to VA-44 at NAS Jacksonville, which was the training squadron for transitioning people to the A-4. I didn't have a whole lot of jet experience and had not had any operational experience at sea in Navy attack. It was a very fruitful learning experience. While there, I met Bob Kelly and developed a great appreciation for him. As an aside, Bob Kelly was the Training Command Student of the Year and the Instrument Student of the Year when he got his wings, and he lived up to his billing. There's sea story that goes along with this concerning a fellow by the name of Bill Barrow, who had become the skipper of VA-12 and turned it into what he considered to be the Navy's premiere weapons squadron. Instead of going

to sea they went to weapons meets and had great results. However, the fact that they seldom went to sea had become noted. A curious thing as far as my involvement was that I had already been identified as the prospective Executive Officer of VA-46, and was told what my orders would be. I then got a call from my detailer's boss, who said, "I expect you're pretty excited about going to VA-46. I want to tell you of a situation, and I'm going to ask you to do something. VA-12 just lost its fifth operations officer in less than 18 months. Gordy Engle, a guy that you went through VA-44 with, got killed on his first flight with the squadron yesterday." I asked him what had happened to the other people. It turned out one of them had become physically disqualified, a couple of others had turned in their wings and two got "bagged." So the detailer said, "We really need to get somebody in VA-12, but it won't be the XO's job though. We've got an XO that's been ordered in, a well-qualified guy by the name of Oechlen, and Swede Hansen is the Skipper and he's a real jewel, but we need a number three and we need him now."

I said, "Do I really have a choice in this matter?"

"That's not a fair question," he said. "I want to know if you will take the job."

I said, "Yes, Sir, order me in." So I went to VA-12 feeling somewhat set back because I was further away from being the XO than I expected. I asked the detailer how this would affect my career planning. "You will do about a year as the operations officer, followed by about a year as the XO, and then if you screen, you'll become the Skipper. That's the only commitment I can make to you."

I said, "That sounds like a career plan to me. I'll take it." I went to VA-12, and LTJG Bob Kelly (Admiral USN Retired) also got ordered to VA-12. They had a weapons squadron attitude; flying on and off the carrier was fun and important, but it wasn't as important as being able to put weapons on target. They were really focused on weapons delivery, and were trying to teach the rest of the Navy how to deliver weapons on target. Bear Taylor (RADM later) was the operations officer at the time, and when I relieved Bear he told me about the wonderful weapons capability that these people had.

I said, "Bear, I'll take the next three guys out of the RAG for my flight division, and after about a month we can have a shoot-out with your weapons team. What I knew, that he didn't know, was that Bob Kelly was one of those people. Another one was Bill Zipper, who had about 2,000 hours of T-28 time. He was just a glutton for flying. He was transitioning to jets, and

everybody I talked to about him said that he was one of the really great aviators we had in the Navy. It turned out that they were right. So, I took the next three people that came out of VA-44 – the other one was Huey Long Pierce – from Louisiana, as you might suspect from the name. So Bob Kelly, Bill Zipper, Huey Long Pierce and I became a weapons team of our own, and of course we did more than hold our own against the so-called weapons team of VA-12. As an aside, the training command used to have something called the Star Flights, a trampoline team that gave demonstrations around the country. Zipper was the one who put it together, and his wife had been one of the members of that team.

OEO: You were introduced to the A-4 in VA-44. The A-4 was the big attack workhorse for many years. Talk about that airplane in terms of its place in naval aviation.

ADM KINNEAR: It probably had the smallest cockpit of any tail-hook airplane ever built, and it probably was one of the most honest airplanes as far as flying, that had ever been built. It had floating slats on the leading edge of the wing, which under certain flight conditions would do funny things. In high G-turns, occasionally one slat would come out before the other and you'd get a lot of rolling torque, but basically it was a very honest airplane, and probably one of the easiest airplanes to bring aboard a ship once you got the hang of it.

I had gotten to know Ed Heinemann, the A-4 designer, through some other projects that we haven't talked about. The A-4 really was his love. He designed a lot of other airplanes, but building the A-4 was special. It was built around something called the Mark VII bomb. That was the primary thing the airplane was built to do: get a nuclear weapon airborne off a carrier. I don't think they paid a helluva lot of attention to its conventional weapons capability, although it did have two guns in it. Considering what it was built for, it became the mainstay of the Navy. In fact, I have a letter in my files from VADM Joe Moorer, Admiral Tom Moorer's younger brother, a great aviator who also later was my next-door neighbor. He wrote it when he was the Assistant Operations Officer on a carrier group staff with which we were going to do business. He commented that, as far as night flying at that time, the A-4 does 60 percent of all the night flying the Navy does, and whether you do it by night landings, whether you do it by night hours or night schedules, it still comes out that excess of 60 percent of the night effort is done by A-4s. It was probably the worst airplane for night flying that was ever built because it was never

intended to be a night flyer. As a result, the instrument lighting was bad. To deliver a nuclear weapon you had to have what they call thunderstorm lights because when you let the weapon go you had to turn those lights on or else you'd lose your vision from the weapon detonation flash. No matter where you were, that flash was going to be big enough that you needed to have those thunderstorm lights on well ahead of time. This airplane was never designed with a full thought process through every mission scenario. It also had a rather spartan ejection system, which I had occasion to use. It worked great. A little rough at the start but….

OEO: And where was that?

ADM KINNEAR: Off Jacksonville flying from FDR (*USS Franklin D. Roosevelt).* We were practicing an air show for the Congressional 999th Reserve Squadron, of which Senator and Major General Barry Goldwater was the CO. They were coming down to get a carrier weapons demonstration off Mayport. We were having a dress rehearsal using water/sand-filled bombs. CAG (air group commander) CDR George Talley and I were going to do the conventional dive-bombing demonstration. Those practice bombs had a very thin skin and, depending on which of the documents you looked at, they were both suitable for jet aircraft and not suitable for jet aircraft. At any rate, they later deduced that when I punched the bomb release button, the ejector foot of the A4 actually went through the skin of the bomb and served as a hinge point, causing the bomb to swing up and hit the back end of the plane, severing the fuel and hydraulic lines. That caused two problems. The loss of the hydraulic lines meant that I lost control of everything except the rudder, and the ruptured fuel lines resulted in a pretty good fire back there. So I had virtually no control and I was burning. CAG Tally was right behind me, and said, "Gus, I think you better leave that thing." So I did. As a result, I have permanently rotated L-5 vertebrae. They didn't pay any attention to it for a long time, and finally realized that they should have gone in and rearranged my vertebrae immediately. By the time they got around to recognizing what had happened, however, it had grown into position and they said, "If we operate now there's equal probability we'll do more harm than good." So, I still have a permanently cocked L-5, which every doctor looks at and asks, "How the hell did you do that?"

OEO: How important was Ed Heinemann to naval aviation?

ADM KINNEAR: I'd say that Ed Heinemann, with his attitude about airplanes and his ability to design Navy airplanes, was a necessary ingredient for carrier aviation to accomplish what it did during the Korean War…and after. The A-1 SPAD is another one of his airplanes. He was an essential element in the naval aviation saga from the SPAD on, everything from the A-1 on. He was good and he knew it. He was a wonderful person, too. Later on, I had the pleasure of visiting him occasionally in San Diego.

OEO: It is now December of '61 when you get toVA-12 as the Operations Officer. What was your first reaction about the health of the squadron?

ADM KINNEAR: We had a wonderful skipper -- Swede Hanson, who had been a great football player at the Naval Academy. Playing football all the way through flight training, I had met him under other circumstances and respected him greatly in a number of ways. We had an XO by the name of Bob Oechlen, who died a couple years ago. He was a great aviator. We didn't have any problem with pilot talent. They were solid as rocks. Max Malan came in as the next XO and Oechlen became the skipper. It was a good squadron, a lot of talent.

OEO: What kind of a CO were you aiming to be when you stepped into that role?

ADM KINNEAR: I don't know that I really had any particular agenda as far as what I was going to do as a CO. How I became CO of a squadron is kind of a strange story, though. While I was still the operations officer of VA-12, I got a call about 11 o'clock at night from the senior aviation detailer at the Bureau of Naval Personnel saying he wanted to talk to me. He asked how things were going in VA-12. I told him, and he said, "That's very close to what the air wing commander had to say. We've just had a terrible thing happen there in the Jacksonville area and you're probably aware of it. The prospective commanding officer of VA-106 was killed last night in his last carrier qual landing before he was to go to VA-106. I know you knew him." We chatted about different people and finally he said, "How would you feel about leaving VA-12 and becoming the skipper of VA-106?"

"Going from Ops to Skipper? Do you think I can do it?"

"Yes, you can do it," he said. "Stand by because tomorrow you're going to get a set of orders. You're going to VA-106 as the CO."

I haven't been an XO yet," I said. "You don't need the training." I took his word for it. I had never been anybody's XO, had barely been an ops officer, and had never been on a staff. The clincher was that my family would not have to move. I had six kids and a very understanding wife, and that was no small consideration.

OEO: Do you have any memorable events from VA-12 that you haven't mentioned?

ADM KINNEAR: No, other than the ejection from the A-4 when we were warming up for that air show.

OEO: I guess you could say that Barry Goldwater had a hand in causing that accident. What was Barry Goldwater's big picture view of the United States Navy?

ADM KINNEAR: Terribly important. It probably had more urgency than his concern for the Air Force, but he would never say that, and he thought that *Nimitz* class carriers were well worth the money. He had a position that he had to maintain, since he was an Air National Guard two star. To spare him being in a tight position on that Navy issue and having to leap up and say, "Hey, I can't vote with this or I can't support that," it was best for him to not be on the Senate floor at certain times. Later in our discussions, that comment will come into play in a big way.

OEO: Where does Barry Goldwater fit in the hierarchy of important senators in modern history?

ADM KINNEAR: History will help establish that and refocus it, but in my book he was one of the key players. Regardless of who was in the White House, Senator Goldwater was one of the key players as far as keeping the country positioned to be able to respond to anything the Soviet Union did. He understood the problem and he understood the cost.

OEO: You shifted over to VA-106 in August of 1963. Talk about that tour as a CO. This is a key point in your naval career. What did it mean to you and how did it go?

ADM KINNEAR: Very quickly, the shortest year of my life. But it was a very important year, and I had a good time. I was notified early on that I'd been screened for air wing commander, but had a problem since I had gotten so far ahead of my contemporaries that I needed to go somewhere to age. I was junior to every squadron skipper in the fleet, so it was going to take a while to get a crop of squadron CO's to whom I was senior. They couldn't send me to an air wing for at least two years. So they asked me to help them figure out what I wanted to do for the next two years. The detailer said, "We thought we'd send you to a carrier, but we see that you're a qualified communications watch officer, engineering officer of the watch, zippity-zip on a carrier. You are command duty officer qualified as well as OOD qualified. There is no real gain in sending you to ship's company." That's when I said, "I've heard that some people are being ordered directly into PhD programs. Would I qualify as a direct input to a Ph.D. program?"

They were somewhat enthused about that and said, "Yes, if you can get into a school – this is going to be on short notice – if you can get a school to accept you." I was the skipper of a squadron deployed to the Mediterranean, at the time, so that wasn't exactly easy, but I prevailed.

OEO: You have a full Med cruise while you were CO. What was the emphasis during the cruise?

ADM KINNEAR: Demonstrating that A-4s did most of the night flying! Seriously, I really did spend a lot of time trying to figure out what you could do with the A-4 at night.

OEO: What were your achievements as CO? You obviously left the squadron better than when you found it. What did you do for that squadron?

ADM KINNEAR: I guess that's when I went on my kick about trying to improve the instruments in the A-4 and to equip it better. It had the world's worst gun sight in it, and pilots would inevitably reach up there and put their hand on that damn gun sight while getting in and out of the cockpit (unless you threatened to break their wrist every time you saw them do it). Keeping the A-4 bore sighted was a vexing proposition, and I worked hard trying to come up with a template that you could use on the flight deck; to have certain anchor points on the airplane and templates so that you could tell whether the pipper of your gun sight was really where it was supposed to be. It drove me and the ordnance gang crazy, because after you got the

bore sighted on the airplane, the next pilot comes along and puts his hand up there on the gun sight to get in or out of the plane and you've got to do it all over again. That was probably one of the most aggravating problems we had. The other thing, as I mentioned, was the extremely poor instrument lighting in the A-4. . The F-4 and F-3 were designed for the night environment, or all-weather environment, yet the airplane that was doing the bulk of the flying and keeping the statistics looking good was the A-4, the least threatening airplane to the enemy that we had in the inventory. That became a cause. We did a lot of research and generated a ton of correspondence on that because it really did bug me. I was blessed with a super XO, Ron Hays, and another superstar, Dick Seymour, was my operations officer.

OEO: That brings me to probably the key question about your first time in command. What was your leadership style?

ADM KINNEAR: Being a carrier aviator, I think the thing I emphasized the most is that whatever you do when you're away from the ship is not noticed nearly as much as what you do in the landing pattern and when you come in the ready room and report your activities. We want to be professional, but we want to have fun while we're doing it. Therefore, we're going to be the most squared away squadron in the landing pattern. We're going to have the best landing intervals of any squadron. And, we're going to be able to put weapons on target better than any other A-4 squadron in the Atlantic fleet. "Other than that, we don't have any challenges." Everybody responded. We won the competition by squadrons as far as boarding rates and stuff like that, but it was important to be able to do it yourself before you started asking them to do it.

OEO: Did you try to do everything yourself or were you a delegator?

ADM KINNEAR: Both. Once having demonstrated that I could perform or do something in particular, I went to great lengths to delegate and give other people a chance. I had a lot of very good people. People used to ask how I got such high aircraft availability, and how we got that many hours, and I said, "It's not me; the squadron does it."

When you've got a Ron Hays, a Dick Seymour and other people like that, all you have to worry about is staying ahead of them.

I am reminded of an earlier funny story involving Bob Kelly. I was chasing Bob down the Apennine Way, a low-level route that runs down the backbone of Italy. He missed the turn so I tried to call him on the radio and discovered that his radio was out. So I got up ahead of him and took the lead, turned around and started reversing our route and going back. So he could get more training, however, I gave the lead back to him. He knew where he was. He didn't have a radio, but he knew where he was so he took the lead and headed in the appropriate direction to get back out to the carrier. Unfortunately, he flew right over the airport at Pisa! Naturally the Italians came up on Guard channel and said, "Navy airplane just flying over the runway at Pisa, come up on such and such frequency. I did and he said, "You got two airplanes. You fly right over the runway. You didn't call in. You didn't check in with the tower. Do you know what the procedures are?"

"Yes, yes, yes, you're absolutely right." I was stumbling around trying to speak some Italian at the time and I tried to talk to him in Italian. He came back up and said, "Put the other guy back on." I proceeded in my broken English routine with him. He said, "I need your identification." So I gave him my identification, and said, "I really regret violating your airspace. I'm fully aware of how conscientious this particular airport is about maintaining absolute control over all traffic, and I respect you greatly for it. I really am sorry. It doesn't happen very often. But the guy who is leading the flight doesn't have his radio, and I couldn't stop him." Finally, he came back up and asked, "Anything else?" I said, "Arrivederci." The guy came back and said, "Okay." They never reported it!

OEO: Did you get through that tour without any big scratches in the squadron?

ADM KINNEAR: Yes. Everything went well. When I took over the squadron, Ron Hays said, "There's one particular airplane that you want to pay attention to, number 310." That's all he said. I called the maintenance officer and asked, "What's funny about 310?" He said, "Oh, you don't know about 310? It's a hanger queen; 310 is a hanger queen. The man you relieved tried to take off without locking the canopy, and it left the plane about the time he broke ground. We're having problems getting another canopy."

"The guy that I relieved, did he understand that?" I asked. "Oh yes," he said. "He'd go by and look at that airplane every day and just shake his head."

The squadron had not had a lot of opportunity to do night flying. I found myself flying tanker missions, not just at night, because one opportunity to directly impact the number of airplanes you recovered was to make sure they had fuel. I volunteered to be a tanker pilot on a number of occasions when we were doing things where aircraft were going to come back with low fuel states. We were doing exercises out of the Mediterranean, hitting airfields in Paris, and that was a stretch. Nobody really liked to be the tanker pilot, particularly when they were going to make decisions about how much fuel to give each airplane and those kinds of things, so I flew some of those tanker hops. When I see people and talk about the squadron, the tanker experiences seem to come up. We had one flight where we had four airplanes coming back and all of them were down to the worry state for a potential flight-deck accident, and it was colorful getting them refueled and back on deck. Everything went great.

OEO: All of your tanking was done by your own aircraft?

ADM KINNEAR: They had some A-3 tankers that were just coming online at that time, but it wasn't enough to cover it. A-6 tankers were not in the picture yet. We had two squadrons of A-4s and they were all equally short-legged; 5,400 pounds internal and that was it. We ordinarily had the two drop tanks when we were operating.

VA-106 was a wonderful year for me. Everything worked. I was selected and screened for air wing commander.

OEO: How did you make your way to Stanford?

ADM KINNEAR: As mentioned earlier, I was junior to most of the squadron XOs and needed to find meaningful employment for a couple of years.

When I told the detailer I was interested in a PhD program, he said, "Oh, I don't think you can do that. I don't think we can help you do that."

"Who makes the decision?"

He said, "I can make the decision, I guess, but I'll have to work it with the people here and see what we can do. But you'll never be able to go to Stanford and get out of there in two years to get your air wing on time. It just can't be done."

I said, “Nobody really knows that – we’ll have to see what we can do.”

“Have you been accepted?” he asked.

“I haven’t even applied.”

So there I was floating around the Mediterranean as CO of a squadron, and they said, “Start applying if that’s what you want to do.” So I applied. My undergraduate degree was in physical science and math, my Master’s was in personnel management, but I had always wanted to be an engineer. So I said, “I think I’d like to do something in the engineering area. Does the Navy have any canned programs like that?”

“No, we don’t, and besides that we don’t think we could sell you that quick. Go ahead and apply for some schools and if you find one that you really want we’ll work with you.”

I applied at MIT, the University of California and Stanford. My first response was from MIT that said, “We do not solicit applications from military officers.” I wrote them back. I took the letter they had sent and edited it and corrected the spelling and mailed it back directly to the president of MIT with a longhand note: “If this is the quality of education I could expect at MIT, I’m glad you turned me down.”

I got a nice letter back from him saying “That was not the university, that was some individual staffer who doesn’t like the military and he erred, and if you’re still interested in coming to MIT, we can make things happen quickly.” But I told him that I had a letter back from Stanford saying that they thought they had a program that would satisfy my needs.

That’s how I ended up going to Stanford.

I found out later, when I got to Stanford, that they somehow thought I was applying to the business school, and I had been accepted by the business school. One of the Business School professors, a Naval Reserve officer who was writing a book, explained to me what my role would be. “You could do your dissertation on anything you want, but here’s the area that I think would be most likely.” It was the area of the subject of his book, and it didn’t take a genius to figure out that I was going to be chapter seven, eight and nine. So, on the day of registration, I left the business school, went over to the engineering school, and found the Professor of Naval Science. I told him that I wanted to get a graduate degree in engineering and I also wanted to get a Ph.D. in whatever engineering I end up in, and that I only had two years to do it.

He smiled and said, “Well, go down and talk to Grant Ireson. He runs Industrial Engineering. He’s a very unconventional guy. He doesn’t have a doctorate, but he is the Dean and all the PhDs down there understand that.

“He and another one of the professors there, Eugene Grant, had written a book on statistical quality control. It’s the bible – a very well-regarded book. Grant Ireson is well known and highly respected. As far as statistical quality control, there is nobody better. Go down and talk to him. He’s a very practical kind of guy and a very nice person.”

So I went down and told him that I wanted to get a graduate degree in engineering, and that I wanted to try to get a Ph.D.

“How did you get here?” he asked.

“I got accepted by the business school, but I don’t want a Ph.D. in business. I don’t even want to think about it.”

And so he said, “Well, tell me more about what your long-term plan is.”

“My long-term plan is to come out here, work my tail off and get out of here in less than two years and go back and get an air wing. I’m already on the list. I’m just waiting to get senior enough to be senior to the squadron skippers.”

Ireson was very, very well informed, and knew the military inside and out. He said my time frame made it improbable, but after a half hour of discussion, he said, “Okay, it sounds like it might be worth a try. Let’s see what we can do.” And he accepted me into the industrial engineering program as a master’s degree candidate. The conversation got sticky at one point, however, when he said, “Now what is your undergraduate degree in engineering?”

I said, “I don’t have one.”

“Oh, what is your degree in?”

“Physical Science and Math,”

“Ah…that’s close enough. I’ll let you into the Industrial Engineering School and we’ll improve your qualifications,” which he did.

The point I wanted to make here is that a number of people told me that I couldn’t ever, ever get out of there in two years. I just didn’t accept that. It’s a small world kind of thing, but a very important ingredient; this key player, Prof. James Douglas, was a civil engineer, and the reason he agreed to be on my doctoral committee was because he had been my advisor at the Naval War College. He was a civil engineer and on the staff down at the War College. He had

retired from that and joined the Civil Engineering faculty at Stanford. Coincidence, perhaps – but I've been blessed with a number of those along the way.

OEO: Not many naval officers get a chance to go to Stanford for the reasons you went.

ADM KINNEAR: No. I was probably the first out of a pot and it was primarily because they didn't know what else to do with me. Nobody really thought I could complete a degree in two years, but it served their purpose of letting me age for two years so I could go to my air wing out of there. The timing was right, except I had to get out of there in two years. They asked me when I would leave Stanford. I said, "I'll leave on my second anniversary there, and that's it." So they wrote me a set of orders to that effect.

Prof. Bob Oakford knew the military well, with a lot of experience as an intelligence operative in several embassies, and he came into play while I was at Stanford. He was one of my mentors there, and he advised me that to affect the purchasing process in the Navy, you had to understand how decisions are made in Congress and the Pentagon. Acknowledging that the main thrust of my research was going to deal with engineering and procurement, he suggested that I needed to have a real appreciation of the political process and the role of Congress as well as the economic considerations that affect the procurement process for weapons systems. Another mentor, Prof. Hebert Marshall, a key player in the Political Science Department, was also an important member of my PhD committee. He had spent considerable time in D.C. as an advisor, and had great interest in the government's role in agriculture. These two people advised me to include economics and political science as my minor study areas. I luckily learned of Professor Aaron Wildoski, who was Chair of the Political Science Department at the University of California at Berkeley, and he offered a special graduate course at Stanford that seemed most appropriate. His book, *The Politics of the Budgeting Process,* essentially became my bible when I later served as Chief of Legislative Affairs. In fact, I made it required reading for all of my staff and all the candidates for staff jobs.

Professor James Douglas, a civil engineer, was my advisor when I was at the War College, when Hal Marr and I did the 85-page, unsolicited, *"What's Wrong with the War College and How to Fix It"* paper. He showed up at Stanford as a full-blown professor in the Civil Engineering Department. I went by to pay my respects to him and he agreed at that time that if I

became a graduate specialist student he would be willing to be a committee member, and having a faculty member throw in with you like that was a big help, particularly in that environment, where I was a stranger in paradise. If you were to look carefully at my dissertation you would see watermarks on the signature page where the committee signed off on it, and I got him in his own swimming pool on a Saturday night. I had to leave on Monday so he signed off on my dissertation and I lived up to my promise that I would be ready to leave in two years. He was the final step in being able to leave on time.

OEO: Your dissertation was on what?

ADM KINNEAR: The effects of the Department of Defense procurement policy on the structure of the defense industry.

OEO: What were you trying to say in that dissertation?

ADM KINNEAR: That the defense industry modified itself to be sure that they were in a position to get next-generation weapons business. Whether it was shipbuilding or the aircraft industry or electronics, they were constantly re-creating themselves, restructuring, to meet what they saw as future market possibilities. All of this was a result of whatever the existing policies of the Department of Defense were on how they were going to procure their weapon systems. I looked at how the defense industry had evolved and how it seemed to cycle. The cycle is continuing at this time. My proposition on that is still sound; that the defense industry will concentrate and become one big company such as Boeing, for example, that will do everything – build airplanes, operate shipyards, they'll do everything, electronics and so on. They will configure themselves to meet what they see and expect the Department of Defense procurements to be; which are never the same. They'll keep modifying themselves to fit the current circumstances, and that, in large part, is determined by the Congress of the United States. There is a love/hate relationship going on continuously with three players -- the Department of Defense, the defense industry, and Congress.

OEO: Having done that dissertation and spent that time at Stanford, what did that do for you in the rest of your time in the Navy?

ADM KINNEAR: It's hard to say. My aviation sponsor in the Pentagon was VADM Jerry Miller. He's still around. He had a head-on career collision with ADM Elmo Zumwalt in the CNO sweepstakes. He was reputed to be in line for CNO, along with Zumwalt. If Zumwalt hadn't become the CNO, it probably would have been Jerry Miller. He was treated by most of – this is my personal observation – CNO Zumwalt's staff as a threat rather than an asset, and there was sort of a continuing tension there. I didn't realize it at the time, but Jerry Miller was the person in the aviation community who had bought off on letting me go out of house to Stanford for two years, which he did with malice aforethought.

If you know the history of decision-making in the Department of Defense, McNamara probably was the biggest thing that had happened to procurement policy in a long while. There were other people like McNamara, who had been in an Air Force think tank during World War II, and they all decided that they were going to go the controllership route to taking over the automotive industry. Three of them ended up running major automotive industries, including McNamara, and that was a pretty powerful influence. ADM Miller saw this happening and he picked a few people that he thought that he could put some investment into to go off and learn how to be experts in Defense procurement. He was the person I stayed with, and he was the one who pushed me. My academic advisor was Prof. Jack Borsting, who was the Dean of Faculty down at the Naval Post Graduate School. But the person who got me in the program and kept me there was VADM Jerry Miller. He did it purely as an idea that we needed some aviators who could speak the language, understand the kinds of analysis that McNamara had brought in, and know how to use that as a way of bettering the Navy rather than fighting with them. There were three or four of us, and Miller let me know early on when I was at Stanford: "Don't plan on staying there too long, but work hard while you're there because I'm going to pull you right back into Washington when you get out of there, and you're going to be nose-to-nose with the McNamara boys. They're part of a group that McNamara is going to use to be the defenders of the Department of Defense, and it includes Jim Woolsey and Les Aspin." There were many other noteworthy names in that group that they put together in this think tank that was directly under McNamara. That organization was the Secretary of Defense Systems Analysis Group. When you

see names like Aspin and Woolsey, you get an idea that they were really putting together a powerhouse group. At one time, the Navy had a whole procurement system under a four star admiral. SECNAV John Lehman later abolished it and brought in a few of his own people to take the place of that formal group.

OEO: That two years and your focus there really paid off for you and for the Navy when you went to be the Chief of Legislative Affairs, didn't it? That was probably as good a preparation for that job as anybody could possibly have.

ADM KINNEAR: Yes. And later on, during my first meeting with ADM Dave Bagley after reporting to BUPERS, I complimented him on his ability to dig out the fact that I had a Master's in Personnel Management, and he told me, "You're not here to manage personnel; you're here to unscrew some problems."

Back at Stanford, a nationally known DOD executive showed up to address Business School students and government-sponsored graduate students. At the end of his address he said, "I understand there's a George Kinnear in the audience, I'd like to speak to him." I went up and introduced myself, and he said, "We're looking forward to getting you. You're going to like all your officemates." I asked where. "In the Department of Defense. We have a special group down there; Systems Analysis Group, and you're going to be our newest addition." He told me about Jim Woolsey and Les Aspin and these other bright young people who were or had been in this group. I thanked him profusely for the heads up, but immediately called ADM Jerry Miller and said, "Hey, Boss, you think I'm going to come back and work for OP-05 as a special assistant for Systems Analysis or something, but it's not going to work that way unless you do something."

"Why is that?" he asked. "Well, I've just been notified by one of McNamara's men, who was out here addressing the DOD community at Stanford, that I'm going to a systems analysis group working directly for SECDEF. I'm an old country aviator who's out here getting a lot of powerful education, and I don't know how it is all going to fit." Soon after I got a call from Capt. Paul Peck, a detailer in BUPERS, who asked me," When are you going to finish?" I gave him the date, which was exactly two years after I reported to Stanford. He said, "Okay, you're scheduled to have orders to an air wing." I soon got a set of orders to detach me on that date and immediately went into pre-CAG training. I was ordered to the Replacement Air Wing at

Miramar, where I would have the first all-jet air wing because VA-165, a SPAD squadron, was to transition to A-6s.

OEO: You spent about six or seven months in pre-CAG training starting in August 1966. Did you go around and get checked out in a number of airplanes during that time?

ADM KINNEAR: I was already checked out in the A-4. I went to Miramar for the F-4 and then Whidbey Island for the A-3 and A-6. Yes, it was a fairly extensive indoctrination period, including going out to the *Kitty Hawk* in the Gulf of Tonkin in October of '66 and flying with VA-85. Ron Hays, who had been my XO in VA-106, was the skipper of the squadron, and I flew on his wing for my first combat hop of the Vietnam War. The next day Dick Seymour led me on my first A-4 combat hop. He had been my Operations Officer in VA-106. Interestingly, neither of these flights is in my logbook. It should be obvious to you by now that I'm not a very neat logbook keeper. There's a particular milestone among navy aviators of 1,000 carrier landings; I probably exceeded that, but my logbook doesn't show it.

Later, Ron Hays and I were the first two aviators assigned to shore stations as opposed to carriers as our major commands. As a general rule, aviators were rarely given shore stations as their major command. But, at that time, Adm. Zumwalt, the Chief of Naval Operations, told BUPERS detailers that he wanted to establish a precedent that naval aviators who hadn't commanded carriers could be selected for flag. Ron and I were the visible evidence that he was serious about that.

VA-165 was our first SPAD squadron to transition directly from the Skyraider to the A-6. They were setting up a pipeline at VA-128 to transition those people, so I got in on the ground floor of the A-6 at NAS Whidbey Island, near Seattle. I flew out of there day and night without ever realizing how close and big Mount Baker is. I needed to get to know the A-6 well in preparation for going to my air wing. As Wing Commander, I had two kinds of A-3s, plus A-4s, RA-5s, A-6s, A-7s, F-4s and E-2s, and I flew them all. I flew all the bomb-droppers in combat. Staying current with emergency procedures, electronic counter-measures and three tankers was a challenge. I also had to remember different control stick configurations. The thumb switch on one airplane is the bomb release on another. The same switch on yet another was the nose-wheel steering.

OEO: I didn't hear F-8 in there. You missed out on the F-8?

ADM KINNEAR: Yes. I taxied one out and never got off the ground. I got a warning light indicating a hydraulic problem. That was my only real chance. We had a shortage of those planes in the transition squadron, and I didn't want to interfere with the opportunities of the new young aviators on their way to the fleet to get in a training flight. There were no F-8s in Air Wing 2; it was the first all-jet wing.

I'll give you another point. I was the first A-6 (Grumman Intruder) pilot to transition at Whidbey Island during my pre-CAG workup. We were going to transition VA-165 from SPADs (AD) to A-6s. Air Wing 2 was to be the first all-jet air wing, and they were setting up an A-6 training capability at VA-128 at Whidbey Island. I became their first trainee. A B/N (bombardier/navigator) and I would get in an A-6 on Friday and come back on a Tuesday. We kept flying for the whole weekend.

At that particular time, later ADM Jim Holloway was the skipper of *Enterprise*. I went to him and explained that I was night-qualed in the A-6 and the F-4, but not in the A-4 even though there was an A-4 squadron in Air Wing Two; VA-22. I told him that I'd like to get some night landings in the A-4. "How many does it take before they consider you qualified?" he asked. I said six. "Okay," he said. "Go get in your airplane. I'll put the ship into the wind and stay there for a half hour." I was the only plane in the pattern, and he let me bag my six landings!

OEO: You went around and did all the qualifications. Was there any formal seminar or classroom time or anything talking about how to be a CAG?

ADM KINNEAR: No. My closest associate at that time was a super gent, Gene Tissot. He was a grand person and a helluva good aviator. We went down and did the RA-5 together at NAS Sanford. He went to the CAG on *Constellation* and I went to the CAG on *Ranger*. Later, back in Washington, Gene and I both got called into ADM Rickover's shop, and were told that he wanted us both to go into the nuclear carrier pipeline." Why are we doing this?" I asked. His proxy said, "We have a couple of nuclear carriers coming down the line and we want to be sure we've got people ready to become the commanding officers." I asked him which carriers he was referring to. "*Eisenhower* will be first," he said, "and *Enterprise* needs a new captain to go into

training soon." The timeframe didn't make any sense at all for me, so I opted out. Gene went the nuclear carrier route and did a great job as skipper of *Enterprise,* and was selected for flag rank.

OEO: If you don't have any more comments about your workup for CAG, you're off to Air Wing 2 in March of '67 after about 6 months of pre-CAG preparation. Can you kind of freewheel on what comes to your mind about that CAG job?

ADM KINNEAR: It was interesting from a couple different perspectives because it was the first time we were going to transition a SPAD squadron, VA-165, directly into the A-6 Grumman Intruder. The other thing was that we were deploying the A-7 Vought Corsair II for the first time, and it was a combat cruise. There were a couple of wrinkles with that. Not only was it the first deployment of the A-7, the A-7A had the TF30 engine, which had a bad habit of developing compressor stalls on steam catapult shots. To reduce the probability of getting a compressor stall, we installed a system of bleed valves on the compressor section of the engine. As long as there was weight on the wheels of the airplane you could only get about 80 percent power because those bleed values would be open. Then, as soon as you had flying speed (hopefully) off the end of the catapult, those bleed valves would close, immediately giving you 100 percent thrust. You only had about 80 percent thrust as long as there was weight on the wheels. I know that sounds like a real Rube Goldberg solution, and it was, but it was the only way to solve the problem and keep the airplane on schedule for deployment.

The other interesting angle was that the Department of Defense entered the fray. The Secretary of Defense decreed that the Air Force would also buy A-7s. As a result, I got a call from the guy in the Air Force who had been appointed as their coordinator for the A-7 program. He said, "We would like to deploy 50 observers with the *Ranger* when you take the A-7 out so we can prepare ourselves to operate that airplane." In rather short terms, I explained to him that, "carriers deploying right now have people sleeping in Sick Bay, they have people sleeping in passageways, they have people sleeping in ready rooms, and the idea that you want to send 50 observers along is a non-starter. Why do you want to send 50 observers?"

"We're going to have to buy that airplane," he said. "We have to develop an experience base." I laid out an alternative. "On a job-code-by-job-code basis, you can send us 20 of your best enlisted men and they will be integrated with the people in the squadron as regular squadron

members. You can send four officers, one of them a non-flyer, and three pilots. We will integrate them just as we have the enlisted people. I'd like to have one of those pilots be somebody who has already done a tour with the Navy." He came back with Capt. Gordon Williams, who had just finished a combat deployment in F-4s as an exchange pilot with a Navy F-4 squadron. So Gordy Williams was the den daddy for the Air Force A-7 contingent, and everything was uneventful until one of them, on his first night landing, ended up in the water. We had been doing pre-deployment carquals. Our helicopter picked him up out of the 55-degree ocean off California. I went up to the flight deck, and asked him "What happened?"

"I did everything you told me *not* to do," he said. "I mean, I chased the ball and flew into the water!" He said, "You can't blame it on the engine; the airplane was fine. It was me." Two nights later, he did his qual landings and it worked out fine. He, incidentally, was a very good pilot and a real contributor to the overall combat effort. We had lost an airplane that morning because of a complete engine failure at altitude; a young first-tour pilot had ridden it down and punched out at about 1500 feet with a routine ejection. The fact that we had a complete engine failure was noteworthy and caused us a lot of worry, but we kept flying.

OEO: The A-7 was kind of your challenge aircraft in that job?

ADM KINNEAR: The A-7 and transitioning VA-165 to A-6s were two of the things that were unusual and very important. We also had the first electronic countermeasure EA-3 Douglas Skywarriors. I had a detachment of those and it was the first time they'd ever been deployed. We also had a detachment of A-3 tankers, so I had an air wing that had everything. I didn't spend a lot of time flying in the A-3 and did not carrier land it. Having been an LSO on 27 Charlies (Essex Class carriers) that were bringing A-3s aboard, I decided that was not an attractive way for a pilot to make a living.

OEO: What was the thrust of carrier-based flight operations at that time, early 67, as far as the war was concerned?

ADM KINNEAR: We were flying off Yankee Station and going all the way up to the Chinese border when we first got there in December of 1967. Then they gradually started working our

target area south. That was one of the things that concerned me, because I led our first major strike into the Hanoi area on Dec. 14. Some of the signals we were getting out of the senior Navy people indicated that the President was going to put a halt to bombing far north in Vietnam. I started rotating all the strike leads into our northern targets because I wanted every XO and CO to lead a strike of some kind. Later, I got to thinking that those particular officers would have the shortest time in the "experience" inventory, so I moved it down a notch and started having squadron operations officers lead strikes, and purposely rotating them. They only got one. But I wanted as many people as possible to lead a strike so that we would have that experience in the inventory in case we went back to a full blown effort. That was a great program. Alexander Graham Bell Grosvenor III was the CO of VF-21. His operations officer was Duke Hernandez, who was a very strong aviator. I designated him as the first Lieutenant Commander to lead a strike into North Vietnam. It was kind of a strange assignment. We were going to take out three different bridges between Hanoi and the seaport, and Duke was to take out two of those bridges. He brought his strike plan in to be reviewed by the Strike Plan Review Group (made up of all the squadron skippers). It was a well-planned, well-defined mission, and he was our first Lieutenant Commander who was going to get the opportunity to do this. Problem was, he promptly got shot down. He was the only strike leader I know of who was shot down twice. I told him, "The taxpayers can't afford you. You're through as a combat aviator." Duke went on to serve with distinction at all levels, made Vice Admiral and commanded the Third Fleet.

OEO: What did you think of the A-7?

ADM KINNEAR: After flying A-4s, I thought it was a giant step for attack aviation. It was a big, comfortable cockpit, well lighted and well suited to night operations as compared to the A-4. That brings up the discussion I had with ADM Weinel, COMCARGRU One and our Strike Force Commander, about having this mix of airplanes. He asked what I was going to fly.

"I've got it figured out this way, Boss," I said. "I have to fly everything that goes over North Vietnam to keep my credibility as well as to gain the overall picture that will allow me to optimize my experience for the entire Navy."

"How do you plan to do that?" I said, "Two of the airplanes are digital airplanes, two are analog airplanes; the A-4 and the F-4 are analog systems, the A-6 and A-7 are digital systems. So

each line period I'll fly either the digital airplanes or the analog airplanes, and that will allow me to stay on top of things and also maximize the overall combat experience." He expressed concern about the breadth of emergency procedures I would have to remember. I shared his concern, because I had to keep four different sets of emergency procedure straight. "I hope I remember them all." He said, "Go get them." It turned out all right.

OEO: Did you spend any time in the right seat of the A-3, with no stick?

ADM KINNEAR: Yes. It's something I didn't like well enough to repeat frequently! We had the electronics A-3s, we had the tanker A-3s, and it was important to the air wing that we paid attention to them. Incidentally, I had to ground the skipper of the tanker detachment and send him home. He kept us into the wind too damn much. He couldn't get aboard at night.

OEO: You did a lot of upfront flying as CAG. You were out there in every kind of situation.

ADM KINNEAR: I didn't fly the RA-5 off the ship, but the rest of them I did, and some of my most memorable flights were chasing RA-5s in an F-4, because you had a choice to make. When the RA-5s went on a RECCE mission you had to have somebody behind them to cover their six, and we always sent an escort F-4 along, but that presented a problem. If you tried to keep up with the RA-5 without an external fuel tank, you'd run out of fuel. If you had an external fuel tank, you had a hard time trying to keep up with the RA-5 because of the increased drag. But you needed the fuel to be able to stay with them. Those pilots only had one position on their throttle quadrant in the RA-5, and that was full ahead. The A-5 was really our best way to get RECCE information, and it was a real asset to the Air Wing and the Task Force Commander. The A-7, on that cruise, got a lot of visibility at the upper levels because it was the plane's first deployment and its first operational combat exposure. A fellow by the name of Clyde Welch was due to come aboard as the A-7 squadron skipper. Unfortunately, he was killed in the *Oriskany* fire. BUPERS called and said, "Your new A-7 skipper was killed last night, what do you want to do? We don't have a replacement to name because he was the only A-7 candidate who came out of the screening board." I thought about it a little bit. One of the best A-4 drivers I knew was J. C. Hill. I had a high regard for his aerodynamic and weapons skills. He had been sent down to LTV

(Ling-Temco-Vought, builder of the A-7) as part of the BUAER staff. As a result, he had gone down the production line with the first A-7; he literally was there from 7 in the morning until 7 in the evening, and did nothing except watch that first A-7 being put together. I called BUPERS back and said, "I want a guy by the name of J. C. Hill." He said, "J. C. Hill is not screened as a squadron CO." I said, "Well, get him screened because he's the guy I want," and I told him why. He took a look at Hill's jacket and said, "He's going to screen, don't worry about it. You're getting an A-4 driver who's going to know more about the A-7 than the people who built it." So J. C. Hill came out and became the skipper of the first A-7 squadron, and did a superb job.

OEO: I was talking to a four-star admiral by the name of Leighton Smith the other day – known to you as Snuffy – and when I was asking him what kind of a CAG you were, the first thing he brought up was the business of the Silver Star combat award criteria and how you went about dealing with that. Do you recall that? He was talking in terms of the fact that you were determined that your air group or your carrier had a different way of dealing with who got the Silver Star and who didn't. You went about making sure that it became a fair process, as best you could, but protecting the standards for awarding it.

ADM KINNEAR: What frustrated me was the number of Silver Stars that were being awarded to aviators out there for just doing their job. I got the awards board together and said, "We're going to read very carefully what the criteria are for selection, and we're going to be darned sure that we take the straightest approach and have the right qualifications for what we recommend. I don't want to ever have one come back downstream disapproved. We'll do our work well and we'll get our share." The fact is, the award write-up is tremendously important. Sometimes you can overwork the problem, or over-do the problem. Nonetheless, we were going to limit the number of Silver Stars. You had to really qualify for a Silver Star and I don't think I recommended but two people. I'm not sure either one of them got it. We had some real happenstance there. The one that I remember the most; we had a heads-up from Red Crown, the cruiser that ran the air defense in the Tonkin Gulf, that said, "We've got a single MIG that's headed directly toward the fleet." We launched everything we had on the deck, the ready F-4s. They went out and proceeded to shoot down this MIG, and immediately the squadron skipper sent up a recommendation for a Silver Star for each of the pilots who shot this poor defenseless

MIG down. While I was pondering that, I got a report back: “There’s a parachute in the water up here, a square red one.” That sounded like it could be Soviet. To shorten the story up quite a bit, it turned out that what these two people shot down wasn’t a MIG at all. It was an Air Force drone that had gotten away from the drone controller and the thing, for whatever reason, on its own, went to full power, turned and went overland where they were doing the RECCE work, then flew directly out to the center of the Tonkin Gulf where we were. What they shot down was an Air Force drone. Needless to say, the two Silver Star recommendations were sent back to the squadron CO with a smile!

OEO: Back to my query about you with Admiral Smith. A couple of things Admiral Smith had to say in response to my questions were, “Don’t ever tell Gus Kinnear that he can’t do something because he’s going to get it done.” That was the first one. The second was that everybody knew who the CAG was. At that time, Admiral Smith was a lieutenant so he was looking at the picture from a slightly different angle. I guess the best way to summarize his comments was that he was quite pleased and honored to be in your outfit. In closing he related a little story about you when you were in Cubi Point (Philippines), and the next stop for the carrier was Hong Kong at Christmas time. You somehow got his name and designated him as the one to fly to Hong Kong ahead of the ship and set up the Air Group Christmas party. You told him the date and, “Set up a party.” Those were all the specifics he got and you were expecting him to put together a party.

ADM KINNEAR: He did a great job, too!

OEO: I feel like we’re not giving this CAG thing quite enough time because that’s a pretty important job, and it was at a significant time in U.S. history. Can you think of anything that you’d like to add about how the whole process went out there on Yankee Station and how you all felt about what you were doing at the time?

ADM KINNEAR: I got all the aviators up on the foc’sle deck before we went into combat and said, “This is a strange war. It’s as much economic as it is military. You’ve come to the war and you’re part of it, and you’re going to be flying machines that cost millions of dollars. That’s a substantial investment on the part of the taxpayers to provide us these airplanes. We have a

responsibility to the taxpayers as well as to our service and our squadron mates to be darned careful how we use these airplanes. If you ever find anybody out here using a five-million-dollar F-4 to chase a 35-dollar oxcart down a road just so they can say they destroyed something, you've got a problem. You don't use your airplanes that way. We don't do that kind of work. We're out here to fight a war and we have a responsibility to take care of our weapons. Before you do anything with your airplane, always ask yourself, 'Does this make sense to take my multi-million dollar airplane to do this particular task?' If you can't say 'yes,' you're probably better off not doing it." That, for some reason, seemed to stick. We had only one or two inadvertencies where the people did really dumb things. I was really proud of the air wing as far as taking care of the taxpayers' airplanes in combat.

The biggest problem we had was that since the A-7 had never been deployed before, nobody had any real night experience in it. There was an automated landing system in the A-7 and we had the radar and all the cards for automated approaches to the ship, but it had never been demonstrated and had never been certified. The system got tested in real time. Three A-7s were caught out when the ship ran into a fog bank while trying to recover them at night. It turned out to be a test of the ingenuity of the three pilots. They could have gone over to DaNang (bingo field on the coast). It would have been easy enough to divert them to DaNang, but we needed the airplanes for the next day's work. Some smart young aviator turned on the automated landing system and proceeded to demonstrate that it worked, and we recovered the three A-7s using the automated landing system in near-zero visibility. That was not a planned event. In retrospect, I questioned why I didn't divert the airplanes, but it just sort of happened. I might note that there was some unhappiness upstream from us that we had certified the landing system the hard way.

OEO: What was the atmosphere in the air group about the importance of the missions? Was there any questioning the cost of doing business out there in terms of lives and money?

ADM KINNEAR: Yes. I gave them that first talk before we had our first combat flight: "Whatever you do with your multi-million dollar airplane, you should think of in terms of the probability of successfully doing what you're about to do. Is it a reasonable proposition? Is it something that a smart aviator should do knowing those airplanes are expensive and scarce?"

We had a particular problem in our air wing, albeit a nice problem to have in some ways. One of them, again, was the first deployment of the A-7. We had to set up our own logistics pool over in the Philippines, so we took four extra A-7s out with us, left them in the Philippines and didn't use them unless there was a good reason. We flew them just enough to be sure that they were going to be available.

Another issue concerned the F-4 electronics suite. Before we went out, VF-21 Skipper, Alexander Graham Bell Grosvenor, had tested several of the electronic packages at Patuxent River Test Center that were available as far as electronic countermeasures dealing with not only air-to-air but with surface-to-air. One system at Pax River tested as being better than the APG-30 that the Navy had selected to put in the F-4. We discovered that there was a young naval aviator up in Northern California who had worked for a company that built a competitive system, the APG-26, I believe. We got an exception to install that anti-missile system in our F-4s. Thus, we found ourselves just before the deployment with two different production lines at NAS Miramar modifying F-4s, taking out the APG-30 and putting in the 26. If we had success with that alternate system, it would become the standard configuration for the F-4. These were all unique birds, and there were no more of them in the pipeline, so we had to modify some extra airplanes and take them with us so that there would be replacement F-4s available in the Philippines. That one officer didn't get to deploy because he was back at Miramar running this program, which, by that time, had demonstrated its usefulness in combat, so it became a standard configuration. They had all kinds of F-4s at Miramar that needed to be modified; the least we could do was leave the person that ran the mod program. He didn't get to go to combat, but he sure as hell did a job out there. Harry Blackburn; I think was his name. All of these things considered together, I think, helped instill the idea that there's a war going on, an important war, and we were going to do our part, but without doing anything foolish. I had amazingly good luck and a minimum of losses.

One combat incident became very visible. There was a classification label called Peak House Event. If anything happened the White House should know about before the general public, it was labeled a Peak House Event, and you reported it that way – Peak House. That took priority over everything else that was going on at the time. There is an island between our operating area out in the Gulf of Tonkin and Hanoi. The island was well defended and had surface-to-air missiles. Occasionally, we would have a flight that would forget that damned island was there and they'd fly over it. We had this happen one day, flew over it, and the enemy

put a lot of stuff in the air. They didn't hit anything. A couple of young officers from one of the fighter squadrons decided that they would teach those people a lesson, so they targeted that particular island as a place to jettison their non-expended ordnance. That quickly turned into a Peak House event! There were many interesting conversations with Admiral Weinel, our Task Force Commander. "What the hell do you mean bombing that island? You know that's off limits." I personally didn't know why it was off limits. It didn't make any sense. The island wasn't going anywhere, it wasn't hurting anything, but there wasn't any reason to give them sanctuary, either. Nonetheless, two young aviators had decided to seek retribution and jettison their bombs there. They were priceless in their reasoning.

OEO: The *USS Pueblo* capture took place during your CAG tour. How were you involved?

ADM KINNEAR: The *Enterprise* was on scene when we were ordered up in response to the seizure of *USS Pueblo*. The North Koreans wouldn't talk to us unless and until the "nuclear-powered ship" was moved 200 miles farther south – probably an attempt to curry favor with the Japanese (an interesting page in history that people don't talk about much).

OEO: Can you explain that?

ADM KINNEAR: RADM Spin Eppes had the carrier group, which was assigned Sea of Japan authority, the CTF-77 counterpart for the north end of things. The North Koreans made it clear that they wouldn't talk about "your spy boat that we have captured" unless and until we got the nuclear-powered *Enterprise* at least 150 miles south of where they normally operated, down toward the Straits of Tsushima. COMNAVFORJAPAN got in the argument there, but it was finally agreed. The North Koreans seemed to have no problem with us leaving *USS Ranger* farther north. Admiral Eppes was on the *Enterprise*; I was on the Ranger. That is essentially how I became the senior naval aviator at the talks between the Navy, the South Koreans, the Japanese, and the Air Force, who all had a vested interest in what was being done there. Admiral Eppes was kind enough to send me a message saying, "Use your best instincts and send me a message if you need help." The conference was held at Osan. It was called by CINCPACFLT to

coordinate efforts and make recommendations directly to the White House with respect to the captured vessel.

As soon as the North Koreans captured *USS Pueblo*, somebody smartly headed us north. We had peculiar, special-capability aircraft on *Ranger* and we had our own replacement aircraft over in the Philippines. We had RA-5 (Vigilante photo/recon) planes onboard and we needed the deck space they occupied. So I put in a request immediately for SR-71 coverage, and that any Navy responsibilities be subsumed to whoever was controlling the SR-71s. I wanted to off-load all the Vigilantes when we went by the Philippines on our way up – to fly off all of our RA-5s and replace them with F-4s, the F-4s that we had in reserve, and additional A-7s. I wanted more bomb-droppers than anything else. So we ended up with an expanded air wing as a result of that, but they were all airplanes that were proper for the mission that we were on, and the RA-5s wouldn't help us that much compared to what we could get out of the SR-71s.

OEO: You said earlier that you had some special F-4s and you were one of the select few nuclear qualified pilots.

ADM KINNEAR: Those F-4s had a unique electronics suite that gave them some countermeasures capability. That capability had become available thanks to some activities by the CO of VF-21, along with some old friends at Patuxent River. It provided much better capability for the F-4s than anything that was then deployed. The nice part of it, we not only had special equipment, but specially trained people, as well. The bad thing was that we had to carry our own spare aircraft because nobody else had the F-4s that had been equipped that way. We had four extra F-4s that we parked over in the Philippines.

OEO: Going back to that special conference that was held at Osan -- the purpose of that was to decide what to do about the *Pueblo* and you were representing RADM Spin Eppes, the senior at-sea aviator flag officer in that part of the world. What was the discussion at this conference and what was the bottom line that came out of the conference?

ADM KINNEAR: The real discussion was to decide, along with the Air Force, if we went to war with North Korea, what the operating procedures were going to be and who was to take which

targets. It turned out that it was easy, my having been there when the Korean War ended with plans we had in 1953. Change the date and run them, because the targets and the tactics will essentially be the same. I still had the maps that I was using when the Korean War ended. When I went back in the Sea of Japan those many years later, the maps were still appropriate. The primary target was the North Korean Air Force airfield at Pyongyang. It had been a Navy target in 1953, and the Air Force was more than willing for the Navy to take it again. Our intelligence indicated that the North Koreans had redesigned the installation, taking nuclear weapons into account. Everything was underground or sheltered, including their airplanes, so if there were a nearby burst other than a direct hit, the damage would be minimal. Pyongyang was also extremely well defended, and at that time we could count over 200 MiGs that would be involved in air defense. We knew where the airplanes were, knew what their capabilities were and knew we did not have the assets to take them all out before some got off the ground. The difference between having the airplanes and being able to get them airborne before they're destroyed is something else. Their surface-to-air missile count was awesome. It made a low-level attack attractive.

The Air Force had been touting the effectiveness of the KC-135 tanker and, especially, the B-52 bomber. They had been saying, "Anything the Navy can do with their little airplanes off the carriers we can do better with our B-52s, including low-level. So, when we got to the subject of Pyongyang, I said, "When the war ended, Pyongyang was a Navy target. The Navy is not irrational about assigning targets. If the Air Force has all this low-level capability, why don't we let the Air Force have the first crack at Pyongyang Air Field?" At that, the Air Force one-star got up and said, "There's nobody in this room who can commit any of the SAC airplanes to low-level, high-level, or anything else, but certainly not to a low-level attack." With that, a Marine Major asked, "Is that an irrevocable position?" The General repeated, "There is nobody in this room who can commit those airplanes, including me." That sort of ended the planning part of it. It was obvious that the Air Force didn't want anything to do with a low-level raid on Pyongyang and that it would remain a Navy target.

OEO: Was there any discussion at that time about taking out the *Pueblo* as a side measure?

ADM KINNEAR: The purpose of convening this planning session was to make recommendations to the White House. “With forces available within 72 to 96 hours executable, what plan would you recommend?” We came to the agreement that we should sink the *Pueblo* in position alongside the pier. The Air Force officer, who was in radio contact with the people to whom we were to relay our recommendation, asked, “Are there any further questions about whether that’s your primary purpose, and that you’re recommending sinking *Pueblo* in position there? Is there anything else that you need to know?” I said, “Yes, how much collateral damage do you want?” We had intelligence and knew that the *Pueblo* crew was not there, that they were well removed from the ship. When you get a piece of information like that, you ask, “How do you know that?” The senior intelligence briefer said, “This is not subject to question. The crew is well removed from the ship.” But that also made germane the question, “How much collateral damage do you want?” because it was in a populated area.

OEO: What, then, was the reason for not “taking out” the *Pueblo*?

ADM KINNEAR: The White House didn’t buy it, and they opted to proceed through diplomatic channels.

OEO: Before we go on, you mentioned something about Jim Flatley.

ADM KINNEAR: Jim Flatley was probably one of the best naval officers and one of the best aviators to come down the pike, period. Witness his 29 touch-and-go and 21 full-stop C-130 landings aboard the *USS Forrestal*. He was awarded the Distinguished Flying Cross for that remarkable feat. When I became AIRLANT (Commander Naval Air Force Atlantic Fleet), there was a list of carrier skippers selected for major command, and most of them had been penciled in for a particular carrier. In Jim Flatley’s case, he was the leader of the pack as far as the people who had been selected, but he had not been assigned a carrier. The suggestion was that the best carrier we had in the Atlantic Fleet was the *John F. Kennedy*, and it would be appropriate for Jim Flatley to have the *Kennedy.* I certainly agreed with that, but we had another carrier that needed strong leadership and was in terrible condition. Contrary to what the practice had been in the past -- “take your best guy and give him the best ship” -- I wanted to take the best person and give

him the worst ship and charge him with making that carrier a useful member of the Atlantic Fleet. Jim went from being penciled in for the *Kennedy,* which was, at the time, the "E" winner and the best carrier in the Atlantic Fleet, to going down and taking command of the *Saratoga.* She was going from Mayport to major overhaul in Philadelphia, and he was going to shepherd the ship through that overhaul, not the most desirable assignment. Needless to say, Jim Flatley did everything he was asked to do. He took that carrier and not only did he get it in and out of overhaul, but he did wonders with the enlistment rates, with everything that you use to measure command performance. There was none better.

OEO: He got quite an illustrious name for good reason.

ADM KINNEAR: Anybody who can land a four-engine turbo-prop airplane without a tailhook on an aircraft carrier as many times as he did is truly remarkable.

OEO: We're going to switch now to your post-CAG job in OPNAV starting in July of '68.

ADM KINNEAR: I was the special assistant to the Director of Navy Program Planning for Tactical Aviation and Aircraft Carriers. I had an interesting counterpart in that office, Kinnaird McKee, Director of Navy Program Planning for Submarines, who later, as a four star, was the Navy's "czar" for submarines.

OEO: What did your nice title really mean?

ADM KINNEAR: Anything to do with tactical aviation or aircraft carriers, it was my responsibility to keep the three-star running that organization well informed in respect to the fiscal side, and the programming side, of those weapon systems.

OEO: It sounds like there might have been a few frustrations in that job.

ADM KINNEAR: A few frustrations, but many rewards. Recently there was a review of the Harpoon missile, which had received high marks, and they were trying to broaden its

deployment. My first memory of a Harpoon missile was a briefing for ADM Tom Moorer, Chief of Naval Operations. It was his first briefing on the Harpoon missile. The Vice Chief, ADM Clarey, who had earlier been in charge of that program at the CNO level, came into the meeting and we reviewed all the merits of the missile, all the potential uses, the costs, and that sort of thing. ADM Moorer, without further ado and without further research, made a decision. He said, "The Navy needs the Harpoon missile. We're going to buy it. The Vice Chief here has assured me that it will fit with everything else and the only thing we have to do is figure out how to develop it and how to pay for it. How to develop it: We have a team already doing that. How to pay for it: We're going to give Gus Kinnear the opportunity to discover where those funds are coming from." My introduction to the Harpoon program was short and certain. We did get the Harpoon and it is, to this day, an important weapon. The procurement and deployment of the Harpoon missile was a matter of immediate concern. You can read that: "Can we afford to buy enough of them to really make a difference?"

OEO: How does one, in that job you had, go about finding the money for a major program like that?

ADM KINNEAR: A very good question. Most of the time you looked at programs that had been cancelled, or that were in trouble, to see whether you could make an argument that we shouldn't put any more money into a program that's not going anywhere. We ought to divert those funds to…, and make your recommendation as to where the funds could be better used. That had an interesting carryover for me because the Assistant Secretary of the Navy for Financial Management at that time was Charles Bowsher, who had headed the Washington office of Arthur Anderson prior to coming to the Navy. So I had a very experienced financial manager as a boss. I learned a lot in that job. Kin McKee, as an officemate, also gave me a tremendous education in nuclear submarines because those were his programs.

OEO: You walked over to another Washington office, to the Office of the Comptroller, in January of '70. What did you do in that job?

ADM KINNEAR: I worked for ADM Eli Reich, a submariner of great renown in World War II. He was about as direct a person as I've ever known. I had two really interesting experiences as a result of him telling me to do things and meaning it very literally. Eli Reich was the Controller of the Navy as well as the Assistant Secretary for Financial Management. He came to me one day and said, "You know so and so (a civilian) down there. I want you to relieve him by this afternoon." I said, "How can I do that? He's a GS-16 and I'm a Captain – only a GS-15 equivalent." He said, "Look, I'm telling you what you need to do; how you do it is your business." I found myself talking to a GS-16 saying, among other things, "Would you mind sharing your office with me?" He said he didn't think that was proper, and he just didn't believe it. I said, "Believe it. And if you don't believe the part about sharing the office, I've already called the Army and asked for special dispensation for a rush order to put a partition right down the middle of your office. You've got twice the space allocated to a rear admiral and you're not an admiral, so I'm going to share that space with you. We're going to create an office for a new rear admiral-level job that will be called the Office of Cost Review and Reporting." That is what gradually happened. Several witnesses from the Navy had testified before Congressional Committees. The program managers and the financial managers had presented cost numbers that were inconsistent. Eli Reich wanted a single person to monitor the high-visibility weapons systems to insure that everyone was using agreed numbers for unit and program costs. He said to me, "Okay, Kinnear, you aviators have screwed things up long enough; you're going to fix this one." We created a new position of Assistant Comptroller and Director for Cost Review and Reporting. I served as the first Director as a Captain, but the billet became a two-star job.

OEO: A little more about what Admiral Reich really, specifically, wanted you to do in that job?

ADM KINNEAR: He wanted to get better control over the way weapons systems and other programs were fed into the budget. The FYDP (Five Year Defense Plan) was McNamara's Department of Defense tool to try to do this on an all-service level. The Navy programs had not been responding too well to it, and he wanted to get tighter control on two things: One, how projects got approved so that you were forced to find a place for them in the funding profile of the Navy; and two, he wanted much better control over the forecast of the expenses. In other words, the FYDP was the Department of Defense way of trying to get a handle on programs. A

couple of things had never been firmly resolved; how you estimated the cost of the delivered product and how you got it folded into the long term planning. The total program cost is a function of how many units you're going to buy, and the rate at which you buy them. Stretching procurement over a longer period of time is one way of making it fit into the envelope, but it also generally increases the cost per unit, which you would like to avoid. He was looking for a system that was functional and yet injected some larger measure of discipline into the organization. That was what everybody was looking for. In reality, the proposed solutions were many and the successes were few.

OEO: Were you able to put a systematic process into place that would continue to march towards those goals on a long-term basis?

ADM KINNEAR: To some extent. The trick for a program manager is to get the total numbers that he wants approved. To do that, he has to be able to establish a meaningful unit cost. The larger the number in the procurement, the more you can drive down the unit cost. You get into a kind of chess game here involving how much you disclose and how much you try to ignore. I'm not aware of any such system, on a service-wide basis, ever being firmly established. It's a matter of gamesmanship and current politics as much as anything.

OEO: Do you remember the major Navy programs on the table at that time?

ADM KINNEAR: Yes. The F-14 was probably one of the more interesting, and it became a must for the Navy. How to buy the airplanes and what the real cost of the program was going to be was uncertain at best. The planning numbers they were using were pretty close, as I recall, and the cost of the airplane was about 15 million dollars each. The Navy, at that time, had some very successful former corporate leaders in the Secretary's office as well as some of the lesser offices in the Secretariat. One of the more interesting and better-known people who got involved in this was a Supply Corps LTJG, Kenneth Lay. He had been the speechwriter and pocket economist for the CEO of Exxon, who went to Washington as the President of the U.S. Chamber of Commerce. Lay came into the Navy in kind of an odd way. He had a Masters degree in economics, and signed up for Navy OCS (Officer Candidate School). He had also been Executive Assistant to

Pinckney Walker, the Dean of University of Missouri Business School, so he had some heavy connections. The CEO that Ken had worked for at Exxon was a close associate of the President of Standard Oil of New Jersey, who was now serving as the Under Secretary of the Navy. As a result, when Ken volunteered for OCS, his boss in Houston called the Under Secretary and said, "Hey, this guy Ken Lay, now going through Officer Candidate School…the Secretary of the Navy needs a person like this." With that, he was ordered directly from OCS to the Secretary of the Navy's office. He is the only Supply Corps officer I've ever known who never went to Supply School. He went directly from OCS to the Pentagon. While he was working for the Secretary of the Navy, the F-14 became a big issue. The Assistant Secretary of the Navy for Financial Management was not satisfied that he had good numbers for the F-14. He suspected that the Program Manager had purposely under-priced the F-14 to get the increase in aircraft numbers needed. It was a ploy for budgeting purposes. VADM Reich called this young economist in and said, "How much does the F-14 cost?" Ken gave him the current official answer from the F-14 office, and it was, as I recall, around 14 million dollars a copy. The Secretary asked, "Do you agree with these numbers?" Lay demurred and said, "Well, I'll do a study and find out." He did a study and came back saying that the F-14 was probably going to cost close to 25 million dollars a copy. It was the first time anybody had ever seen anything more than the teens mentioned as a price for the F-14. He went ahead and submitted it that way and it turned out that he was much closer to the real number than anybody in the F-14 organization. That was how he got noticed. He was a hero in the eyes of some people and he was a real detriment in the eyes of others. However, he did come up with numbers that allowed a reasonable F-14 program under management conditions that would not have existed had he not run up the cost flag.

OEO: Your involvement in this was what?

ADM KINNEAR: I was assigned by the Assistant Secretary of Defense to head up a special interagency study group on "Defense Contractor Constructive Delivery." The group had representatives from all the armed services as well as other government agencies such as the General Accounting Office, and that required a person with a PhD who had some procurement experience and understood how Congress worked. With the McNamara program planning, the

FYDP and all that sort of thing, it became apparent that our procurement was not really geared up to buying the expensive airplanes and ships that we had programmed. So this DOD study group was put together, including even Bureau of Census and other people involved in economic reporting. They hired, at the GS-17 or 18 level, a junior professor from the Harvard Business School, to come down and run this thing. The Secretary of the Navy took a hard look at what these people were supposed to be doing and decided that he needed to have a different kind of a study done. They found the extant effort wasn't working and they needed somebody who could speak and write because this would be a widely distributed document. We had five different agencies outside of the Navy involved with it and they needed somebody who had a PhD in an associated area to take this "committee" and run with it. They sent the GS-17 back to Harvard, and the Navy was appointed to take over the effort and complete it within a year, and that's how I got that job. One of the assets they assigned me was Kenneth Lay, who was not a PhD at the time, but I captured his imagination by saying, "If we do this study right, this can be your doctoral dissertation, and VADM Reich and I will officially intercede on your behalf with the University of Houston." All of that ended up happening; it did become his doctoral dissertation and was accepted by the university.

OEO: You were an unknowing springboard for Kenneth Lay. Now, a real change in environment. You went to command of *USS Spiegel Grove* in September of '70. This was your deep draft?

ADM KINNEAR: Yes, that was my deep draft. It was a real battle to execute that set of orders because too many people had too many things they wanted me to do in Washington, and I wanted desperately to get out of Washington and stay in line for a carrier. The necessary next step was the deep draft. We completed the study and I finally pulled the plug and got away with the blessing of the Assistant Secretary of the Navy for Financial Management, who said, "He's done his thing here. Let's get him back to sea." Admiral Reich made it happen.

OEO: *Spiegel Grove* is what kind of a ship?

ADM KINNEAR: LSD-32. (Landing Ship Dock.) She is now part of an artificial reef off the west coast of Florida. At that time she was a well-used ship. We had some failures, pipe failures and stuff like that, and a lot of equipment that was marginal. The engineering plant was okay, but the actual building of the ship had been somewhat marginal as far as the thickness of the walls of the piping and other metals. At one time, I thought I was going to have to park *Spiegel Grove* on the beach. As an amphibious ship, running her aground didn't bother me because that was part of the operational scenario. If you had an amphibious landing you would be ready to run the bow the ship up on the beach or close to the beach. On this occasion, I had a pipe split between the skin of the ship and the first cutoff valve in the main duct that it was connected to for providing cooling water for the steam generating plant. That pipe just split, that's all there was to it. One end is attached to the skin of the ship and the other to a large cooling water duct. The pipe split and there was absolutely no way of turning the water off. We either had to send a diver under water to put a cap over the outside of the hull, or else we had to do something from the inside. The engine room was flooding and I didn't want the water to get to the boilers. So, we got the ship all rigged to run it up on the beach at Little Creek, Virginia, to keep it from sinking any lower and to keep the water level below the boilers. I had one last scheme. I went down from the bridge and got two of the biggest engineering chief petty officers we had, and we got a long roll of cotton webbing and did a bandage wrap around that pipe. We only got about a half-inch progress down the split pipe with each wrap. We finally got the wrap around the leak that way, and slowed the inflow to the point that we could pump the water out faster than it was coming in. We borrowed some additional pumps from one of the LPDs (Landing Ship Transport Dock) that went by. We were in the channel there at Little Creek, and that's how we kept the ship from sinking any further and not getting any water in the boilers. At the time, my boss, Commander Amphibious Force Atlantic Fleet, was VADM Ebby Bell, a submariner who had been my boss in OPNAV. I got a nice commendation from Admiral Bell for "saving the ship" that I had thought of sinking myself, and it became more of a humorous thing than anything else; a real experience.

OEO: Did you deploy in *Spiegel Grove*?

ADM KINNEAR: We were the South Atlantic recovery ship for *Apollo 13.* Onslow Beach down in Carolina was our primary practice area. I had *Spiegel Grove* for a remarkably short period of time because I was selected out of there after about four months.

OEO: What kind of a crew did you have in terms of quality?

ADM KINNEAR: On balance, I am impressed with the American sailor. We had a couple of rotten people. One sailor, who was 6'8" tall, was a target for all the bullies. A couple of guys beat up on him and really tried to do him bodily harm. When you didn't have landing craft in the ship's well deck, you could use it as an auditorium. I held Captain's Mast down there in front of the whole crew and put these two bullies up front and proceeded to tell them everything that they'd done wrong, and they were almost ostracized by the rest of the crew. That was the only Captain's Mast I ever had to hold. They all took me seriously after that.

When I first went aboard, I reviewed the finances of the ship and found out that the Welfare Fund, the fund for taking care of the crew and entertainment, was essentially destitute with only about $500 left in it. My predecessor had used that fund to buy a HAM radio setup. He took a year's worth of money and put in a HAM radio station. Only a few enlisted men that had worked with him knew how to use it. So I called the Bureau of Naval Personnel and said, "I need an advance of next year's welfare fund from BUPERS." Their reply was that they didn't make loans. "Let me tell you," I said, "I need this and I need it desperately. I'll go as high in the chain as necessary to get somebody to advance me some money." They gave me a couple thousand dollars and told me to go away. I took the couple thousand dollars along with the five hundred left in the fund and put it into amplifiers and other equipment needed to support a great little rock band we had on the ship, and it worked. The first time we went alongside the oiler of one of my contemporaries, the band played *Proud Mary*. I might add that the amplifiers were enough that the oiler called up and said, "Can you turn the music down?" Capt. Charlie Ray was the skipper of the oiler.

OEO: Any other memorable events of that short tour as the skipper?

ADM KINNEAR: Yes, our only deployment was very interesting. We were the southernmost recovery ship in the Atlantic for Apollo 13, and we loaded on some capsule recovery equipment from NASA. We also picked up a NASA communication system and a NASA engineer and set sail for the South Atlantic down close to Ascension Island. That was *Apollo 13*, the mission that made the "Houston, we've got a problem" emergency transmission. We were talking to NASA continuously and with our NASA engineer, we were well in on what was happening. I asked permission to move to the far western edge of our assigned area, because NASA thought that was where they would have to put the capsule down. I did not mention to them that it would put us a day closer to Rio. They let us move over and told us we were probably going to be the recovery vessel. Then they said, "No, now we're going to be able to get them back into the Pacific, which will be a lot better for everybody." They got them down in the original recovery zone and we were not needed.

Since we just happened to be on the far western edge of the recovery area, I radioed my boss and said, "We're already over here, and if you release us now, we can get into Rio a day early." After a short pause, he said, "Proceed. Your orders are to go to Rio. Carry out your orders," without telling me when to arrive. So we went into Rio and put the ship alongside the pier, my first experience in getting a ship alongside a pier, and everything went fine. The carrier *Enterprise* came in for Carnival while we were in Rio, which turned into real excitement for me. During our five days in Rio, an American cruise ship came in and parked right ahead of us on the pier. Later, another cruise ship parked right behind us. Suddenly I found myself, instead of having lots of maneuvering space, with hardly any. The day before we were supposed to get underway, I got a call from the Ops Boss at the naval mission and he said, "*Enterprise* is coming in and the pilot assigned to get you underway is needed for the *Enterprise*. He's an English-speaking pilot and they don't have many of those. Can you get underway without a pilot?" I said, "I don't know; I've never tried it before." Back at Little Creek Navy Amphibious Base, I had trained in a model basin simulator, but I'd never done anything close to it in a ship. Then they called back, "All the tugs are committed. Can you get underway without a tug?" I said, "I never thought about it as a matter of fact. With any luck, and if these two ships stay where they are right now, I think I can get underway without a pilot or a tug." He said, "Fine, if you want to get underway on time, that's the only way you're going to get out of here." I decided to give it a try. So, we took in every mooring line except Number 2, went ahead against it and kicked the stern

out, backed it down and hoped we didn't hit anything. We didn't. And we got underway smartly without a pilot and without a tug.

OEO: That is a great story. Anything to add regarding your *Spiegel Grove* command?

ADM KINNEAR: My tour was shortened, and probably the most important thing that happened was that mission to be the South Atlantic recovery ship. But there was kind of an interesting twist to that. While we were in Rio, two of the chiefs came up and said, "We just got our schedule, Captain. The day we get back to Little Creek we're going to go alongside the tender, and they want to re-brick both boilers. Our time alongside the tender has been extended a couple days, and there is some question about whether they would want us to come back early." I said, "Let me make sure I've got this. They are going to re-brick *both* boilers?" They assured me that was in the original package I agreed to. "Fine," I said. "How does that work out for us time-wise?" They thought about that for a while, and it finally came down to the point that I asked, "Well, Chiefs, if I can get PHIBLANT to let us come back on one boiler, can we re-brick the other boiler ourselves on the way?" They went away and thought about it, came back and said, "Yes, we've got all the talent we need aboard and we even have all the materials aboard to do it." With that I said, "Well, I'm going to ask them, if we agree to re-brick a boiler, and they agree to let us come home on one boiler, then we can stay in Rio two more days," The Chief and the Engineer Officer said, "We can do that!" I went back to PHIBLANT and made the proposition to them: "If you approve us steaming on one boiler and re-bricking the other boiler while we're underway, we would like to be extended in Rio for a couple of days." They came back with an "okay" that afternoon. We sailed on one boiler and re-bricked the other boiler on the way home. We made our rendezvous in Norfolk with the tender on time and it was tremendous for morale; the extra day coming in and then two more days to enjoy Carnival in Rio.

OEO: That crew will never forget you.

ADM KINNEAR: That really plays on something that I make much of; the importance of chief petty officers in the total scheme of things, because they are more than just a pay grade, they're an institution.

OEO: Anything more you'd like to say on *Spiegel Grove*?

ADM KINNEAR: An interesting related point. The *Oriskany* saw no action during World War II. She was used as a troop shuttle after the war. I was on *Oriskany* when she went on her first aviation deployment and I also was in the air wing assigned on *Oriskany*. Now she is the northern most ship in the offshore reef that they are building off the West Coast of Florida in the Gulf of Mexico. The next ship down the reef line is the *Spiegel Grove*. So, I have a firm interest in the northern anchor of that offshore reef.

OEO: The next stop is Miramar in July of '71 for a year. The normal routine was for a deep draft guy to go to command of a carrier. What happened?

ADM KINNEAR: As I mentioned before, Admiral Elmo Zumwalt (Chief of Naval Operations) decided to make a point out of aviators making flag without having command of an aircraft carrier. When the major command selection board reported out there were two names that were conspicuously missing from the carrier part of it; one of them was Ron Hays and the other one was me. Admiral Zumwalt had personally pulled us off the carrier list and sent us to shore stations to demonstrate his policy point. I was ordered to Miramar and Ron Hays was assigned to Roosevelt Roads down in Puerto Rico. I suppose everybody says "you can't complain whether it hurts your career or not." But I wrote Admiral Zumwalt after that, and the clenching paragraph in there, after making this serious argument about why I should be given an aircraft carrier in lieu of a shore station, I said that I felt like someone who, on their wedding night, found out they had married Christine Jorgensen!

OEO: That must have been a tough pill to swallow.

ADM KINNEAR: ADM Cousins was the Vice Chief of Naval Operations, and he called me and said, "Kinnear, I'm going to save you from yourself again. This letter you've written to Admiral Zumwalt is a pearl of a letter, it really is. The only thing is, if the Admiral gets this, you won't

have to worry about carriers and you won't have to worry about Miramar. You won't get either one of them." He never sent that letter on up to the CNO.

OEO: You assumed command of Naval Air Station Miramar in San Diego in July 1971. That was a sharp right turn in what you wanted to have happen. What were the highlights?

ADM KINNEAR: My tour at Miramar was interesting. It started well. The relief ceremony was quite an event. Mrs. Marc Mitcher, the wife of the WWII Admiral of Carrier Task Force fame, was part of it, and she was wonderful. Her husband was a real advocate for taking the war – via our carriers – right to the Japanese. The change of command came off well. The reception was a little bawdy, but it was fun.

When I was ready to relieve my predecessor, Capt. Alfred ("Hap") Chandler Jr., he still had some things he wanted to do. He had scheduled a number of events with invited VIPs, so we negotiated a relief date that was later than I wanted and earlier than he wanted. I was living in a BOQ, and that gave me some time to meet people and find out about things I wanted to know. The Administrative Officer, an aviator, Commander Porter, was very proficient in his job and straight as a string. He was a great asset on my management team. Billy Franklin, the XO, who had been skipper of a local F-4 squadron, was bright, very hard working and an absolute jewel. There were various issues with some of the civil servants as well as some of the officers, but we were able to get all that resolved.

The Navy had two fighter aircraft (the F-4 and the F-8) in the Pacific Fleet at the time I was ordered into Miramar. One of the things I was briefed on even before I got there was that Miramar was designated as the introduction point for the F-14 for the Pacific Fleet.

That made sense: We were "Fighter Town USA," with a big sign on the roof of a hangar to that effect. The management problem was that we had two other fighters that we had to keep deploying at the same time; the F-8U Crusader and the F-4H Phantom, which populated all of our Pacific carriers. So, when I went to Miramar, we had these two fighters that we had to keep in business. We had to keep training pilots and enlisted maintenance for both of these airplanes. All the training facilities for both of those aircraft were at Miramar. We had to keep them going, because those two aircraft were going to remain deployed for a long time even after the F-14 became part of the fleet. The F-14 didn't fit all the carriers. That created a problem: keeping

those two training operations (F-4 and F-8) going while, at the same time, building new training facilities for the F-14. We had to build a lot of new buildings as well as expand one of the hangars. This problem had not really been addressed fully until we realized that we were going to run out of space for training for the fleet's three operational fighter airplanes. We were installing and using very sophisticated F-14 training simulators – as realistic as you could make a digital machine. They were really good. Those training simulators substituted significantly for what previously had been done in the airplanes. It is a lot cheaper and a lot safer, but a suitable building was required. So, keeping the two existing pipelines open while adding the facilities for the F-14 training was challenging. There was a lot of pressure because the F-14s were coming, but we didn't yet have the facilities to train the pilots and maintenance people fully in place. We were told to figure out how to do it, and we did, but it caused a lot of interesting things to happen. The timing was such that this building program coincided almost exactly with when I arrived at Miramar.

I had gone through the F-4 RAG syllabus at Miramar previously, and had that experience. When I had Air Wing Two, it included two F-4 squadrons and one E-2 squadron based out of Miramar. The E-2 was the plane with the big radar disc on top. Their real business is to extend the eyes of the fleet, the idea being they could detect threats to the fleet at a great distance, and the fighters could get out there and destroy them before they could do any damage. The F-14 had a distinct advantage for that because it had the Phoenix missile with a range of 50 miles; one of the three missiles it could carry. Any time you put an F-14 in the air with Phoenix missiles, you really extended the air defense capability significantly. That was a wonderful capability to have.

We also had F-14 flight training simulators that were state-of-the-art, actually the leading edge of the state of the art. You think that quite often the civilian sector will develop something and the military will adapt to it. In the case of those flight simulators, the military was out front.

I had been involved at a lot of naval air stations, but I had never been involved in running one…I just used them. I found myself running an air station that was being required to do something truly challenging. I had asked the aviation people back in Washington how they intended to educate people to take over jobs like running air stations. Naval Air Station Management had no formal training at that time, because in prior times running an air station was primarily just a matter of getting planes off and on the ground; there weren't such huge

training requirements. We knew we were going to have to correct our methods to account for that, and they started up a course in shore station management at the Navy Postgraduate School in Monterey. I was one of their first students…what do you teach these people? By the time I got there, they had put together a syllabus, and I got to participate in terms of "what do you think about this" and "how do you think we can improve that"…"try this and see if you think it's worthwhile." I spent about four weeks there…them helping me and me helping them establish a new curriculum. The time I spent at Monterey – those four weeks – were well spent, especially learning the financial side of station operations. I learned a lot about the politics of budgeting later while I was Chief of Legislative Affairs, and paid a lot of attention to the legal side of finances, but I had never had the exposure to the operational side of financials like that. It was a wonderful experience and a very useful education.

A funny thing happened while I was still in Monterey. I got a phone message telling me that the CNO wanted to talk to me. I said fine, and when should I call? "You don't understand," I was told. "He wants to talk to you eyeball-to-eyeball…tomorrow morning." I called the F-4 RAG Squadron that I had gone through at Miramar. There were a number of pilot instructors who had been in my air wing, so I had a lot of personal contacts with the F-4 training squadron. I asked if they could spare an airplane to get me from Monterey to Washington…today. They sent up an F-4 and, thoughtfully enough, a LCDR who had been in one of my squadrons and was a really good instructor. That was nice, because I hadn't flown that plane for a couple of years by that time. He filed the flight plan, and as we were going out to the plane I headed for the back seat. He said, "Oh, no you don't. You're going to get up front." The Navy F-4 doesn't have flight controls in the back seat, just weapons controls. Some of the Air Force versions had a second set of flight controls for the back seat, but the Navy never bought any. You could have the best pilot in the world in that back seat and he couldn't do a thing about actually flying the plane other than launching the missiles. This nice, jovial, talented young instructor said, "No, CAG, you'll never get me up front with you riding in the back." I said, "I haven't flown this plane for two years." He said, "No problem, I get people who have *never* flown this plane as students. I do that on a daily basis. If you think I'm worried about having you in the front seat, you're wrong." We took off in late afternoon with Denver scheduled for our first stop. There was a lot of air traffic that day, and our air traffic controller did something I had never heard before. He asked what our maximum ceiling was. "Do you want what the book says, or what I think I can do?" I asked.

"Can you do 44,000?" I said, "Yes, but it wouldn't be very fancy; I'd have to fly straight lines." He came back and said they had all this civilian traffic that couldn't fly above 40,000 feet, and he wanted to send us over the top of them. I asked how far he wanted us to stay at that altitude, and he said "all the way to Denver and you're going to arrive there at 44,000 if you're agreeable." So we arrived over Denver at 44, 000 feet – just as the sun was setting. It didn't occur to me that while we were in bright sunshine at 44,000 feet, it was dusk on the surface, and getting darker by the minute. So we started downhill, and as we got down out of the bright sunlight, I made a troubling discovery: I couldn't read the instrument panel. On that particular plane, the instrument panel was lit with red light, which was a problem under certain conditions. So I kept turning up the red lights, and the lower we got, the higher I turned them. I finally turned on the white thunderstorm lights, which usually are for use when there's lightning around. They were originally meant for planes that carried nuclear weapons, as previously noted, so that pilots could still see even after a nuclear flash, but they were very useful when flying through a thunderstorm where there are lightning flashes. You turned them on so that your eyes were accustomed to bright lights whether there was a lightning flash or not. That was the day I realized that I had passed the magic age of 40, and that my vision was never going to be what it once was. There are ways we dealt with that so aviators my age could continue to fly, but you had to be mentally prepared for it, as well. On that day, I was not mentally prepared for that. Even with the thunderstorm lights turned all the way up, I was having trouble seeing the instrument panel as we got down to the landing pattern level. From the back seat I heard, "How's it going' up there?" I explained the situation briefly to him, and he asked, "Can you get it on the ground?" That runway is about 5,000 feet above sea level. "Yeah, I can get it on the ground all right." I used the angle-of-attack indicator more than I usually did and landed in good shape. We went inside to the operations desk while they got the plane refueled. When we came out, he started to climb in the back seat. I said, "Stop." I've had 20/20 vision all my life, and I've never encountered this before, but I think my eyes are going bad. It's night and you really don't want me in the front seat. I don't care how good an instructor you are; you can't fly the plane from the back seat." So he got in front. That was the last trip I flew the F-4 from the front at night.

OEO: Why was it so important that you drop everything and fly across country for this meeting?

ADM KINNEAR: ADM Tom Hayward was the epitome of command presence, and he wanted to assure me personally that going to Miramar instead of a carrier was a good thing in the long haul.

One of the biggest issues we had to deal with at Miramar was noise abatement. Prevailing winds are from the west and south in San Diego, so one runway is the active runway most of the time. If you draw a straight line from that runway out in that direction, it goes right over the office of the Chancellor of the University of California, San Diego. The Chancellor, Herb York, who was a good man and a good Chancellor for the university, asked me to do everything I could to reduce the noise on campus. We added a 20-degree right turn after lift-off, which helped. The only problem then was that this new path took you right over the Torrey Pines Golf Course, which is home to several national tournaments. Occasionally, on TV, you see a little advertising for the U.S. Navy because the jets coming out of Miramar fly right over the golf course. I probably spent more time meeting with community and homeowner groups dealing with the noise problem than I did tending to my duties as the Station CO. I always reminded the distressed citizens that what they were hearing was the "sound of freedom."

Another issue we had was the drugs and alcohol rehabilitation center that someone in Washington decided to build at Miramar. The rehab center was very plush, and right in the middle of the enlisted barracks. By comparison to the living conditions the working men had, it was the lap of luxury. That concerned me because of its impact on morale. These airmen were a dedicated, hard-working bunch, and often had to put in long hours, many night hours, keeping our planes in the air, and they were sleeping three-deep in the barracks. To put that luxurious rehab center right in their midst must have felt like a slap in the face every time they walked out the door. I complained about it to ADM David Bagley, Chief of BUPERS, when he paid us a visit. I told him that the behavior of the people in that rehab center had better be exemplary or I was going to lock them up in there.

While he was there, he asked to see the Miramar Officers Club, and while inside he spotted a young officer, in uniform, who had very long hair – obviously a major departure from generally accepted Navy appearance. When he asked me about him, I explained that he was an M.D. and one of the counselors at the rehab center. I never heard the rest of that story, but I never saw that officer with long hair after that.

CDR Nello Pierrozzi had finished his second tour with the Blue Angels, and at that time was going to college to get his degree at San Diego State University. He had asked me about what courses I would recommend, and I encouraged him to take classes in psychology, counseling and related subjects to better match his capabilities and interests. He got his Bachelor's degree, and I got him ordered directly to the rehab center as "the boss." There were soon a lot of big-time changes made in the way the center was run. All the patients, for example, were required to participate in at least one program in which they could learn something useful. Nello was absolutely wonderful in that command!

We got a lot of support at Miramar during that time. Senator Goldwater, who was keenly interested in training pilots, visited frequently. Congressman Bob Wilson and former Congressman Clint McKinnon, the latter once the publisher of the San Diego Union, were of great help, too. We had visits from Rep. Edward Hebert, who was Chair of the House Armed Services Committee, and Vice President Spiro Agnew, who frequently vacationed in nearby La Jolla. We once had a visit from Congressman Joe Foss, who was a WWII ace, a Congressional Medal of Honor winner and later served as Governor of South Dakota for two terms. Foss was a serious hunter and when he planned his visit, he saw it as a chance to enjoy his favorite pastime. We had restricted the hunting on the 23,000-acre base because of the threat of fires, which are a serious matter in California, and always expensive. But my XO, Franklin, was also a hunter, so we had decided to allow limited hunting on a permit basis. That was just fine with Joe Foss. He showed up about 0600 one morning at the station in his SUV, guns and all, and said, "Okay…now where are those California Mountain Quail?"

Much of the 15,000-acre back area of Miramar was barren hills and a lot of dry grass. Once the property of NASA, the Navy inherited it when the space agency closed down their facilities. It was an ideal place to hunt, being so close to the city (actually within the city), yet undeveloped and largely unoccupied because of restricted access. The problem was that it was also on the most direct route for illegal immigrants from their favorite border crossing to points north where jobs could be had, such as Los Angeles. Because they camped and cooked out there, they represented a significant fire hazard, as well.

I'll tell you a funny story about Marines who loved to shovel horse-apples. I had asked the Judge Advocate General for a lawyer that was tough-minded and uncontaminated. The

officer he assigned, LCDR Marvin Nerseth, was a real jewel. On his first day of work, I asked him if he knew how to ride a horse. “Yes,” he said. “I came off a ranch up in Oregon. Why?”

“I’ve got some problems out there in the stables. I haven’t tumbled on to what is really happening yet, but the turnover rate of horses tells me we have a problem. I want you to go over and rent a horse and tell me what you find over there that would cause the people in the Marine security detail to volunteer to shovel horse-apples. I’ve got to be sure that these Marines are straight and know what they’re doing.” Earlier, I had called in the CO of the Marine platoon and said, “I know you’re assigned for security and I know all your people have the clearances and everything, but why in the hell do your people volunteer to go shovel horse-apples out at the stables?”

“That’s part of the security,” he said. We have a very large area to cover, and we need the horses for patrol duty.”

When my new legal officer went out, rented a horse and came back to me, he had a much more rational explanation: It seems a couple of those Marines were growing marijuana up in one of the blind canyons. They had to haul water in and marijuana out, and were using the horses for that purpose. Those were the people who were volunteering to shovel the horse-apples, and they were making money raising marijuana. The next meeting I had with the lieutenant from the security platoon was a little different than the first one. He was as shocked as anybody. “My Marines are doing what?” I invited the legal officer in to explain to him fully what was going to happen to the two people we had in hand. The Marines straightened things out very quickly.

Miramar was a good year for me. There were a lot of good people that made things happen. My XO, Billy Franklin, had an F-4 squadron there at Miramar, and he knew the operations side of things as well as anyone. He had also been an instructor, so he knew the training side, as well. He was a California boy, and loved to go quail hunting. He always set the pace for getting things done right and on time. I had a civilian administrative assistant, Lou Herz, who was a great help as far as interfacing with the civilian personnel. He had a well-established communications system with the civilian people we had to work with at the station. He was a bright person, very well regarded. I also spent a lot of time working with a Prof. Andrew Papageorge, Dean of the Business School at U.S. National University in San Diego. He was a big help when we renovated a building and made it available to the area colleges for evening and weekend classes. Chapman College and National University were two of the schools, along with

several junior colleges, that conducted classes in that building. That "institution" was still going strong the last time I checked.

When the State of California started revamping the highway system in the San Diego and Southern California area, they needed some Navy land. We were able to do some negotiating for the exchange of some private property for some Navy property. We had some property that, because of the noise issue, wasn't going to be worth much to any private owners. We were able to swap that for some privately held land farther south under the noise abatement area that was suitable for development. Curiously enough, earlier when I was at BUAER as a LTJG, I ended up working on a land swap at Grumman Calverton Airfield on Long Island. I didn't realize at the time, of course, that I was getting experience that I would use later at Miramar. There was a mink ranch there on Long Island, and they were building facilities for the new F-14. Minks have a bad habit of eating their young when they get excited, or agitated. Jet engine noise apparently did just that. I found myself becoming a student of mink. In that case, we swapped land to get a belt outside of the land on which they were going to build – a buffer zone. It was a good solution for the Navy as well as the ranchers in the area – not just the mink ranchers, but also others who had livestock. That airfield became very well used and very, very noisy.

Another issue at Miramar was water, which is scarce there. All that area had once been part of the Scripps Ranch. There are wells out there, and we had an 18-hole golf course, which needed a lot of water. I thought I was going to be the smartest guy in Southern California by using three wells there to water that golf course, and thus save on the water we were drawing down from other sources. Then I found out that the water from those wells was so bad that "it would kill the grass on the golf course."

My tour at Miramar ended early in June of 1972 when I was selected for flag and received orders to report to Washington as Assistant Chief of Naval Personnel at BUPERS.

OEO: You probably didn't mind picking up your possessions and going to your next job. Did you know what you were getting into?

ADM KINNEAR: That title didn't mean much to me at the time until I realized that we were going to the all-volunteer force. Admiral David Bagley's greeting words were, "You're here to reorganize the Bureau of Naval Personnel and get us in tune with the all-volunteer force." He

had already made a decision that RADM Emmett Tidd would run the recruiting command, which was good, and Admiral Zumwalt had bought off on that. Emmett Tidd did a truly great job!

We had to start getting everybody thinking about paying for manpower, which they'd never done before. That had never been part of Navy thinking. Manpower was taken as a given and the way the Bureau of Naval Personnel was doing business simply couldn't continue. He wanted somebody to take a look at the problems that were being presented to the Navy by going to an all-volunteer force, and to reconfigure the Bureau of Naval Personnel. At that time there was PERS-A, B, and C. He wanted someone to sit back in a detached way, look at the big picture, and re-organize the system.

One of the biggest single problems was the management of permanent change-of-station funds. Sections 3678 and 3679 of Title 10 tell you that you cannot spend a penny more than the amount of authorized and appropriated funds for a particular thing, and that you can't spend money for anything other than for it's authorized and appropriated purpose. Most of the people that were dealing with the problems in BUPERS didn't have the vaguest idea what that meant, and consequently they did some funny things. ADM Bagley realized that he didn't have anybody who really understood how the Navy was already doing business from a financial standpoint.

Another necessary change we had to make was adopting computerized pay. A good example of the problem was when I had VA-147 in Air Wing Two, with that cadre of visiting Air Force personnel to worry about. The biggest problem we had was that we couldn't pay them. The Air Force was on a computerized pay system and we were still signing pay chits and going through pay lines. The Air Force people didn't know how to make out chits and, besides, they didn't have any account against which to draw. They would mail us their paychecks and we would deposit the checks in the Welfare Fund. Then we would write an appropriate check from the Welfare Fund to the individual. It was the only quick fix we could find as far as how to pay the Air Force people, which I'm sure somewhere along the line would have been determined to be illegal, but never was questioned.

OEO: Personnel processes were obviously pretty antiquated at that time. Was there a significant turnaround over the following years to get things on an even keel?

ADM KINNEAR: In some areas, yes. As far as the Permanent Change of Station Fund, that was grossly under-funded just about every year, and they had to go back to the Congress. Incidentally, "M" Accounts are the appropriated funds that are not spent. All unspent funds go into a special account called the "M" Account. Any time downstream that you find a proper charge against any particular fiscal year you can go back and tap that "M" Account for that fiscal year to pay those old debts. That part was fairly easy. The part that was more difficult was getting the Congress to write legislation that would allow us to straighten out our several personnel accounts by tapping the "M" Accounts. That required some special procedures. The Navy will forever be indebted to a particular member of the House Appropriations Committee staff, Ralph Preston. He engineered our ability to use those "M" Accounts to pay off old debts and to get our books back in order, in keeping with the U.S. code.

Ralph Preston had been around for a long time, and had done many things for many people. He had so many IOUs that he could get almost anything done. When he committed to getting something done, it happened. He was very thorough and very correct, and you had to prove that what you wanted was the right thing to do. He'd caution you to make sure to ask for enough to get it done, because he didn't want you coming back for more at a later time. I'll always be indebted to him. You had to establish yourself first. The staff people have to be able to trust you. You never ever want to cross them. You can destroy in 30 seconds what it took two years to establish.

David Bagley was as good as his word because he said, "You've got to restructure BUPERS." We were PERS-A, B, and C when I went there and when I left we were PERS-1, 2, 3, 4, 5. Charters got rewritten so that they reflected what the person was really doing for the Navy and what needed to be done, particularly under the new ground rules of paying for your manpower.

When I became the Assistant Chief of Naval Personnel, there were about 600,000 people in the Navy. I added up all of the authorized billets that we had that went along with ships and aircraft, and with the real part of the Navy, plus the shore structure, and we were still shy a hundred thousand people. If you added up all the authorized billets and what we were funded to pay for, there was a discrepancy of about 100,000 people. We had a curiosity about those people that we had on the payroll, but who weren't part of the operational Navy or the shore support structure. These were the two things that we added up to get what we thought was the right

number. One of the first things we discovered was that we had over 200 stewards mates running the President's mess, and it went from there. We also ran the medical service for the Congress, and so on. We had a Chief Warrant Officer whose job it was to find where these people were in spite of the fact they didn't show up in our structure in either shore commands or operational commands. One morning he came in early and said, "You're going to love this one."

I said, "Okay. I need a laugh, what is it?"

"It's the Pedernales River Naval Detachment."

"Pedernales River? Are you telling me this has got to do with deceased President Johnson?"

He said, "Yes. That is the Navy boat crew we sent down to run his boats for him when he was the President. They are still there. Your first job is going to be to call Lady Bird Johnson and tell her she's about to lose her six petty officers down there." We also had things like a long-standing blood research program at Harvard University. Some of these things were so institutionalized that you couldn't dissolve them, it would cause too much of a political ruckus to try to recapture those people. So, they continue and the Navy looks great to some people when they aren't paying for it. There was the discrepancy of about 200,000 between what we could establish at that time as part of the support command and the operational forces. We were the only service with that "E" Account. The other services account for their people as either belonging to the present command, or the command to which they'd been ordered. We had this special float account for the people who were in transit, or in school or other training. I don't know whether it still exists, but it was a big component of the unaccounted.

OEO: Now you are back to sea in June 1974, and a carrier group!

ADM KINNEAR: The conditions under which I went to sea as Carrier Group ONE were a departure, not only for me, but anyone going from the Bureau of Naval Personnel to a carrier group. I had the ability to sort out who was going to be my staff while I was still in the Bureau of Naval Personnel. VADM David Bagley told me I was going to get a carrier group and gave me some rough idea of when I could leave. I had the opportunity to handpick my staff as a result of knowing I was going to a carrier group, knowing which one I was going to, and still having about six months in the Bureau of Naval Personnel where I had the attention of the detailers. As

a result, I had a handpicked carrier group staff. I called VADM Bobby Inman (, Chief of Naval Intelligence) and said, "I want the two brightest lieutenant intelligence officers you have who are flag material and/or very promotable material." He sent me a couple of great lieutenants that turned out to be as advertised (David Houghton and David Herrington). The decision had been made at COMNAVAIRPAC that Carrier Group ONE could be the prototype for taking data processing to sea, both in an administrative capacity and in a battle group management capacity, so we built this system called Outlaw Hawk. It provided a lever and tremendous opportunity to select staff, which I did and with good results.

The other issue was not having my "ticket punched" as CO of a carrier. I was the first carrier group commander, at that time, without previous command of an aircraft carrier. Happily enough, I had Capt. (later VADM) Bob Kirksey as the CO of the flagship *Kitty Hawk.* The first thing I did was call Bob aside and say, "You're probably wondering what it's going to be like working for a guy who has never commanded a carrier. I appreciate your understanding that I brought this subject up with the CNO in a letter, asking, 'If I don't get a carrier and I have shore station as a major command, how will my flagship skipper feel having me running the carrier battle group knowing I had not had the experience of commanding an aircraft carrier?' Well, I have not commanded an aircraft carrier and my command at sea was very short-lived – only six months – so you may wonder about my skills as far as running ships. The only thing I can tell you is that I'm not running the ship; I'm running the carrier group. You're running the ship and I won't get in your way. I expect your full support as far as being the flagship of the carrier group. I will not let my staff get in your hair and I'm sure you won't give me any reason to be disappointed. So let's get on with it. You run the ship; I'll run the carrier group." A cheery, "Aye Aye," and we never had another word along those lines during the time that I was riding *Kitty Hawk.* We did some fairly substantial ship modifications to get the data processing system set up. Bob Kirksey was as strong a supporter as you could ever want, and he was good.

I'll tell one funny story about him. I had leaned on everybody about trying to suppress the use of drugs, and Kirksey was a strong supporter of that. He had had some bad experiences. *Kitty Hawk,* Kirksey in command, went to Mombasa and they immediately had all kinds of drug problems. To the point that when he left port, Bob put GI cans in the passageways, and he went on the ship's 1-MC announcing system and said, "I know we've got a lot of narcotics on this ship, and I have the names of a lot of people who bought narcotics. I'm not going to pursue this

in a picayune way. I've got trash cans out there for you people who have bought and still have your drugs and drug paraphernalia; I want it all in those trashcans. There won't be anybody taking pictures, there's not going to be anybody taking names, but I'll make it easy to the extent that this is all I'm going to do is to put those disposal cans out there. Your part is to fill those cans."

It worked! There had been a terrible experience before that, which may have influenced the crew. There had been a young sailor, Willy, who bought some stuff ashore in Mombassa, and he used it on the ship and it killed him. The ship tried to get the State Department to tell them how to get the body back to the United States and the local staff didn't know how to make this happen on short notice; how to get the body through customs and all that sort of stuff. Captain Kirksey never lacked for a course of action in his life, so in this case, he had deceased Willy put in a canvas bag and put him in a freezer down below on the ship. Then he got on the 1-MC and said, "I want to tell all the crew a story about one of our crew. We had a guy by the name of Willy, and he did not believe that any harm could come to him from drugs. I'm here to tell you that Willy's still with us, but he's in a canvas bag and he's in a freezer down in the bowels of the ship. If any of you people want to go down and see Cool Willy, I can make those arrangements. You know where I'm coming from on narcotics, and I'm going to put those cans out in the passageways again, and I want you to think about Cool Willy and fill those cans." He really got a load of narcotics on that second round.

I had been very much involved in trying to get the personnel system switched over from the ways they'd done business for years to a more computerized environment, including a pay system, and as a result I had been exposed to a lot of good things in the carrier world and in the electronics world that I hadn't put together before. At that point in the digital processing world, we didn't have much that was intended to help the battle group commander or the carrier group commander; in other words, the fighting side or the administrative side of things. RADM Julian Lake was running the Electronics Command at the time, and he was about as up-to-date and as smart a person as we had. He gave me some help in thinking about these things, and we decided that Carrier Group ONE would be an ideal place to try taking digital processing to sea and injecting it into both the logistics as well as the battle command of a carrier group. When we created Outlaw Hawk, it was our first attempt to use digital processing in the everyday life of the carrier group commander and the battle group commander. As a result, in addition to those

two intelligence officers, I got a surface warfare officer who had a Masters in Electronics and a Masters in Data Processing, LCDR Griffin Hamilton. He is still around. As a matter of fact, he distinguished himself with a software firm after he retired. Outlaw Hawk was crude by today's standards, but became sort of the baseline for what could be done to get data processing to better support the combat operations of the Navy. It turned out to be an immediate assist as far as controlling the logistics. The battle group commander, for the first time, knew how many weapons he had, how many missiles, how many bombs and what kind. All of that information was in the master logistics database and it was at his fingertips to call up as you call up your own e-mail. Outlaw Hawk started a groundswell of interest in taking digital processing to sea in both a combat and a logistics mode. I was somewhat disappointed when I went back to sea some years later and found out that the surface warfare people, in developing the missile defense system, were the only ones that had taken that seriously. They had taken Outlaw Hawk and pointed it in a slightly different direction, but the carrier Navy had done almost nothing. A three-star tailhook aviator ran that part of the CNO's organization. He made a real mark on the Navy because he went into OPNAV with a decision that he was going to haul the Navy screaming and hollering into the digital processing age. The fact that he made three stars on that particular horse speaks well of both him and aptly enough to the Navy, as far as making progress. Of all the happenings while I was Carrier Group ONE, probably Outlaw Hawk was the most important in the longer haul. All the people on the staff had very good careers. I am very proud of them.

OEO: Why do you think the Outlaw Hawk concept that you demonstrated didn't get picked up and implemented on a wider scale?

ADM KINNEAR: You can look at it a couple ways. One of them was because of the state of technology at the time, and the fact that it was very expensive, and it was quite a departure from the way we had always done things. There is a good deal of inertia in all organizations. In that particular case, there seemed to be a great deal of inertia and yet we had some of the best people in the Navy working the problem. RADM Julian Lake was probably one of the best electronics people that ever came down the pike. He was running that part of the Navy at the time and doing great things with it. However, we were also pretty thinly spread as far as the numbers of things we were trying to do. When I told him what I wanted to do and that I needed about a million

dollars to put Outlaw Hawk together; to get the equipment, the training, and the software and modify *Kitty Hawk* CIC to the extent that it needed to be, there was a problem. There weren't a lot of people to talk to on the operational side at that time. Having your flagship with a capability that exceeded what was available to respond to it in the rest of the fleet was noted several times. In general, though, everybody warmed to the idea and when I went to Admiral Lake and told him what I wanted to do, he said, "Well this is your lucky day because there was money set aside to put U-2s in Sigonella."

The Ambassador to Italy, John Volpe, a person who was well known in Washington for both his politics and his acumen, said that, in spite of the fact NATO had decided on putting U-2s in Sicily, it was not a good idea. He didn't think it was fair to the Italians because they didn't know what they were getting into. "You aren't going to put any U-2s in Sigonella, not while I'm the Ambassador." That being the case, Julian Lake suddenly had a million bucks originally for putting U2s in Sigonella and building the ground support for them, so he gave it to Carrier Group One for Outlaw Hawk. Of course, the Ambassador probably never was aware of the behind-the-scenes activity he had enabled.

As Commander Carrier Group ONE, I was running the U.S. side of a RIMPAC exercise that included a number of Pacific nations. New Zealand sent the *Canterbury* as their flagship, and the Aussies sent their carrier, *Melbourne*. The CNO of the Australian Navy, Admiral Wells, was my counterpart, and we shared command running RIMPAC; I would be the Force Commander for 24 hours, then he would be the Force Commander for 24 hours. It was a good operation and we got a lot of valuable training done.

We had the first Japanese Navy observers allowed to board a Navy ship during a combat preparation cruise. ADM Wells had a great sense of humor. We got together and decided on the ground rules for switching the watch back and forth depending on which flagship had control, and we agreed that we would continue to monitor communications. The exercise rules did not tell us we had to "go to war" but, of course, the value of the exercise, if you put yourself in a combat situation, was a lot more meaningful if we did. The people back at Headquarters, CINCPACFLT, who were running the exercise, would send messages that constituted all of our intelligence; what had happened where, what ships had been sunk, what damage had been done, and so on. Any orders they had as far as trying to accomplish anything all came in, and we agreed that we would let things happen. There would continue to be international incidents;

planes shot down, ships fired upon and that sort of thing, that were all just below the line of where you would actually say we were at war. The exercise controllers said, “We are going to keep increasing the tempo of these things until you have to go to war. The point is; you have to keep from going to war for as long as you can, but when the time comes, you have to do it and you have to do it right.” I got together with ADM Wells, and he said, “We’ll let these things keep happening. We’ll exchange all the intelligence we get. We’ll double-back. Anytime we get a message that we don’t think you received, we will resend. We will appreciate if you will do that also, so that what we do is not in absence of knowledge. It’s important to get the knowledge spread around and to react to it in the right time period.”

I asked the exercise controllers, “Okay, how do we go from this strained atmosphere that you are creating to actually ‘going to war’?"

They said, “That is your decision. We’ll give you some ground rules, but when you reach the breaking point, you’re going to have to make that decision.”

“Well,” I asked, “how do we communicate?” The reply: “That’s your problem also. And if one of you suddenly decides that things have reached the breaking point and you have to go to war without the concurrence of your counterpart, then so be it. Just tell him you’re going to war and why.”

That *sounded* easy, but we had to figure out how we were going to let each other know, and we decided the code word for going to war was “Orange Crush.” At a critical point, Admiral Wells had the command and things kept degenerating; ships kept getting sunk and so on, and aircraft were missing their rendezvous. I got a knock on my door in the middle of the night, and the Marine orderly said, “We had a helicopter from the *Melbourne* and they have a package for you.” I told him to bring the package down. He disappeared, then came back and handed me a bag with a bottle of Johnnie Walker Black. Most of the label had been scratched off, and plastered in its place were the words “Orange Crush.” I had just been informed that he had gone to war.

OEO: Before we leave your CARGRU ONE tour, over all of your flying years, you obviously had some close calls and you already talked about your punch out. Can you recall any other close calls in the air that stand out?

ADM KINNEAR: There were the usual assortment of near misses and collisions and that sort of thing. I think just the routine of being a carrier aviator brought my share of thrills along the way, and my share of near misses. On the other hand, I never had an accident, never dented an airplane, and that was obviously because of the choice of the pilots with whom I flew.

OEO: Roughly, how many flight hours do you have?

ADM KINNEAR: It depends on how you count. If you count all the time that I was listed as a plane commander when I was flying in Air Force C-5s and other transport aircraft, it's probably over 10,000 hours. The way most naval aviators keep their log, however, I am in the 6,500-hour range.

OEO: That is a lot of flying and more than most jet aviators. What would you say is the single most important factor that made you a safe pilot?

ADM KINNEAR: Attention to detail in the landing process. Most aviation accidents, if you go back and look at them, occur when you have a "change of mode"; when you're going from the air to the runway or deck and when you're taking off. In other words, takeoffs and landings are the most hazardous routine operation you are involved in, and paying attention to your checklist, paying attention to your air speed, and on the carrier, keeping the ball in the center. If you really focus on being on air speed with the ball in the center, you will make a good carrier landing 99 percent of the time. LSOs are wonderful assists, but they can't fly the airplane for you.

OEO: When I was talking to Admiral Snuffy Smith, he related a situation that developed when you were COMNAVAIRLANT. He was Commander, Light Attack Wing 1, at the time. They had a series of 12 accidents in a very short period of time and you got on your horse and went down and visited his headquarters to see if you could figure out what was wrong. In your role as an overall guy and when you were dealing directly with aviation, such as this case, what was your major thrust in your safety pitches to the troops?

ADM KINNEAR: Trying to get the experienced pilots to pay more attention to bringing the newer pilots along. For some reason, there had seemed to be a while there during which the senior aviators didn't feel that they were directly involved in the development of the next generation. Once the senior people realize their futures rest on having a good crop of aviators coming along behind them, they tend to pay attention to the new pilots and help them. Of course, the biggest help you can have around a carrier is to fly safely, and that takes the participation of all the pilots, not just the new boys.

OEO: Earlier, in your CARGRU ONE staffing comments, you touched on a personnel characteristic or issue that I'd like to pursue for just a minute, and mainly because you've got a tremendous background in Navy personnel management. You just admitted that you did a little insider trading when you were in BUPERS to get a handpicked staff. Over history, the personnel system has always bent to the person that could make the loudest noise in getting the particular person they want for key jobs. I'd like to ask you to comment on that. Is that good or bad in the overall picture, or should the personnel system be allowed to fill the jobs on the basis of past credentials and so on without interference from influential individuals?

ADM KINNEAR: You'd have to define what you mean by influential individuals and also define a couple of the other terms that you use in that description, but the personnel of all systems have to be built. There's no system that will cover every exigency to which it will be expected to respond. I don't care whether it's an electronic system, whether it's a personnel system, or whether it's a household. There are always some improvements that could be made, there are always some special circumstances that have to be dealt with, and you have to bend the system so that it satisfies that. The Navy personnel system is intended to cover about 80 percent of all the activity that has to do with the training and distribution of personnel and assignment of personnel. It's that other 20 percent that gives our system the flexibility to respond to special circumstance. For better or worse, it also makes it vulnerable to strong personalities that don't mind leaving footprints on other people's backs.

OEO: Looking at the thing objectively, having really looked deeply into the personnel system while you were trying to make it better, are you saying that overall our personnel distribution is a pretty solid system?

ADM KINNEAR: Yes, it is sort of like topsy; quite often it doesn't have a whole lot of planning going as you go off in a different dimension. Things just sort of happen and you get a system that is appropriate for the circumstances, but not necessarily well documented ahead of time. You do the documentation on the system after you find out what works. Jim Watkins (later CNO) was my counterpart in BUPERS. He had the responsibility for the distribution and all of that side of managing the personnel. Jim did some really good work trying to adapt the system so that it was more responsive to the needs of the individual, as well as to satisfying the needs of the various holders of billets. While in that job, the manpower people in the CNO shop were in the Pentagon and the personnel distribution people were in BUPERS. They didn't spend a whole lot of time talking to each other, trying to match people against billets and being sure that as you procured new weapons systems that you had done a good job of identifying what the manpower requirements were to install, deploy and operate that system. It was not an exact science; it was working, but it needed some more help. One of the things that I convinced VADM David Bagley and the CNO to do, early on, was to put the manpower people up in the Navy Annex where BUPERS was located. We gave them one floor in one wing of the building and had them paint it sunshine yellow. We put the manpower people on one side of the hallway and the personnel people on the other side. When we christened that wing I enjoined all those people to "Please walk across the corridor and talk to your counterpart. You have a nice sunshine yellow hall. It's a pleasant place to be. It's one of the best scenic views we have and you've probably got more parking now than you've ever had before." I had done several things to convince them that they really wanted to leave the Pentagon and come over to BUPERS. That is how we got manpower and personnel together. It wasn't necessarily pretty, but it made a difference almost immediately as far as the coordination between billets and people. Billets were on one side; people were on the other.

OEO: That is a pretty significant move. You happened to cross a name as you were talking about that – Admiral Jim Watkins – a very big name in naval history. What comes to your mind when you think of Admiral Watkins?

ADM KINNEAR: A lot of things. Jim was one of the best all-around naval officers, across the board, and one of the best naval officers as far as being able to do things at sea as well as do things in the Navy and Washington bureaucracy. I had an opportunity to operate with him when I had a carrier group. We also lived across the street from each other. We both had large families and we all played tennis. Sheila, Jim's wife, and my wife Dusty were good tennis players too, and that made for an interesting neighborhood. As the base police would be glad to tell you, our kids found more things to get into than you could shake a stick at. At any rate, we all survived that part of it and Jim, wherever he went to do something professionally, did a good job, whether it was in the Navy or later as head of the Department of Energy.

OEO: You went to be Chief of Legislative Affairs in June of 1975. What were you supposed to do in that job?

ADM KINNEAR: I wasn't sure because David Bagley held onto me a little bit longer than he intended when I first went into BUPERS, and when I went to my carrier group they assured me that, "You're going to be there at least 18 months and maybe even up to two years." Instead, slightly less than a year after I had the carrier group I got a phone call saying that "The Chief of Naval Personnel needs to talk to you." Immediately, I became apprehensive that they had discovered some bodies I hadn't buried deeply enough. It turned out that it had come down, supposedly from the CNO, that they wanted a new Chief of Legislative Affairs. I was the person they wanted for the job because I had been involved when aviation flight pay had become a real legislative issue. They tried to take it away from senior officers and the Senate Armed Services Committee, happily enough, had Senator Berry Goldwater there to make them realize that this was going to be a very detrimental procedure if they took the pay away from the senior aviators. The Air Force, the Navy, the Marines, everybody was going to suffer from that and that they needed some help and they got their help through the Senate Armed Services Committee. The person who led that charge was Barry Goldwater, who as an aviator and understood the problem.

I had testified on behalf of BUPERS before Berry Goldwater and his committee and I think that led to my becoming Chief of Legislative Affairs. I was able to get the legislation sent through and I was the chief DOD gopher for Barry Goldwater when we were pushing that legislation through to protect the flight pay of senior aviators in all services. Senator Goldwater decided that I understood how Congress worked, that I made a good witness and that I'd probably make a good Chief of Legislative Affairs. So, I was dragged out of my carrier group about six months earlier than I had been detailed to remain, and I found myself, after less than a year in the job, on my way back to Washington to become Chief of Legislative Affairs. And, I was told, "No, you don't have any alternative to this, so don't try!"

OEO: The day you walked in there, what did you think you were supposed to be doing to be effective?

ADM KINNEAR: Personnel was the number-one problem that we had then because the DOD was trying to squeeze the military down in personnel numbers as a money-saving measure. We also had that mysterious account that you have mentioned on a couple occasions, and that intrigued all the other services because none of them had that kind of a "float," as they described it, in their personnel operations. I knew that was going to become a larger issue. It was an issue before I ever got there; we had to change the way we managed our people, particularly when it came to school and students, and we also had to continue to improve our Permanent Change of Station (PCS) account. The PCS account is how the Navy got in trouble as far as mismanagement of funds at very senior levels. It was pervasive at all levels. I guess that background; the fact that I had acquaintance with that, also helped convince the Chief of Naval Personnel that it would be natural for me to become Chief of Legislative Affairs.

There were six JAG lawyers on the staff, and they often worked together to reach consensus, which meant committee solutions and compromises, which was not what I wanted. I asked the JAG detailer to send me a lawyer who was not a "JAG team player." He sent me an ex-destroyer executive officer who had a law degree from Villanova by the name of Vince Averna. He was very helpful, and later went to Brussels with me when I was the U.S. representative on the NATO Military Committee.

OEO: Okay. We have the Secretary of the Navy's office, the CNO and OPNAV, and then we have the Congress. Is the Chief of Legislative Affairs a conduit through which all of those different entities talk to each other, or does the Chief of Legislative Affairs stand aside and solve problems?

ADM KINNEAR: I don't know how it had been handled in the past, but I found myself meeting with the Secretary of the Navy and the Chief of Naval Operations every morning. Secretary W. Graham Claytor was a very distinguished lawyer in his own right, had run Southern Railway, and had been the editor of the *Harvard Law Review* as a student at Harvard Law School. He had also been a Navy destroyer CO during WWII. He was more than just a figurehead lawyer; he was a real functioning lawyer who had the best understanding of how the Congress worked of anybody I ever met. When he was nominated and came to town, the Secretary of the Navy and the CNO both said, "Do whatever you can to get him indoctrinated on the legislative side of the Navy before he holds up his hand and is sworn in. "We don't want him walking in blind, so spend the necessary time to get him acquainted." Understanding what they meant, I took Graham Claytor on a series of calls I had set up for him. He arrived in a chauffeur-driven automobile that was awesome. First thing, I said, "Mr. Secretary, may I make a suggestion? Let's use a little, sailor-driven sedan here and show up on Capital Hill in a very modest automobile rather than in a chauffeur-driven limousine." He said, "I understand exactly what you're saying. I think it's a good idea. You take care of the transportation."

Then I deluded myself by thinking I was going to introduce him around the Hill. But, every office we went in, as soon as the principals found out he was there, they came flying out and said, "Graham, old buddy!" He knew every Senator there by first name. I met a lot of people that I'd never had a chance to shake hands with before, all because of Graham Claytor. It was an interesting arrangement because meeting with him and getting instructions on a daily basis really made the job a lot easier, and things were happening pretty fast at that time.

The Undersecretary of the Navy was Jim Woolsey who, interestingly enough, was a Yale lawyer and had also been editor of the *Yale Law Review*. Another of the Navy's leaders at that level was Ed Hidalgo, another Harvard lawyer who had been a classmate of Secretary Claytor. I felt at times like I was going to law school because of the distinguished credentials these men carried. The CNO, Admiral Holloway, reflected several times that, "We're surrounded by

lawyers." It was a good experience. I'll go back to the point now about introducing Secretary Claytor on the Hill. It was a joke because he knew far more people than I did, including the personal secretaries and the aides. On the other hand, because I was with him, I started getting rapid responses to almost every phone call I made to the Hill.

OEO: Those three gentlemen that you just mentioned, do you consider all three of them as having done a good job for the Navy when they were in those positions?

ADM KINNEAR: Absolutely. There wasn't a trivial problem as far as they were concerned. If it was important enough that I brought it to them, it was important enough for them to do something about it. Jim Woolsey was particularly effective at getting things done without a lot of fanfare. Graham Claytor was absolutely superb, and I usually held him in reserve for the most important things. Whenever I asked him to make a phone call, he always did it. And he did it in a timely fashion, and something always happened as a result. By being careful about how we used him, most of the time something good happened; we got our legislation, our ship, or whatever it was.

OEO: You said that you met almost daily with the CNO and the Secretary of the Navy. I assume that those were separate meetings.

ADM KINNEAR: Sometimes they were and sometimes they were together. We would have a daily session where all of us would meet at eight o'clock in the morning and they were short; only high-level "now" kinds of things, no long-range planning. It was getting the work done and identifying the issues and who would be responsible for resolving them.

OEO: Hypothetically, let's say that you met with the CNO and there was a major issue that needed to be dealt with and then you met with the Secretary and the same issue comes up, and the two of them didn't agree on how this should be dealt with in Congress. How did you handle that?

ADM KINNEAR: I made a point of resolving it; identifying to the two principals that, "We have a difference of opinion here. I've got to go to the Hill with one solution, and we have to resolve this." As soon as they understood what the problem was, I never failed to get a resolution that I can recall. I may have missed on some, but you tend to forget the unpleasant ones. I can't recall ever having to go to the Hill without knowing what the CNO and the SECNAV position was on an issue.

OEO: When you were taking the message from Garcia on a current issue, did you usually deal with the principal or the staffer that worked for the principal? How did that work?

ADM KINNEAR: There were over 50,000 staffers in Washington, D.C., at least at that time, either directly or indirectly working with the Congress, or for the Congress. There is an axiom that, "Never go any higher in an organization than you have to in order to get the issue resolved in a favorable way" (the lesson first taught me by my brother Neil), and, "If you aren't going to get it resolved in a favorable way you may not want a resolution at all." As a result of that, you learn very quickly to find out which staffers get things done. Then your first effort is to resolve the issue at the staff level, and get an agreement with them as to what you're going to take to the principals; their boss and your boss. Because of the issue that I was transferred into BUPERS for in the first place – to resolve the financial tangle created by the misunderstanding of what you can and can't do as far as transferring funds – I'd gotten to know several of the staff members really well.

There are two distinct groups of staffers: those who work financial problems and those who work the general problems. The people that helped us resolve the issues created in the Bureau of Naval Personnel by the fumbling with the funds were all appropriations people. Part of the resolution of those funding problems required that we get special legislation to transfer funds. I earlier mentioned "M" accounts. At the end of the year when the books are closed out, they transfer remaining unspent, uncommitted funds to a special account called the "M" Account; monies that had been authorized and appropriated, but not spent, are put into that account. And with proper Congressional action, you could tap those accounts later. There's a routine way of tapping them because of legislation that said, "If you can establish as fact that it was a legal transaction that had been in the spirit of the funding in the appropriations bills, you can pay bills

out of that “M” account – even years after the actual transaction took place. As long as it meets certain criteria, that it was the intent of Congress that it be spent, and that the money is available. It is a somewhat unusual procedure, but one that we learned to use rather handily to clean up the books. In the process of doing that, I got to know some of the people on the Appropriations Committee, and Ralph Preston coached me the best and the most. He did the most things as far as helping me get special legislation passed and identifying what needed to be done. Quite often, it turned out to be not too much of a problem because if Ralph Preston thought it needed to be fixed, it found its way into legislation in rather innocuous ways. It got tacked onto other pieces of legislation where it wasn’t noticeable. The point of that is to always go the staffer first. Never surprise the staffer by going to the boss with pieces of news, good or bad. The staffer should be the one taking it to the boss. I had several people that were in the game of legislative liaison that managed to commit suicide that way -- professional suicide -- by surprising the staffer.

OEO: Did you always have access at the point where you wanted to get in? Was the Chief of Legislative Affairs considered someone who could get in the door to deal with a problem under almost all circumstances?

ADM KINNEAR: As far as I know, yes. Now there may have been other things that happened that I’m not privy to, but it was not unusual to get a call on a Saturday morning saying, “Hey, Navy’s playing team so and so. Do you think you can get me in the stadium? Oh, by the way . . .,” and it’s whatever that was said after “Oh, by the way” that was the real news, not the fact that somebody wanted to go to a football game. I had a number of people with whom I became very comfortable. Once you did something to help a staffer, most of the time they were helping you at times when you didn’t even know it.

OEO: During your tenure, what were the major Navy issues? You’ve already mentioned the personnel thing. As far as hardware programs, were one or two really in the forefront at that time?

ADM KINNEAR: Yes, getting funding for the Los Angeles 688 Class submarine. In general, the overall plan had been accepted by the Congress as a reasonable target for the Navy. However,

every year there was an increment with which to deal. You ended up working several problems because there was a personnel problem that went along with it; special training required for the nuclear submariners, and the cost of the submarines themselves was pretty substantial. Admiral Rickover really was good at working the Congress. He had a job; he was the head of the nuclear section in the administration, and he was also the chief consultant to the Senate Armed Services Committee on nuclear power. He would write himself a letter as the head of the reactor division in the Joint Committee on Nuclear Matters and as the chief consultant he'd write a letter and send it to BUSHIPS/Naval Sea Systems Command where he would answer it as the head of Nuclear Propulsion. He would write himself these letters and they would become documents that supported important legislation that had to do with funding and authorization for the submarine programs. Rickover understood how our government worked and how the Congress worked better than any professor. I was adjunct faculty at George Washington during this time, so I did have contacts with the academic side of things. He was held up as a tribute to the democratic system, but he was one that the writers of the Constitution had not ever anticipated.

OEO: How did Admiral Rickover function in relation to the Congress? Did he deal through you or through staffers?

ADM KINNEAR: He had his own network. He would use me whenever it was routine and convenient. In terms of commissionings, keel layings, stuff like that; I would end up making the transportation arrangements and most of the routine kinds of things. Then he would tack onto that what he wanted to do personally, in addition to what we came up with that needed to be done for a particular event. He always had an agenda; somebody in the area there that he needed to talk to about something. He had incredible networking, both in industry and within the government, and his networking within the Navy wasn't bad either.

Back to the 688 Class submarine, we were laying keels, we were launching and we were commissioning, so there was just an incredible amount of activity in the 688 submarine world. Then comes to pass that we're going to go for the *Trident* Class of large SSBNs, and that became really a major program and a major commitment on the part of the United States to build those boomer boats. That brings up the story of how it got to be called the *Ohio* Class. Jerry Ford was

the President at the time that we were going to announce the program, and that we would borrow tradition and name them for states because we weren't building battleships anymore.

We went to President Ford and said, "We'd like to make the boomer boats; the *Trident* boats, the *Michigan* Class." Jerry Ford had been a Reserve lieutenant commander during WWII, so he had a special place in his heart for the Navy, and he was always very good to me when he was in the Congress. It turned out he was also kind as the President of the United States. Secretary of the Navy Middendorf and I went to him and said, "We have to name this class of submarines, and we're suggesting that we name it the *Michigan* Class."

He looked at me and said, Why *Michigan*?"

"We all know that you're from Michigan," I said. "You played football at Michigan, and it seems appropriate that as President of the United States, with this is happening on your watch, that we name it the *Michigan* Class. The people in Michigan would probably think it's a good idea."

He looked at SecNav Middendorf and then at me and said, "Who in the Congress was most influential as far as getting the authorization and the appropriation for the *Trident* Class submarine?"

"It was Senator Robert A. Taft," I said. "He never slowed us down. Every time the *Trident* submarine came up in committee, he was the champion of it. If it hadn't been for him, we would have never gotten that through the Senate in the timely fashion we did. Senator Taft was a great quarterback, and he also was a great running back when it came to that."

The President said, "Good. Are you going to tell him or do you want me to?"

I suggested, "Why don't you call the Senator and tell him that you've made a decision."

He said, "Okay, that sounds like a plan."

That is how we got the *Ohio* Class submarines.

A classic Stennis story - Mississippi Senator John Stennis, being the good southern gentleman, always took his personal secretary and his personal office manager to Washington with him. After the Nixon resignation and Gerald Ford had become the President, Chairman Stennis called me in one day, dismissed both of his "always in the room" staffers and said, "I want to talk to you on a very, very private and personal level." I just had a call from the President of the United States, Gerald Ford, and he wants another *Nimitz* Class aircraft carrier. Of course,

you know me well enough to know that I don't particularly like those big *Nimitz* Class aircraft carriers."

"Yes, Sir," I said, "but I thought the only reason you don't is because you can't build them in Pascagoula." Anytime Sen. Stennis saw a *Nimitz* class aircraft carrier, he mentally converted it into destroyers or amphibious ships that could be built in Pascagoula. He said, "This carrier is out of phase. It's not appropriated. It's not authorized. It's not anything. It's not even in the plans over at Defense. But Admiral, we're going to get that aircraft carrier. We're going to get the President that aircraft carrier because he asked me as a personal favor."

"How do you want me to handle this?" I asked.

"You've got friends and you've got people who are not so friendly," he said, "and you've stepped on a few toes – mostly the ones that I would step on, too. But I think between the two of us we can pull this off."

"What are we going to pull off?" I asked. "The authorization, the appropriation or what?"

He said, "We're going to do the whole thing, and we're going to do it in one piece of legislation. It's going to be a separate bill, and you and I are going to manage it ourselves." I said, "Well, I've never been there before."

He wanted to talk strategy, and I listened. He said, "What we'll do is low-key this thing. They can draft the legislation and send it over. We're going to mark it up so I think its right. Then we're going to float it as a separate piece of legislation, and we're going to do it off-calendar." I asked what that meant. He said, "It means that I'm going to sit on it until the time is right. Then I'm going to take it to the floor of the Senate and immediately after it passes there I will arrange for it to be on the House side. That's going to take some help from Tip O'Neill, who's not exactly a Republican." They weren't building anything for this carrier in Massachusetts, but Chairman Stennis seemed very deliberate and very confident. I said, "Let me know what I'm supposed to be doing." He said, "This is how we're going to do it. You will get a chance to read the legislation, and I want you to be as critical as you can, but this is going to be the simplest, most streamlined package that ever bought a ship. I want you to keep a count of the number of affirmative votes that you feel we have. Next week, I want you to start counting every day, and sometime during the day before noon let me know how many votes you count and I'll do the same thing. The first time that we get together and we agree that there are 68 votes out there that are going to go with us, I'm going to take it to the floor unannounced." I checked in

with him every day, as he said, and I got to 63, 64, 66, whatever it was, and one day when I called him, he said, "How many have you got?"

"Sixty-Eight."

"I don't have that many," he said, "but I do have 64. That's enough. This is the day."

I said, "Well good. Now that you've made that decision, what is it you want me to do?"

"The only thing I want you to do is…I know you and Barry Goldwater are good friends. When I take this to the floor, I want you to go by Barry Goldwater's office and take him for a walk."

"For how long?"

"For however long it takes to get this thing voted."

So I did. I think Goldwater had been preconditioned, because when I called him and told him I wanted to come by for a visit, he said, "Let me know when you're coming and I'll delay having lunch until we get together." So, Barry Goldwater was not on the floor when that vote came up and it carried, and we got the carrier authorized and funded. It went to the House side, and Senator Stennis and President Ford had done their parts, and it passed there, as well. Of course, being the special legislation it was, it moved quickly, and I couldn't believe it didn't attract any more attention than it did. Suddenly, there we were with an authorized and funded *Nimitz*-class aircraft carrier that was never in the budget, never preconditioned or anything else, and I found myself saying, "You know, maybe the system does work."

Stepping back slightly, Donald Rumsfeld, the Secretary of Defense and a former Congressman, had personally pushed all the paperwork over for that Stennis carrier bill. When the next election was over and Gerald Ford was not elected, very shortly, here comes Secretary Don Rumsfeld again. As soon as the election was over and President-Elect Carter said, "I'm going to take seven billion dollars out of the Defense budget," he immediately realized the carrier would be the first thing that went, so he hastened over there with a rescission bill to take the aircraft carrier off the docket. We got it funded, authorized, and the first thing Secretary Rumsfeld did was bring a rescission bill over because Carter said he was going to take at least five billion and maybe seven billion dollars out of the Defense budget, and he knew that that aircraft carrier would be probably the first thing to go.

The lineup for those morning meetings that I mentioned earlier included some really heavy hitters: Ed Hidalgo, the Under Secretary of the Navy (later SECNAV), Jim Woolsey; and

Graham Claytor, Secretary of the Navy. I met with them every morning and learned a great deal by just listening to their offhand remarks. Ed Hidalgo was a Harvard man also. So you talk about a job that got you indoctrinated in law without intending to, that was the time to be the Chief of Legislative Affairs. We had more good lawyers running around in that office than you could believe.

ADM Holloway called me in on day and said, "Gus, we've got a problem. The F-17 and the F-18; you know you could make an argument for either one of them, but we can only afford one of them, and the people in BUAER are kicking this thing around. I know that you don't like the F-18 as well as you like the F-17 as a flying machine, but without going into a lot of detail with you, it's going to be the F-18, and we need the F-18."

"Yes Sir, I understand that," I said. "What is it you want me to do?"

He said, "I want you to get that thing authorized and funded in this budget cycle."

"Admiral, I'm not sure we can do that."

"Well," he said, "I'm asking you to do it and I expect you to do it. Now what else do you want to talk about?"

I said, "Nothing, Admiral."

I went over to visit with Tip O'Neill and told him, "I've just received an edict from the Chief of Naval Operations. He has decided which attack airplane we're going to go with. The CNO has made it very clear to me that he wants the F-18. " Tip O'Neill had a great deal of respect for Admiral Holloway, and he said, "If that's what the CNO wants, that's what we'll try to get for him. Why does he want it and why should I support it?"

"Two different questions," I said. "Because he is convinced that it's the right airplane. You need to understand it from the Navy's position, if you back off and look at it, this is going to be the last attack airplane that we build from the ground up, and there simply aren't years and money enough to develop another generation of attack airplanes. Whatever comes after this is going to be a fighter/attack follow-on."

He said, "Okay, that answers the first question. That's the reason the Navy wants it. Now why do I want to support it?" I said, "Because it's got the F-404 engine, a General Electric engine. It is the only engine that I know of – and I've been out going around engineering test cells – it's the only one I found that I can't get to compressor stall, no matter how I manage the engine from the cockpit. Also, it's designed to grow with the airplane, something that other

engines won't do as well, even though they'll work now. They will not support that airplane as well in the long term. This plane has a life span of about 30 years. The Navy probably will never design another pure attack airplane, so whatever decision we make now, we're stuck with it, and that's very important to you. The 404 engine is built in Lynn, Massachusetts, right in the center of your district. It's the largest employer that you've got for DOD in your district."

He said, "That really is interesting. Tell me more about this 404 engine."

I explained it to him: "The airplane and the engine are packaged, and believe me, we don't have money or time to develop another attack airplane, and so that thing is going to be around for long, long time, certainly as long as you're in the position you're in now. I suspect that, once they get rolling, it will stay there forever. It will cost them too much to relocate to Avondale (the big play then was moving them to Cincinnati where the J-79 was being built, and build both engines in the same place).

"You don't want to do that," I said. "Remember Cold War nuclear weapons, that sort of thing. We don't want to put both those engine plants in the same bombing range." Tip O'Neill became a real fan of the F-18, and all I had to do was remind him now and then that GE was the largest DOD employer in his district!

At that time, Boeing probably had a better lobbying organization than General Electric, although I had friends on both sides, and it looked like the F-17 was going to come out of that thing the winner; that Boeing was going to win that one. Congress had a conference committee and two separate possible appropriation bills. One with money for the F-18 and the other had money for the F-17. The committees met and did their joint markup on reconciling the two different appropriation bills, and at midnight I got a call saying, "We're home free. The conference committee put the language in about the F-18 and the 404 engine."

I said, "Terrific, has anybody told the Chairman yet?"

"No," I was told. "His people are there and they're going to inform him."

The next morning I got a call from my people on the Hill and they said, "There's not a word in it about the F-18."

"But you called me at midnight and told me the language was in it."

"At midnight last night the language was in there. Somebody took it out during the night." That was not an unusual happening. What gets reported out verbally at midnight does not necessarily show up in writing the next morning, and it's usually a staffer that does it. It's not an

elected official. At least I never was able to pin it on an elected official. Nor could I always find the staffer who made the change. I called O'Neill, "Hey, I've got bad news for you, Mr. Speaker."

"What's that?" I said, "No language in there about the F-18/404 engine."

"What do you mean there's no language in there? The conference committee reported out last night and it was in there."

"Well," I said, "it's not in there today in writing." But Tip O'Neill was able to work his magic and get the language reinstated and the F-18 was built.

OEO: That is the true essence of Capitol Hill politics.

ADM KINNEAR: Incidentally, the 404 engine has done what we told him it would do. It matured at the same rate the airplane did. The engine had enough growth in it. I went up to Lynn and tried again to get a compressor stall on an engine in a test cell, and we went through it with all the engineers, with growth one of the main topics. When we asked how much growth was in this engine, they answered with a question of their own: "How much do you want?"

"The airplane will grow in size and gross weight," I said. "It always does. Will the engine be able to keep pace?" They said, "This engine will probably outlast this airplane." It turned out they were right, and the 404 engine that goes into those airplanes now is a beauty.

OEO: Would you comment a little more on Secretary of the Navy, Middendorf?

ADM KINNEAR: Secretary Middendorf is an interesting personality. As a family man and as a human being, and certainly as far as a naval intellect, he's just bright as they come, but sometimes he had his mind on other things. He could compose music. He was a musician and he could write a march while you were sitting across the desk briefing him. He could sketch and give you some of the finest sketches you've ever seen of human beings, of people that he'd been sitting in a room with for 45 minutes and you'd think it would have taken him hours to do the sketch. The worst moment I ever had as CLA was trying to get Secretary Middendorf to a ceremony in the Senate offices. The chairman of the Senate Armed Services Committee was going to present the Navy Commendation Medal to his Marine Corps son. Middendorf

proceeded to keep us waiting for 45 minutes. We finally got in to see the Senator after keeping him waiting for 45 minutes, and he was understandably short with us. Afterward, Middendorf commented that, "Well, he wasn't in a very good mood."

"Mr. Secretary," I said, "I really would like for you to find somebody else to do this job."

"Why?" he asked. "What happened?"

I said, "Anytime you keep the Chairman of the Senate Armed Services Committee waiting for 45 minutes, and you wonder why he's short with you, it makes me think that you don't understand human beings, or the Senate."

"Okay," he said. "You're fired."

I reported to Jim Holloway, the CNO, that I had been fired.

"For what?" he asked.

"For reminding the Secretary that he kept the Chairman of the Senate Armed Services Committee waiting for 45 minutes."

"And he fired you for that?"

I said, "Well essentially, yes. We had the discussion and he told me I was fired."

"Ah…he'll forget it by this afternoon."

ADM Holloway called me back about four that afternoon and said, "You've been rehired."

I accompanied Secretary Middendorf on an interesting trip to Bermuda. The Navy had a laboratory and sonar listening post down there that was pretty sensitive at the time. The Secretary wanted to see it. So we got an airplane and proceeded to Bermuda. On the way over, he said, "In Bermuda there's an artist by the name of Birdsey who is noted for his whimsical capturing of sailing ships and sailboats, that sort of thing around Bermuda, and it really paints a very pleasant picture for me of Bermuda. I want you to set me up with a lunch with Birdsey." It turned out he was a local boy who was very gifted, and who loved Bermuda. I called him and said, "I work for the Secretary of the Navy. He's been intrigued by your sketches and by your pictures. He is an artist himself and he'd like to come by and just chat with you. He wants to know you as a person, not as an artist."

Birdsey said, "What kind of a guy is he?"

"He's bright, nice and a little different," I said. "You'll like him and you'll find a lot of points in common." What was supposed to be an hour chat turned into nearly a full day for the

two of them. They went to lunch and sat there and sketched each other and made sketches of the bay and that sort of thing. It was a fascinating experience for me, and I found it intriguing to listen to these two artists, both of whom had substantial egos, trying to regale each other with stories. Middendorf wrote him a march. That was his real seal of approval after he met somebody; if he either gave them a sketch or wrote them a march. But he could write a march in 30 minutes.

OEO: Those are great stories. Was John McCain on your staff?

ADM KINNEAR: He ran the Senate office for us. ADM Holloway made a decision, and I don't know whether the President got directly involved in this or not, but all of the services decided to try to identify the ex-prisoners of war that had real potential and give them jobs that would allow them to realize their potential; help them make up for their lost time, and John McCain was one of those. Red McDaniels also had been a POW, and we put him in the House. McDaniels had already been around the political side of things, as well. Linda Bean (L.L. Bean family) became a big proponent of Red McDaniels. She had an incredible amount of influence on where the L. L. Bean money went as political donations. Red ran the House and John McCain ran the Senate and both of them did a good job. John McCain was particularly important to me though, because, first of all, I knew him as an A-4 driver and so on, and his father had been Chief of Legislative Affairs. One of the things I remember well about that time was how John's father was willing to give me some coaching along the way, and to be of help when he could. Nobody knew the history, or had the institutional knowledge, or had the contacts more than John McCain's father in respect to the Navy and Marine Corps. I often found that when I had an issue that needed an innovative solution, it was always very helpful to get him to make an advance call to John Stennis or whoever it was with whom I was trying to communicate. That could shorten my effort by at least a day because he was so highly regarded and respected. He had a good mind and knowledge of the workings of the various committees and the total process.

OEO: That is pretty amazing. He must have been a pretty effective Chief of Legislative Affairs when he was in that job.

ADM KINNEAR: Very much so. He was quite a personality.

OEO: Did the current John McCain step in and catch onto the job fast?

ADM KINNEAR: Oh yes, he was extremely good. A couple of stories. One is that I got a call from Senator Stennis after the Secretary of the Navy told him to call me, and he said, "We've got a problem. We've got three Democrats here that have just come on the Senate Armed Services Committee." One of them was Gary Hart from Colorado; the others were a Senator from Vermont and a Marine Reservist from Nebraska.

Stennis continued, "We've got three Democrats here and I'm a Democrat, but they're upsetting my way of running the Senate Armed Services Committee something fierce. I want you to pick one of those and I want you to cultivate him to the point that he understands it's more important that he listen to me than he listen to those other two.

"Yes Sir," I said. So I called John McCain and said, "Hey, I've got three new Senators, one who needs to gain some insight on how things work."

So I told him the situation, and he said, "The most probable guy out of that bunch will be Gary Hart from Colorado."

"Why him?" I asked.

"He doesn't seem to have any real commitments to anything right now, and you say you want to cultivate somebody. You want somebody you can depend on, and those other two are lost causes as far as trying to change their mindset. Gary Hart has an open mind and he's very bright."

So I said, "Okay, we'll target Hart."

I started searching around for someone who had a connection with Hart. I had a Navy submarine captain by the name of Jim High, who had recently been running the senate office before John McCain came in. I called Jim and said, "You know I've got this guy Hart coming in and I need your considered opinion on how we approach him."

"I can't tell you," he said, "but you've got a Naval Reserve captain in Colorado, Dick Young, who is the number two or three man in the State Democratic Party. He happens to be a black shoe (surface warfare officer). He's a very bright guy, a lawyer, and a damn good Navy man. If you do what I think you're going to do and recall him to active duty for two weeks,

you'd better figure out what you want him to do before he ever gets to town and then triple it, because he will do two weeks' work in the first 72 hours. So you better put together a list of things that need to be done." So, this Naval Reserve captain was coming to town and asked me what I wanted him to do. I said, "I want 30 minutes with Pat Schroeder, the Congresswoman from Colorado, by ourselves. You can be there, but no one else. I want to be nose-to-nose with her for one half-hour; she's hurting us with her activities on the Armed Services Committee, and I don't think she has an understanding of how she looks to the rest of the world. The only thing she seems worried about is her friends in Colorado. Can you arrange a half-hour?"

"Oh yes," he said. "Pat and I get along great."

I said, "Okay, fine. Come to town. Let's get that half-hour with her the first thing."

"What's the next thing you want done?" he asked.

I said, "Well, there's a Senator Gary Hart from Colorado that nobody here seems to fully understand. They don't understand how he got elected. They don't understand what he's really supposed to be good at, and I want you to educate me on Gary Hart and then get the two of us together so we can establish a working relationship."

"That may be tough," he said, "because he's not big on the armed services to begin with, and secondly he doesn't know anything about them."

I said, "Fine, worry about that when you get here." I gave him another job to do that was not as important. The day Dick Young hit town we had our half-hour with Pat Schroeder over on the Hill, and I explained to her in great detail how she probably looked to the rest of the world.

As far as Gary Hart was concerned, McCain said, "He doesn't know his ass from deep center field about anything in the service. He has no inkling."

"Fine," I said. "What kind of a person is he?"

"Oh, he's bright, an adventuresome guy, he's mettlesome, and he likes girls. He can be serious"

I said, "It sounds to me like this guy should have been a naval aviator and missed his calling."

"You bring up a good point," John said. "He does have many of the characteristics you see in Navy 'O' club behavior."

"Okay. John, I want you to convince Gary Hart that he needs to know more about the Navy and that we would like to give him the opportunity. He doesn't have a niche in Colorado

yet. He's not known for anything in particular. His timing was fortuitous. He was elected. He doesn't know a great deal about the politics – even the in-state politics of Colorado – and he doesn't know anything about the Department of Defense. There are a whole lot of things about which he knows nothing. I'd like to convince him that we recognize that he's got a good mind, and that we think he can absorb an awful lot of information. We would like to educate him and make him, as a Senator from Colorado with no visible vested interest in the Department of Defense, an expert on Defense. You are going to convince him that he wants to go to the Mediterranean and get a cat shot in the backseat of an F-4. That is about the most exciting thing I can think of. I also want to get him on a nuclear carrier. I want him to fly in the F-4 and I want him to become a Navy proponent."

John McCain did all that. We went to the Secretary of the Navy and the Chief of Naval of Operations and told them, "We may get some ink out of this, and we don't know what the ink's going to look like, but here's the plan: We're going to take this brand new guy who has absolutely no familiarity with the Department of Defense, who has never flown in a high-performance airplane, brand new to the politics, and we are going to make him a Navy proponent.

"We have an insider; a Navy Reservist who helps control the Democratic Party money in the state of Colorado, who has this gent's full attention." With that combination, we ended up bringing Gary Hart on board. He became our strong link on the Senate Armed Services Committee. Later on, at a one-on-one meeting, he said, "Gus, I'm going to become the Chairman of the Senate Armed Services Committee. You've got me pointed in the right direction. The fact that there is no Defense industry in Colorado is a good thing. I'm getting a reception I never expected. Not only do I think I can become the Chairman of the Senate Armed Services Committee, I'm going to run for President."

"That's an interesting leap," I said.

That was the very night that Hart got compromised with Rice. The next day the bubble burst. Even so, however, Gary Hart remained an asset to us as far as having a staunch Democratic supporter on Department of Defense issues.

OEO: John McCain apparently handled himself in such a way that he became a very effective legislative liaison.

ADM KINNEAR: Oh, yes. He was born into it. After I retired and came back from Europe, I was making the rounds in Washington and went by to see him. “John, you’ve done a great job getting yourself elected to the House out there in Arizona, and you told me the last time we talked that you were going to shift over and go for the Senate. But I haven’t seen a word on you running for the Senate. What are you waiting on?”

He said, “I’m waiting for Barry Goldwater to endorse me, and I’m not going to go public until I know I have Barry Goldwater’s blessing. He encouraged me to run for the House. I ran for the House, and he gave me a lot of pointers on how to get elected. He said he was going to retire and I asked him if he would endorse me to become his replacement. But I haven’t heard a word from him. I just don’t know what to do.”

“Do you want me to go to Goldwater and find out why he hasn’t endorsed you?”

“Yes,” he said, “Anything to find out what the problem is.” Goldwater and I had been friends for years, and as a retired four star, I didn’t have any trouble getting Barry’s attention, so I went over and met with him. We had a nice visit, near the end of which I casually asked, “Oh, by the way, I went by to see John McCain and he said he hasn’t heard much from you.”

Goldwater said, “When is he going to announce for the Senate?”

“He told me he’s not going to announce until you endorse him,” I said.

“Well, that’s news to me.”

I said, “I don’t know whether it’s true, but John tells me you won’t return his phone calls and that you won’t give him an appointment.”

Goldwater said, “Where did you get that information?”

“I got it from John.”

“You’re kidding me!”

“No Sir,” I said. “I do kid you on occasion, but this is not one of them.”

Goldwater rocked back in his chair and said, “I know what the problem is.”

“Well, is it a soluble problem?”

“Oh, hell, yes,” he said. “It’s a soluble problem, but it’s going to take some action on McCain’s part.”

“Okay, what’s the problem?”

"John's on the Joint Committee for Intelligence," he explained, "and there is a staffer on the Intelligence Committee by the name of Earl Eisenhower. John really harpooned old Earl Eisenhower in a public meeting. Harpooning Eisenhower himself wasn't a bad thing, but the fact that his wife is my secretary may be playing big here in what our problem is. Judy Eisenhower is my gatekeeper. If she's mad at John McCain, neither he nor I would ever know it because there won't be any phone calls and there won't be any visits."

"Okay," I said. I think I understand this one." I went back to John and asked, "How do you and Judy Eisenhower get along?"

"We used to get along great," he said, but I haven't heard much from her lately."

I said, "Yes you have, you just didn't realize it. She isn't going to let you see the Senator until you make your manners with her about harpooning her husband in public."

McCain was completely taken aback, and he said, "Geez, I did the right thing."

"You may have done the right thing," I said, "but you also alienated Judy Eisenhower in the process."

"What am I supposed to do now?"

"You're supposed to get yourself a dozen roses and a lot of humility and go by and explain to her how much you regret the fact that Earl suffered."

I assume he did. Goldwater came online almost immediately and endorsed him. Endorsed by Goldwater, he was off and running and got elected.

OEO: Going back to the early part of deciding whether the F-18 was the way to go, there were a tremendous number of critics who said that trying to do too many things with one airplane was not a good idea. Why did the Navy decide to go that route? What was the big force of going the F-18 route as opposed to another airplane?

ADM KINNEAR: The mix of aircraft on the deck of an aircraft carrier has tremendous implications from a logistics and manpower standpoint. The fewer different kinds of aircraft you have, the more economical it is. The whole thing -- the training pipeline, the logistics pipeline and the operational experience -- tends to focus a lot faster. It's pretty much a matter of economics. Could you split the F-18 and have some that are mission-oriented and be more effective in a particular set of missions, and let the other missions be done by another airplane?

The answer is yes, but the total process is extremely expensive from a manpower standpoint, and from a logistics standpoint, in particular. The training pipeline is another huge expense you can minimize, as well, by having fewer different kinds of airplanes. If you had one airplane that could do all missions equally well, you'd go with one airplane. You don't. That's not doable. But with the combination of missions that they can get into an F-18 and get rid of F-14s and A-6s and so on, it was the only way to go. It was the most affordable approach; I'll put it that way.

OEO: So it's affordability. Do you think the Navy gave up a fighter capability and an attack capability by going with one airplane?

ADM KINNEAR: No, because so much of that argument, what everybody was hanging their hat on, was based on fighting with dumb weapons. We don't have dumb weapons any more. We have smart weapons. We built in a lot of the capability we gave up in the airplane into the weapons, both air-to-air and air-to-ground.

OEO: Carrier aviation ended up doing a lot more attacking than dog-fighting.

ADM KINNEAR: The Air Force wasn't this adroit. I'll grant you there is no better air-to-air airplane than the F-22, but who are you going fight with?

OEO: Now with all that history behind you and seeing the F-18 that is being built today, is that an airplane that can carry the mission if the new airplanes don't end up getting funded? Is that a plane that's going to last for a while and do a credible job?

ADM KINNEAR: Yes, it will. They'll continue to improve it electronically, and they'll continue to build more capability into the weapons that it carries. As far as a platform to carry a crew and fuel and the other kinds of things, it's not a bad compromise, but it is a compromise, as you point out. The limited space you have on the deck of an aircraft carrier and the limited number of airplanes you can have, you have to have an awful lot of capability in each airframe to justify the carrier. Four and a half billion dollars a copy, that's expensive real estate.

OEO: A person that you mentioned yesterday, can you talk about Les Aspin?

ADM KINNEAR: As I mentioned earlier, when I was at Stanford there was a cabinet-level speaker who came out to address the student body, and he said, as he closed out, he wanted to talk to me and he told me about this great systems analysis shop that was being put together in McNamara's office. The first name that he mentioned of people that were in that group was Les Aspin. There were others; Jim Woolsey and people of that caliber. They were really putting together a first-class shop

OEO: What was your connection with Les Aspin?

ADM KINNEAR: Les Aspin is from Wisconsin, and it was written into law that the Navy will serve butter, not margarine, but butter, in the Navy messes, and they will also serve milk. That, of course, is a tribute to Les Aspin's predecessors as far as getting that legislated and passed into law telling the Navy what it would serve in its messes. I heard from him almost immediately when I got to Washington, that the Navy was squeezing down on the amount of butter that they were buying, and they were trying to start serving oleo-margarine. He said, "Don't, for a minute, think that the House Armed Services Committee thinks that you should be serving oleo in messes when butter is available." That was my first acquaintance with him. I traveled with him a lot. When they tried to take away senior officer flight pay, Les was one of the instigators of that legislation. We had Sam Stratton on the House Armed Services Committee, a Representative from New York who was a Naval Intelligence Reserve officer. In the interest of good legislation, I invited Les Aspin and Sam Stratton to go out and watch carrier operations off San Diego. Les Aspin had never seen night carrier operations. Sam Stratton had only seen paddles and no optical landing systems. We made this an official trip, and I took them out to *Kitty Hawk*. We watched a lot of interesting things, including pilots bringing F-14s aboard for the first time. It was pretty exciting. I particularly wanted them to see night operations because they were going to do the first carquals of the RAG (Replacement Air Group) that night. I was curious in my own right and thought it would be very entertaining for them. About four o'clock in the afternoon out on *Kitty Hawk*, Les came to me and asked, "Do they still have Happy Hour in Navy clubs. I'm thirsty." I reminded him that we were going to watch night operations, but he said, "I hear that you've got a

real nice club at Miramar." Having been the CO of Miramar and having issued passes to schoolteachers and nurses in the county so they could get through the gate for Happy Hour, it seemed like kind of a natural thing to do. Sam Stratton, being the Naval Reserve officer, commented, "You know, I really haven't had a chance to see a Happy Hour. I'd be interested in seeing how these young aviators conduct themselves at Happy Hour." We got in the COD airplane and flew off the *Kitty Hawk* over to Miramar in time to be there for the Happy Hour. We came into the club and into an area outside the bar itself, an open greeting area with a fireplace. There were aviators there still in flight suits. I had started to allow flight suits at Happy Hour when I was CO. It seemed to sort of fit with the rest of the things that were happening in "Fighter Town USA." I walked in with these two Congressmen and there was a pilot pulling about 15 Gs with each hand, and he had a couple of flight students listening to every word he had to say. Les Aspin said, "What the hell is that?" I said, "That's Tutor Teague debriefing a couple of students who just came back from the combat maneuvering range over in Yuma."

"That seems like an awful lot of hand-waving."

I said, "You really need to meet this guy to appreciate how important his hands are for communicating with those young aviators."

Stratton said, "I'd be interesting in meeting him, too." So we went over and descended on this threesome, who were already pretty well along in Happy Hour. We spent the rest of the evening helping them enjoy Happy Hour, all the while watching this stream of women come into the club after working hours. Aspin asked, "Geez, where are all these women coming from?" I said, "There is a building here that I gave to area colleges to conduct night classes for people who want to pursue a college degree while they're stationed at Miramar. It's open to dependents as well as to the uniformed people, and many of these people are working on their college degrees. They just happen to pick Friday afternoons when there's Happy Hour to come out and take care of their academic matters." Aspin said, "That's kind of hard to believe – that all these people are students." The truth of the matter, of course, was that we issued ID cards to certain groups of people that we were able to ascertain to a reasonable level weren't enemy agents. That turned out to be a long evening and very educational for Les Aspin and Sam Stratton.

OEO: Was he a little more understanding of the Navy from there on?

ADM KINNEAR: I never failed to get his vote as long as he understood the problem. Sometimes you really had to go to great depths to educate him, but if you could convince him that it was a legitimate need of the Navy and this was the best solution, he would usually come along. As I said, the legislation serving milk and butter remained on the books in spite of the fact that I had to go back and get a dispensation from him to allow certain places to start serving oleo. The health food world was involved.

OEO: Admiral Holloway was the CNO most of the time you were Chief of Legislative Affairs?

ADM KINNEAR: Yes, the whole time I was Chief of Legislative Affairs.

OEO: Can you talk about that relationship and Admiral Holloway as a naval leader?

ADM KINNEAR: I really got to know him in that CLA job. I first knew him when he was Mr. Carrier Navy in the Pentagon as OP-34. He had been the skipper of *Enterprise,* so he was really well founded. He has a story about Rickover and he tells it better than I can. At the end of the semester, he had Ds in two courses, and Admiral Rickover asked, "Why did you get a D in Nuclear Propulsion and a D in Advanced Calculus, and why did you get a D in your math course when you're supposed to be here studying physics?" Holloway responded, "Well, I guess that demonstrates that I spend too much time on physics," which he thought was funny, but Rickover didn't.

Jim Holloway was a real prince to work with. When I came back to Washington as a post-CAG, I had a chance to work for him before I ever became Chief of Legislative Affairs. I decided that not only was he bright, but that he was probably the best hope the Navy had for getting nuclear carriers in numbers. That was his job down in OP-03; he did nothing except worry about carriers and nuclear carriers in particular. John Lehman was a fan of his and he was a fan of John Lehman's. The fact that Lehman became such an accomplished individual as far as getting the Navy nuclear carriers, the genesis of that goes back to when Jim Holloway took him under his wing and sent him out as a civilian to see what the wartime Navy was doing.

OEO: We can say that Admiral Holloway was truly one of the great Chiefs of Naval Operations.

ADM KINNEAR: For my money he was very modest and very low key as long as he could get things done in a low key fashion. That doesn't mean he couldn't get really focused on something and say, you know, "This is what we're going to do and this is when it's going to happen and this is how we're going to do it." He could do that, but, in general, he would give you the drift of what he wanted done and wait for you to tell him how you were going to do it.

Mrs. Holloway, Dabney, was a delightful person to be with and a great asset to him. Not only did the wives like her, she also was sort of the high-level contact point for an awful lot of men, because they admired her, too.

OEO: During the time you were there, did you see the kind of direct fire and bickering that we have seen in the press over the last few years?

ADM KINNEAR: Not to the extent that you see it now, no. There was always the "us versus them" on certain issues, but they were much more mannerly about how they dealt with each other, and most of the old timers made a point of being polite and courteous to each other. The real old timers were extremely thoughtful about their staffs.

Ted Kennedy always had one of the best staffs on the Hill as far as getting things done and finding out what their positions were on issues. It was a pleasure to do business with the Kennedy staff. There is an individual who lives here in York now whose father was a Congressman and a great friend of the Kennedys. When that Congressman died, Ted Kennedy called me and said, "I don't know how you're going to do this. The funeral is going to be in Massachusetts, but I would like very much to be involved." We flew the Senator and, it turned out, about a hundred other people to Massachusetts for that funeral.

OEO: On the House side, who were your favorites in terms of performance and production?

ADM KINNEAR: Sam Stratton was always a good source of counsel as well as leadership if you could make a good case that you needed somebody to pick up an issue. F. Edward Hebert had been the Chairman of the House Armed Services Committee for years. One year, the electorate voted in a bunch of younger Congressmen who upset the leadership of a number of committees,

the House Armed Services Committee included. I was kind of curious. F. Edward Hebert was voted out as the Chairman and Mel Price went into the job. Hebert never left the office, never quit holding court, and never quit having his bourbon and water at sunset with whoever he wanted to have an informal discussion with about whatever. His office was decorated so that it looked like you might be down in New Orleans with the lounge chairs and so on. It was completely different from any other committee office on the Hill.

OEO: How about on the Senate side, did you have a favorite or favorites over there?

ADM KINNEAR: Sam Nunn was probably the person that I worked with the most and got close to, and with whom I had a continuing relationship. He was the nephew of Carl Vinson. Carl Vinson was the Chairman of the Naval Affairs Committee as far back as 1931, and was the sponsor, along with Senator Trammell, of the Vinson-Trammell Act, which authorized the construction of ships and planes that significantly enhanced our preparedness for WWII. He was also the first person to serve more than 50 years in the House of Representatives. Carl Vinson and two Senators from Georgia cultivated Sam Nunn to be the Chairman of the Senate Armed Services Committee before he ever got out of law school and, as it turned out, it worked well. Sam was an extremely good Chairman. The fact that he later flew such a low profile in national politics is a disappointment to me, because I thought he was one of the better minds as far as working problems and coming up with practical solutions and being able to convert it into legislation. He was as good as anybody on the Hill, but he is certainly flying a low profile. I had a continuing relationship with him because of Carl Vinson.

My relationship didn't end when I left Legislative Affairs and went to AIRLANT because the *USS Carl Vinson* was coming into the Atlantic Fleet, and Sam knew that is was primarily through his influence that the ship was named for his uncle. He thought that that was ordained, and that I would be there when the ship came in service. As a result, he held me personally responsible for keeping Mr. Vinson well informed about how his ship was doing. Carl Vinson did not like to fly; he liked to go everywhere by train. With Sam's help, I was able to convince him that if he wanted to see the *Vinson* while it was being built, he was going to have to fly. I talked to his family doctor and I talked to Senator Nunn, and we put together a cardiac team -- Mr. Vinson was well along in his years at that time - and we flew down in the AIRLANT

airplane with an array of medical talent aboard. “Mr. Carl” (which he was traditionally called,) flew with us. We landed in Newport News and there was a whole fleet of sedans waiting for us, courtesy of the shipbuilding company. The first thing I told Mr. Vinson was, “I’m going to take you over to the motel where they’ve got you staying in a special room,” but he was having none of it.

“Admiral,” he said, “I appreciate your being concerned about me, and I know it’s time for my rest, but I want to see my ship before I go to the motel.” Carl Vinson was not married. His “family” was a nurse who took care of him, Molly Snead. She was married to Tilman Snead and had two boys, and the four of them became Mr. Carl’s family. Molly and the two boys, of course, were included in this trip. As a point of interest, when they put the keel down for the *Vinson*, the two boys welded their initials on the keel. Mr. Carl wasn’t able to do that, but he anointed those two boys to go down and put their initials and his initials on the keel with a welding torch. When we drove into the shipyard that day, there was a big rail crane alongside the ship. We stopped on the main street so the ship was directly in front of us, and the crane visually cut the ship in two. It was parked right in the middle. Molly was in the car with us, she was taken aback at the scene of this ship out in front of us. Mr. Carl looked at it and said, “Admiral, which one of those is mine,” and I said, “Mr. Carl, that’s all one ship. It looks like its cut in two, but that’s a crane and it’s not usually there. Both sides of that are your ship.” He said, “Can we sit here for a minute?” and we did. Molly said something, and he started talking. He said, “God has been good to me. You know He had a hand in this? It’s named for me, but it’s His ship.”

That was an interesting trip. A huge number of people showed up for that event. Mr. Carl had written a speech for the occasion, and Sam Nunn was going to be there. Vinson said, “You probably appreciate that I’m not going to be able to make this speech.”

“Yes Sir,” I said, “the thought occurred to me.”

He said, “Sam can make it, but he’s not going to make it until I have an opportunity to review it with him.” That is what happened. If I recall correctly, when we laid the keel for *Vinson*, we commissioned the *Eisenhower* the same weekend, so it was a busy time.

OEO: Let’s talk about a few interesting people that you probably are pretty well acquainted with. Let’s start with Senator John Warner.

ADM KINNEAR: I worked with Senator Warner in several different capacities when he was the Undersecretary of the Navy, the Secretary of the Navy, and as a Senator. I have a high regard for John Warner. He had a very interesting background. He was a Navy enlisted man and later, during the Korean War, he was a Marine Corps officer. I really enjoyed working with him when he was Undersecretary and, later, Secretary of the Navy. He is pleasant, bright, quick, and, in general, a warm person.

OEO: How important was he in Congress in terms of power and position on the committees?

ADM KINNEAR: As far as the Senate Armed Services Committee, he was a very important asset to the Navy, and the Marine Corps, having been a Marine. But he thought in bigger terms than that. He didn't think of it as just the Marine Corps or the Navy. He thought of it as part of the Department of Defense, and he had enough perspective that he could put the Department of Defense into pretty sharp definition as an important adjunct to the entire government of the United States, particularly during the Cold War era.

OEO: Any particular story you can think of about Senator Warner?

ADM KINNEAR: I'll give you a humorous one. There is an organization called the Center for the Study of the Presidency. Chappy James, who was the first black four-star in the Air Force, and I were anointed by SecDef Mel Laird to do certain things in support of the Center for the Study of the Presidency, and one of them was to go to French Lick, Indiana, to a national gathering they were having there. Senator Warner was going to be the keynote speaker. General Chappy James and I found ourselves in the helicopter with Senator Warner. The Air Force flew us from Andrews out to Lexington, Kentucky, and then from Lexington we helicoptered up to a wonderful banquet in a French Lick resort. Somehow, in his remarks, Chairman Warner uttered something that indicated that there was a difference in the responsibility levels of women and men in DoD. Several people brought this to his attention as soon as the thing broke up, and I said, "You're in real trouble. Every woman in that audience out there probably thinks you're a chauvinist and we know that's not the case, but we aren't sure how to fix it." All this was being discussed as the Senator, John, Chappy and I were having an after-dinner drink, and our

collective IQ was going up by the second. Finally, the Senator said, "Well damn it; you two guys are men of action. What am I supposed to do? I want to do *something."* So we said, "Well, you can go down to the florist shop and have them send a long-stemmed red rose and a proper note to every woman that's registered as one of our participants, apologizing for any possible misunderstanding. They will think you're a sentimental fool and a really gallant person." That seemed to him like a pretty good idea. So, he went down to the florist shop and ordered 300 roses, or whatever the number was, all to be delivered that night. That was such a good idea and we were so pleased with ourselves that we proceeded to have further discussions and further drinks to keep the occasion rolling. We roamed around, went to several of the different activities that were happening in the hotel there – a resort hotel – and enjoyed a very pleasant experience. I thought things went absolutely great until I got ready to check out and found that all those roses and all those drinks and everything else that happened that night appeared on my bill. It ceased to be funny at that juncture because it was hundreds of dollars. Chappy James thought it was absolutely hilarious.

OEO: I believe you have another comment about Sam Nunn.

ADM KINNEAR: Oh, I was probably closer to Sam than any of the Senators, with the exception of John McCain. As I mentioned earlier, the Senators from Georgia literally ran the Senate Armed Services Committee over the years, and the Congressman that was behind all of this was Carl Vinson. Carl Vinson along with Senators Russell and George of Georgia, and one or two others decided to make Sam Nunn a member of the Senate Armed Services Committee. He was schooled and positioned to become the Chairman of the Senate Armed Services Committee. I think it's safe to say that there has never been one appointee as carefully orchestrated as San Nunn. Carl Vinson ran the House Armed Services Committee for years. Carl Vinson ran a tight ship. It was kind of funny. One Congressman, who liked to be heard, said to Chairman Vinson one day, "I've been on this committee now for almost six months and I haven't had a chance to have any input on anything. When do I get to say something?" The Chairman said, "You just did." That sort of gives you an insight to his leadership style.

I actually had gone to high school with a cousin of Sam's down in Florida, Robert L. Nunn. I traveled a lot with Sen. Nunn, but the common denominator to our relationship was Carl

Vinson. Even after Sam left the Senate, we still stayed in close contact. The only possible burp that would have ever come was the amount of business that went to Lockheed at Marietta, Georgia, the C-5 namely. Sen. Nunn did his homework, knew his issues and was as solid a citizen as you could want, and straight as a string as far as what motivated him. I really enjoyed the association and admired him.

OEO: I think during the time you were in the Office of Legislative Affairs, Mel Price was in full swing. How would you characterize Mel Price?

ADM KINNEAR: Mel Price was F. Edward Hebert's successor, because Hebert was displaced when Congressman Tom Downey and that young generation of congressmen came to Washington. Several of them came onto the Armed Services Committee and they sort of rebelled and decided that Hebert had been there long enough. They wanted a new chairman and the next guy in line was Mel Price, so he became the chairman. The last time I saw Mel Price in a business sense was at about six o'clock one evening toward the end of Congressman Hebert's presence in Washington, after he had been displaced by Price as the Chairman. He still resided in the Chairman's office and he still held court in the Chairman's office. Mel Price would come in once a day at about five or six o'clock in the evening to have a "branch water and bourbon" with the former Chairman. He would tell Mr. Hebert what he had done that day and ask what he should do the next day. If anybody thought that F. Edward Hebert gave up the chairmanship, he didn't; he just did it by proxy. I was witness to a number of those sessions. F. Edward Hebert liked me and I visited with him quite often at his office and down in New Orleans. He had been a newspaper writer for the *Times Picayune* before he became a politician. As a result, I got introduced to the entertainment world in New Orleans – which reminds me of a John Warner story. After I returned from a trip to New Orleans to meet with Congressman Hebert's staff, Warner asked me how everything went – "Anything exciting happen?"

"Probably the most exciting thing that happened was we went to see this very attractive stripper called Stormy, and she sends her best regards, and I've got an autographed picture for you. Do you recall talking to her?"

"Oh yes!" he said.

That was kind of a dirty trick to pull at a morning lineup, but I knew he'd get a boot out of it.

OEO: Can you talk about your associations with Tip O'Neill?

ADM KINNEAR: I had an interesting experience with Tip O'Neill after I left the Navy, retired and went to work for Grumman as the Senior Vice President for Washington operations. We had an airplane; the first Grumman transport airplane, the Gulfstream. The early model of the original Gulfstream was a turboprop. Because it was the engineering model, it weighed about 600 pounds more than the production model because of all that good margin Grumman engineers habitually built into everything. We used that plane as an executive transport. Since I was running the Washington operations, I had a great deal of control over the scheduling of the plane. I got a call from Tip O'Neill's office saying, "The Chairman (O'Neill) has a meeting with Grumman management and some of the workforce, and he would like to be picked up on Cape Cod." I said, "Okay, that's easy enough." I got on the wire and made the reservation to get the airplane up to Bethpage, Long Island, and went up to host him. As it turned out, all the people that were going to go with us -- newspaper reporters and broadcast journalists -- cancelled out, and we ended up with Tip O'Neill only. That plane was configured so that there was a center seat in the rear of the cabin, and then there were seats out in front of it so you could have a conference with the Chairman being properly located, and it worked great. He took the Chairman's chair, I sat in one of the peasant's chairs, and we watched the sun go down as we were flying from Cape Cod down to Bethpage. Tip liked his evening scotch and water, so we just happened to have a bottle of good scotch on the plane. I was talking to him and he was sitting there with a scotch and water, chin in hand, watching the sun go down, and I said, "Mr. Chairman, you seem very pensive."

"Well, Gus," he said, "you probably never thought about this, but tomorrow is the first time in 53 years my name won't be on the ballot in Massachusetts. That's a lot of reflecting." So, we landed at Bethpage and Tip did his thing – wonderful. I had asked him at the time that he was reflecting on this, "You've got another Kennedy coming along and he's going to be on the ballot for the first time. Are you going to support him?"

"Yes," he said, "I'll support him. It's not going to be because of him, though. It's going to be because he's a Kennedy."

"Do you have anything against him?" I asked.

"I don't really have anything against him," he said. "I just don't think he has anything for us."

"What do you mean?"

He said, "Empty suit." Tip was not in awe of the Kennedys.

OEO: You went down to Norfolk to run COMNAVAIRLANT in the spring of '78. How did you find naval aviation at AIRLANT when you got there? Were things healthy? Did you have big problems?

ADM KINNEAR: I was trying to recover from the fact that we had underfunded the maintenance programs for carriers and that we had under-bought missiles and people to the point that I was having to crossdeck certain petty officers and officers from returning carriers over to the carriers being deployed. We also had to crossdeck some air-to-air missiles. We didn't have enough missiles to have full loads for all the carriers. Whenever a carrier came back we had to take people and weapons off of it and put them on the deploying carrier. That was the sort of environment we encountered.

Our two oldest ships, *Saratoga* and *Forrestal*, were both in miserable condition. I think I told you the story that Jim Flatley was atop the CO list and everybody in BUPERS assumed that he was going to go to the *John F. Kennedy*, which was the "E" winner; the best carrier in the Atlantic Fleet. Instead, I called Jim in and said, "I know that they usually send the best to the best, but in this case I need your help getting *Saratoga* out of the yard down in Jacksonville and into the yard at Philadelphia. It's going to be a tough trip, because you're going to be under-funded and you're going to be undermanned. Taking the "best" and sending them to the "worst" only makes good sense as far as I'm concerned, so enjoy *Saratoga."* And he did. He went down to JAX and got her glued back together and moved – he did a great job of minimizing costs by moving the families, and their automobiles, on the carrier from Jacksonville to Philadelphia. It saved the Navy a very great deal of money, and from a morale standpoint, it was a great thing for the families to be able to go to sea with their working husbands and dads.

OEO: During the time you were in the job, were CVs a fact of life? Did you have anti-submarine aircraft going on the decks at that time?

ADM KINNEAR: Yes, we did, and the S-3 being the best of the group. As an aside, I got to make an S-3 landing on a carrier. It was after we'd had an accident and I was trying to get out to the carrier as quickly as possible. I was flying with the S-3 squadron skipper, the weather was great and he let me drive the thing right in and grab a wire, just as if I knew what I was doing.

OEO: Was AIRLANT a satisfying job for you?

ADM KINNEAR: Yes! A tremendous challenge, and very satisfying as far as getting things done and having lots of things to do. Probably some of the most interesting things that happened were the problems we were having in Puerto Rico and Vieques and Calibri, and trying to keep things under control down there. We had a very bad incident in Puerto Rico where some terrorists shot up a busload of teenage sailors coming out of our major communications station.

Admiral Train was CINCLANTFLT at the time. At the morning lineup, which included CINCLANT/SACLANT, COMSUBLANT, COM SURFLANT and COM NAVAIRLANT, I reported this before it made the papers. Admiral Train asked me what I was going to do, and I said, "If you concur, I'm going to call the Secretary of the Navy and get permission to award Purple Hearts in his name, and for him to approve whoever we decide warrants a Purple Heart. I will read the regulations carefully, and I'm going to distribute some Purple Hearts down there because this is an act of war in a true sense. Although it's a terrorist activity, I think that it qualifies."

I called the Navy lawyer that advised SECNAV; then I called SECNAV and he approved my going down and awarding the Purple Hearts in his name. That turned out to be an interesting experience. Some of the families of the killed and wounded who lived in the southern part of the United States flew to Puerto Rico and got there ahead of me. I had occasion to meet some of them, and to make the awards with the families present. That took most of the morning of the day we arrived.

Everybody agreed that there needed to be a press conference, and that I should go public with my comments on the terrorist attack. As a result, we had an auditorium full of Navy people as well as media people. All the networks were there with their television cameras and it turned into a much larger event than I ever expected. In the course of making my remarks, I got the inevitable question, "Who do you think did this?" I answered, "I really don't know; terrorists, but the fact that they used automatic weapons on teenagers in a bus, some of them women, convinces me that they were not Puerto Ricans."

"How do you come to that conclusion?" they asked.

I said, "Look around you. Puerto Ricans are a fun-loving, family-loving, children-adoring culture, and obviously these people that will shoot teenage boys and girls with automatic weapons at close range could not be Puerto Ricans. Hired guns from another culture. Therefore, I have to assume they were probably Cubans, or something we haven't seen yet. That would be my assessment."

I thought that was harmless enough, but the FBI people got pretty excited when I said that, and strongly suggested that I "get off the air." I concluded the meeting as quickly as I could and asked what the problem was. He said. "We also think that they are terrorists out of Cuba, but the thing of it is, they're going to be after you now because of the way you described and identified them."

Then he said, "You're not going back in your Navy airplane, we're going to take you to San Juan and put you on a civilian airplane and get you off the island." I objected: "Don't do that. The Navy airplane is already up there." I got on my Navy airplane and left.

OEO: Let's talk about Vieques. What was the issue there and how did that end by the time you left AIRLANT?

ADM KINNEAR: Vieques was important to us. We had already given up Calibri as a naval gunfire target, primarily for the ships, and the air-to-ground targets were on Vieques. RADM Ken Knoizen was COMFAIRCARIBBEAN at the time and we soon found ourselves testifying in Congress about Vieques. One of the more interesting things that came out of that was that the people who wanted the Navy out of Vieques brought in a lot of expensive and interesting talent, including a noted ornithologist. He testified that the way things were going, if the Navy didn't

quit using Vieques as an air-to-ground range, the island's brown pelican species would disappear entirely.

Without realizing it, they had given us an opening that I didn't think we'd have. We brought in another ornithologist, and I asked him, "What is your assessment of the brown pelican and their demise as a result of the air-to-ground activity?" He said, "People haven't got this straight. They don't understand Viequean people."

"What is it they don't understand?"

"One of natives' favorite dishes is brown pelican eggs," he explained. "They love those brown pelican eggs, and it's a matter of prestige to have and serve brown pelican eggs. If you stop and take a hard look, you'll discover that the only brown pelican eggs that get to hatch are those inside the perimeter of the air-to-ground bombing range at Vieques. If it weren't for Navy keeping people out of there, there would be no brown pelicans."

That was an interesting bit of information for everybody. The *Washington Post* got hold of that and had fun with it. We eventually lost that battle anyway, but it had nothing to do with the pelicans.

Vieques was an important piece of real estate, and the Governor of Puerto Rico wanted to reclaim it from the Navy. What the governor failed to realize at the time was that, if we closed those bombing ranges, the Navy would have very little reason to remain in Puerto Rico.

The Navy later closed the bombing ranges and our facilities at Roosevelt Roads, including its airfield. The Governor was extremely unhappy about the loss of jobs and so on, but he was the one who caused it. They are still trying to fill that vacuum. The beaches along Vieques are a nice tourist attraction, but the tourist jobs, compared to the lost Navy jobs, were nothing. One estimate of the loss to Puerto Rico economy with the U. S. Navy pullout was $250 million a year.

At that point, there were people in the Congress who thought I should become the Chief of Naval Material after I left AIRLANT; that I would have the right experience and be able to do something with the job. Also, Secretary Lehman was big on nuclear carriers. The fact that we got the additional nuclear carriers was due to Secretary Lehman and ADM Jim Holloway. Secretary Lehman and I had our differences, but as far as doing things for the Navy – good things, getting those carriers – he really left his mark on the Navy. And all those big *Nimitz* Class carriers we depend on now are the product of his efforts.

He has a younger brother who had been a Senate staffer: Chris Lehman, who is a Ph.D. from the Fletcher School at Tufts. I consider him another one of the great Americans working in our government.

OEO: Admiral Snuffy Smith was talking about when you were AIRLANT and he was Commander, Light Attack Wing One, and had a series of accidents. When he got word that you were coming down to see him about that particular problem, he made the assumption that you were coming to fire him. He gave you a presentation about possible causes and so forth. At the end of that, you went into private session with him and said, "Well, you've got a good handle on this, as I hoped, so just continue working on it." You went away and left him intact, which made quite an impression on him.

ADM KINNEAR: It was an important concern to everybody, but he was doing everything right. I did have an issue with him when I told him that I wanted to start flying well-qualified reservists as instructor augments for the RAG squadron. It was reported to me that his reaction was, "That is probably not a good idea, and besides, those are reserve aviators."

I told his messenger, "He needs to be careful; I am a recalled reserve aviator, and I may take exception to some of his thinking."

Snuffy Smith had made an early impression on me because he could do a lot more than arrange good parties; he was a gifted aviator and leader. When he left VA-22, he had a key job representing BUAER at LTV in Texas where they were building the A-7. During his earlier combat tour with VA-22, he had earned a Distinguished Flying Cross. I flew from Lemoore with CDR Scott Gray, who was the XO of VA-147, down to Texas and presented it to him personally. Incidentally, LTV was more than gracious as far as hosting us for that event.

OEO: How did you happen to get selected to go over to Brussels to be the U.S. Military Representative to NATO?

ADM KINNEAR: I got a call from Admiral Tom Hayward, the CNO. He said, "Finding a place for you as a four star hasn't been easy because of the way we've been detailing jobs, and right now the best thing I can offer you is an opportunity to go to NATO as the U.S. MILREP. You'll

get your fourth star with that job, too." I am forever beholden to Tom Hayward for having done that. I did not ask for it and didn't know much about the job except I remembered Blackie Wienel telling me lots of interesting stories about his stay at Brussels as the U.S. MILREP. He said, "The job is interesting and great. And besides that, if you like pigeons, I left a bunch of pigeons over there." Sure enough, when I got over there I found a special bench by the assigned quarters for the U.S. MILREP, and it's known as the Blackie Wienel Memorial Pigeon Watching Bench.

OEO: What were your responsibilities?

ADM KINNEAR: From a military standpoint, to provide guidance to the military command at NATO staff, as well as to the Secretary General of NATO. Brussels is an odd place. We have three U.S. ambassadors there: an Ambassador to the European Economic Community, an Ambassador to NATO and an Ambassador to Belgium. Although I wasn't in the State Department, I did a lot of coordination between the Ambassadors. Two of them were political appointees, and one was a career diplomat. The career diplomat, Tapley Bennett, was at NATO, and he later became the Assistant Secretary of State for Administration back in Washington. By coincidence, a former wingman of mine from VA-45, Steve Ledogar, made an appearance there as Tapley Bennett's relief; my old wingy became the Ambassador to NATO. He is now retired in Massachusetts. He spent some seven years as the U.S. Representative to the Mutual and Balanced Forces Reduction talks.

OEO: When you dealt with a major issue in that job, who was your connection in Washington?

ADM KINNEAR: There is an office in the Pentagon for the U.S. MILREP. An Air Force or Army Colonel or Navy Captain ran that office, and they were our liaison with the Joint Chiefs of Staff. From a military standpoint, you were considered to be reporting directly to the Joint Chiefs. Your immediate boss was the Secretary of Defense. He and the Chairman of the Joint Chiefs of Staff were the two people with whom you were concerned. Secretary of Defense Casper Weinberger was a jewel to work for, as was the Chairman JCS, General David Jones.

OEO: Can you give an example of the significant issues that you dealt with at that time?

ADM KINNEAR: Probably the biggest thing was trying to keep the Germans confident of our continuing support, because so much of the direct threat at the time involved their real estate. The conventional wisdom was that the Soviet Union might find it to their advantage to attack Europe militarily and try to take over Europe. If they did, the most probable route would be through the Fulda Gap. The Germans would get hit first, longest and hardest. The other Military Representative I worked with most, and closest, was an Air Force Luftwaffe three star from West Germany.

The seating arrangement of the MILREP horseshoe table where we met was pretty well contrived, although it was done alphabetically. That put the United States and the United Kingdom next to each other, and put United States on the right hand of the Chairman. Quite often, issues got resolved at the head of the table. The big problem with the way it was arranged was that Turkey and Greece sat exactly opposite each other at this long oval table. If there was any flare of personality or tempers, it inevitably was the Greeks and the Turks going after each other. There were issues, particularly on the role of Crete. As far as NATO was concerned, Crete was a very, very important piece of real estate. NATO was building ammo storage, fuel storage, and all kinds of facilities on Crete, and it was a major issue not only to Turkey and Greece, but also to NATO. The thing that remains largest in my mind was the fact that history is more important than logic when it comes to how some things are done – specifically, the historical relationship between Turkey and Greece. The last big inspection tour that we did while I was at NATO was a swing down through Greece and Turkey, and the interplay was interesting. Some of their differences will probably never be resolved. It's part of the culture. On the other hand, however, they were surprisingly tolerant of each other under some circumstances.

OEO: Did the U. S. delegation have a favored position?

ADM KINNEAR: There was such a long history with Greece. Harry Truman made a decision after WWII that he did not want Greece to go Communist, so he put 400 million dollars worth of aid into Greece and Turkey in 1947. Additionally, the Navy provided them a whole bunch of airplanes; SB-2Cs and airplanes of that type, to help them fight the guerrillas that were about to

take over Greece. When President Truman made that decision, and put those 400 million dollars on the line, he really committed the United States, and it actually served the purpose. Instead of going Communist, Greece remained a democracy, and that was a real success. As far as dealing with the Turks, we had maintained good relations with them and helped build their air force. The Navy also had a good working relationship with Turkey. I did two Mediterranean cruises during 1951-2 and stopped through there on the third one in 1953. Up in the Dardanelles, it was exciting and friendly. We did a good job of refereeing between the Greeks and the Turks while I was at NATO. I spent some time specifically trying to improve those relationships between the two countries, militarily that is. Culturally, they'll always be like they are.

OEO: When you came away from that job, which membership had impressed you the most?

ADM KINNEAR: I learned a lot about the Canadians. One of the last trips we took out of Brussels was a swing through Canada. I really appreciate and respect the Canadians for what they've been able to do. Earlier, at AIRLANT, I had hosted a lot of Canadian ships in the wintertime at various warm-water bases, Key West and Puerto Rico, primarily. They always liked to come down there in the wintertime to do their training and gunfire support activities, etc. The Canadians are not only good people, but they are well organized and get a lot of mileage out of their defense dollar. Brussels and NATO was a great learning experience as far as having an opportunity to deal with other cultures and other military organizations

OEO: You mentioned offline that you had an unusual position over there with regard to the DOD school system. How did that work?

ADM KINNEAR: My predecessor was an Air Force four star whose son was a musician and a great football player. He had become thoroughly involved with the DOD school system; he essentially became the Superintendent. I was always interested in education, and my intent when I was on inactive duty and went to Florida State was to become a teacher; teach physics and math and coach football in Florida at the high school level. That was my long-term goal until the Korean War came along and I found myself back on active duty. The DOD School involvement was an interesting experience. Particularly noteworthy, the quality of education we were able to

deliver through the DOD School system was such that we had a remarkable acceptance rate at the Ivy League schools. Considering our size and the diversity of our students and everything, it was impressive. The DOD School system, however, was not necessarily dear to the hearts of the State Department people. If there was a DOD school in the area, their children had to attend it, and their parents couldn't exercise the option of sending their kids to whatever private school they wanted at State Department expense.

OEO: Did you have any of the other foreign country members' children in that school, or was it strictly the United States?

ADM KINNEAR: It was primarily for the United States, but there were some exceptions – people with special needs who were able to make a persuasive case. That was done on a one-by-one basis. I think there were only two of those cases.

One of the interesting things about the NATO headquarters in Brussels was that about half a mile down the road there was the largest Russian automotive agency outside of the Soviet Union, and the number of antenna that they had for that automotive agency was startling!

OEO: They needed to communicate between car agencies, no doubt. They probably had a lot of technicians, also.

ADM KINNEAR: That became a standing joke around there. They did sell a lot of their clunker automobiles, though.

OEO: There are a couple of events in history that I'd like to ask you about. What were you doing when the Cuban Missile Crisis developed?

ADM KINNEAR: I was in VA-12, deployed to the Mediterranean on *FDR*, I believe. I was one of the nuclear delivery pilots on the ship and they cinched us up for possible action. The Admiral gave us a pep talk and said, "We don't know how things are going to turn out in Cuba, but if they don't turn out well, we don't know what will happen." We were in the right spot and we weren't the only carrier there in the Mediterranean. We had a second carrier there at that time.

OEO: Tell us about your connection with the George Bushes – father and son.

ADM KINNEAR: George H. W. Bush. When they moved the CNO out of his Naval Observatory quarters, and Vice President Rockefeller moved out, George Bush and Barbara moved in. I was what was known as a Republican Eagle, and was Senior Vice President of Grumman Corporation at the time. The first time I really had a chance to talk to the President as an aviator, but in an informal way, was at a Grumman affair in Bethpage at which we delivered a technology demonstrator airplane Grumman had built for DARPA (Defense Advanced Research Projects Agency). It had a forward-swept wing, and seven discreet pieces of technology were demonstrated on that peculiar airplane, the FX-29. We were having a ceremony at Grumman and this particular aircraft was the centerpiece. The Grumman Chairman at the time was Jack Bierworth. He and George Bush, and their wives, had earlier occupied two units of a student Quonset hut at Yale. In addition, Bierworth and Vice President Bush were both on the Yale baseball team – Bush was the first-baseman and Bierworth was a starting pitcher – so they knew each other pretty well. As a result, when that forward-swept-wing FX-29 was being accepted, George Bush came up to represent the U.S. Government and to visit with Jack Bierworth.

Of course, he had to get into the cockpit, like any naval aviator, and really see what that airplane was all about. This was not part of the planned ceremony. He got in the cockpit and started being an aviator to the point that Bierworth gave me the "get him out of the cockpit" head nod, so I went over and said, "Mr. Vice President, I respectfully think that we ought to keep things moving here."

"What do you mean?" he asked.

"Well," I said, "everything is stopped until you get out of the airplane."

"Oh," he said. "I didn't realize that."

Post haste, he climbed out of the airplane and the ceremonies went ahead. That was the first time I'd ever had a chance to really talk to him, and he remembered that. Later, as I told you, when they moved into the newly designated Vice President Residence, because of the fact that I was well up in the Grumman hierarchy and had other things that related, we got invited to a lot of events. Barbara Bush and my Mary, both being Mainers, spent most of their time talking about raising kids, dogs, and cooking. They had a lovely little dog that Barbara would always

bring out when Mary was there. In that way, we got to know the Bushes personally and informally.

My other connection with him was when he set up an office in Houston. I was on the board of Compaq Computer and chaired the Audit Committee at the time. Every Compaq machine we could lay our hands on that had anything to do with equipping an office showed up in his office. I had moved up to New England and he would commute from his office in Houston up to Walker's Point, Maine. It seemed like we always got on the same Continental flight. In those days, I rode in First Class and so did he and his Secret Service escorts. We got to know each other. When we were on the same flight, we'd have a chance to chat a little bit – not a purposeful thing, just in happenstance, not planned at all. He is a real gentleman. One person who apparently knew him well, said, "George Bush was raised so well by his mother that he'll never let any personal event go without a longhand note to you. I have several longhand notes from him in connection with various kinds of happenings, and most of the time it was something with Grumman. But George Bush would write longhand notes. He was the Vice President and I was running the Grumman office, we were doing a special study on selling E-2Cs to the Coast Guard for drug interdiction, and this special task force that he set up was in the Old Executive Office Building. His office was in there, so we would run into each other occasionally. He was quite helpful a couple of times getting people to understand why I needed to see them.

OEO: How about the next George Bush?

ADM KINNEAR: I was on the stage when he accepted the nomination for the Presidency. As a matter of fact, I was the senior officer.

OEO: How did that come about?

ADM KINNEAR: I got recruited and I'm not sure how. Somebody in the Navy had suggested it would be good if I endorsed his candidacy. I wasn't alone – not only did I endorse him, but there was a whole bag of four stars who endorsed him. I just happened to be the senior one there on the stage when he accepted the nomination.

Charlie Craigen, the former Attorney General for the State of Maine, was a naval Reservist, a Captain. He ran a Naval Reserve public affairs special group that met in Boston. When he got ready to retire, he wanted to retire on the *USS Constitution,* and he wanted me to be his retirement speaker. When the former Attorney General asks you to be his retirement speaker, you don't logically refuse, so I was his speaker. The night that I was on the stage when the President accepted the nomination, Charlie Craigen came over and said, "I've got some people that want to talk to you." I said, "Okay Charlie, about what?" He said, "About the next president." So, I went with him and it turned out it was Olympia Snow and Susan Collins, and Olympia's husband, Jock McKernan, the former Governor of Maine, and their kids. I sat with them for the remainder of the ceremonies that evening. Talk about having reporters all over you. They didn't know who I was, or what my connection was. After George Bush got off the podium, he came over and joined our group. I still hear from Charlie Craigen, who now runs a private organization down in Washington.

OEO: You mentioned three or four things in your pre-interview notes that you'd like to talk about. The first one is something about the opportunities the Navy provides to all its members.

ADM KINNEAR: I had a Chief Petty Officer give it to me a little bit differently. I had never thought of it this way, but Chief Petty Officers are a special breed, and they are very involved in running the Navy in general and, in particular, the careers of people like me. A CPO caused me to start thinking about it again when he said, "You're one of the few people I know that made the trip from E-1 to O-10 nonstop." And I said, "Well, there's a long history of CPOs helping me in any number of ways." The chief who guided me to applying for flight training was a good example. That was sort of the anchor point when I learned the power and importance of the chief. Having a brother who was a Marine Sergeant Major, he never let me forget that most of the good things that happened to me were because I had the right non-commissioned officers working for me. He was sort of pulling my leg but, in fact, he was right!

OEO: How about the importance of formal education? You pretty well demonstrated that, but I'm sure you have some thoughts on it.

ADM KINNEAR: It became apparent to me right off the bat when I applied for flight training. I didn't have a high school diploma, which was a critical issue, a crucial issue. That was my first time being put on notice that formal education is important, and you'd better pay attention to it.

OEO: Yes, but you had to work at it.

ADM KINNEAR: Yes, but I had a lot of help. And once again, it was the Chief Petty Officers who got me turned on to the opportunity, who got me through.

OEO: It strikes me, as we went through your ladder of education, in every case that step in the ladder fit perfectly into what you needed for future jobs. In other words, every one of your education levels gave you an opportunity. The fact that you had that education helped you into that job, but you had an opportunity to take advantage of those places in a very profound way and a lot of jobs in the future.

ADM KINNEAR: I think probably the last real purposeful thought process on my agenda was when I found out I was going back to Stanford for two years, and that I could choose what I wanted to study. I had been a student of government, both inside and out, and I really and truly was interested in our system of government. I went out there not having a hard commitment to any particular course in education. I tailored a program that would prepare me to look at the technical and the economic side of government procurement. I needed to prepare myself to function in that environment, so I needed the technical side. Digital processing was coming along and I had an appreciation for the potential of that, although it wasn't as real then as it is now. I had to sell Prof. Grant Ireson, who chaired the Industrial Engineering Department at Stanford at the time. I had to convince him that I could put together a program that would span all of the areas that I would need to be a literate authority on defense procurement. He was quick to point out that, "The technical side is going to be great, but you're going to have to do a lot of other things. You're going to have to look at the financial side. You're also going to have to look at the economic side. So your education is going to have to include a lot of different things like economics and financial management. If you want to play at being an engineer, you can emphasize that, too. But you're going to have to become proficient in a number of areas if you're

going to be effective at the higher levels." So, it was his coaching and his help in putting together a program. It was not an easy sell in some cases because everybody said, "You know, this does not look like an ordinary academic program. We aren't sure what this is; we've never seen one like it before." I responded, "You'll probably never see another one like it, either, but this is what I'm trying to do. This is what I've been told are the things that will strengthen my ability to deal in these areas." What I started out with and what I ended up with were pretty far apart. What probably influenced me the most, as I mentioned before, was a gentleman by the name of Aaron Wildoski, who was head of the Political Science Department at the University of California at Berkeley, and he was going to teach a special course at Stanford. I had an Air Force cohort, LTCol Jim Ling, who later became Deputy Defense Secretary Dave Packard's "Man Friday" and who was in a special Air Force program. In fact, he changed his academic program. He originally was in Operations Analysis, which was a five-year program. When he found out I was going to try and get out of there in two years, he said, "Hey, let me join you." So there were two of us. This professor Wildoski came across the bay to Stanford to teach a special course in what he referred to as *Politics of the Budgeting Process*, and he wrote a book with the same title. You will find in some of the papers I've written that the most important course I ever took was that one from him. When I got into the Chief of Legislative Affairs job, I had a real appreciation for the truth in what he had to say; what he'd written in his book. I gave a copy of that book to all my people who I thought had promise. It gave you an awful lot of practical information on how to deal with Congressional committees, the importance of being able to get legislation authorizing a program and, more importantly, getting it financed. I had that running start as a result of reading his book and taking his course. When David Packard was Deputy Secretary of Defense, his number-one understudy was Jim Ling. When he left, he took Ling with him into the civilian world.

OEO: The next thing you mentioned is the importance of helping others succeed.

ADM KINNEAR: There is a certain amount of selfishness in that. If you know you are going to need a person with a particular skill set downstream, and you don't know anyone who has those skills, then you have to create them. I spent an awful lot of time counseling people to qualify themselves in ways that I thought would be useful to them and to the world and, selfishly, to me,

as well. I always considered it an investment if you spend time helping a guy get set up and get through a program; there was a real payoff for that. Many of the people that I still deal with are people that I helped along the way and who, in turn, helped me. The Snuffy Smiths and the Bob Kellys of the world, both of whom I flew with and kept interest in, are good examples. Bob Kelly was, as I said, an exceptional aviator and bright, and he also had the personality and the tenacity. Snuffy's career, like Bob's, speaks for itself.

OEO: Last on your little list here is one that we've already talked about. In your words, "The importance of persisting when most others say you can't get it done."

ADM KINNEAR: That is just a fact of life. Any number of times, while I was trying to finish that doctorate at Stanford, I had people telling me, "Hey, that's not doable. You're wasting your time." The key people, however, stuck with me; my committee and my advisor, Prof. Ireson, the Dean of the Industrial Engineering Department, were key.

OEO: We should talk next about your post-Navy experience. You went to Grumman first?

ADM KINNEAR: Yes. I went to Grumman and became the Senior Vice President for Washington Operations.

OEO: Did you find your time in that capacity productive and did you enjoy it?

ADM KINNEAR: Yes, I enjoyed it. Mike Pellahack, who designed the F-14, was one of the truly great human beings that I've ever known, both as a person and as a professional. When I got ready to leave the Navy, Joe Gavin was the Chairman, and George Skurla, who had become the CEO, invited me in to talk to them. I had never planned on working for a defense contractor, although I had thought about it. When they put it in terms of airplanes as they did, and said they would like me to join Grumman, I got interested. After a couple of years in the Washington office, I was urged to move to the company's Long Island headquarters. When I told my wife, she said, "Write often and let me know how it is." So I told them, "I buy into everything you had

to say, and I'll do anything you want, but I have to do it out of the Washington office." I made that decision early on and it turned out to be a good decision.

The nice part about it was that Mike Pellahack had become the President of Grumman International, and he put me to work immediately: "Okay, you can stay in Washington, but I want you to understand that you are Grumman International and not just plain Grumman."

"What does that entail?" I asked him.

"First, it entails a lot of travel. The State Department and the Department of Defense have asked Grumman to respond to a request by the Chinese government to send an engineer, a pilot and a design engineer over to review their aircraft industry and advise them on how they can improve it." So my first job was to go to China with Mike under the pretense that we were going to give them advice as to the state of their aircraft industry and the probable direction they should go. The Russians had put billions of dollars and tons of effort into teaching the Chinese how to design and build airplanes, and they were already building MiG-21s, bombers and turbo-prop civilian transports at the time. Deng Xiaoping was running the show. It just happened that what they called the F-7 – their version of the MiG-21 – was being built in Chengdu, Sichuan Province, near Chin Do, where Deng Xiaoping had a summer home. Mike and I did a couple trips to China. On the second one, we ended up in Chengdu Province reviewing the building of the F-7/MiG-21.

The CIA had become interested in my travels. I knew a lot of people out at CIA. Stan Turner and I were classmates at the War College and, at his request; I had transferred six of the best Navy Legislative Affairs people to CIA. My Deputy at Navy Legislative Affairs, Captain. Niles Gooding, also a highly qualified naval aviator, took retirement and went to CIA in response to Stan's request to beef up his Inspector General function.

I made three trips to China, twice with Mike and once with the Jack Bierworth, the Grumman Corporation Chairman. Jack, as I said, was a baseball player and friend of the President, and considered an internationalist. He came to Grumman from National Distilleries.

That last trip with Mike, we ended up in Sichuan Province staying in Deng's new guesthouse, which was wonderful, on his private estate in an oak grove right in the middle of Chengdu. We were the first guests in the house. At the dinner table, it quickly became quite clear what they wanted from us. They brought us down to the plant when they were building the F-7/MiG-21, and they wanted to turn it into an all-weather fighter. The MiG-21 has a nose intake

and a few other things that don't mesh well with an interceptor kind of a fighter. They were in the process of building something that was a direct steal of our F-4. In fact, they built a couple of them, and one of them was in Bethpage; it was still there when things fell apart with China. When Tiananmen Square came along, we cut off all our joint programs with China.

They were building the Badger bomber up in Xian, near where the famous 2,000 terracotta soldiers were discovered. We went to Xian and went through the Badger plant, but they made a big effort to get us out to see the 2,000 Terracotta soldiers, and it turned out to be a very rewarding trip. The whole thing had been orchestrated so we would end up in Chengdu where the F-7/MiG-21 was being built. They didn't really need any help building MiG-21s. What they were looking for was how to turn the MiG-21 into an all-weather fighter. They had a dinner at this guesthouse on Deng Xiao Ping's estate at the conclusion of this visit. They served us individually and also from a Lazy Susan arrangement with three rungs, which were rotated so you could take what you wanted when it passed by your place. The first thing you got was your main course, and then the salad, and so on. They had a very big table there with a white linen tablecloth. We decided it was the only white linen tablecloth in the whole province of that size. After dinner they cleared the table and served coffee. It was supposed to be a going-away dinner, and we were expected to divulge our suggestions for improving the aircraft industry in China. Instead, they opened up and said, "What we really would like to do is to turn the F-7 into an all-weather fighter." Mike said, "Complete with an air-to-air radar, and complete with missiles like most of these airplanes that are flying right now that you . . .?"

"Yes."

"Something like the F-4," Mike continued," but it's got to be built in some version of the MiG-21?"

"Yes."

"What you're asking is a considerable feat," Mike said, "because the first thing you have to do is put radar in the nose of the aircraft. And if you do that, you have to reroute the air to the engine through the wing routes. That is going to be a different airplane. Their lead engineer said, "Basically, it's still going to be the F-7. You put the radar on the nose and you put the intakes in the wing routes, and your Secretary of the Navy has assured us that we can buy F-404 engines to put in this airplane…if we build it." John Lehman may have made that commitment. The Russian engine the Chinese were putting in the F-7 was terrible. They had about 30 minutes

between failures, it seemed. They needed a new engine and they knew it. We knew the logical engine to do that.

The Russians weren't helping them any longer, and it was up to the U.S. to bail them out with this project. As the evening went on, the Lazy Susan disappeared and we ended up with this big white tablecloth. Looking at each other across the table, there were probably 15 of them and two of us, and they got down to brass tacks. Pellahack, being indomitable – the guy was an effervescent personality in every sense of the word, and bright and quick as a person can be – said, "Okay, I've got the picture. You don't care about what we have to say about your aircraft industry. What you want is an all-weather fighter." None of them responded, wouldn't even nod, everybody just looking to each side. They obviously weren't ready for Mike's directness. He continued anyway. "And you want to do it with the F-7. Okay, let's go about this carefully." He whipped out a ballpoint pen and started sketching on this beautiful, huge white tablecloth. Pretty soon we had a MiG-21 with radar in the nose and air inlets on the wing routes and a slightly revised empennage. Pellehack was talking 90 miles an hour, and they had all their tape recorders going to be sure they captured it all for study later. Before the evening was over, he had redesigned the plane on that white tablecloth with his ballpoint pen. At our debriefing afterwards, the first question they asked us was, "Where is the white tablecloth?" We said, "We're sure it's locked in somebody's safe, probably in Deng Xiao Ping's office."

That was Grumman's last hoorah there for this round. We made one more trip and I took Chairman Bierworth over to make our manners with the Minister of Defense and the Minister of the Interior, who had all of the police forces and all of the fire departments. In response to a question, we assured them that Grumman built the best fire trucks in the world. The major plant was in Roanoke, Virginia. That had caught the attention of the Chinese because, for the first time, they had buildings that were more then four stories high. They found out they didn't have any way of fighting fires on upper floors. They had no building code that included sprinkler systems, etc. It was a real learning experience for them. I had been involved in the fire truck product planning for Grumman, and at the time we were buying up many of the small fire truck plants and turning the one in Roanoke into the world's best. Their Secretary of Interior ran the department that included all the police forces, all the fire departments, and all the internal rulings; hygiene, safety standards and those kinds of things. As a result of this, Grumman ended up building a fire truck plant in Shanghai that produced fire trucks they wouldn't let us sell on

the open market. You had to let them export them; decide who was going to get them, how much they were going to get charged and everything else. It was a weird arrangement and Grumman got out of it as quickly as we could. They were left with a fire truck production facility that, I suspect, they're still using. But the point I was going to make, they had no experience in fighting fires above three stories, they had some real tragedies. They built buildings that were four, five, six stories and found out that they had no way of fighting fires and they had no sprinkler systems. They lost a lot of people before they decided they had a cultural problem and that we were part of the solution.

That was all under the Minister of the Interior. Equally important, and in a competitive position, was the Ministry of Defense. Both of them decided, figuratively, that Grumman belonged to them. We got yanked around pretty hard by the government over there. When Jack Bierworth went over, he went to get firsthand information. He said, "As the Chairman of the Board, I need to know how to steer us in China. I've had years in Japan and I know the Eastern cultures. We are working at the wrong level. This fire truck thing has caught us completely by surprise. We had no idea that we were that far down the pike in dealing with them, and how important it is to them to get the fire trucks that have ladders that will get them up to where the fire is."

In Europe, they build fire trucks that have very tall ladders, but they always have to rest against the building. The ladder is not self-supporting. We bought a lot of that European technology for getting the ladders up. When the Grumman engineers got through designing these new fire trucks, they had ladders that you could depress 20 degrees below the horizontal. Not only did they not have to lean against the building, you could actually go to 20 degrees below the horizontal. When asked why we wanted to do that, the design engineers in our fire truck department said, "It's very simple. Fire trucks are often called on to get people out of the water. In wintertime in freezing water conditions you need to have a ladder that you can get to 20 degrees below the horizon to pick people out of the water."

The next question was, "How much did that cost Grumman to build a truck that could do that?" Answer: "It's not the cost. It's the purpose that's important." The Chinese bought onto that logic, and that's one reason we got into the fire truck business in China.

After we had been in China for a couple days, Chairman Bierworth reflected, "I don't feel like we're accomplishing anything, but we're covering an awful lot of ground. My God,

these people are interested in everything." I said, "Well, let's constrain ourselves to fire trucks and airplanes, and that's all we're going to talk about."

"Who do we talk to about the fire trucks?" he asked.

"The Minister of the Interior. You're not scheduled to meet him and he's not scheduled to meet you, so I don't know what to do about that."

He said, "Do you think you could work up some kind of a dinner? I need to be able to talk to either the Minister of Defense or the Minister of the Interior to feel that I've met the reason I came along; we need top level communications."

We were in Xian. During one of the earlier trips, we'd had a completely unexpected adventure in a good restaurant that had a vertical fish tank filled with shrimp; live shrimp, out front. We were going from our local hotel out to the Xian ruins. Our "babysitter," Madame Soong, arranged everything. We started through the town; a resort town, between Xian and where these 2,000 terracotta soldiers are, and she, in her own inimitable style, explained to us in great detail that she didn't understand anything technical. She was there strictly to be sure that the political interests of the Chinese government were protected. Therefore, she had to know everything we were doing. On our way out to see the terracotta soldiers, we went through this little resort town and she said, "This is what would be called a spa in the United States."

"What do you mean by spa?" I asked.

She said, "There are warm mineral springs here, and the senior officers, military officers, have a special spa here. They come out, bring their families and stay for several weeks at a time, and they rotate. It has a wonderful dining room."

"This is all very interesting," I said, "but why are you telling me?"

She said, "I understand that you're a general."

"No," I said. "I'm not a general. I'm in a different service. I'm in the Navy."
She didn't understand the difference between Army and Navy, so I finally got across to her by saying, "Yes, I'm a retired general in the Navy but why is this so important to you now?" She said, "If you have proper identification, I think I can get us into the spa and they have the most wonderful restaurant in the whole province." I said, "Here's my ID card, see what you can do with it." She came back and said, "You've been invited to lunch, and they consider it their honor to have you." I thought about that for a while, and said, "I'll do it under one condition:"

"What's that," she asked.

I said, “Our driver has lunch with us.” This poor guy didn’t speak English, and he was Chinese as Chinese can be, and had obviously never been in a restaurant before. Boy, did he enjoy that seafood. I mentioned that to her, and asked, “Was that the first time he’d ever had seafood?”

“You have to understand,” she answered. “Having seafood this far inland is a rare honor and not very many people this far from the ocean ever have a chance to have seafood. They don’t know what it is. The fact that he liked it is remarkable in itself.”

I had a little problem with the colonel who ran this particular establishment when I asked to bring the driver in. He said, “No, no way.” I said, “Okay, thanks a lot,” and I took my ID back, turned around and started to walk out. Madame Soong went completely crazy, and the guy finally relented: “Okay,” she said, “the driver can come, but he has to eat at a separate table.” So I said, “You can feed him at a separate table, but he gets the same food we get.” Well that man ate shrimp like there was no tomorrow. That was a point of humor; Mike Pellahack always got a big boot out of that – Gus got the shrimp served to the driver.

Out of this came an interesting event later, because that story apparently got back to some of the people at the Ministry of Interior and the Ministry of Defense levels. It had been an interesting visit, but we weren’t getting anywhere. Chairman Bierworth said, “What do we do now? We’ve used up our office appointment and we didn’t get a damn thing done.”

“Well,” I said, “the only thing I can suggest is for you to invite the Minister to dinner.”

“When?” he asked. I said, “Tonight.”

“You can’t possibly set up a dinner of that size between now and tonight.”

I said, “You don’t know these hotel managers like I’ve gotten to know them.”

“What are you going to serve?”

“We’ll serve shrimp,” I said. “Seafood. Look at that tank out there.”

So, the Minister of Interior came to dinner with us. Jack Bierworth was delighted. The hotel went out of its mind. All the shrimp in that display just disappeared. Madame Soong reinforced what she had said earlier: “The farther you get from the ocean, the greater the honor if you serve seafood. You have just reached the pinnacle!”

She did a funny thing one time. We had been in Xian, we’d seen the soldiers, and she said, “I have one more thing before we leave this spa area that I must do. I have to get you up on the mountain to see a historical landmark. It’s extremely important. I cannot let you go without

ensuring that you've seen that historical landmark." Bear in mind, this little woman was about 50 years old, she was dumpy, and it was about 2,000 feet up that mountain. It wasn't 2,000 feet, but it was a fair uphill hike. I said, "Well, if it's that important to you, we will go up and look at the historical monument and we'll come back and tell you what it is."

"Oh," she said, "you saved my life…literally." So we went up the mountain to this little monument. It had an engraving on it, and it took a while for us to figure the thing out. By stopping a few people and getting them to translate for us, we learned that it marks the spot where Mao Zedong captured Chiang Kai-shek and held him prisoner. The date was in the 1930s, and I asked our translator, "Is this a legitimate thing?" He said, "Absolutely. He captured him, took him up there to the mountain. They met, they talked, and they finally came to the conclusion that they could tolerate each other as long as they kept their objectives separated." So, Chiang Kai-shek was allowed to continue his "pretense," as they called it, and Mao Zedong continued to create his revolution. That is a true story. As soon as that all came out, I understood why the little old lady was instructed not to let us leave without seeing that monument up there, because that was an important piece of history for us to know about and to put into perspective; what was still going on in China.

OEO: You went on from Grumman to the University of New Hampshire. That is quite an interesting jump.

ADM KINNEAR: I had made my decision with Grumman that I wasn't going to go to Long Island, and they made it clear to me that I therefore probably had a limited future in Grumman.

There were five things I thought about doing when I retired, and among them was to run a land-grant university. I sort of had the University of Florida in mind. My daughter was working on a doctorate at the University of New Hampshire, however, and one day she saw a notice that they were looking for an Executive Vice President. She sent me the little handbill with this announcement. I got to thinking about it – a land grant university, out of town. I thought I might like New Hampshire. I applied and was invited up to spend a week with the search committee. That turned out to be an interesting experience, working with all these very academically inclined people. To have somebody come out of the military and the aerospace industry to tell them how to run a university was not something that they thought of fondly. After a week of

interviews and spending some time with the university President and finding out the real situation, I became really interested. He was very candid. He said, “I’m a psychologist; a liberal arts person. We are doing space programs. We are building a laboratory that’s going to go into space, the Gamma Ray Laboratory. We are contracting with NASA and the Air Force. I don’t really understand those contracts. I don’t know the science or the engineering that goes along with them.” When he asked me if I would take the job as Executive Vice President, I said, “Yes I would, but under one condition: that you also make me the Chief Financial Officer.”

“We do need a Chief Financial Officer,” he said, “but why would you want to do it?”

“That’s the only way you’re going to herd these cats,” I said. “You’ve got to have the budget, the purse strings.” They thought about that for a while, called me back in, and asked some more questions. Finally, they asked, “If you come in here, what would you expect to be called?’ I said, “By whom?”

“Well,” they conceded, “that’s a good question, too. By the faculty, by the student body?”

“I will be the Executive Vice President, so they can call me the Executive Vice President if they want. If they’re of military background or have strong feelings about it, they can call me Sir. On the academic side, I do have a doctorate and they can call me Doctor. As far as you guys are concerned, if I come, I expect to be on a “Gus” basis with you.” That rather unsettled them. The person who was leading the thumbs down side suddenly became my cheerleader. After that, as far as the faculty and the management team were concerned, I was "Gus," and it worked very well.

OEO: You had a successful tour there?

ADM KINNEAR: Yes, I only agreed to stay three years. The President had decided to leave, so I became the Interim President, but I again reminded everybody that I only agreed to stay three years. I ended up staying four (to help smooth the transition to the new President).

OEO: You considered that a good experience in your life?

ADM KINNEAR: I learned an awful lot about the land grant university system and the difference between a private university and a land grant university. I am a real disciple of the land grant university system, although Stanford was a wonderful experience for me. It's sort of an inadvertency of how the land grant system occurred through the Olmsted Act, but as an institution, it is important. I think we should do everything we can to keep the land grant universities in their current status.

OEO: The next place we're going to talk about is New England Digital Corporation. What is the story there?

ADM KINNEAR: New England Digital was located in Lebanon, New Hampshire, not far from Dartmouth University. The company was put together by a couple of people from this area. One of them, Terry Morton, later became the Director of Human Resources for the state of New Hampshire. He was well known in this area and was part of the group that bought out Congoleum. One of the holdings of Congoleum was the shipyard at Bath, Maine. That led to a number of adventures.

I'll tell you one funny story about that. John Wayne, the movie star and screen hero, was on the board of Congoleum, and he was representing the corporation at the launching of the first fleet frigate. We were up at Bath and sitting together for this launching ceremony. The christening lady managed to break the bottle of champagne, the whistles blew and everything happened…except the ship didn't move down the ways as it was supposed to. John Wayne and I were sitting right out next to the bow of the ship on the top row of the little seating platform, and he asked, "What the hell is happening now?"

I said, "This is unusual, but turn around and take a look down below." He looked down below the platform and there is a big old crew-cut gray-haired man shouting orders all around and his men were busily hammering wedges under the bow of the ship. They needed to lift it only slightly to make it slide right on out, which indeed it eventually did, but it took them a while to get those wedges in there. So John Wayne looked down and watched the old New England shipbuilder ordering people around like they were ants proceeding to get the wedges under there, and the sledge hammer is going, and John Wayne asked, "What happens next?" I said, "Do everything I tell you."

"What do you want me to do?" I said, "I want you to stand up, turn around and put your hand on the bow of the ship. When I yell push, I want you to push." I waited until I saw the wedges going under the keel, and the instant the ship started moving I told Wayne, "Now push!" The video of the event came out just wonderfully. It looks, for all the world, as if John Wayne pushed the ship out by himself. That's how it happened. He had a bunch of young lovelies that were following him around, and we got some great pictures afterward down in the reception area of these girls "oohing and aahing" over John Wayne.

Back to New England Digital. Terry Morton, who had been part of the conglomerate – the small group of people that had bought out Congoleum, had done very well financially, and he financed a number of start-ups, New England Digital among them. Terry was one of the two survivors of the group that had engineered the Congoleum buyout, and both of them were in a position to make investments. They decided to buy a startup over in Lebanon, an outfit called New England Digital. Terry asked me to join the Board of Directors, which I did. He invited me to become the Vice Chairman, and to become the acting CEO. He also sent along Brian Hamel, who had been Terry's personal investor and accountant. I went there as the acting CEO and he went as the Chief Financial Officer, and we did our best to keep New England Digital alive. But it just wasn't doable. It didn't take long after I got over there for me to say, "I don't recommend putting any more money into this organization, and finally we recommended that they let us shoot it and give it a decent burial, which we did.

OEO: About that time, you took on a position with The Retired Officer's Association (TROA).

ADM KINNEAR: Yes. I had been on the TROA board for some time, and they asked me to become the Chairman. I agreed and it became almost a full-time job. I focused on my responsibilities as Chairman of that organization at a time when we were trying desperately to grow it, and we had fair success.

OEO: Was Tom Kilcline the President at the time?

ADM KINNEAR: Going back in history, Tom and I had both been taken off of the carrier list and assigned shore stations for our major commands. He went to Patuxent River, I went to

Miramar, and we kept pretty close track of each other. When I was Chief of Legislative Affairs and got ready to leave, ADM Jim Holloway brought Tom Kilcline in as my relief. Later, at AIRLANT, the CNO recognized that we'd had this working relationship as former shore station commanders, as people who had the CLA job, and he thought it was appropriate that Tom come down and relieve me as AIRLANT, which he did. When he left AIRLANT and retired, he became the President of TROA and I accreted to the Chairman's job. We were independent of each other, but both in the same organization. It was not surprising that when the time came for Tom to leave that we would work together as far as selecting the next president.

I had met Norb Ryan in kind of a curious way. He has a twin brother who ran the Naval Academy while Norb was the Chief of Naval Personnel. The Ryan boys both had been in Europe and I met Norb, both of us in civilian garb, at the baggage turntable at an airport in Germany. He said he had a brother who was an aviator and who was running an organization in Italy. When we started looking for a new president, both Ryans were candidates, but we picked Norb. So Tom and I got to help select the next president of the TROA.

OEO: As the Chairman of the Board of TROA, you made it your business to show your face around the different chapters of what is now Military Officers Association of America (MOAA)?

ADM KINNEAR: Yes, and I took it seriously. I did a lot of traveling and a lot of writing. Before becoming Chairman, I headed up the committee on publications, and thought that our magazine was probably the most important link we had with the membership. I worked very hard on that. Later, as Chairman, I wrote several more articles, primarily about building the organization.

OEO: It is a wonderful organization. We have MOAA to thank for our healthcare program as retired personnel.

ADM KINNEAR: Yes, they play a strong hand. It is recognized as the best lobbying organization in Washington. The staffers on the Hill and the publications that circulate on the Hill got together to try to rank lobbying organizations, and our MOAA came out as the best organized, most effective of the bunch, and Norb was named the strongest and most effective individual lobbyist.

OEO: I'd like to ask you some esoteric questions here. Who are the officers that influenced you most in your career?

ADM KINNEAR: I think starting with the most current of those would be ADM Jim Holloway. ADM Tom Hayward was a wise and powerful influence on me from the time I met him. He is the person who made a four star out of me, so I certainly owe Tom a debt of gratitude. He gave me an awful lot of good advice along the way. I worked for ADM Mickey Weisner as a carrier group commander and learned a whole lot from him.

If you want some humor, the most humorous thing was that I got a call from Bob Baldwin when he was COMNAVAIRPAC and I was Carrier Group One, and he said, "We've got a terrible problem. I need your help."

"Which one of my ships is in trouble?"

"Neither one of yours," he answered. "It's the *Coral Sea*. She can't get away from the dock up in Alameda, and there is a Congressman up there leading the picket line of wives who are saying the *Coral Sea* is unsafe to deploy. I want you to get the *Coral Sea* so she can deploy, and I want you to get her away from the dock." *Coral Sea* was not one of my ships, but I took him seriously. I moved up to *Coral Sea* and my "Engineering Officer of the Watch" training came in handy immediately. The ship had just come out of the yard. Six boilers had been thoroughly overhauled; new tubes and the whole bit, and it turned out that several of those six boilers had badly pitted tubing. Much to the dismay of my staff, I left the opening meeting and went down to the engineering spaces and pulled the boiler water chemistry logs. Anybody that knows how to read a boiler water chemistry log only had to read one page to see that they were pumping some saltwater through the steam system. The damage to the tubes was immediate and very apparent. At least four of those six boilers had to be re-tubed before you could let that ship go to sea. During our trouble-shooting, I found out the engineer, the assistant engineer and the main propulsion assistant each had just finished a year-long course at MIT that was supposed to prepare them to be experts in engineering systems afloat. However, they proceeded to miss a simple thing like not paying attention to the boiler water chemistry logs or insuring that somebody in the engineering department was paying attention to them.

We finally got *Coral Sea* underway, but with a different engineer and a different main propulsion assistant. The Executive Officer was the next one to go. I told the CO, "We haven't got anybody to replace you right now, but you're next." VADM Bob Baldwin, who was COMNAVAIRPAC, bought off on all that immediately. Everything got executed and we finally got *Coral Sea* away from the dock, but it wasn't immediate, and included lots of adventures. The CO came to me and said, "I want to have a family cruise."

I said, "I don't think you're in condition to have a family cruise. How many people are we talking about?

"I don't know," he said, "but it looks like it'll be in the thousands that want to go."

I said, "You mean to say you're going to take this ship away from the pier with thousands of dependents on it and count on God to get you back?"

"Oh, I don't need any religious help," he said. "I'll get the ship back." Which he didn't; it broke down and stayed overnight with thousands of dependents stranded on it out in San Francisco Bay.

OEO: You were reviewing the people that you respected the most and have influenced you the most in your career, and you were on Mickey Weisner. Can you go on back to the earlier days and think of the ones that may have had an influence on you?

ADM KINNEAR: Let me tell you one funny Admiral Weisner story. After the *Coral Sea* saga, I went out and ran a RIMPAC exercise. We were on the *Kitty Hawk* when Bob Kirksey had it, and Admiral Weisner came aboard to meet with him, along with CAG Tutor Teague and me. Admiral Weisner said, "You had quite an adventure getting the *Coral Sea* away from the dock. Do you want to talk about that a little bit?" So I talked to him about it, and he finally said, "If you have to make an assessment about what was really wrong with that ship, can you sum it up in a few words?"

"Yes, Sir, I can. None of the CO's had ever gone below the hanger deck."

He flicked a few ashes off his cigar, and said, "You *do* realize that I'm one of those CO's!" I said, "Yes, Sir, the thought had occurred to me." The Chief Petty Officers had put me onto the root of the issue. They were the ones who told me that none of the commanding officers

ever got below the hanger deck, and that stuck in my mind. When pressed for a "what did you learn," that seemed like a good answer at the time.

Of course, *Coral Sea* was unique in its construction. *Coral Sea*, *FDR* and *Midway* were all built on battleship hulls. The battleship was configured so that every engine room had a separate isolated vertical access. You didn't go down so many decks and then have a horizontal access; you had vertical access all the way down. It was terribly inefficient as far as getting the people who were needed to tend boilers and engines in and out of the engineering spaces. From a battle-damage standpoint, and a damage-control standpoint, it was a great configuration for operation with limited manpower but, overall, terribly inefficient.

I gave Admiral Wes McDonald some really good advice. We had command of LSDs (Landing Ship Dock) at the same time. I rode his LSD for my at-sea indoctrination. He never let me have the conn the whole time I was on the ship, which I never let him forget. I said, "Thanks for the ride, but you were supposed to let me conn the ship." He just smiled.

He came to me later and said, "You understand the people in BUPERS pretty well, don't you?" I said, "No, not particularly. I don't think anybody understands all of them. Why? What is it?" He said, "I just got an informal inquiry asking if I would be interested in becoming CO of the *Midway*."

"Why *Midway*? I asked. "That ship's in the yard and it's going to be there forever." They were doing a major overhaul of *Midway* in the San Francisco Bay area. He said, "I've been selected as commander of a carrier, but the only carrier that doesn't have a CO programmed in is the *Midway*. I just don't know what to think about having that as a command. That thing is in the yard and nobody knows when she is coming out. I said, "Wes, figure it this way. Everyone else knows that. If you go in and don't get the thing underway because of engineering design changes and stuff like that, they'll know it's not your fault and that you're a victim, and it probably won't hurt you any. On the other hand, if you go aboard, get it out of there and get it back in the fleet as an operating carrier, you're going to be a real hero. You'll be an admiral as a result of that." He said, "You make it sound interesting, but I'm not sure I'm ready to take that chance." He did take the assignment and, of course, he made an operating carrier out of *Midway* in good style and was selected for Admiral. A lot of people had thought *Midway* would never be an operating carrier again.

OEO: Are there any others early in your career that made a real impact on you?

ADM KINNEAR: Yes, but it was somewhat distant. I was in awe of Admiral Nimitz, just from talking to him a few minutes, even at my tender aviation-cadet level of thinking. I thought this man was different, so I tried to read everything Nimitz wrote. I think he was one of the great minds in naval history.

There are several other people; Graham Claytor; the Secretary of the Navy, had a real impact and influence on me. Jim Woolsey; as far as logic and persistence, was a wonderful role model. There are other people who had a tremendous impact on me, but some of them had an impact due to a kind of tortuous reasoning.

OEO: There is a thread running through your life that I'd like to ask you about. It seems pretty obvious that you are someone who has made your own breaks. Can you comment on that?

ADM KINNEAR: Well, it's always nice to plan ahead and it's always nice to follow up. But yes, I've done some things that, in retrospect, seem unlikely. Somebody asked me one time, "What is the most important thing that you've learned about life?" and I said, "The most important thing is, don't take somebody else's word on what is doable and what isn't." I've been told any number of times that "you can't do that." You argue and they try to explain why not, and it turns out quite often that they hadn't considered all of the options or been totally motivated to solve the problem.

OEO: This is a mouthful. How would you summarize your contribution to the Navy?

ADM KINNEAR: A mixed bag. I think I'd go back to my Chief Petty Officers and say that the one thing that is probably unique about my contributions to the Navy is demonstrating that E-1 to O-10 is possible. It just depends on how hard you want to work. You first have to figure out what you want to do and then, after everybody tells you it can't be done, figure out how you're going to do it and get on with it. Once starting out on a well organized plan, if things start going awry, try to stick with the original plan. On the other hand, if it doesn't work, be flexible enough to select a different route and/or a different objective.

OEO: That leads into my next question: What is your life philosophy?

ADM KINNEAR: Work hard; treat other people like you expect to be treated. If you think it's a good idea, don't take no for an answer, at least the first time around, or until somebody can produce convincing evidence or circumstances that you hadn't anticipated. You will never contrive a plan into which somebody isn't able to punch holes. There is constructive hole punching and destructive hole punching. Learn to recognize the difference.

OEO: If a young man or woman comes to you as they're about to graduate from high school and asks for advice, what would you offer?

ADM KINNEAR: The first thing I would tell them is to continue their education in whatever form. Also, spend some time looking around really thinking about what it is you want to do; what your expectations are of yourself and of the world you're in. Always try to have a goal to work toward. Whether that manifests itself in how you do your work and the amount of work you do, that's certainly one part of it. In the final analysis, you're the only person that can set your goals.

OEO: What things in your life today are you most thankful for?

ADM KINNEAR: I suppose I would start off by saying my draw on the gene pool, but that's kind of prosaic. I think my father and his ability to deal with his physical disabilities, of having lungs that were not up to supporting him because of being gassed; his ability to deal with that in a way that the family could appreciate what he was doing. At the same time, he didn't look to anybody for sympathy. That manifested itself in how he dealt with other people. He had expectations of himself and he had expectations of the people that he worked with and he had expectations of his children, and he communicated them pretty well. My older brother, Neil, the Marine, was a challenge to him, but I think he cracked the code. He decided that a young man coming out of high school didn't have much a future in a town like Brooksville. Neil looked to

other horizons and to the armed services as an opportunity. When he was told that the Marines were the toughest of the bunch, he said, "That's my organization. I'm going to be a Marine."

I only heard my father say it a couple of times, but he said, "You don't really have to stop and think about things too much. Just do what's right." He had a strong sense of right and wrong, and if it was obvious to him, he figured it was obvious to everybody.

I'll tell you something else about my father and his sense of fair play. In the '30s Deep South, in a town that had a bad reputation about how it treated blacks, he was an anomaly. When my father died, one thing that impressed me at the funeral service was that the entire area behind the pews was filled by blacks.

OEO: As we close out your history, I would like to comment that you have packed an immense amount of dynamic leadership and success into your Navy and civilian careers. Your goal setting, perseverance and hard work are a superb model for exceptional success in life. Thank you for sharing your inspirational story.

Epilogue: Family History

OEO: Let's talk about your siblings and your own family.

ADM KINNEAR: My older brother, Neil, enlisted in the Marines under interesting circumstances. He was working as a mechanic for the local Chevy dealership in Brooksville, which was owned by one of the prominent families in town, and which was right across the street from the Hernando County Courthouse. By that time, my father had become allied with the town police department as well as the county sheriff's office, and was one of their "special-occasion" employees. One Halloween night, some cars disappeared from the dealership lot and one reappeared on the front steps of the courthouse. The owners failed to see the humor in the prank. One young member of the owner's family, in the presence of the town night watchman, threatened my brother – said he'd shoot him if he could find him. The night watchman called my father and told him of the threat to Neil, including that the other young man was known to possess a pistol. It is reputed that my father conveyed the message back through the same channel that if he really wanted to shoot someone, he – my father – would meet him in front of

the courthouse at noon the next day. I learned later that he was serious enough to have cut off the flap on his Army pistol holster, and headed down to his office, which was located in the courthouse. Sounds like the OK Corral. It is reputed that the young man in question decided at that point that his immediate future might be better spent in Miami. It was years before he ever returned to Brooksville.

Neil had been considering joining the Marines, and this incident solidified his decision, which my father wholeheartedly approved. That was the beginning of his 33-year career in the Corps. He became a Sergeant Major, a highly respected position. He was selected for officers' training twice, but never got past the interviews, during which he was quoted as saying, "I don't think I'm really interested in becoming an officer." He had several opportunities, but he persisted in saying what he wanted was to be a "top-drawer sergeant." Whether he meant Sergeant Major or simply a very good sergeant I never really knew.

His being a career Marine had a fair amount of influence on my thinking, particularly when I was younger. He was also a wonderful informal consultant. When I wanted to bounce things off somebody other than one of my compatriots, I could usually depend on him to give me some completely independent thinking on a subject.

OEO: What combat did he experience?

ADM KINNEAR: He started as a personal bodyguard for the senior naval officer in Bermuda when the first Navy base was built there. He had a short-term tour of duty there before he was sent to the 6th Division, with whom he participated in the Okinawa campaign. He went to China for over a year after the war ended. His unit was there to protect and support U.S. interests (think of the film, "Sand Pebbles"). He was a career Marine and did all the things that good career Marines do, including a tour as a drill sergeant at Parris Island. Occasionally, I meet people who knew him in that capacity. Later he was assigned as an instructor and staff member of the retraining command at Camp Allen in Norfolk, Virginia. While he was in that job he escorted prisoners on a number of occasions from Camp Allen up to the Navy's Portsmouth, N.H., prison. I also still bump into people who knew him in that capacity.

Neil's first wife, Laverne (Skinner) Kinnear, was a Brooksville girl. She was pretty and bright, and was a big plus to Neil during his career. She got into the Navy Exchange system at

the management level, and I remember going into the Philippines during the Korean War and finding her in charge of the Navy Exchange there. It was the largest Exchange in the Navy system at the time. Neil had started calling her Fritzie, for reasons unknown to me, and I don't think anyone at that Exchange in the Philippines knew her real name was Laverne. I don't know where she got all her experience and all her smarts, but she did a great job running and growing that Exchange. She died of cancer after he retired.

When Neil came back to Brooksville after the War, there was a chap who had been something of an idol of mine, Harold Brown, who later was a pilot for the CNO in Washington. He was one of the first, and few, enlisted career naval aviators, although by the time he became the CNO's pilot, when I had occasion to work with the CNO in Washington, he had achieved the rank of Lt. Commander. When he left the Navy, he went back home and became the tax assessor in Hernando County. Neil retired and returned at about the same time, and they were friends dating all the way back to high school days. They both agreed that the kind of government that existed in Hernando County needed a new look. Most of the elective posts were filled with family members of existing and retiring office holders. Realizing that that was the way it had been for a long time, they also agreed that it would probably stay that way until somebody did something about it.

Harold Brown and Neil decided that they were going to break up that good ol' boy network. Brown conceded that the families who had for years put the money where it was needed to maintain the status quo were essentially indestructible. It was all about personal relationships and personal favors, and it would be very difficult to get them out of office. But they felt that people who had gone off and fought the war and had now returned had at least as great an entitlement as the people who had been living off the County for years. So they decided to shake up the political machinery. Harold became a County Commissioner and focused on cleaning up the revenue side of things. And he also paid a lot of attention to the school system.

Neil, for his part, was determined to do something about the way people got elected in Hernando County. He became the Supervisor of Elections, and the two of them decided to overhaul that system.

He went to the County Commissioners and made it known that he wanted to do things differently, and asked for a school bus. When asked what for, he said he wanted to take the government to the people rather than forcing them to come to the government. He painted that

school bus red, white and blue, and put it in a different shopping area every weekend to register voters. They tripled the number of registered voters in the County. Between Harold and Neil, they virtually turned that old courthouse upside down. And it didn't take as long as they thought it would, either.

OEO: Please talk about your sisters.

ADM KINNEAR: My older sister, Pat, was a leader and doer. She was a good athlete – a basketball player. She was very popular and active in school…was the lead in her class play. She went to work as an operator for the phone company (they had telephone operators then) right after high school graduation, maybe even before she finished her senior year. She learned quickly and was recognized early on by her boss, the Chief Operator, as someone worth some time and effort, and she moved up in the organization rapidly.

She was recruited during the War to be the Assistant Chief Operator at Camp Blanding, which was a very large Army training center in Starke, Florida. When the war ended, she came back to Brooksville and married Johnny Franklin Crum, who happened to be her first boss's son. He was a Marine Aviator just back from the War. He died about 10 years ago. They had one daughter, who relocated to Boston and she, in turn, had a daughter, Sharon.

Pat and I were very similar when it comes to personality type and emotional make-up, whereas my sister Peggy is more like our brother, Neil. They were both hot-tempered, pretty strong willed, attracted more to what they wanted to do than what they should do. Peggy was also a telephone operator, and also got farmed out of Brooksville to the Bell Telephone facility at Camp Blanding.

Peggy married a man who came to town as part of the support operation for the Army Air Corps facility in Brooksville. Raymond Carr. He became a supervisor for a company in the rock business; Brooksville had two companies that quarried rock in that area. He, Peggy and their eldest daughter all died within a year of each other. No connection. They had a boy, Raymond, who became the owner of their house there. He married a terrific woman who now has an excellent job in Joe Mason's law office.

Both Pat and Peggy were great contributors to the family financially, which my dad appreciated and resented at the same time. My mother went to work when we got a little older, as well, and things eased off considerably.

Eventually both Pat and Peggy moved on to other phone company jobs in other parts of Florida. By that time my father had established himself well enough in the area that he was able to find work. He became the man to call when you needed work done on a well or, for that matter, on anything that required some engineering skill.

After my father died, my mother continued to live in our house on Bayport Road. She soon discovered, however, that its grove, the garden, the cows and other things made it difficult for her to keep up with it, and she moved into town on Liberty Street a few months later.

When the family first moved from Oklahoma to Brooksville, we had a great old car, a four-door Jordan touring sedan, as well as my dad's dark green Jordan coupe, which had a rumble seat. I remember very distinctly when Dad finally traded in that touring sedan – they scrapped it almost immediately. I was coming home from school one day when I saw this great old car being dismantled and wrecked, and I was really upset. I thought they were just going to fix it. They fixed it, all right. It was my first realization that we had gone from a well-to-do two-car family to one that was scratching to stay afloat.

The Ford dealer in the area, Jake Amstutz, was quite a mechanic; I've seen photos of him adjusting something in Eddie Rickenbacher's racecar while Rickenbacher was driving it. Rickenbacher was his idol as well as his boss. Jake had the first Ford agency on the West Coast of Florida north of Tampa, and he did very well. He was a serious fisherman, and had a place out at Bayport. It's still there, right next to what was my brother's cottage. My niece, Pam, and her husband, Phil, added on to it, incorporating Neil's original cabin, and built a beautiful home there.

Jake eventually married my mother, and thus became my stepfather. When there was a dredge at Battery Beach, Jake realized that the mounds of oyster shells that were to become the spoils had a treasure of Indian artifacts, and he laid claim to it. The area had been inhabited by Indians, of course, as well as the Spanish and French in later times. Sure enough, if you go to the University of Florida today, you'll find the Amstutz Collection on display there.

OEO: Tell us about your own family.

ADM KINNEAR: My first wife, Dusty, and I were married in December 1949. We had six children, and every move was an adventure. Dusty amazed me with her perseverance. Coming out of War College, I used the family as a hedge to get orders to Jacksonville instead of moving the family across the country, particularly after BUPERS had said that they needed to save their travel money. When you have a large family and a wife with a sense of humor and who has the ability to tolerate the adventures that go along with raising six children, it's not a dull time. I think it was particularly difficult for everybody in the family when I was at Stanford because I worked virtually around the clock on the academic side of a two-year adventure to get a Master's and a PhD. That was very hard on the family. I didn't realize how hard until I talked to one of them later in life, and he was pretty open about it.

On the other hand, the older boys learned to surf while they were there and learned to skateboard. Every Saturday morning I would find myself with a station wagonload of neighborhood surfers with three or four boards on top. I would drive down to Santa Cruz and get them to the water, and then I'd drive up to the overlook from where I could watch them and proceed to do my homework. My son Kevin reminded me recently of that. I was surprised that he remembered.

When I came out of the service, Dusty thought we were going to live in California. But when I told her the job I wanted was in Washington, she said she would not live there. So, the long and short of it was she returned to California and I stayed in Washington. This eventually led to our divorce. Dusty always wanted to live in California, and now she has a lovely home in Del Mar. She worked hard at being a good mother and was a fine tennis player. We had four boys and two girls: George, Kandace, Kevin, Kim, Holley and Douglas.

Our first, George 3rd ("Scooter," so called for the manner in which he traveled around the house when he was an infant), was born in Jacksonville, Florida. He had a great love for woodworking as well as music. He and his wife, Nannette, both attended college in Santa Cruz, California. When she and Scooter decided to emigrate to New Zealand, I helped them move.

Scooter continued with his music and had a woodworking shop. At one time he made a museum-quality guitar using only woods native to New Zealand. They have two children, Ethan and Felice.

Scooter and the other boys got a rotten draw on the gene pool; both sides of the family have documented heart problems. Scooter died in New Zealand of a heart attack shortly before his 50th birthday while he was peacefully strumming his guitar on his veranda.

Ethan, his oldest, has a degree in Chemistry and is working in Australia. Felice was graduated from college in New Zealand and is a professional photographer living in San Diego.

Kevin was born in Houston, Texas. He was graduated from the University of California San Diego. Kevin has started several magazines, including one devoted to skateboarding and another to surfing. One of his publications on snowboarding led to him being selected to join the committee that helped make snowboarding an Olympic event. He lives in Vista, California. He and his former wife, Therese, have three beautiful daughters, Mikaela, Alyssa and Bryony.

Mikaela is presently working on her PhD in Psychology. Alyssa has a PhD in Physical Therapy and works in a hospital near San Diego. Bryony has a Master's degree in Mathematics and teaches high school math. The three girls are also very talented dancers and choreographers.

Kandace was also born in Jacksonville, Florida. She lives in Redding, California, with her husband, Khris Balazich, who is a health food specialist. She has two daughters, Amberly and Sierra.

Amberly is a very talented dancer and choreographer. She has had several successful productions in Redding, where she lives with her husband, Chelsea Steffensen. Sierra is attending college in Redding, where she lives with her husband, Scott Howell, who recently received his Master's degree in Psychology.

Kim was born in Bethesda, Maryland. He was a big strong guy, but a gentle and kind soul. He was artistically inclined from his early years and a very good writer. He followed his brothers into surfing, but only at the recreational level; he epitomized the laid-back California lifestyle. He was very creative, enjoyed writing poetry and became

an accomplished glass blower. He died in his sleep in Del Mar of a heart attack. He would have been 50 his next birthday.

Holley, our second daughter, was born in Pensacola, Florida. She has a Master's degree in Sociology and Education from Norfolk State College in Norfolk, Virginia. She lives with her mother in Del Mar.

Doug, the youngest, was born in Newport, Rhode Island. He was graduated from Old Dominion College with a degree in Business, and is now a popular motivational speaker and, like his brothers, a skilled wood craftsman. He is a fine writer and is completing a book on politics and business. He also lives in Del Mar.

I hadn't seen Mary Cundari for about 10 years, the last time being at the funeral for her husband, Francis, who, was killed in an airplane accident. Fran and I were in the doctoral program at Stanford together, were close friends and fellow Naval aviators for many years. Mary and I met again, by chance, in a receiving line at an event in Washington. We didn't date right away, but I asked her to dinner about a month later. We were married here in York Harbor, Maine, on Sept. 15, 1984.

Mary, a Massachusetts native, went to Malden Hospital School of Nursing and Prince George Community College to become an R.N., and earned a Bachelor's degree in Gerontology from George Mason University. She was able to balance her nursing career, specializing in ICU-CCU, with raising her three children by working night shifts in various hospitals in the greater Washington, D.C., area.

Mary's oldest, Stephen Cundari, is a graduate of the University of Jacksonville. Inasmuch as his father was a great helicopter pilot, he went into Naval Aviation. He actually ended up as a helicopter pilot in the same outfit in which his dad served. He retired as a Commander, and now is a consultant in Washington. He ran a big operation for a company over in Jordan for a time. His wife, Susan, is an attorney with the SEC, and has been with them for about 20 years in various capacities, including as a prosecutor as well as a policy-making executive.

Mary's daughter, Christina (Cundari) Vieglais, earned her undergraduate degree in Biochemistry at Virginia Tech, as well as Master's and Doctorate degrees in Plant Biology at the University of New Hampshire. She was awarded a Fulbright Scholarship and studied plant

genetics in New Zealand.

Following that, she worked for the New Zealand Ministry of Agriculture and Forestry, and is now working with the USDA in Maryland. She has also worked with NASA at the Kennedy Space Center, with the Midwest Research Institute in Kansas City, and has headed up a variety of important research projects in her area of specialization.

Her husband, David, is also a PhD (University of Queensland, Australia), and is also an expert in plant biology. He is a senior scientist and researcher for the Natural History Museum and Biodiversity Research Center at the University of Kansas.

David Cundari, Mary's youngest, attended Wentworth Institute of Technology in Boston, and is involved in a business here in Maine focusing on computer services, electronics and security systems.

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