1	
2	
3	
4	
5	
6	96th Fleet Reserve Association
7	National Convention
8	
9	Second Business Session
10	
11	13 November 2024
12	
13	Doubletree Hotel
14	Annapolis, Maryland
15	
16	
17	
18	
19	
20	
21	

1 (Called to order at 1255.) 2 NP HANDZUK: Shipmate at the mic. 3 Shipmate National JPNP ROBBINS: 4 President? 5 NP HANDZUK: Shipmate Junior Past. 6 Junior Past is in the JPNP ROBBINS: 7 uniform of the day. 8 NP HANDZUK: Duly noted, very well, 9 thank you. 10 Shipmate National Chaplain, please open 11 the Bible. 12 Shipmate National NCHAP BEHM: 13 President, the Bible is open. 14 NP HANDZUK: Very well, thank you. 15 Shipmates, join me in saluting our flag. 16 Hand salute. Two. 17 Shipmate at the mic. 18 SPEAKER: May I approach and offer you a 19 qavel? 20 NP HANDZUK: Please. Okay. The first 21 order of business, take your cell phones out,

1	turn them off, put them on silent, vibrate,
2	whatever. Any phones that go off, we will
3	collect your generous \$20 donation to disaster
4	relief, and I do have a script today.
5	(Applause.)
6	All right. We're on a tight schedule
7	because I let you guys go yesterday and this
8	morning, and we've got MCPON out there. One
9	thing I will announce before I bring him in is
10	for the sake of expediency, I am going to have
11	the national parliamentarian, PNP George Hyland,
12	also be the official timekeeper.
13	MAA: Shipmate president?
14	NP HANDZUK: Ready? At this time we're
15	going to have the Master Chief of the Navy
16	escorted into the meeting hall.
17	(Master Chief Petty Officer of the Navy
18	James Honea escorted to the rostrum.)
19	The Master Chief Petty Officer of the
20	Navy, better known as MCPON, is a unique
21	noncommissioned rank.

Can I have silence please? If you need to discuss, take it outside in the hall. Thank you.

It's a unique noncommissioned rank and position of the /UPBTS Navy. The holder of this position is the most senior member of the United States Navy. The MCPON is appointed by the Chief of Naval Operations to serve as a spokesperson and liaison to address the issues of enlisted personnel to the highest position in the Navy.

On September 20th, 2022, James Honea was appointed the 16th Master Chief of the Navy.

James Honea is a native of Lubbock, Texas, comes from a military family. He's the son of a retired Air Force major, began his military career in 1987 when he enlisted in the Navy.

Let's give a warm FRA welcome to the 16th Master Chief of the United States Navy.

(Applause.)

MCPON HONEA: You were too kind. If you don't mind, I'm going to come down here to the

front and walk around a little bit. Thank you very much. There's no stairs over here, but I can make it. Thank you.

One of the benefits of coming and speaking in front of this esteemed audience is that most of the audiences I speak to, when I tell them I joined the Navy in 1987, jaws drop open and they figuratively shit themselves, they think about how old I am. I don't worry about that in this room.

(Laughter.)

I don't think that anybody in this room is impressed with the fact that I'm as old as I am. But thank you, thank you so much for having me, for inviting me and for giving me some of your time and your attention, especially right after lunch. I don't know, that's pretty dangerous, but thank you, sir, thank you very much for having me, and especially since this is your centennial. For a hundred years of maritime tradition on top of all the service that you have

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

1	already given to this nation, that's tremendous,
2	and allowing me a little time to come over here
3	to tell you what the Navy is doing today, and to

I hope that this is going to be -- well, how much time do we have?

hear from you and hope to answer some questions.

It will be whatever you need it to be.

I don't have anything on the other end of this

other than a long drive back home to D.C. and a

warm dinner with a beautiful wife.

(Applause.)

So to help fill in a few blanks, besides joining the Navy in 1987, if you're looking through my biography, you'll see I started my Navy career in Long Beach, California. We closed that naval base down in the mid 90s, as most of you will remember. That's where I happened to meet and marry my wife Evelyn. So my wife is from east LA. We met and married there in 1989, and most folks think the best thing that came out of Long Beach, California in the late 80s was

Snoop Dog or MWA. I'm telling you it ain't; the best thing to come out of Long Beach, California in the late 80s is my wife.

You guys don't get to meet her today, she didn't come up with me today, but there's many of you who have had an opportunity to meet her. She's beautiful, man, I won't mince words. She's smoking hot, she's got a great heart, and she's an incredible human being. She's going to be the reason why I get to heaven, I'll be hanging onto her ankles on our way up. Most of the times I go places people will ask me how she's even before where I'm going or what I have going on, and I don't mind that at all, it's a good place to be.

Now, after, you know, my time in Long
Beach, my wife and I, you know, this past August
we have been married for 35 years. We spent the
majority of our career someplace out in the
Pacific. Most of my career as a bosun's mate has
been on an amphib someplace out in the Pacific.

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

About 22 years of my 35 -- excuse me, my 37 years
have been on some amphib out in the Pacific

Ocean. Just giving you some background as to who

I am.

Now as the command master chief I was the CMC on two ships, a DDG and an LPD. I was the CMC of an installation out there on the east coat, I was the CMC in Afghanistan for about a year and a half, I was CMC in Korea with our current Chief of Naval Operations; when she was a brand new one star, she was my boss out there, so she's been stuck with me twice now. And after that tour I was the Fifth Fleet master chief, and then I was Pacific Fleet master chief. was senior enlisted leader at U.S. Naval Pacific Command, and after U.S. Naval Pacific Command is when I was selected for this job, to be the 16th Master Chief of the U.S. Navy.

I've got to tell you, man, I was not in any way expecting that I was going to be asked to be the Master Chief Petty Officer of the Navy, it

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

was not in my cards, it was not in my forecast or in my thoughts or my future. I have been staying out forward, operational, and I thought that was where I was going to end my Navy career, out there doing that kind of business.

But I sat down with our Chief of Naval Operations, at the time it was Admiral Gilday, and it was as much an interview of me asking him questions as it was him interviewing me. what I was most concerned about was what I thought we needed to do to change the direction of our Navy and the direction of how we were preparing our sailors, our maritime warfighters to be prepared for what was looking forward in our future, and what I thought we needed to be doing differently. And if he was going to allow for me to do that, then maybe I would be willing to take this job. And as we had more and more of this conversation, you know, obviously he agreed with what I thought, because he hired me.

So let me back up here just a couple

1 You have seen probably in the last 24 minutes. or 48 hours, we've had some operations happen out 3 there in the middle east. We just had two 4 destroyers transit out of the Red Sea down 5 through the straits and they were attacked by Houthis, a tribe out of southwest Yemen that for 6 7 the greater extent of things 15 or 20 years ago, 8 their ability for warfare was chucking rocks and sticks at each other. But the Iranians come 10 along and dump a bunch of cruise missiles on them and they set up coastal defense cruise missile 11 12 bases for themselves, and now they hold those 13 straits at risk, and they have changed the way of 14 life for a lot of people. And they were able to 15 restrict that waterway that restricts our ability 16 to have a free flow of a globally traded 17 commodity in oil that affects the world economy. 18 So that puts a lot of pressure on the 19 United States, more specifically the United 20 States Marine Corps team to go over there and

21

operate in that maritime domain to keep that free

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

flow of that oil, and not allow for Iran nor its
proxies the Houthis to exert any kind of
influence over there and shut it down, those
waterways.

Well, those destroyers went through there and they were attacked. I think it's important for us to understand how they were attacked, and allow for me to brag a little bit about what they're dealing with. So those ships that operate over there, they are operating over there continuously inside a weapons engagement. They are constantly either under the threat, or directly being attacked by missiles, by drones continuously.

And these are weapons that are coming at them, missiles, you know, that are inside the airspace. It's not like missiles are sitting out there in the air all by itself for us to find and look at. It's up there amongst all the other air traffic that's happening in that world. You know, there's airplanes, there's all kind of

2

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

things up there that our sailors are having to discern and look through, and pick out what is a threat and what isn't a threat, determine if it's okay, it's safe, figure out what weapon we need to use to neutralize that threat so that it doesn't cause any other collateral damage. They have to do all of this in about 10 to 15 seconds for each one of those threats that come at them.

And we can't over think this and think too fast and accidentally shoot down something else inappropriately and kill something that we shouldn't be. Nor can we think about this too slowly and allow for a catastrophic loss of life to ourselves or other shipping. So those sailors are under pretty consistent pressure like that all the time, and it's not something that just happens once or twice, this happens multiple times a day, and it's not just one or two things happening, this is multiple barrages of threats that are coming at them at one time. So they've got to come up high above, you know, off of the

governor, think of going really fast, go, go, go, and then as soon as they neutralize those threats, bring it back down, hit reset, get themselves prepared for whatever that next engagement is going to be.

And your sailors are operating out there like that, deployed anywhere from seven to nine months at a time, operating in that theater. And I'm extremely proud of how they're handling their business over there, they're not over extending themselves, they're not over thinking this problem, they're staying within the site parameters in the way that they're being asked to do stuff.

I wanted to share that brief story with you, the thing that's happened in the news most recently so we all kind of have that same picture. If there was something I was going to ask all of you when you walk out of here, one of the things you do better than anyone else is help us stay connected with the American people, help

us stay connected with Congress, help us to stay connected with everyone else, to have an understanding of what your Navy does for the American people and the entire world. How we maintain the international order to keep the world just a little bit safer every single day.

If you've never served in the United States Navy, or deployed on a warship, you just don't understand what it looks like once you get on the other side of the horizon, you just don't understand what it is like. You are people that do understand what that's like, and you connect those people to what our sailors' story is right now. You can connect them to what those warfighters are dealing with today. And so I just wanted to share a little bit of what they are doing, and I appreciate that.

So going back to what I was talking about with the CNO, to continue to put out warfighters who are as strong as they possibly can be, and as smart as they possibly can be.

Ans as I'm sure you know as a veteran, the best value that they need is to be as prepared as they can be to fight and win in those kinds of situations. I needed an assurance from him that he saw the world in the same way that I did. And as I was describing some things to him he said hey, Master Chief, what you're saying to me, do you think we have some say in this? I said hell yes, you know, it's like a really bad kung fu movie, that video ain't matching the audio, sir. (Laughter.)

If you want our warfighters to be prepared to execute your NavPlan by 2027, if you have to prepare to kick China's ass, if you want it to be done, then we need to start rewarding behaviors in a different way before our warfighters are ready to do that. Because the way we're rewarding behavior today, you're going to continue to put out less than prepared warfighters.

Let me give you an example. Sitting at

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

his table while we were eating lunch and talking, he was drinking a LaCroix. Anybody ever had a LaCroix before? LaCroix is a seltzer water, all right, and they flavor that seltzer water to help it be tolerable. And so let's say I wanted to be a grapefruit flavor LaCroix, so I get this big old bucket of soda water and I cut a grapefruit and I wave that grapefruit across the top of that bucket of soda water, all right? Just a little bit. And then to make sure that you know you're about to get some grapefruit, as I pour that soda water into a can, I slap a sticker of a grapefruit on that can and I write grapefruit on that can, and you go hell yeah, I'm about to get me some grapefruit, man. And then you pop the top of that can and it's like a faint aroma of grapefruit comes out of that can and you go hell yeah, I'm about to get me some grapefruit. Then you take a big old mouthful it and you go bullshit, that's firewater right there, man, that ain't grapefruit.

(Laughter.)

My point to the CNO was if you've got a warfighter sitting on your quarterdeck and everything about them says he's a warfighter, and they've got the uniform, they've got the walk, they can talk, they've got all those things about them until you put them to the test and then you can go bullshit, that's LaCroix right there, man, that kid ain't ready for war, man. But we built those people, we allowed for that to become the way that is because we rewarded the wrong behavior.

Some of you in this room, you remember when we would sit around ranking boards. I remember I was a young chief petty officer, I'd been a chief petty officer for a couple years, and my COC came into our ranking board and he said your first class petty officers are your subject matter experts. I said I already know that. This is the first time I'd heard this line of conversation. He said so don't tell me about

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

what their primary duties are, let's talk about other things, tell me about their collateral duties, tell me about their off duty education, tell be about their community involvement, tell me about other things they're doing to help round them out.

We didn't talk about mission accomplishment, we just talked about those things, and I think somewhere along the way we've quit even asking if our sailors were subject matter experts and what their contribution was to mission accomplishment. And that's my point about, we allow for ourselves to start rewarding the wrong behavior. It isn't that we were doing bad things, we took our eye off the mark and we allowed ourselves to start rewarding bad behaviors. I think, though, what I'm saying, me and you in this room can recognize some of those things from your own careers that you saw some of that stuff start happening. And it started happening among som other decisions that we've

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

made over the course of years from, that time I'm talking about was 26 years ago, that we've made that have allowed for the other things that we get by with because there's organizational excellence and institutionalized routines, but we're just not as good as we need to be, we need to be much much better, we need to start focusing where we need to be.

Nobody joined the United States Navy -you guys remember those commercials, right, that said hey, when I grow up I want to be middle management, right? Nobody said when I joined the Navy, I want to be a urinalysis program coordinator. Nobody wants that job. Let's figure some other way to get that stuff done so that it doesn't become somebody's all encompassing duty. And that's where I want my focus to be. I said CNO, I want to focus on making sailors stronger and giving them permission to do the job they came to my Navy to When they joined this Navy, just like every

1	one of you, you came in because you said I want
2	to be a part of something bigger, I want to go
3	make history happen, I want to go out there and
4	live that adventure and go on the other side of
5	that horizon, and I want my mom and dad and
6	family, everybody else back home, to watch me go
7	over there, they can watch me on CNN and they're
8	going to say hell yeah, you know, he, she,
9	they're over there making history happen.
10	I didn't join the Navy to be part of a
11	fund raiser, I didn't join the Navy to be a
12	urinalysis coordinator, I didn't join the Navy to
13	be a collateral duty person. I joined the Navy
14	to be a warfighter and do this kind of stuff, and
15	I want to give us permission to do that.
16	I'm going to tell you this, the Peoples
17	Republic of China don't give a shit about our
18	GNT.
19	(Laughter.)

21

We've got to be much better at what we're doing if we're going to be prepared to

1 fight and win against an opponent like that, 2 we're building that capacity, so we have to be 3 much much stronger at what we're doing. I have no doubt that we will kick their ass, excuse my 4 5 language, I have no doubt that we would fight and 6 win against that opponent. Why do I know, 7 because they are going to eat their breakfast in 8 the morning and they're going to want no part of 9 He's going to wake up and eat his bowl of 10 corn flakes and he's going to look out across the 11 cell tower and see the Navy-Marine Corps team out 12 there operating and he's going to say I want no 13 part of that, and he's going to go back to eating 14 So thank you and you're his corn flakes. 15 welcome, oohrah. I just want to keep it that way 16 and we can keep it that way by making sure that 17 we're credible.

Now when somebody says we're stronger, and like I said, I want to make sure we're smarter and that we continue to have better values. In the area of better values, this is

18

19

20

21

where I spend a lot of my personal time, a lot of my personal time is in this space. As I was coming to this job as I was saying, I'd been working in the joint world and I had not seen all the things that were happening in the Navy for a couple years. We were having a problem paying our people on time. Holy shit. People were at a command and couldn't get paid on time, and the commands weren't paying attention to this stuff.

So as I came into this job, there was a lot of stuff that I thought we needed to get a hand on and that we needed to focus on, take care of our people in a way that, we just weren't doing as good of a job as we could do, and I thought our people needed to have better values. And where I, where I kind of keep my focus on this, and my staff and how we think through this problem, on where we try to take our folks, whether it's with Congress, the staff at OSD, with the OpNav staff, or however, we're going to take care of things at our level, or how we're

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

going to push things down so that our Navy is quite simply this.

When they created the all volunteer force, President Nixon commissioned the Gates commission to look at the viability of having an all volunteer force. The Gates commission came back and said yes, we could have an all volunteer force but it would require these five pillars to sustain it. And those five pillars were adequate pay and compensation, adequate housing, access to quality medical care, a retirement plan, and that the military had to continue to be a reflection of the American people that we serve. If we lose those pillars then we're going to have problems with recruiting and with retention.

Now you could look at those five pillars today, you could find the satisfiers in those five pillars today and point to things that we could be shoring up to help us with recruiting and with retention. But you could look at that throughout the history of the all volunteer force

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

and you would find times where we've had trouble
in recruiting and retention, and we've had
problems in those areas right there.

I would also offer, as I've done with Congress and the Secretary of Defense, an idea for a sixth pillar. We have a greater number of our force today composed of military families than it was in 1971. And so I said a sixth pillar might need to be considered for family living, and quite simply make family living be about spouse employment and access to child care. It's not in every family, you know, that the spouse is looking for a job, but those that are, you know, we find a way to help in that area. But in today's economy, more and more families are finding it necessary to survive in today's economy, needing a dual income. So those that do, let's find a way to help them out, and then they'll need access to child care.

So I spend a lot of my time either with Congress or with OSD staff working on those areas

8

9

10

11

12

13

14

15

16

17

18

19

20

21

right there to try to shore those up, making sure
they get allowances, the retired compensation

package are being taken care of. Housing,

especially in the Navy, being looked after,

medical care, a lot of problems in medical care

right now, on and on.

So I'll just kind of walk through some of these things before I open it up for question. We're just now completing a quadrennial review of military pay and compensation. Those results will be out in early next year, like early January sometime. I don't expect that the quadrennial review of military pay and compensation is going to come our with any kind of great answers that I'm going to be really extremely satisfied with, or that the joint force is going to be really satisfied with, compared to what they think are proper military pay and compensation. So I'm going to have to continue to find ways to address some of those problems.

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

I'll continue to work on it but you designed. know, to share publicly with this group in here, I ask that, you know, some rules of protection from you all in here, that my opinion is the QRMC asks the wrong questions. When they go about trying to make a review and understanding if pay and compensation is adequate, they're asking the wrong damned questions. I think we should be asking if the pay and compensation for a military service member is adequate because it's okay in comparison to people of comparable age and education that are outside the U.S. military, no. It should be comparable to somebody that's got a job, comparable to what someone does in the United States military, but you know, a young man or woman that's serving in the U.S. military based on education, is probably the guy or girl that makes me my double latte at Starbucks and then goes home and sits in his mom's basement and plays games and smokes dope all night, and that kid is not the kid I want compared to my sailor

bullshit.

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

- that's out there making that split second

 decision in 10 to 15 seconds about what weapon

 system to use to neutralize that threat, that

 saves, you know, 1,500 of their shipmates' lives.

 Those things aren't comparable, and I call
 - So I don't think that those are the right questions that we're asking at the QRMC. That's what I've -- I've certainly let them know that, and I'm going to have to continue to work on that with Congress, continue to work on that with OSD. If any of you are involved in legislative affairs or have opportunities to influence that, I would ask for your continued advocacy in that area.

In the area of housing, we've made some real good headway, I'm really really encouraged. You're probably aware, the laws are that our junior service members are required to stay in government quarters when they're junior service members and they come into our military. Well,

for the United States Navy and Marine Corps, if you're assigned to a ship, that is considered adequate government quarters. Well, most of us that spent our first four years in the Navy living on board ship, I tell you what, man, I again call bullshit.

(Laughter.)

I didn't much like it, and I've asked for a more sensible approach, and give our sailors an adequate separation from their work life and their home life, and at least give them a barracks room away from their ship like every other service member does. And so build them a barracks, give them a barracks room away from the ship like all the other service members. And Congress is changing the law, I feel pretty strongly that that's going to get through. Last year they changed the law for any ship that's in a shipyard.

If you remember a couple years ago, we had a sailor that we lost to suicide on board the

1 George Washington, that was sleeping on board the 2 George Washington while he was in the shipyard. 3 And he chose not to sleep on the ship, he chose 4 to sleep in his car. And the congressman asked 5 me, well, why was that sailor sleeping in his 6 car, why wasn't the chief making sure he slept on 7 board, you know, in his rack where he should have 8 been sleeping? And I said well, I think the question ought to be why did that sailor choose to sleep in his car. The sailor chose to sleep 10 11 in his car because it was better than what we 12 gave him, and we should be fricking embarrassed 13 ourselves if the best thing we can give him, he 14 would still rather sleep in his car than the bed 15 we give him. We should do better, that's right, 16 and this is the law.

The law is this, and I think we need to change the law. The chief didn't have better to give him because the chief didn't have the authority to give him a better place to sleep.

You should give that chief better authority and

17

18

19

20

21

2

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

give that chief the authority to give him a barracks room, and he would have a better place to sleep than that ship, so he wouldn't have had to take his car. Because he was working day shift or, excuse me, he was working night shift and trying to sleep on the ship -- anyway, not to make a story that long, you guys know what kind of crappy situation that is.

So I feel pretty strongly. Last year we got that law changed and I feel pretty strongly wherever Congress decides to pass a law this year that we'll get that changed. I have a CNO that's behind me in this and she is fully behind funding the barracks program at a hundred percent. Congress has restricted us the last 15 to 20 years, funding all of our shore programs at 80 percent, and so most of that stuff has barely been getting like 65 percent funding. And she's funded barracks programs at a hundred percent, she's making sure that stuff is being done, we're getting those things built to take care of our

2

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

sailors, and I think we're going to get that law changed and it's going to go a long way.

We've expanded the PPD barracks program in the Norfolk area so that we'll have plenty of beds down there, the same thing down in San Diego. If I can get authority from Congress for the Navy to expand on the PPD barracks so that we can do that in other locations besides just those two fleet concentration areas, that will be a huge win for us in the Navy. It will all depend on the military construction program to do that, it takes about seven years to build a barracks, and the PPD we can get done in a year and a half at the most, we can get it done a lot quicker and take care of our sailors much much faster.

Medical. Just so everybody's tracking,
I hope that you were all paying attention as we
did the transformation to the Defense Health
Agency, and I don't say that to be a dirty word.
The Defense Health Agency was stood up for some

2

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

we had a transformation to the Defense Health
Agency. It was part of a program, and a lot of
things that were taken into consideration, it was
going to be, a lot of our medical care was going
on the extended network, it was going to be
available outside the military fence lines. That
no longer exists.

You know, case in point, up in the Bremerton peninsula, the OB/GYN services outside that fence line for our military service members and their families was in the neighborhood of about 15 outside the military fence line. When we made the transformation to the Defense Health Agency we closed down those services within our military treatment facilities inside the fence line, and now we don't have any of that available on the Bremerton peninsula, and our families and our service members are having to make that long haul down to JBLM, which is an hour and a half if you don't miss the Ferry down to McCord. And so

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

having had two kids of my own, I don't want to be
stuck on a ferry with my pregnant wife, I just
know that that would not be a comfortable long
ride.

So we have to figure out -- and that's

just one example. We have others of where this transformation has not gone well. We're going to have a meeting on all of this stuff again next week, with the Secretary of Defense, on how unstabilized the entire military health care system is. SecDef has to make some decisions and they're not going to be easy decisions.

Somebody's not going to be happy, because we just don't have enough things to move around to keep everybody satisfied. So until we get everything built back up, we're just in a bad spot at the moment.

I'm just telling you this as someone who doesn't have any ability or authority to influence or make any changes, just somebody that advocates and pushes on it and points out where

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

1	we have a bunch of gaps to our most senior
2	leaders. And it's got to the point where it's at
3	our most senior leaders in the Defense Department
4	to make the decision, so it's resting with the
5	Secretary.

In the area of -- let me go back to that You may have heard, many of you can remember when we still had brick and mortar professional military education or leadership development courses, we closed all these down 20something years ago. We are standing those back up.

(Applause.)

It's going to take us a few years to resource all that, but we have good curriculum built back up and we have a couple decks already established in San Diego and Dam Neck, Virginia. But we have a plan already built out to have these schoolhouses established in all the concentration areas around the world. We'll eventually get all that back up, and I'm pretty

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

excited about that. That's our first step in helping making sure that we're building up our sailors and making them even smarter.

Another area that I'm trying to get more energy behind is our U.S. Naval Community College, and many of you are probably familiar with like the Air Force's community college. It's not the same. So our U.S. Naval Community College, they will be able to be an accredited institution to themselves, and the degrees that we're issuing aren't necessarily all geared around somebody taking a bunch of CLEP exams. These are going to be degrees that are associated to whatever somebody trains with. So if you are a nuclear engineer, you're going to get a lot of credits for all the schools you have already gone through in the Navy, and then you also get whatever other credits that you need to complete your work, your degree in nuclear engineering.

But you're going to go through those classes, either classes we've established through

1 U.S. Naval Community College or however we have 2 those classes contracted to other universities. 3 And then those students will go through that and 4 then they'll get a degree in nuclear engineering 5 or health sciences or whatever, you know, 6 somebody's rating happens to be. We're wanting 7 those degrees to be tied to their combat skills. 8 My thoughts are that we'll give you training to solve problems that we've anticipated, but I want 10 to educate you to outthink problems that we've 11 not already thought of, because I want to 12 continue to have warfighters that outthink their 13 enemy and outthink problems. 14 So right now, well, we've got about 15 5,000 students enrolled in the U.S. Naval 16 Community College. It's still open in its 17 infancy stages, we've only been doing this for a 18 couple years. In a couple more -- no. By next 19 year we'll have 25,000 students, that's what

20

21

we're going to have enrolled, and then in order

to continue to more and more and more.

But you know, we have a lot of people in the Navy, so 25,000 students still is not a huge amount. It's still, yeah, it's still a drop in the bucket compared to how many people we have and how many we cycle through. It's us building the network and the group that we need to be able to go behind that, as well as all the resources that it takes to keep that thing supported.

There's not a lot of resistance, I don't think there is a lot of resistance, it's just taking time and getting it all accredited. If there's any resistance, it's that, it's the governing bodies outside the Navy, you know, that determine how, if we're accredited, and we can be, you know, how we govern ourselves. That's taking a little bit of time but we're getting there and I'm encouraged by that and we're moving. Okay.

Usually I start this thing off by saying I need some help, but you guys did pretty good with me there and I didn't have anybody fall

1	asleep on me, so thank you. But I also would ask
2	that, you know, that we get lots of applause
3	because I usually need lots of help with my ego,
4	especially at the very end.
5	(Applause.)
6	And thanks for laughing at my jokes. So
7	with that in mind, I'd really be interested in
8	hearing what's on your mind, so I'll start taking
9	some question.
10	SPEAKER: This is not really a question,
11	sir, but a statement. In reference to VHA, the
12	crossover to VHA, remember what's happened in
13	history with the crossover from CHAMPUS to
14	TRICARE, all the stumbling blocks we had there?
15	MCPON HONEA: Yeah. You're not going to
16	find somebody here that's going to disagree with
17	you. It's where we're at today and now today,
18	how do we make this all work.
19	SPEAKER: It is a stumbling block.
20	MCPON HONEA: Agreed. Sir?
21	SPEAKER: Hey, Master Chief, this is

1 Eric Patrick, former president Southeast. I want 2 to say -- can you all hear me okay? 3 ASSEMBLY: Yes. 4 I just want to say I'm very SPEAKER: 5 encouraged, I like your swagger, I like your 6 style. I like the way you're talking about 7 prioritizing things to be warfare fighters, 8 because that's what ultimately, we're not a place for social experiments, we're here to blow things 9 10 up and win wars. 11 (Applause.) 12 I get that from you and I appreciate 13 that, I just want to say thank you. 14 S/M CUNNINGHAM: Master Chief, from what 15 I've heard -- oh, I'm sorry, Marcia Cunningham, 16 Branch 14, retired senior chief. What I'm 17 hearing is there's at least six ships that need 18 to be decommissioned or put in port because they 19 don't have enough people to put on board, we 20 can't get sailors, and I know it's the 21 partisanship in Congress that causes some of

8

9

10

11

12

13

14

15

16

17

18

19

20

21

1	that, but some thought has also been maybe bring
2	back the draft and force people to go to public
3	service before they go on to college, or if
4	they're not going to go into college, make them
5	do something and we could use them in our
6	services.

MCPON HONEA: Thank you. I didn't get your first name.

S/M CUNNINGHAM: Marcia.

MCPON HONEA: Marcia. So, I did not share this news with everybody in here and I probably could have led with this, but the Navy met goals, we did meet goals.

(Applause.)

Another thing I probably, and I also want to share this and it shouldn't hurt anybody in mixed company, the Navy's goal was, and its vision was its requirement. Not every service sets its mission, its recruiting mission and its recruiting goal based on what its requirement is. They set their recruiting goal and the recruiting

mission based off of what they do think they can get done. We set ours by our requirement, what we need to fill our ships, and what we need to fill our full requirement, and that's what we did.

Now, here's some other things that go behind where we got our manpower, and we've got a cultural problem in our Navy. Mostly everybody in here also remembers this, that I have never seen a fricking manpower review that when it was done didn't come out and say yes, you need more people, and you're right, I need more people, and then everybody signs off on it, and we all agree we've got ships that need more people than they've got damned racks. There's something wrong with that. Not every one of those ships need as many people as they said they needed.

You know, we've had the wrong bean counters get on there to determine how many people all these ships need. We need to slow down on some of that you stuff and really ask

ourselves, okay, what's the warfighting requirement for the ship, what is it you actually need to do. And some of this stuff is because we've also added all kinds of administrative requirements that, we can get rid of some of that stuff. Some of it is maintenance, a bunch of other things that, we could probably chop down on some of that stuff and ease up the burden and the workload that we're asking our crews on these ships to do, so it doesn't have to be all this extra number of people.

Since 2006, we had -- not 2006, excuse me, I misspoke. Since 2017, we had the collisions in the western Pacific, and what we determined was that part of the problem was, is they said we were moving sailors around because they didn't have enough people, and these sailors didn't know how to operate the different equipment on the different ships. And so we needed to do a whole manpower review on all our ships and in doing so, we increased all of these

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

1 ships' manpower quite a bit.

When I was a senior chief on a DDG, just to give you an idea, the same class ships, my BA was about 275, the BA on the ships now is about 350, billets authorized. So the billets authorized went from 275 to 350, and what is the work that's being required on them now to go from 275 to 350? That's what the CNO and I -- she was the CO at the same time I was the senior chief, and we were asking the war boss, the sort of warfare boss what is it that's going on it? You know, we're sending all these people that's really a manpower drain on the entire Navy, and what is the workload, what are we trying to do with all this, and can we simplify things, can we cut down on some of that workload, what was the need to go from 275 to 350?

I'm going to get to this. This is the fleet's perspective of the collisions of 2017, and I was the fleet master chief and I came in right afterwards. We had one collision that

2

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

happened where in my opinion, the CSE watch standers were not communicating with the bridge watch standers, and the bridge watch standers just lost the complete perspective of what the nighttime picture. And I think all of us have stood enough topside watches out there at sea at night. You know, you get your lights confused, you start thinking things are on the land that are at sea, and you search right trying to steer between lights and that's actually a ship, you have a problem. And CIC can have a different picture, and they're supposed to balance each other out, and they didn't.

Now, John McCain was getting ready to deploy to Singapore, and they had spent an entire day at sea doing working parties, a bunch of other things, and they had been up working for about an 18-hour day, and they were going to pull out for Singapore the next morning, and they're seeing anchor detail at the time they were going to be going into the traffic separation scheme

1	was going to be about	4:30, four o'clock	that
2	next morning, and the	captain said I can	handle
3	it.		

So he told the XO and the CIC, everybody, you can have an extra hour in the rack, I'll take it the first hour by myself in the regular watch scheme. So the ship didn't set for circuit maneuvering, they didn't have the additional watch standers, they didn't have that steering man, none of that stuff. And the traffic picture started getting really dicy for them, and the watch standers that he had up there were sailors that came from a different ship, but I don't think it should have been this big of a deal.

Now this newer class of ship, these newer destroyers, the ship's control console to operate the helm, and the lead helm, has got a computerized -- I don't have my cell phone on me but it's not much different than like an iPhone, it's just a bigger iPhone, it's got a big, you

2.

know, iPhone display there that they can operate,
that the can do stuff with, and they can navigate
between all the different functions they can do
on there. So if they want to start, stop, pump,
or if they want to shift things around, they just
go on the display and kind of move things around.

Now anytime that display, that computer interface needs to be updated, just like your iPhone, it gets an update pushed to it, you know, from whoever does the updates. And whoever wants an update, yeah, I'll take an update, and they send it out. Now just like with your cell phone, sometimes if you're not paying attention, you take an update, hmm, I'll take that update, and then you can't find the fucking calculator, you don't know how to use your phone anymore.

(Laughter.)

Well, somebody updated that computer interface with the ship's control console, and the captain wanted to split out the helm from the lead helm, which was a bosun's mate watch. So

2

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

the bosun's made went over there with the helmsman and started to split up the helm and lead helm, and the computer interface screens weren't the way they remembered they were supposed to be and the next thing you know, they were in the stop and start steering pump mode and they stopped the steering pumps. When they stopped the steering pumps, and then they couldn't figure out how to get back the steering pump, and now they're in traffic and they turn broadside into the traffic scheme and had a collision before they could get anybody back to turn on the steering pump.

That to me isn't because they didn't have enough people on the ship, that's why they got into the collision, you know? There's some other things going on here, you know? Just because I've got 40 more people on that ship doesn't keep that from happening, you know, there's some leadership problems that happened in I both of these situations, that having 40 more

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

people don't solve, so let's solve that problem.

And so I want to get after that, and I don't think that we're going to decom these What we need to do is solve the problem with the people that we've got. And we're going to recruit all the people we need because we've got good recruiters out there, they're kicking And we're getting the people we need to get and why, because our recruiters are doing a good job telling the story and reminding the people that want to come into our Navy. Who is it? Ιt was Jim who said there's young men and women just like all of us out there, they've got swagger to, that want to come into our Navy. You know, they want to be part of a winning team, they want to go forth and live that adventure just like all of And we've just got to remind them that us did. it's still part of it, and they're still out If you can help us stay connected with there. them, we're going to continue to fill up our rolls.

1	Ma'am, our boot camp is swelling up,
2	we've had to bring in extra company commanders to
3	push all the people through boot camp since we've
4	got so many people going through right now.
5	We're doing really good, and I know I'm going on
6	and on, but it's such a good story.
7	SPEAKER: Good afternoon, MCPON. You
8	know me well enough, good or bad, so
9	MCPON HONEA: Good and bad, Tom.
10	SPEAKER: A couple things. First of
11	all, the situation with the barracks and dealing
12	with Congress on things like that, maybe they
13	should take a ride on one of our DDGs and cruise
14	on them during a recess as a starter, and then
15	they might understand some of the issues.
16	The other thing about the education is
17	many years ago we had a thing through a place
18	called Excelsior College which used to be
19	Regents, and they had that affiliation. So maybe
20	Excelsior had some thoughts that could get the
I	

college going a little bit more, so that would be

2.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

1 one thing.

And the other thing is with the recent elections, are you anticipating any major changes to the Department of Defense and Department of the Navy?

MCPON HONEA: Hey Tom, thanks a lot.

So we're going to test my mental acuity as well as my recall.

(Laughter.)

So question one, so Representative

Bacon, he is on the House Armed Services

Committee and the chairman of the Quality of Life

Committee, from Nebraska. When I met with him

and we sat down and talked, he's a refired Air

Force general as a matter of fact. I did ask

him, have you ever been on a Navy ship, ever

lived on one, ever slept on one, and he said

yeah. I asked him, can you imagine that's what

you live on for four years straight? He goes

shit no, so he gets it. But that guy went on and

he really kind of laid out a bunch of my thoughts

without me even having to give them to him, like sheet music. And I told him, hey brother, you're playing my music and I didn't hand you any sheet music, and he said hey, let's start a band, and I'll be your Keith Richards, you be my Mick Jagger, and we'll go on the road, I have faith in him and many others, they are looking after us in that way.

Now Excelsior College, they offer degrees in a different way. Our Naval Community College offers degrees through certificates, and I didn't get into all that, because the certificates are general education, and the education will be the kinds of things you will need to be a lifelong learner, so we're not budging on those things.

Then there's a certificate in the naval sciences, all the things you need to know if you're going to be a practitioner of naval warfare, and those are things they already have.

These aren't things that Excelsior College is

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

1	going to be offering. And then there's the other
2	stuff that we can lean on Excelsior and the other
3	colleges, and we are leaning on them while we're
4	building up our own program, exactly.

Now your last question, your quess is as good as mine as to what's going to happen. keep paying attention, man. I read the news every morning and he's filling up his cabinet positions pretty damned fast, and so we will see where this goes. I think that there's in many ways excitement, in many other ways some trepidation. So we'll see what comes from all Whatever it is, I will tell you that the this. men and women that serve your Navy are going to be ready to do that for whichever commander in chief and whoever our secretary is going to be, and whoever else is going to be our civilian leaders, we are ready. Thank you.

(Applause.)

S/M DEAN: Robert Dean, former northwest region president. I only have a few questions

1 for you.

2 (Laughter.)

First of all, every meeting that we go to, every meeting that we attend, have in my branch probably, you know, ten to 12 people show up, so that's pretty much common everywhere. So one of the things we all do when we first get there, we have, the chaplain opens the Bible, Pledge of Allegiance, and then we go into the preamble and that, and so one of the things we have that really sticks out is the fact that we are to help the services, the sea services, promote the most important people, the best people to produce.

What we could use from you which would in turn help us would be some 30-second commercials. I didn't know, I guess I wasn't awake, but you know, if we had some kind of commercial, 15 seconds, this is what the Navy's got, this is what the Navy can do for you, we can help with that, so that's what I've got.

MCPON HONEA: I've got you, brother. In the back of the room is Chief Anna Davon, she's on our public affairs team. We can take that back to our chief public affairs officer. We've had some really good videos that we put together to celebrate this year's birthday, especially as we get ready for the 250th birthday, and then you tell us what else you would like to have and we can put together whatever you want.

PNP LAZZARETTI: Good afternoon, MCPON.

Chief Lazzaretti, past regional president

northwest, Branch 18. I currently live about 30

miles north of the new hospital at Bremerton and

that was also my last duty station back in the

'90s. One of the things that we are seeing with

a lot of the shipmates that I talk to in my

office is the fact that Naval Hospital Bremerton

is not offering all the services that it did when

I was there, and that is one of the biggest

complaints in the quality of care in Kitsap

County right now, and they have to go down to

JBLM or across the sound to Seattle Children's 2 Hospital or one of the other hospitals for that, 3 and that is a current concern, and I am hearing 4 that a lot when I talk to shipmates in that area. 5 MCPON HONEA: Yes, sir, and Bill, I 6 don't really know what that plan is going to be 7 for the long term. I know that what we want to 8 do is bring back many of our military health care beneficiaries into our military hospitals. Thev 10 want to bring back you and all of the other 11 dependents into our military treatment 12 facilities. I just don't know how long that's 13 going to take to build that back, and into what 14 level they're going to bring that back at 15 Bremerton. So until I understand exactly what 16 the stabilization plan is and exactly what 17 services are going to start going back to these 18 different hospitals, I would be in a bad position 19 to start giving any kind of hope of what that's 20 going to be. 21 I'm going to be sitting in audiences

1 like this with you and talking to my relief, 2 having the same talking points with him, asking 3 him what are you going to do for me, man, before 4 we get this right. This is a big problem and we 5 didn't get here overnight, it ain't going to get 6 fixed any time quickly. When I came into the 7 job, I was telling Jeremy, our military health care system is fucking broke, man. If we don't 8 9 do something about this, it's going to be really 10 He said it ain't broke, I said oh yeah, it bad. 11 is, and now we're a couple years later and 12 everybody agrees that it's broken. But two years 13 ago when I got this job he said it ain't broken, 14 so it took us well into a year before everybody 15 agreed that the system was broken, so it's going 16 to take us several years, I think, before we can 17 get it solved. 18 PNP LAZZARETTI: I agree. I was at 19 Naval Hospital Bremerton when we were 20 establishing (inaudible, side chatter).

21

Thanks Bill.

MCPON HONEA:

SPEAKER: Hey Master Chief, (inaudible, side chatter) Branch 251 in Arkansas, and I joined the Navy in 1971. I've seen two different reserve bases that had aircraft, I went to work there in 1977 and worked there until I retired in '96, but in '94 the reserve bases that had aircraft on them were training reservists on how to operate (inaudible, side chatter) or whatever on these aircraft, and all these reservists can do their job in the fleet when they're called on.

MCPON HONEA: I'm not entirely sure if we have those same missions for those reserves in that location where you're at. Our entire reserve force has had a complete transformation over the last several years on how to focus, how they're positioned and what they're there doing.

Now I can look into them and start asking more pointed questions now that I have your level of concern, and I'll ask those question. We have sailors that are in aircraft maintenance reserve units that have that type of equipment and I'll

1	ask them if they have what's necessary for
2	maintenance of their skills. I don't know that
3	level of maintenance, if that is an appropriate
4	mission for our reserve unit. A lot of that
5	stuff is changed weekly from what it has been in
6	the past, so I don't have an answer but I'll look
7	into it.
8	SPEAKER: Okay, thank you.
9	MCPON HONEA: But the head of the
LO	reserve component is just down the hall from me,
L1	and I'll ask him, and hopefully I don't get a
L2	poke in the eye.
L3	SPEAKER: Welcome aboard, Bosun.
L4	MCPON HONEA: Thank you, sir.
L5	SDFAKER: It's been a pleasure listening

SPEAKER: It's been a pleasure listening to someone speak for that 45 minutes without using a teleprompter. (Inaudible, side chatter.) 100 years ago this year, 500 chief petty officers and a few others were assembled in Philadelphia and formed this association to assist in the pay and benefits of the sea services. Do we have 500

16

17

18

19

20

21

1	chief petty officers in the fleet today that
2	would do that?
3	MCPON HONEA: You know, I would think we
4	would. I don't know, sir, if we have 500 chief
5	petty officers in the fleet today that know
6	enough about it. I don't know if we have 500
7	chief petty officers in our Navy today that have
8	as much of an understanding of what the Fleet
9	Reserve Association is and what they do, and I
10	think that would be a worthwhile thing.
11	My first introduction to the Fleet
12	Reserve Association was in the clubhouse that was
13	down the street from here, and that was a
14	different Navy.
15	SPEAKER: That's the trouble. It was a
16	drinking establishment and the young ones don't
17	want to come there, they don't want to get caught
18	drinking.
19	MCPON HONEA: This is how I knew that it
20	had changed, the Navy had changed. So MCPON
21	Herdt had just come in and MCPON Hagan had just

2

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

left. Randy Welch was our CEC over here at the Naval Academy and MCPON Herdt held a whole Navy-wide CEC conference in Dallas and now he was coming here to Annapolis, and his first stop was to speak to the chiefs here at Annapolis, he was assembling all of us over at the FRA. But you get a bunch of chiefs together and there's beer, we thought we were supposed to drink beer. So we were all sitting around the table with pitchers of beer and man, Randy came in there and lost his shit on us. But we said don't get rid of that So we were over talking to the bartender about getting our so we can keep it cold. So we did our call with MCPON and he sent us on our way and we finished our day.

But the professionalism that we have with our Navy today, sailors today, is due to leaders like Jim Herdt and all of you in this room, and the warfighters that are out there and the hard work that they're doing, how proud you should be of all of them is because of all the

1 leaders and all of you in this room today. just thank you for setting them up for success, 3 thank you for being the people that you were in 4 putting them in a position to shape them in the 5 way that you did, because they're doing you proud 6 out there. I am extremely proud of them, I'm 7 proud to be their MCPON and be able to represent 8 them, and certainly proud to be able to share their stories a little bit with you here today 10 for however much longer I will be their MCPON. 11 So thank you for being here and letting me share 12 with you today, thank you for your time and thank 13 you for the -- uh oh.

NP HANDZUK: The MCPON knows who I am, but my question or reach out is we're more than willing to go out and promote the Navy. Our issue is being able to promote the Fleet Reserve Association. The way I see things is our troops don't have time to focus on what's going on on the Hill, that's our job, and that's how I advocate it. We have legislative priorities for

14

15

16

17

18

19

20

21

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

20

21

1 our troops.

> The issue is access to military bases. Some branches have gotten creative, they don't go to JAG, they don't go to the CO of the base. I use you guys? Branch 91 in Jacksonville, Florida found a way. They went to the commissary officer or exchange officer and asked permission to set up an information booth. That's the key word, information. A lot of these commands won't let us on. The secret that they discovered, if you want to set up a table to explain what the Fleet Reserve Association does for the Navy, Marine Corps and Coast Guard, it doesn't say they can't put applications out, but we can talk about all the benefits that we have. What can be done to give us, if you

will, more access or what better access?

MCPON HONEA: You got me at a loss in that I'm not a lawyer, you know. I would have all kinds of great ideas, but until I spoke with JAG, I can't say. So I'd have to speak to my JAG

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

1 and figure out what we could do.

One of the things that I think we need to think about is what could be a good relationship to have with the sailors in the fleet today. When I was younger, like you and me, and you when you were younger, what would have drawn you to the FRA or the American Legion or VFW or any of these other associations is they were a place of fellowship, and you'd have a couple cold beers and a cheap meal, you know, play some games, swap sea stories. But what causes young men and women fellowship today aren't the same thing. If we can figure out what prompts the fellowship today so that we can still bring them together, so that we can learn from them, they'd help us better advocate for them, that would probably go a long way in us attracting them. That would be a start, and I'll work with my JAG to ask the questions on what we can do for better access.

(Applause.)

1 God bless. 2 (Master Chief Petty Officer of the Navy 3 James Honea escorted from the assembly room.) 4 NP HANDZUK: Shipmate Chaplain, close 5 the Bible. Uncover. 6 NCHAP BEHM: Shipmate National 7 President, the Bible is closed. 8 NP HANDZUK: Thank you, Shipmate 9 National Chaplain. Cover. 10 We stand in recess for ten minutes. Be 11 back in here at 1420. 12 (Recess at 1410.) 13 Shipmate Master at Arms, NP HANDZUK: 14 invite the shipmates into the meeting hall and 15 close the doors. 16 Shipmate National President, we MAA: 17 have stragglers. 18 NP HANDZUK: Shipmate National Chaplain, 19 please open the Bible. Uncover. 20 Shipmate National NCHAP BEHM: President, the Bible is open. 21

1	NP HANDZUK: Very well, thank you.
2	Cover.
3	All right, shipmates. At this time we
4	will have the second credentials report.
5	Shipmate Hatcliff, are you ready?
6	S/M HATCLIFF: I'm ready for anything.
7	Shipmate National President, the credentials
8	committee report for November 13th, the time is
9	0900, the credentials worksheet is located in the
LO	delegate kit at Tab X. Branches represented by
L1	delegates, 51. Votes represented by delegates,
L2	431. Branches registered by proxy, 78. Votes
L3	registered by proxy, 359. Branches not
L4	registered is five, it has changed from yesterday
L5	because I forgot about Branch 50. Number of
L6	registered delegates, 111. Registered voting
L7	strength, 790. Votes not registered, 33.
L8	Two-thirds voting strength is 527, five two
L9	seven. Majority vote is 396, three nine six.
20	Shipmate President, in response to your
21	request, the branches not registered. West Coast

1	281, certificate not received. Northwest, 347,
2	certificate not received. Northwest, 174, no
3	delegates or proxy listed on the certificate.
4	East Coast, 093, delegates not signed in, no
5	proxy. Northwest, 050, charter suspended.
6	On behalf of the committee, I move that
7	the roll of the delegates hereby submitted be the
8	official roll of the members of this convention.
9	NP HANDZUK: Do I hear a second?
10	PRPSE RICHMOND: Second. Richmond,
11	delegate, Branch 22, I second, and do I have
12	discussion now?
13	NP HANDZUK: Yes, you have the mic.
14	PRPSE RICHMOND: Richmond, Branch 22,
15	delegate. If you take the registered, or the
16	authorized registered voting strength here as 790
17	and we have 33 votes not registered, that comes
18	to 823, so where did that number come from? If
19	we have one more branch that's not registered,
20	the numbers do change. Just a question.
21	NP HANDZIK: Okav At pre-board the

1	board voted to suspend Branch 50 for
2	noncompliance with the C&BL. Therefore, their
3	votes don't count, right?
4	PRPSE RICHMOND: Right, and if our
5	voting strength was 823, and our voting strength
6	is now 810, so one of those numbers is incorrect.
7	S/M HATCLIFF: Branch 50 has the votes
8	not registered, I thought they had 13 votes, so
9	the number of votes not registered should be 23.
10	SPEAKER: Another correction.
11	S/M HATCLIFF: My correction should be
12	with the votes not registered, 790 plus 20 is
13	810. And the other correction would be remove
14	the votes not registered, the votes not
15	registered is registered is 20, two zero.
16	NP HANDZUK: All right, shipmates. The
17	motion on the floor basically is now to accept
18	the report as corrected.
19	SPEAKER: (Inaudible) Branch 191,
20	delegate, second.
21	NP HANDZIK: It's been seconded Now

1 discussion? All those in favor of accepting 2 tipping the delegate credentials report as 3 corrected, indicate by the sign of aye. 4 (Chorus of ayes.) 5 Opposed? It's unanimous. Thank you. 6 We will commence with presentation of 7 annual reports of national officers. In 8 accordance with Section 612.A, C&BL, all 9 recommendations contained in this reports are 10 considered previously submitted under Section 11 611, C&BL FRA. All of these reports have been 12 submitted in writing, and included in the 13 delegate kit. 14 To expedite the order of business this 15 afternoon, I ask all national officers to submit

afternoon, I ask all national officers to submit their reports for the record, confine your remarks to summarizing the highlights of your report and additional remarks necessary to supplement information in your reports.

You may render your reports from the podium or from the floor microphone as desired.

16

17

18

19

20

21

1	As a point of information, we have a hard stop at
2	1600, there is another event already scheduled in
3	this room, so please confine any additional
4	comments directly to the reports so we can move
5	the plan of the day. Thank you.
6	Shipmates, the financial report is
7	contained in Tab A. I move that it be received.
8	Does it require a second? No.
9	National Vice?
10	NVP BEHM: Shipmates, my report is in
11	Section B of our delegates book, and I just want
12	to say that it's been a profound pleasure and
13	honor to represent you, my fellow shipmates in
14	the 2023-2024 term. This has allowed me to take
15	your interests in our organization. Looking
16	forward to serving you continuing. Thank you. I
17	move that my report be received.

NP HANDZUK: Shipmate NED.

NED REID: National Executive Director, my report is under Tab C. I think it's self explanatory, if anybody wants to talk to me

18

19

20

21

1 I move that my report be received. afterwards. 2. JPNP ROBBINS: Shipmate National 3 President? 4 NP HANDZUK: Shipmate at the mic. 5 JPNP ROBBINS: Could the NED please 6 speak into the mic. 7 Will do, sorry. Shipmates, NED REID: 8 the report of the National Executive Director for 9 the 96th National Convention November 12th 10 through 15th is located in Tab C. I move that my 11 report be received. 12 NP HANDZUK: And the report of the 13 finance officer. 14 Shipmates, the annual report NED REID: 15 of the finance officer I have written, it is 16 under D, delta, and I move that this report be 17 received. 18 JPNP ROBBINS: It cannot be because the 19 budget had not been completed. 20 NP HANDZUK: Point of order. 21 The budget has not been JPNP ROBBINS:

1 completed. 2. Shipmates, we are still NED REID: 3 working on the 2025 budget and at this time I am 4 not asking for you to approve this report. 5 NP HANDZUK: Thank you, Shipmate Robby. 6 Shipmate Junior Past. 7 JPNP ROBBINS: Junior Past Robbins, 8 delegate, 146. My report is in Tab E. I move 9 that it be accepted, or received for the junior 10 past. 11 NP HANDZUK: Okay. Regional President 12 Northeast/New England Rizzo. 13 RPNENE RIZZO: Shipmates, my report is 14 found in Annex F, and I move that it be received. 15 NP HANDZUK: Very well. Regional 16 President East Coast Oliveira. 17 RPEC OLIVEIRA: Shipmate National 18 President, my report is in Appendix F, and I move 19 that it be received. 20 ASSEMBLY: No, G.

21

NP HANDZUK:

Stand by. The regional

1 presidents are under F, this year is not like 2 it's been in the past, they're all under F. 3 Proceed. 4 RPSE KIRTLEY: Shipmate National 5 President, Kirtley, Regional President Southeast. 6 My report is the third one under F, and I move 7 that it be received. 8 Thank you. Very well. NP HANDZUK: 9 Shipmates, please keep the chatter down. We are in a business session. If you find it necessary 10 11 to speak, leave the meeting hall please. Respect 12 those who are trying to pay attention. 13 MAA: Shipmate President. 14 Shipmate Master at Arms. NP HANDZUK: 15 MAA. You can use the gavel to gain 16 order on the floor. 17 NP HANDZUK: I'm going to. Regional 18 President North Central Blind. 19 RPNC BLIND: Mr. President, I request 20 the reception of my report from F. I'm Blind,

from North Central.

21

1	NP HANDZUK: Thank you. Regional
2	President South Central Smith.
3	RPSC SMITH: Regional President South
4	Central Smith. My report is also in F, I move
5	that it be received.
6	NP HANDZUK: Very well, thank you.
7	Regional President West Coast LeClaire. I'm
8	sorry, I jumped. I'm looking at what I've got in
9	my script.
10	RPSW CHAPMAN: Regional President
11	Southwest Chapman. My report is in F and I ask
12	move that it be received.
13	NP HANDZUK: Very well. Regional
14	President West Coast LeClaire. Now I've got it
15	right.
16	RPWC LECLAIRE: Shipmate National
17	President, LeClaire, Regional President West
18	Coast. I move my report in Section F be
19	received.
20	NP HANDZUK: Very well. And Regional
21	President Northwest Faubion.

1	RPNW FAUBION: Regional President
2	Northwest Faubion. My report is in Tab F and I
3	request that it be approved.
4	NP HANDZUK: Received?
5	RPNW FAUBION: Received, yes.
6	NP HANDZUK: Very well. Shipmate
7	National Chaplain Behm.
8	NCHAP BEHM: Behm, delegate, Branch 32,
9	National Chaplain. I move, my report is on
10	Annex G, and I move that it be received.
11	NP HANDZUK: Very well, thank you.
12	I will now call on the chairmen of the
13	standing and special national committees to
14	render their annual reports. These reports have
15	all been received by the national headquarters,
16	and are included in the delegate kits. I ask
17	that each chairman confine their remarks to
18	summarizing highlights in the reports, providing
19	supplemental information.
20	Again, in accordance with Section 612.A,
21	C&BL FRA all recommendations in these reports

1	must have been previously submitted under 611,
2	Section 611, C&BL FRA. The annual freeze refers
3	and applies.
4	And Shipmate Davis, do you have a
5	listing of all the reports that have been
6	submitted from the committee chairs? Okay, whoa,
7	whoa, whoa, I got it.
8	Americanism and Patriotism, Past
9	Regional President North Central Bigby.
10	PRPNC BIGBY: Shipmate Bigby, Branch
11	161, delegate, North Central, chairman of the
12	Americanism and Patriotism. My report can be
13	found in Tab I.
14	I would like for you to refer back to
15	the second page of my report. In there there's a
16	recommendation that as determined by the
17	Americanism and Patriotism, as soon, and I
18	repeat, as soon as the national winners of the
19	Americanism and Patriotism essay is complete,

21

that the branch that has a winner needs to get

ahold of that student and get a W-9 filled out

1 and get it sent in to national. We had some that 2 went all the way until September to get their 3 checks, so I look to do a better job this year. 4 I move that my report be received. 5 NP HANDZUK: I need a second. 6 NPAR HYLAND: You don't need a second. 7 Budget, finance and NP HANDZUK: Okay. 8 audit. I'm sorry. 9 JPNP ROBBINS: Junior Past Robbins, 10 delegate, budget and finance. Part of my report 11 is in the delegate kit under J. You will 12 receive, the rest of it will be given throughout 13 the convention, and there will be a meeting 14 tomorrow morning for budget and finance from seven until nine o'clock down where we met this 15 morning. Oh, right here, in here. 16 17 NP HANDZUK: Thank you. I'm sorry, was 18 there anything else? 19 JPNP ROBBINS: No. 20 NP HANDZUK: I just wanted to make sure 21 you got everything.

1	Constitution and bylaws, Past Regional
2	President North Central Posekany.
3	PRPNC POSEKANY: Posekany, Branch 14,
4	constitution and bylaws chair. Our report is
5	under Tab K, it a preliminary report, and I move
6	my summary report be received for the record.
7	NP HANDZUK: Very well. Future
8	planning. Past Regional President South Central
9	and Regional President Elect Talbot.
10	PRPSC TALBOT: Talbot, Branch 159,
11	future planning chair. My report is in Tab L and
12	I request you read it and pay particular
13	attention to a couple of paragraphs, one
14	involving regional alignment. I'm going to ask
15	for your vote for the south central and north
16	central to merge together at some time within the
17	next year, and that is due to the south central
18	size. We have met with north central and we
19	liked them and they liked us, and we're ready to
20	get together.
21	Also, the current plan, not to be put

1 into effect but a plan, for the possible 2 decommissioning of the FRA if necessary, so we 3 are ready to do that if and when it becomes a 4 reality for us. 5 I move that my report be received. 6 Thank you, shipmate. NP HANDZUK: 7 Shipmate Bruce, were there two things, were you 8 just asking the delegates to read? 9 PRPSC TALBOT: Yes, just to read them. 10 NP HANDZUK: Okay. I thought you wanted 11 to read them here. 12 PRPSC TALBOT: No. 13 NP HANDZUK: Okay, thank you. Hospital, 14 welfare and rehabilitation Past Regional 15 President Southeast Richmond. 16 PRPSE RICHMOND: My annual report is in 17 Tab M and I move that my report be accepted, 18 received. 19 NP HANDZUK: Very well. Legislative 20 service, Shipmate Davis. 21 The report of the national DLP DAVIS:

2.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

committee on legislative service is under Tab N
for November, and it includes the legislative
agenda for 2025 and the Pinnacle Award recipient,
and I move that it be received.

NP HANDZUK: Thank you, Shipmate John.

Membership and retention, National Vice President Behm.

NVP BEHM: This is going to be hard to make short, but here we go. I just want to say thank you to our committee members that met all year long with our regional vices. Okay, we've had -- my short size, all right.

Also the Charles E. Lofgren award happened, which is recognized as the 2023-2024 membership incentive program, please note that the award for (inaudible) centennial program was celebrated with the Lofgren award. Also, we saw an increase of participation in recruiting in the incentive program. Congratulations to all of you who participated.

The Charles E. Lofgren award for

1	branches, Section H, page five, the membership
2	and retention committee shall recommend one, I
3	think you know that I wrote that, I'll continue
4	with that, award and recognition for the
5	excellence in membership promotion, in
6	competition with the branches within the same
7	membership group.
8	There were zero branches in Group I, I
9	and II that had an increase due to recruiting.
10	Group II, which was Branch 29, did see an

and II that had an increase due to recruiting.

Group II, which was Branch 29, did see an increase but that was a direct result of a merger with 310.

Group III, the Charles E. Lofgren

Memorial Award goes to Branch 101. Do you happen
to be in 101? This is their first year, in Santa
Clara, California, with an increase of 39.47

percent or 45 new members.

Basically we did have a few reserve, I call them reserve, but other motions for some changes in the bylaws. We also sent some recommended changes and I'm sure you will hear

11

12

13

14

15

16

17

18

19

20

21

_	about those, but other than that, basically we
2	talked about a lot of ways to continue retentions
3	to date and throughout. That's about all I have.
4	Thank you, guys, I move that my report
5	be received.
6	NP HANDZUK: I skipped a report from
7	the let me find if here. No, I didn't get the
8	annual report from the director of membership and
9	development, Honorary Shipmate Christina
LO	Hitchcock, do you want to have your
L1	S/M HITCHCOCK: Good afternoon,
L2	shipmates. Please review
L3	SPEAKER: Who are you?
L4	S/M HITCHCOCK: Good afternoon,
L5	shipmates. This is Christina Hitchcock, director
L6	of membership development of the association and
L7	an honorary member technically of Branch 22. I
L8	move that, or ask that you review the report
L9	submitted in Section H of the delegate kit, H as
20	in Hitchcock, and I move that it be received.
21	NP HANDZUK: Thank you. The next report

1	is from public relations. National Chaplain
2	Robert Behm.
3	NCHAP BEHM: Behm, delegate, Branch 32,
4	chairman of the public relations committee. My
5	report can be found on Tab P, and I move that it
6	be received.
7	NP HANDZUK: Very well, thank you.
8	Veterans service, Chairman Past Regional
9	President East Coast Ron Martin.
10	PRPEC MARTIN: Martin, delegate, chair
11	of the veteran services committee. My report can
12	be found under Tab Q, I move that it be received.
13	NP HANDZUK: Thank you, Shipmate. Youth
14	activities, Past Regional President Southeast
15	Jack Fogel.
16	PRPSE FOGEL: National President, Jack
17	Fogel, 94, chairman, youth activities. I stand
18	her saying that I did turn one in. I will turn
19	one in.
20	NP HANDZUK: All right. Once you've
21	completed it, let me know so we can go through

- this again so it can be received. Thank you.
- 2 All right. Up next, shipmate at the mic.
- PNP JANSKY: Shipmate National
- President, Jansky, delegate, Branch 31, chairman
- of the centennial convention committee. My
- 6 report is attached in Tab S as in Sierra, and I
- 7 move that it be received.
- NP HANDZUK: Thank you. Why don't we at
- 9 this moment, as she returns to her seat, how many
- 10 conventions committee members are in the meeting
- 11 hall? Would you please stand? I know we did it
- 12 | yesterday, but I want to do it again.
- 13 (Applause.)
- They have worked tirelessly for two
- 15 years. Excuse me, I was told it had been two
- 16 years of hard work.
- PNP JANSKY: Shipmate National
- 18 | President, I have been told by my subcommittee
- 19 chairman for meals, we still have nine meal
- tickets that have not been picked up, or
- 21 envelopes.

1	NP HANDZUK: Well then, that's the
2	individual's problem, we're just passing the
3	word.
4	PNP JANSKY: If you think you're coming
5	to the banquet, you need your ticket to check in.
6	NP HANDZUK: Okay. Now, the NED will
7	read, the delegates will act on ratification of
8	actions taken by the national board of directors
9	since the last national convention.
10	NED REID: Reid, Branch 181, NED. I'm
11	going to be reading the NBRs. I have a list of
12	NBRs that I will be identifying as constitution
13	and bylaws NBRs that we will not be ratifying at
14	this time. So here we would go.
15	NBR 1-24, the national board of
16	directors approved the 2023 post convention NBOD
17	minutes, 11 affirmatives.
18	The national board of directors, NBR
19	2-24, the national board of directors rescinded
20	one-year membership, unanimous.
21	NBR 3-24 the national board of

Τ	directors approved appointing GRF as auditors for
2	2024, 11 affirmatives.
3	The national board of directors approved
4	the NED to conduct a study of the legality of
5	raffles at federal postal rules and state levels,
6	11 affirmatives.
7	NBR 5-24, the national board of
8	directors approved surrender of charter for
9	Branches 113 and 49, 11 affirmatives.
10	The national board of directors approved
11	NED's 2024 salary at \$113,600, and that should be
12	just two zeros on that, 10 affirmatives, one
13	abstained, NED.
14	NBR 7-24, the national board of
15	directors approved LAFRA 2024 national president
16	project, support of the Gary Sinise Foundation,
17	12 affirmatives.
18	The national board of directors approved
19	a \$1,000 donation to the Gary Sinise Foundation,
20	the LAFRA 2024 project, 12 affirmatives.
21	The national board of directors approved

1	an expenditure from the health and welfare, HWRR,
2	of \$2,000 for Richard Musgrave, 12 affirmatives.
3	NBR 10-24, the national board of
4	directors authorized the use of FRA logo for
5	centennial. This was ruled out of order, ten
6	affirmatives. It was a non-approval.
7	The national board of directors
8	approved, NBR 11-24, the national board of
9	directors approved use of the FRA logo for
10	centennial purposes, 11 affirmatives.
11	NBR 12-24, the national board of
12	directors approved surrender of charter for
13	Branch 311, 11 affirmatives.
14	NBR 13-24 is under review by the
15	constitution and bylaws committee.
16	NBR 14-24 is under review by the
17	constitution and bylaws committee.
18	NBR 15-24, the national board of
19	directors approved revocation of charter for
20	Branch 377, 12 affirmative.
21	The national board of directors approved

1	the merger of Branch 145 and Branch 276, 12
2	affirmatives.
3	The national board of directors approved
4	the minutes of the post board meeting with a name
5	change, 12 affirmative.
6	The national board of directors approved
7	the surrender of Branch 334's charter, 12
8	affirmatives.
9	NBR 19-24, the national board of
10	directors approved the use of FRA's logo for
11	Branch 70, 12 affirmatives.
12	NBR 20-24, the national board of
13	directors denied the use of FRA's logo for Branch
14	70. I think that was the centennial logo that
15	was denied. 20-24, Branch 70.
16	The national board of directors, NBR
17	21-24, the national board of directors approved
18	adding standing committee members, and that would
19	be the national president's letter 1-24, 12
20	affirmatives.
21	NBR 22-24, the national board of

1	directors approved regional secretaries to have
2	access to the officer resources pages on the
3	website, 12 affirmatives.
4	NBR 23-24, the national board of
5	directors approved the voluntary surrender of
6	Branch 342's charter, 12 affirmatives.
7	NBR 24-24, the national board of
8	directors approved to revoke Branch 042's
9	charter, 12 affirmatives.
10	The national board of directors approved
11	the revocation of Branch 377's charter, 11
12	affirmatives.
13	NBR 26-24, the national board of
14	directors approve the use of FRA's logo by Branch
15	263, 11 affirmative.
16	NBR 27-24, the national board of
17	directors approved the voluntary surrender of
18	Branch 068's charter, 11 affirmative.
19	The national board of directors approved
20	the use of FRA's logo by Branch 112, 10
21	affirmative.

1	The national board of directors
2	requested an NBR to have headquarters start a
3	three-day workweek. The national board, the NBR
4	was rescinded.
5	NBR 30-24, the national board of
6	directors approved the surrender of charter for
7	Branch 044, 12 affirmatives.
8	NBR 31-24, the national board of
9	directors approved the merger of Branch 335 and
LO	Branch 117, 12 affirmatives.
L1	NBR 32-24, the national board of
L2	directors approved the merger of Branch 317 and
L3	Branch 222, 12 affirmative.
L4	NBR 33-24, the national board of
L5	directors approved the voluntary surrender of
L6	Branch 053.
L7	NBR 34-24 is under review by the
L8	constitution and bylaws committee.
L9	NBR 35-24 is under review by the
20	constitution and bylaws committee.
21	NBR 36-24 is under review by the

1	constitution and bylaws committee.
2	NBR 37-24 is under review bite
3	constitution and bylaws committee.
4	NBR 38-24, the national board of
5	directors approved the use of FRA's logo for
6	Branch 172.
7	NBR 39-24, the national board of
8	directors approved the use of FRA's logo by
9	Branch 316.
LO	This is the end of the national board
L1	resolutions with identification of those
L2	resolutions that are under review by the
L3	committee.
L4	So there are three additional NBRs that
L5	I will come back to and ask for the delegates to
L6	approve, but for now what we would like to do is
L7	request an approval for NBR 39-24, that was
L8	something I'm going to have to get to the
L9	other resolutions before I can make a motion.
20	RPSC SMITH: Smith, delegate, 98.
21	Resolution 32-24 should read Branch 371 vice 317.

1	NED REID: NBR 32-24 should read Branch
2	371 and Branch 222.
3	NP HANDZUK: Shipmate at the mic.
4	PNP BLACKBURN: Shipmate National
5	President, Blackburn, delegate, Branch 274. I
6	realize that there are several typos in our
7	delegate kit. However, I would request how many
8	votes were taken on NBR 39.
9	NP HANDZUK: Shipmate PNP Blackburn,
10	when we get as many NBRs as we did, it's
11	frequent.
12	PNP BLACKBURN: Then it should be a
13	separate issue, if we can't ratify it.
14	NP HANDZUK: According to my reading, if
15	this was done before the convention they can be
16	included in this convention.
17	PNP BLACKBURN: I'm not going to argue
18	on that one.
19	NP HANDZUK: Shipmate Blackburn, my
20	parliamentarian says it was done by this board,
21	it has to be ratified by this convention, and I

1	concur.
2	NED REID: What I'd like to do, I make a
3	motion that through NBR 38-24.
4	SPEAKER: I had a question on 2-24.
5	We're rescinding one-year memberships for what,
6	is that for the national board, is that for the
7	membership?
8	NED REID: I think there was a situation
9	where we had two-year and what was happening is
10	people were sending in the incorrect amount of
11	money, but it was an application error that was
12	identified. In other words, what was happening
13	was we said two years was \$64, and so that, this
14	was to rescind that application that we
15	identified. Any other questions?
16	NP HANDZUK: Okay, shipmates, there's a
17	motion on the floor to adopt the resolutions
18	through NBR 38-24. Do I hear a second?
19	SPEAKER: Second.
20	PNP BLACKBURN: Blackburn, delegate,
21	Branch 274. If you have NBRs under that are

1	review by the C&BL committee, how can you ratify
2	them?
3	NP HANDZUK: Okay. Your point, Shipmate
4	Blackburn, they've been referred to the
5	constitution and bylaws committee, so in essence
6	since they're under review, what I'm asking the
7	delegates to do is ratify the fact that they are
8	under review and approving that they're under
9	review, because this committee will take them up.
10	They will be presented by the constitution and
11	bylaws when the convention committee reports.
12	Make sense?
13	PRPNC POSEKANY: Shipmate National
14	President.
15	NP HANDZUK: Shipmate at the mic.
16	PRPNC POSEKANY: Shipmate Posekany,
17	Branch 14, delegate, chair of constitution and
18	bylaws. Those NBRs were pulled from the NBR list
19	and have been printed and are in you delegate kit
20	as constitution and bylaws resolutions, not NBRs.
21	SPEAKER: Shipmate National President

1	NP HANDZUK: Shipmate at the mic.
2	SPEAKER: (Inaudible) 269. All the
3	resolutions except for the six resolutions that
4	have been referred to the constitution and bylaws
5	committee for action should be adopted at this
6	time.
7	NP HANDZUK: Shipmate at the mic.
8	PRPNC POSEKANY: Posekany, Branch 14. I
9	second the motion that we approve NBR 1-24
10	through 12-24, NBRs 15-24 through 33-24, and NBR
11	38-24.
12	SPEAKER: Good afternoon, shipmates.
13	You're not approving the resolutions that were
14	sent to the bylaws committee, they're going to
15	present those to you. What you're approving is
16	those being sent over, they were reviewed and
17	sent over for presentation and voting by you.
18	You're not approving those resolutions, they're
19	going to come before you shortly. Thank you.
20	NP HANDZUK: It's true, you're approving
21	the report, you're not approving the resolutions

1	that are going to be presented, because they'll
2	do that on the C&BL committee.
3	Shipmate at the mic.
4	PNP LAZZARETTI: Shipmate National
5	President, Lazzaretti, delegate, Seattle Branch
6	18. I second the motion as read by Shipmate
7	Posekany on the specific numbers.
8	PNP BLACKBURN: Shipmate National
9	President, Blackburn, delegate, Branch 274. I'm
LO	just older and maybe a little more rattle
L1	brained, but are you not asking us to ratify
L2	these resolutions or NBRs?
L3	SPEAKER: Did you read what the national
L4	board resolution says? It says review. They
L5	didn't approve anything, they just reviewed it
L6	and sent it to C&BL for action. It's going to be
L7	given to you shortly. All you're approving is
L8	the board sending it over there.
L9	PNP BLACKBURN: I understand that
20	portion, but are you not ratifying the NBRs that
21	were received that are not under review? That's

1	what you're asking me to do and not just receive
2	this report.
3	NP HANDZUK: That's what I was trying to
4	do, Shipmate, is approve the work that the board
5	did this year, okay? All right.
6	On the question, do you understand what
7	you're voting on? You're approving what the
8	national board did for you. All those in favor,
9	indicate by a sign of aye.
LO	(Chorus of ayes.)
L1	Opposed?
L2	SPEAKER: No.
L3	NP HANDZUK: There is one no. The
L4	motion is carried. Shipmate NED, do we have any
L5	convention remarks?
L6	NED REID: Shipmate NED, Branch 81. All
L7	of the greetings and all of the resolutions, the
L8	commendations are out in the hallway, I hope
L9	you've had an opportunity to look at those. We
20	will be taking those back to headquarters and
21	putting them in a scrapbook identifying it as our

1	centennial celebration. So make sure that you do
2	look at some of them. I'd already asked, some of
3	those will not be coming back with us because
4	they're going to be going back to the branches
5	that provided them, so please make sure that you
6	review and look at all of those that are out in
7	the hallway at this time.
8	NP HANDZUK: Thank you, NED. PNP
9	Jansky, do you have any announcements regarding
10	the national convention?
11	PNP JANSKY: The night tour is still on,

PNP JANSKY: The night tour is still on, it is leaving at five o'clock, it is down at the convention center doors. Once again, we do have the 88 bus, we still have some space available. It is \$40. I will gladly take your money. Any takers? Yes.

NP HANDZUK: Okay, listen up shipmates. We have about 45 minutes before we need to get out of here. I'm going to do this a little weird. Does any convention committee chair have a short report that they can render and we can

12

13

14

15

16

17

18

19

20

21

1	get	maybe	one,	possibly	two	out?	The	other	one
2	in -	- oh,	yeah	•					

Shipmate Lickteig, how long is your report for, since you were the time and place last year, can you give a report within this timeframe? Let's do his first.

PRPNC LICKTEIG: Shipmate Lickteig,
Branch 161, delegate. On everybody's table was
placed out ten sheets of paper that had the
tentative schedule, it's an informational sheet
for next year's national convention to be held
down in Springfield, Missouri. Read over the
information there. We will be putting out the
first newsletter nine months out prior to the
convention.

NP HANDZUK: Stop right there. Point of information?

You can present your information on the convention, Jerry, but because Junior Past appointed you and didn't have anything two years out last year, you were trying to come back with

1	a report for the delegates to vote. They do have						
2	to vote on this, okay. I'm just saying						
3	PRPNC LICKTEIG: The informational sheet						
4	in front of you is for the proposed national						
5	convention for 2025. We have the information						
6	laid out here. Please take a moment to review						
7	the handout for everybody.						
8	NP HANDZUK: Please. We have a speaker						
9	at the mic. This information is extremely						
10	important and we don't need interruptions.						
11	PRPNC LICKTEIG: Shipmate National						
12	President, I would entertain that you give a						
13	short break so that they can caucus, do the song						
14	and dance routine.						
15	MAA: Shipmates are a little antsy.						
16	NP HANDZUK: Shipmate National Chaplain,						
17	please close the Bible. Uncover.						
18	NCHAP BEHM: Shipmate National						
19	President, the Bible is closed.						
20	NP HANDZUK: Thank you, Shipmate						
21	National President. We stand in recess until						

1	1530.
2	(Recess.)
3	NP HANDZUK: Shipmate Master at arms,
4	invite the shipmates in and close the doors.
5	MAA: Aye aye, sir. Shipmate President,
6	we will have stragglers.
7	NP HANDZUK: Shipmate National Chaplain,
8	please open the Bible.
9	NCHAP BEHM: Shipmate National
10	President, the Bible is open.
11	NP HANDZUK: Thank you, National
12	Chaplain. Cover.
13	Shipmate Jerry, would you like to
14	continue your report? Please.
15	PRPNC LICKTEIG: Shipmates, have you had
16	a chance to review the informational sheet?
17	ASSEMBLY: Yes.
18	PRPNC LICKTEIG: I would like to
19	entertain a motion that this be accepted and
20	voted on to hold the national convention in
21	Branson, or in Springfield, Missouri. I was

1	going back to 2008, I'm sorry. In Springfield at
2	the Oasis Hotel. Thank you.
3	PNP LAZZARETTI: Lazzaretti, Seattle
4	Branch 18, seconds.
5	NP HANDZUK: Thank you. Discussion?
6	Now I have to weigh in here for a moment, because
7	we've had some conversations this year, I did
8	with Shipmate Jerry at least once or twice, and I
9	consulted with the national parliamentarian.
10	Granted, the constitution and bylaws says you
11	have a constitutional convention every so many
12	years, and that's the time we're supposed to
13	review and make changes. Yet, what do we do
14	every convention, shipmates? We change the
15	constitution and bylaws.
16	So in essence, every year is a
17	constitutional convention and we do it in four
18	days.
19	PRPNC LICKTEIG: Shipmate National
20	President, the way this is written up, we could
21	get it accomplished at a normal convention

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

1	timeline,	thus	saving	that	extra	day	that	is
2	listed her	re.						

NP HANDZUK: So the question, not so much for me but for the delegates that go to conventions, since the contract is already signed, to affect anything in the contract quickly to the point, basically yes or no.

PRPNC BIGBY: Shipmate National

President, Bigby, delegate, Branch 161. The

understanding with the hotel is the fifth day is
a contingency. If we vote to limit it to four

days, I will simply go back to the hotel and tell
them we will not need the fifth day, and they

will plan accordingly, no penalty for us. I have
that solved.

NP HANDZUK: Okay.

PRPNC BIGBY: I will sign that contract.

NP HANDZUK: I understand, but I wanted to make it clear for all the shipmates that were going so we got it clear. Did you want to speak? All right.

1	The question on the floor is to accept
2	this site for the 2025 national convention. Is
3	there any more questions or discussion?
4	PNP JANSKY: Shipmate National
5	President, Jansky, delegate, Branch 31. I under
6	why they're asking the question, but should it
7	not also have some input from the incoming
8	national president elect? If so, that would be
9	her convention, not yours, it would be the next
10	elected national president.
11	NP HANDZUK: She is correct and again,
12	would you like to come to the mic? All right.
13	On the question, all those in favor of
14	Springfield, Missouri for next year indicate by a
15	sign of aye.
16	(Chorus of ayes.)
17	Any opposed? It's unanimous.
18	(Applause.)
19	Shipmate Norm?
20	SPEAKER: Shipmate, on the phone number
21	which most information is polled and most of you

1	who are blind ought to be able to read it, on the
2	phone number where it says 417-866-4338, add
3	another four digits and you may want to hit 5253.
4	It's an alternative number to the 43 38, 5253.
5	NP HANDZUK: Shipmate at the mic.
6	PRP LAZZARETTI: Lazzaretti, Seattle
7	Branch 18 delegate, chair of the 2024 convention
8	time and place committee. I'm ready to give my
9	report. The national convention committee on
.0	time and place met in the main ballroom at the
.1	Doubletree Hotel in Annapolis, Maryland at 10
.2	a.m., Wednesday, November 13th, 2024. In
.3	attendance were myself, Past National President
.4	Lazzaretti as chairman. Members of the committee
.5	are Past National President Jansky, Past Regional
.6	President (inaudible), Past Regional President

side we had Past National President Courneya and

Regional President Janell and from the auxiliary

and helping us with the RFP contest was Past

Chuck McIntire, Shipmate (inaudible) Mike Dvorak,

Parko (phonetic).

2.

As of the start of the 2024 national
convention, no active bids have been submitted to
the time and place committee for the 2026
national convention. The time and place
committee makes the following recommendations to
the shipmates.

Item one, that pending an RFP from the southwest region and the Denver, Colorado area hotels, that a special convention committee be appointed by the national president consisting of shipmates from Carson, California, Branch 302, and Imperial Beach, Branch 289.

Two, that the dates of the convention return either to the end of September or the beginning of October.

And finally, Kim at national headquarters will provide Shipmate Janell with the room lodging numbers, and recognizing that 2024 convention numbers will be skewed due to the centennial.

I would like to thank Shipmate National

	President for this opportunity to serve the
2	association as the time and place committee
3	chairman. I would also like to thank our team
4	members and the national headquarters staff for
5	their support.
6	I move that this report be received as
7	submitted.
8	NP HANDZUK: Thank you, Shipmate.
9	PRPSE RICHMOND: Richmond, Branch 22,
LO	delegate, second.
L1	NP HANDZUK: It's received for the
L2	record.
L3	PRPSE RICHMOND: Never mind.
L4	NP HANDZUK: Any questions, comments?
L5	Okay. And Shipmate Pete, if I may please, I'll
L6	get with you afterwards if I can get a copy.
L7	PNP LAZZARETTI: Aye aye, Shipmate.
L8	NP HANDZUK: Okay, thank you. We've got
L9	about 15 minutes for another report. Does
20	anybody have a short one? Shipmate at the mic.
21	SPEAKER: Shipmate National President,

1	Shipmate (unintelligible), delegate, Branch 182,
2	chairman of the hospitality room. I will open
3	the hospitality room at 1800 tonight, the reason
4	why, we have food coming in and we need to set up
5	and make sure we have everything ready for later
6	this evening. So again, I will be opening the
7	hospitality room at 1800. Please come, we have a
8	lot of fun, we're going to have a lot of tickets
9	to sell, so please come and help.
10	NP HANDZUK: All right, thank you.
11	PRP PHELPS: Shipmate National
12	President.
13	NP HANDZUK: Shipmate at the mic.
14	PRPEC PHELPS: Past Regional President
15	East Coast Paul Phelps, one of the committee
16	meshes of the veteran service committee. I have
17	been asked by the chairman to read this report.
18	So if you remember, I was the national
19	chairman last year for this committee and I got
20	up to this point and I think part of the reason

why I'm here again is because we are very unique

6

7

8

9

10

11

12

13

14

15

16

17

18

19

- in that we are actually two reports, one for VAVS
 and then another report for VSO, and hopefully
 when I do the VSO report you will understand why
 the chairman is not here. Okay.
 - So my committee report for VAVS is going to give you the group ratings and who won first, second and third place here. Just remember, like I told you last year, since we got rid of VAVS, I think there's only one line of numbers there, so draw a slash down through it so you can put two sets of numbers. The first one will be for VAVS and when I come back for the next one, it will be VSO. Did you get that?
 - Here we go. Group I: First place,
 Branch 269, Low Country. Second place, 024,
 Annapolis. Third place, not applicable.
 - Group II: First place, 161, Spokane.

 Second place, 099, Kempsville. Third place, not applicable.
- Group III: First place, 172, and it didn't have -- so you know, that's what I

- 1 thought, Yorktown. Second place, 111, Lehigh
- 2 | Valley. Third place, not applicable.
- Group IV: First place, 023, Buffalo.
- 4 Second place, 268, that's USS OK Memorial. Third
- 5 place, 197, Modesto.
- Group V: First place, 374, High Sierra,
- Reno. Second place, 309, Diamond Station. Third
- 8 place, 015, Leland Alexander? Okay, I'm trying
- ⁹ to read somebody else's handwriting.
- Shipmate of the Yeah, James Turner from
- 11 Branch 115, Lehigh Valley.
- 12 (Applause.)
- If I didn't say it, we did this in the
- 14 Mainsail Room this day, earlier this morning, and
- | 15 | the committee chairman signed it Sha'ron D.
- 16 | Martin.
- Now the VSO.
- Group I: First place, 024, East Coast
- 19 Annapolis. No second, no third.
- Group II: First place, 166, Spokane.
- SPEAKER: It's 161.

1 161, yeah. Reading PRPEC PHELPS: 2 somebody else's writing. Second place, 302, 3 And third place, 161. Carson. 4 SPEAKER: No. 5 PRPEC PHELPS: Again, I can't read the 6 writing. You're right, 166, East Coast. I think 7 what happened is Spokane, is that 161? 8 SPEAKERS: Yes. 9 PRPEC PHELPS: So they're third. I read 10 it wrong. 166, 302 and 161. 11 Group III: First, 040, Chesapeake. 12 Second place, 097, Whidbey. No third place. 13 Group IV: First place, 382, did not 14 give me who it is, just in the Northwest. 15 SPEAKER: Idaho, Gem State. 16 Thank you. Second place, PRPEC PHELPS: 17 197, Modesto. Third place, 367, San Miguel; is 18 that right? 19 Group V: First place, 041, didn't give 20 me what it is. 21 Roanoke. SPEAKER:

1	PRPEC PHELPS: Okay. Second place, 031,
2	North Central no, Northeast/New England. And
3	third place that's why it's so confusing, 032.
4	How about that one, is that North Central?
5	SPEAKER: Lake of the Ozarks.
6	PRPEC PHELPS: Okay. So 041 first, 031
7	second, 032 third. All right.
8	And then our veteran service officer,
9	first time that I've heard of this, of the year,
LO	it was unanimous to do this, we did a proposal.
L1	Past Regional President Northwest Tom Flanik and
L2	Past Regional President East Coast Sha'ron D.
L3	Martin, so Tom from Branch 382 and Sha'ron from
L4	Branch 156, and I move that it be received.
L5	I have done a number of these and we
L6	were really taken aback but we need to read this
L7	to you. Attending our committee, I don't know if
L8	you remember last year, but I pulled many strings
L9	to get four people in there. So listen to this
20	list. In attendance, obviously it had to be
21	myself (Inaudible) Branch 21 Mike Russell

8

9

10

11

12

13

14

15

16

17

18

19

20

21

Branch 32. Dave Shateen, Branch 99. William

Mumply (phonetic) Branch 309. Paul Loveless

Junior, Branch 156. I know him as Steve

Matthews, Branch 197. Kimberly Navarro, Branch

13. Carl Hershey, Branch 22. Irvin Johnson,

Branch 166. Ursula Gruetzner, Branch 201, and

(inaudible), Branch 302. I really commend them

(Applause.)

all for showing up. Thank you.

NP HANDZUK: Thank you, Shipmate.

I want to say one thing real quick about the two shipmates of the year VSO. Since we started the FRA, we started this whole thing to become certified VSOs. This year Tom kept me in the loop. It originally started out with a class of 20. They felt that that was a comfortable group to work with, okay, so that they would be able to work with everybody and give them the maximum attention necessary needed to get the information. The problem was we then started having a backlog of people reserving, booking for

1	the next class, and they only teach one class a
2	year.
3	That said, I guess Tom and S.C. got
4	their heads together and decided they would go to
5	24 or 25. Guess what? Next year's class is
6	already at least halfway reserved. I am
7	extraordinarily proud of the fact that we the
8	Fleet Reserve Association are home growing our
9	own VSOs, and we've got to be proud that we've
10	got our own VSOs. And I understand the VSOs
11	can't just be for the FRA, but to them, what they
12	just received was a well deserved honor. Thank
13	you.
14	(Applause.)
15	All right. He moved to accept. Do I
16	have a second?
17	S/M DURBIN: Durbin, delegate, 91,
18	second.
19	NP HANDZUK: Thank you. Any discussion?
20	Because they made recommendations, you have to

vote on those.

21

Any discussion?

```
1
             All those in favor, indicate by a sign
2
    of aye.
3
              (Chorus of ayes.)
4
             NP HANDZUK: Any opposed? It's
5
    unanimous.
6
             Shipmate National Chaplain, please close
7
    the Bible. Uncover.
8
             NCHAP BEHM: Shipmate National
9
    President, the Bible is closed.
10
                           Thank you, National
             NP HANDZUK:
11
    Chaplain.
                Cover.
12
              Salute the colors, hand salute.
                                                 Two.
13
             We stand in recess until 0900 tomorrow
14
    morning.
15
              (Adjourned at 1555.)
16
17
18
19
20
21
```

WORD INDEX	12 53:5 85:17,	1800 107: <i>3</i> , <i>7</i>	25,000 36:19	350 43:5, 6, 8,
_	20 86:2, 20	181 84: <i>10</i>	37:2	17
<\$>	87:1, 5, 7, 11, 19	182 107: <i>1</i>	250th 54:7	35-24 89:19
\$1,000 85:19	88:3, 6, 9 89:7,	18-hour 44:18	251 57:2	359 65:13
\$113,600 85:11	10, 13	191 67:19	26 19:2	36-24 89:21
\$2,000 86:2	12-24 86:11	19-24 87:9	26-24 88: <i>13</i>	367 110: <i>17</i>
\$20 3: <i>3</i>	94:10	197 109:5	263 88:15	37 8: <i>1</i>
\$40 97:15	1-24 84: <i>15</i>	110: <i>17</i> 112: <i>4</i>	268 109:4	371 90:21 91:2
\$64 92: <i>13</i>	87:19 94:9	1971 24:8 57:3	269 94:2	37-24 90:2
	1255 2: <i>1</i>	1977 57:5	108:15	374 109:6
< 0 >	12th 70:9	1987 4:16 5:7	27-24 88: <i>16</i>	377 86:20
015 109:8	13 1:11 67:8	6:13	274 91:5 92:21	377's 88: <i>11</i>
023 109: <i>3</i>	112:5	1989 6:19	95:9	38 104: <i>4</i>
024 108: <i>15</i>	13-24 86: <i>14</i>		275 43:4, 6, 8,	382 110: <i>13</i>
109: <i>18</i>	13th 65:8	< 2 >	17	111: <i>13</i>
031 111: <i>1</i> , <i>6</i>	104:12	20 10:7 30:15	276 87: <i>1</i>	38-24 90: <i>4</i>
032 111:3, 7	14 39: <i>16</i> 77: <i>3</i>	34:10 67:12, 15	281 66: <i>1</i>	92:3, 18 94:11
040 110: <i>11</i>	93:17 94:8	112: <i>16</i>	289 105: <i>12</i>	39 91:8
041 110: <i>19</i>	1410 64: <i>12</i>	2006 42:12	29 80: <i>10</i>	39.47 80:16
111:6	1420 64:11	2008 101: <i>1</i>		39-24 90:7, <i>17</i>
042's 88:8	14-24 86: <i>16</i>	201 112:6	< 3 >	396 65:19
044 89:7	145 87: <i>1</i>	2017 42: <i>13</i>	30 54:12	
050 66:5	146 71:8	43:19	302 105: <i>11</i>	< 4 >
053 89: <i>16</i>	15 10:7 12:7	2022 4:11	110:2, 10 112:7	4:30 45: <i>1</i>
068's 88: <i>18</i>	27:2 30:15	2023 84:16	30-24 89:5	40 47:18, 21
0900 65:9	32:13 53:19	2023-2024	309 109:7	417-866-4338
114:13	106:19	69:14 79:14	112:2	104:2
093 66:4	15-24 86:18	2024 1:11 85:2,	30-second 53:16	43 104: <i>4</i>
097 110: <i>12</i>	94:10	11, 15, 20 104:7,	31 83:4 103:5	431 65:12
099 108: <i>18</i>	1530 100: <i>1</i>	12 105:1, 19	310 80:12	45 58:16 80:17
	1 1 5 5 5 1 1 / 1 . / 5	20-24 87:12, 15	311 86: <i>13</i>	
	1555 114: <i>15</i>	_		97:18
<1>	156 111: <i>14</i>	2025 71:3 79:3	31-24 89:8	48 10:2
1,500 27: <i>4</i>	156 111: <i>14</i> 112: <i>3</i>	2025 71:3 79:3 99:5 103:2	31-24 89:8 316 90:9	
1,500 27: <i>4</i> 10 12: <i>7</i> 27: <i>2</i>	156 111: <i>14</i> 112: <i>3</i> 159 77: <i>10</i>	2025 71:3 79:3 99:5 103:2 2026 105:3	31-24 89:8 316 90:9 317 89: <i>12</i>	48 10:2 49 85:9
1,500 27:4 10 12:7 27:2 85:12 88:20	156 111:14 112:3 159 77:10 15th 70:10	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15: <i>13</i>	31-24 89:8 316 90:9 317 89:12 90:21	48 10:2 49 85:9 < 5 >
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3	48 10:2 49 85:9 < 5 > 5,000 36:15
1,500 27: <i>4</i> 10 12: <i>7</i> 27: <i>2</i> 85: <i>12</i> 88: <i>20</i> 104: <i>11</i> 100 58: <i>18</i>	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1	48 10:2 49 85:9 49 85:9 5,000 36:15 50 65:15 67:1,
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1,
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3,	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11,	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3 11 84:17 85:2,	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3 11 84:17 85:2, 6, 9 86:10, 13	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10 166 109:20	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9 112:5	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21 33 65:17 66:17	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6 51 65:11
1,500 27: <i>4</i> 10 12:7 27:2 85: <i>12</i> 88:20 104: <i>11</i> 100 58: <i>18</i> 101 80: <i>14</i> , <i>15</i> 10-24 86: <i>3</i> 11 84: <i>17</i> 85:2, 6, 9 86: <i>10</i> , <i>13</i> 88: <i>11</i> , <i>15</i> , <i>18</i>	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10 166 109:20 110:6, 10 112:6	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9 112:5 222 89:13 91:2	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21 33 65:17 66:17 33-24 89:14	48 10:2 49 85:9 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6 51 65:11 5-24 85:7
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3 11 84:17 85:2, 6, 9 86:10, 13 88:11, 15, 18 111 65:16	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10 166 109:20 110:6, 10 112:6 16th 4:12, 17	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9 112:5 222 89:13 91:2 22-24 87:21	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21 33 65:17 66:17 33-24 89:14 94:10	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6 51 65:11 5-24 85:7 5253 104:3, 4
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3 11 84:17 85:2, 6, 9 86:10, 13 88:11, 15, 18 111 65:16 109:1	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10 166 109:20 110:6, 10 112:6 16th 4:12, 17 8:17	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9 112:5 222 89:13 91:2 22-24 87:21 2-24 84:19	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21 33 65:17 66:17 33-24 89:14 94:10 334's 87:7	48 10:2 49 85:9 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6 51 65:11 5-24 85:7
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3 11 84:17 85:2, 6, 9 86:10, 13 88:11, 15, 18 111 65:16 109:1 112 88:20	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10 166 109:20 110:6, 10 112:6 16th 4:12, 17 8:17 172 90:6	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9 112:5 222 89:13 91:2 22-24 87:21 2-24 84:19 92:4	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21 33 65:17 66:17 33-24 89:14 94:10 334's 87:7 335 89:9	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6 51 65:11 5-24 85:7 5253 104:3, 4 527 65:18
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3 11 84:17 85:2, 6, 9 86:10, 13 88:11, 15, 18 111 65:16 109:1 112 88:20 11-24 86:8	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10 166 109:20 110:6, 10 112:6 16th 4:12, 17 8:17 172 90:6 108:20	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9 112:5 222 89:13 91:2 22-24 87:21 2-24 84:19 92:4 23 67:9	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21 33 65:17 66:17 33-24 89:14 94:10 334's 87:7 335 89:9 34-24 89:17	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6 51 65:11 5-24 85:7 5253 104:3, 4 527 65:18 <6>
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3 11 84:17 85:2, 6, 9 86:10, 13 88:11, 15, 18 111 65:16 109:1 112 88:20 11-24 86:8 113 85:9	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10 166 109:20 110:6, 10 112:6 16th 4:12, 17 8:17 172 90:6 108:20 174 66:2	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9 112:5 222 89:13 91:2 22-24 87:21 2-24 84:19 92:4 23 67:9 23-24 88:4	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21 33 65:17 66:17 33-24 89:14 94:10 334's 87:7 335 89:9 34-24 89:17 342's 88:6	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6 51 65:11 5-24 85:7 5253 104:3, 4 527 65:18 <6> 611 68:11 75:1,
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3 11 84:17 85:2, 6, 9 86:10, 13 88:11, 15, 18 111 65:16 109:1 112 88:20 11-24 86:8 113 85:9 115 109:11	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10 166 109:20 110:6, 10 112:6 16th 4:12, 17 8:17 172 90:6 108:20 174 66:2 18 54:12 95:6	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9 112:5 222 89:13 91:2 22-24 87:21 2-24 84:19 92:4 23 67:9 23-24 88:4 24 10:1 113:5	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21 33 65:17 66:17 33-24 89:14 94:10 334's 87:7 335 89:9 34-24 89:17 342's 88:6 347 66:1	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6 51 65:11 5-24 85:7 5253 104:3, 4 527 65:18 <6> 611 68:11 75:1, 2
1,500 27:4 10 12:7 27:2 85:12 88:20 104:11 100 58:18 101 80:14, 15 10-24 86:3 11 84:17 85:2, 6, 9 86:10, 13 88:11, 15, 18 111 65:16 109:1 112 88:20 11-24 86:8 113 85:9	156 111:14 112:3 159 77:10 15th 70:10 1600 69:2 161 75:11 98:8 102:9 108:17 109:21 110:1, 3, 7, 10 166 109:20 110:6, 10 112:6 16th 4:12, 17 8:17 172 90:6 108:20 174 66:2	2025 71:3 79:3 99:5 103:2 2026 105:3 2027 15:13 20th 4:11 21 111:21 21-24 87:17 22 8:1 66:11, 14 81:17 106:9 112:5 222 89:13 91:2 22-24 87:21 2-24 84:19 92:4 23 67:9 23-24 88:4	31-24 89:8 316 90:9 317 89:12 90:21 32 74:8 82:3 112:1 32-24 89:11 90:21 91:1 3-24 84:21 33 65:17 66:17 33-24 89:14 94:10 334's 87:7 335 89:9 34-24 89:17 342's 88:6	48 10:2 49 85:9 <5> 5,000 36:15 50 65:15 67:1, 7 500 58:18, 21 59:4, 6 51 65:11 5-24 85:7 5253 104:3, 4 527 65:18 <6> 611 68:11 75:1,

74:20	accomplished	11, 20 88:3, 6, 9,	amphib 7:21	appointed 4:7,
65 30:18	101:2 <i>1</i>	12 89:7, 10	8:2	12 98:20
	accomplishment	Afghanistan 8:8	anchor 44:20	105:10
< 7 >	18:8, 12	afternoon 49:7	ankles 7:11	appointing 85:1
70 87:11, 14, 15	accredited 35:9	54:10 68:15	Anna 54:2	appreciate
7-24 85: <i>14</i>	37:11, 14	81:11, 14 94:12	Annapolis 1:14	14:17 39:12
78 65:12	act 84:7	age 26:11	60:4, 5 104:11	approach 2:18
790 65:17	action 94:5	Agency 31:20,	108: <i>16</i> 109: <i>19</i>	28:9
66:16 67:12	95:16	21 32:3, 15	Annex 71:14	appropriate
	actions 84:8	agenda 79:3	74:10	58:3
< 8 >	active 105:2	ago 10:7 19:2	announce 3:9	approval 90: <i>17</i>
80 30: <i>16</i>	activities 82:14,	28:20 34:11	announcements	approve 71:4
80s 6:21 7:3	17	49:17 56:13	97:9	88: <i>14</i> 90: <i>16</i>
81 96: <i>16</i>	acuity 50:8	58:18	annual 68:7	94:9 95:15
810 67:6, 13	add 104:2	agree 41:13	70:14 74:14	96:4
823 66:18 67:5	added 42:4	56:18	75:2 78:16	approved 74:3
88 97: <i>14</i>	adding 87:18	agreed 9:19	81:8	84:16 85:1, 3, 8,
0	additional 45:9	38:20 56:15	Ans 15:1	10, 15, 18, 21
<9>	68:18 69:3	agrees 56:12	answer 6:4	86:8, 9, 12, 19,
90s 6:16 54:15	90:14	ahold 75:21	58:6	21 87:3, 6, 10,
91 62:5 113: <i>17</i>	address 4:9	ain't 7:1 15:10	answers 25:15	17 88:1, 5, 8, 10,
94 57:6 82:17	25:20	16:21 17:9	anticipated 36:9	17, 19 89:6, 9,
96 57:6	adequate 23:9,	56:5, 10, 13	anticipating	12, 15 90:5, 8
96th 1:6 70:9	10 26:7, 10	Air 4:15 11:18,	50:3	approving 93:8
98 90:20	28:3, 10	19 35:7 50:14	antsy 99:15	94:13, 15, 18, 20,
99 112: <i>1</i>	Adjourned	aircraft 57:4, 7,	anybody 5:12	21 95:17 96:7
< A >	114: <i>15</i>	9, 20	16:2 37:21 40:16 47:12	area 21:21
a.m 104:12	administrative 42:4	airplanes 11:21	69:21 106:20	24: <i>14</i> 27: <i>15</i> , <i>16</i> 31: <i>4</i> 34: <i>6</i> , <i>7</i>
a.m 104.12 aback 111:16	Admiral 9:7	airspace 11: <i>17</i> Alexander	anymore 46:16	35:4 55:4
ability 10:8, 15	adopt 92:17	109:8	anytime 46:7	105:8
33:19	adopted 94:5	alignment 77:14	anyway 30:6	areas 24:3, 21
able 10:14	adventure 20:4	Allegiance 53:9	Appendix 71:18	31:9 34:20
35:9 37:6 61:7,	48:16	allow 9:16	Applause 3:5	argue 91:17
8, 17 104:1	advocacy 27:15	11:1, 8 12:13	4:19 6:11	Arkansas 57:2
112:18	advocate 61:21	18:13	34:13 38:2, 5	Armed 50:11
aboard 58:13	63:16	allowances 25:2	39:11 40:14	Arms 64:13
abstained 85:13	advocates 33:21	allowed 17:10	52:19 63:21	72:14 100:3
Academy 60:2	affairs 27:13	18:16 19:3	83:13 103:18	aroma 16:16
accept 67:17	54:3, 4	69:14	109:12 112:9	asked 8:20
103: <i>1</i> 113: <i>15</i>	affect 102:6	allowing 6:2	113: <i>14</i>	13:13 28:8
accepted 71:9	affiliation 49:19	alternative	applicable	29:4 50:18
78: <i>17</i> 100: <i>19</i>	affirmative	104:4	108:16, 19	62:7 97:2
accepting 68:1	86:20 87:5	American	109:2	107: <i>17</i>
access 23:10	88:15, 18, 21	13:21 14:4	application	asking 9:8
24:11, 19 62:2,	89:13	23:13 63:7	92:11, 14	18:10 26:7, 9
17 63:20 88:2	affirmatives	Americanism	applications	27:8 42:9
accidentally	84:17 85:2, 6, 9,	75:8, 12, 17, 19	62:14	43:10 56:2
12:10	12, 17, 20 86:2,	amount 37:3	applies 75:3	57:17 71:4
	6, 10, 13 87:2, 8,	92:10		78:8 93:6

95:11 96:1
103:6
asks 26:5
asleep 38:1
ass 15:14 21:4
48:8
assembled
58: <i>19</i>
assembling 60:6
ASSEMBLY
39:3 64:3
71:20 100:17
assigned 28:2
assist 58:20
associated 35:13
Association 1:6
58:20 59:9, 12
61:18 62:12
81:16 106:2
113:8
associations
63:8
assurance 15:4
attached 83:6
attacked 10:5
11: <i>6</i> , <i>8</i> , <i>13</i>
attend 53:4
attendance
104:13 111:20
Attending
111: <i>17</i>
attention 5:16
22:9 31:18
46:13 52:7
72:12 77:13
112:19
attracting 63:18 audience 5:5
audiences 5:6
55:21
audio 15:10
audit 76:8
auditors 85:1
August 7:17
authority 29:20, 21 30:1 31:6
33:19
authorized
43:5, 6 66:16

86:4

auxiliary 104:19

available 32:7,
17 97:14

awake 53:18

Award 79:3, 13,
16, 17, 21 80:4,
14

aware 27:18

aye 68:3 96:9
100:5 103:15
106:17 114:2

ayes 68:4
96:10 103:16
114:3

 $\langle B \rangle$ **BA** 43:3, 4 **back** 6:9 9:21 13:3 14:18 20:6 21:13 23:7 33:16 34:6, 11, 16, 21 40:2 47:9, 12 54:2, 4, 14 55:8, 10, 13, 14, 17 64:11 75:14 90:15 96:20 97:3, 4 98:21 101:1 102:12 108:12 background 8:3 **backlog** 112:21 **Bacon** 50:11 **bad** 15:9 18:15, 16 33:16 49:8, 9 55:18 56:10 **balance** 44:12 ballroom 104:10 **band** 51:4 banquet 84:5 **barely** 30:17 barracks 28:12, *14* 30:2, *14*, *19* 31:3, 7, 13

49:11

barrages 12:19

bartender 60:12 base 6:16 62:4 **based** 26:17 40:20 41:1 **basement** 26:19 **bases** 10:12 57:4, 6 62:2 basically 67:17 80:18 81:1 102:7 **Beach** 6:15, 21 7:2, 17 105:12 bean 41:18 beautiful 6:10 7:7 **bed** 29:14 **beds** 31:5 beer 60:7, 8, 10, beers 63:10 **began** 4:15 beginning 105:15 behalf 66:6 **behavior** 15:18 17:12 18:14 behaviors 15:16 18:17 **BEHM** 2:12 64:6, 20 69:10 74:7, 8 79:7, 8 82:2, 3 99:18 100:9 114:8 beneficiaries 55:9 benefits 5:4 58:21 62:15 **best** 6:20 7:2 15:1 29:13 53:13 **better** 3:20 13:20 19:7 20:20 21:20, 21 22:15 29:11.15. 18, 20, 21 30:2 62:17 63:16, 20 76:3 **Bible** 2:11, 13

100:8, 10 114:7, **bids** 105:2 **big** 16:6, 19 45:14, 21 56:4 **Bigby** 75:9, 10 102:8, 9, 17 bigger 20:2 45:21 **biggest** 54:19 **Bill** 55:5 56:21 billets 43:5 biography 6:14 **birthday** 54:6, 7 **bit** 5:1 11:8 14:6, 16 16:10 37:16 43:1 49:21 61:9 **bite** 90:2 **BLACKBURN** 91:4, 5, 9, 12, 17, 19 92:20 93:4 95:8, 9, 19 **blanks** 6:12 **bless** 64:1 **Blind** 72:18, 19, *20* 104:*1* **block** 38:19 **blocks** 38:14 **blow** 39:9 **board** 17:17 28:5, 21 29:1, 7 39:19 67:1 84:8, 15, 18, 19, 21 85:3, 7, 10, 14, 18, 21 86:3, 7, 8, 11, 18, 21 87:3, 4, 6, 9, 12, 16, 17, 21 88:4, 7, 10, 13, 16, 19 89:1, 3, 5, 8, 11, 14 90:4, 7, 10 91:20 92:6 95:14, 18 96:4, boards 17:14 **bodies** 37:13 **book** 69:11 **booking** 112:21

boot 49:1, 3 **booth** 62:8 **boss** 8:11 43:10, 11 **Bosun** 58:13 **bosun's** 7:20 46:21 47:1 **bowl** 21:9 **brag** 11:8 **brained** 95:11 **Branch** 39:16 53:5 54:12 57:2 62:5 65:15 66:11, 14, 19 67:1, 7, 19 74:8 75:10, 20 77:3, 10 80:10, *14* 81:*17* 82:*3* 83:4 84:10 86:13, 20 87:1, 7, 11, 13, 15 88:6, 8, 11, 14, 18, 20 89:7, 9, 10, 12, 13, 16 90:6, 9, 21 91:1, 2, 5 92:21 93:17 94:8 95:5, 9 96:16 98:8 101:4 102:9 103:5 104:7 105:11, *12* 106:9 107:*1* 108:15 109:11 111:13, 14, 21 112:1, 2, 3, 4, 5, 6.7 branches 62:3 65:10, 12, 13, 21 80:1, 6, 8 85:9 97:4 **brand** 8:11 **Branson** 100:21 break 99:13 breakfast 21:7 **Bremerton** 32:10, 18 54:13, 17 55:15 56:19 **brick** 34:8 **bridge** 44:2, 3

53:8 64:5, 7, 19,

21 99:17, 19

brief 13:15

bring 3:9 13:3
40:1 49:2 55:8,
10, 14 63:15 broadside 47:11
broke 56:8, 10
broken 56:12,
13, 15
brother 51:2
54: <i>1</i> Bruce 78:7
bucket 16:7, 9
37:4
budget 70:19, 21 71:3 76:7,
21 71:3 76:7,
10, 14
budging 51: <i>16</i> Buffalo 109: <i>3</i>
build 28:13
31:12 55:13
building 21:2
35:2 37:5 52:4 built 17:9
30:21 33:16
34:16, 18
bullshit 16:20
17:8 27:6 28:6
bunch 10:10
34: <i>1</i> 35: <i>12</i> 42: <i>6</i> 44: <i>16</i>
50:21 60:7
burden 42:8
bus 97:14
Business 1:9
2:21 9:5 13:10 68:14 72:10
bylaws 77:1.4
bylaws 77:1, 4 80:20 84:13
86:15, 17 89:18,
20 90:1, 3 93:5,
11, 18, 20 94:4, 14 101:10, 15
17 101.10, 13
< C >
C&BL 67:2

<C>
C&BL 67:2
68:8, 11 74:21
75:2 93:1 95:2,
16
cabinet 52:8
calculator 46:15

California 6:15, 21 7:2 80:16 105:11 call 27:5 28:6 60:14 74:12 80:19 Called 2:1 49:18 57:10 camp 49:1, 3 capacity 21:2 captain 45:2 46:20 car 29:4, 6, 10, 11.14 30:4 **cards** 9:1 care 22:12, 21 23:11 24:11, 19 25:3, 5 30:21 31:15 32:5 33:10 54:20 55:8 56:8 **career** 4:16 6:15 7:19, 20 9:4 **careers** 18:19 **Carl** 112:5 **carried** 96:14 **Carson** 105:11 110:3 case 32:9 catastrophic 12:13 **caucus** 99:13 caught 59:17 **cause** 12:6 causes 39:21 63:12 **CEC** 60:1, 3 celebrate 54:6 celebrated 79:17 celebration 97:1 cell 2:21 21:11 45:19 46:12 centennial 5:20 79:16 83:5

86:5, 10 87:14

97:1 105:20

center 97:13

Central 72:18, 21 73:2, 4 75:9, 11 77:2, 8, 15, 16, 17, 18 111:2, certainly 27:9 61:8 certificate 51:17 66:1, 2, 3 certificates 51:11, 13 **certified** 112:*14* chair 77:4, 11 82:10 93:17 97:20 104:7 chairman 50:12 74:17 75:11 82:4, 8, *17* 83:4, *19* 104:14 106:3 107:2, 17, 19 108:4 109:15 chairmen 74:12 chairs 75:6 **CHAMPUS** 38:13 **chance** 100:16 **change** 9:11 29:18 66:20 87:5 101:14 **changed** 10:13 28:18 30:10, 12 31:2 58:5 59:20 65:14 **changes** 33:20 50:3 80:20, 21 101:13 changing 28:16 Chaplain 2:10 53:8 64:4, 9, 18 74:7, 9 82:1 99:16 100:7, 12 114:6, 11 **CHAPMAN** 73:10, 11 Charles 79:13, 21 80:13

87:7 88:6, 9, 11, 18 89:6 **chatter** 56:20 57:2, 8 58:17 72:9 **cheap** 63:10 **check** 84:5 **checks** 76:*3* Chesapeake 110:11 Chief 3:15, 17, 19 4:7, 12, 18 8:5, 10, 13, 14, 18, 21 9:6 15:7 17:15, 16 29:6, 18, 19, 21 30:1 38:21 39:14, 16 43:2, 9, 20 52:16 54:2, 4, 11 57:1 58:18 59:1, 4, 7 64:2 **chiefs** 60:5, 7 **child** 24:11, 19 Children's 55:1 **China** 20:17 China's 15:14 choose 29:9 **chop** 42:7 **Chorus** 68:4 96:10 103:16 114:3 **chose** 29:3, 10 Christina 81:9, 15 **Chuck** 104:17 chucking 10:8 **CIC** 44:11 45:4 circuit 45:8 civilian 52:17 **Clara** 80:16 **class** 17:18 43:3 45:16 112:15 113:1.5 **classes** 35:21 36:2 clear 102:19, 20 **CLEP** 35:12

close 64:4, 15 99:17 100:4 114:6 **closed** 6:15 32:15 34:10 64:7 99:19 114:9 clubhouse 59:12 **CMC** 8:6, 7, 8, **CNN** 20:7 CNO 14:19 17:2 19:18 30:12 43:8 Coast 62:13 65:21 66:4 71:16 73:7, 14, *18* 82:9 107:*15* 109:18 110:6 111:12 **coastal** 10:11 coat 8:8 **COC** 17:17 **cold** 60:13 63:10 collateral 12:6 18:2 20:13 collect 3:3 College 35:6, 7, 9 36:1, 16 40:3, 4 49:18, 21 51:9, 11, 21 colleges 52:3 collision 43:21 47:12, 16 collisions 42:14 43:19 Colorado 105:8 colors 114:12 combat 36:7 come 4:21 6:2 7:2, 5 10:9 12:8, 21 25:14 27:21 41:11 48:11, 14 59:17, 21 66:18 90:15 94:19 98:21 103:12 107:7, 9 108:12

charter 66:5

85:8 86:12, 19

00mog 1:12
comes 4:13
16:17 52:12
66:17
comfortable
33: <i>3</i> 112: <i>16</i>
coming 5:4
coming 5:4 11:15 12:20
22:3 60:4 84:4
97:3 107:4
command 8:5,
16 22:8
commander
52:15
commanders
49:2
commands
22:9 62:9
commence 68:6
commend 112:7
commendations
96: <i>18</i>
comments 69:4
106: <i>14</i>
commercial
53:19
commercials
19:10 53:17
commissary
62:6
commission
23:5, 6
commissioned
23:4
Committee
50:12, 13 65:8
66:6 75:6 79:1,
10 80:2 82:4,
11 83:5, 10
86:15, 17 87:18
89:18, 20 90:1,
<i>3</i> , <i>13</i> 93: <i>1</i> , <i>5</i> , <i>9</i> ,
11 94:5, 14
95:2 97:20
104:8, 9, 14
105:3, 5, 9
106:2 107: <i>15</i> ,
16, 19 108:5
109: <i>15</i> 111: <i>17</i>
committees
74: <i>13</i>

2024
commodity 10: <i>17</i>
common 53:6
communicating
44:2
community
18:4 35:5, 7, 8
36:1, 16 51:10
company 40: <i>17</i> 49: <i>2</i>
comparable
26: <i>11</i> , <i>13</i> , <i>14</i>
27:5
compared
25:17 26:21
37:4
comparison
26:11
compensation
23:10 25:2, 10,
14, 19 26:7, 9 competition
80: <i>6</i>
complaints
54:20
complete 35:18
44: <i>4</i> 57: <i>14</i>
75:19
completed
70: <i>19</i> 71: <i>1</i>
82:2 <i>1</i> completing 25:9
component
58: <i>10</i>
composed 24:7
computer 46:7,
<i>18</i> 47: <i>3</i>
computerized 45: <i>19</i>
concentration
31:9 34:20
concern 55:3 57:19
concerned 9:10
concur 92: <i>1</i>
conduct 85:4
conference 60:3
confine 68: <i>16</i>
69: <i>3</i> 74: <i>17</i>

```
confused 44:7
confusing 111:3
Congratulations
79:19
Congress 14:1
22:19 24:5, 21
27:11 28:16
30:11, 15 31:6
39:21 49:12
congressman
29:4
connect 14:12,
14
connected
13:21 14:1, 2
48:19
consideration
32:4
considered
24:9 28:2
68:10
consistent 12:15
consisting
105:10
console 45:17
46:19
constantly
11:12
Constitution
77:1, 4 84:12
86:15, 17 89:18,
20 90:1, 3 93:5,
10, 17, 20 94:4
101:10, 15
constitutional
101:11, 17
construction
31:11
consulted 101:9
contained 68:9
69:7
contest 104:18
contingency
102:11
continue 14:19
15:19 21:20
23:12 25:19
26:1 27:10, 11
```

80:3 81:2 100:14 continued 27:14 continuing 69:16 continuously 11:11, 14 contract 102:5, 6.17 contracted 36:2 contribution 18:11 **control** 45:17 46:19 Convention 1:7 66:8 70:9 76:13 83:5 84:9, 16 91:15, 16, 21 93:11 96:15 97:10, 13, 20 98:11, 15, 19 99:5 100:20 101:11, 14, 17, 21 103:2, 9 104:7, 9 105:2, 4, 9, 13, 19 conventions 83:10 102:5 conversation 9:19 17:21 conversations 101:7 coordinator 19:14 20:12 **copy** 106:16 corn 21:10, 14 **Corps** 10:20 21:11 28:1 62:13 **correct** 103:11 corrected 67:18 68:3 correction 67:10, 11, 13 **count** 67:3 **counters** 41:*19* **Country** 108:15 **County** 54:21 **couple** 9:21 17:16 22:6

28:20 34:16 36:18 49:10 56:11 63:10 77:13 Courneya 104:20 **course** 19:*1* **courses** 34:10 **Cover** 64:9 65:2 100:12 114:11 **crappy** 30:8 created 23:3 creative 62:3 credentials 65:4, 7, 9 68:2 **credible** 21:17 **credits** 35:16, 18 crews 42:9 crossover 38:12, 13 **cruise** 10:10, 11 49:13 **CSE** 44:1 cultural 41:8 CUNNINGHAM

39:14, 15 40:9 current 8:10 55:3 77:21 currently 54:12 curriculum 34:15 cut 16:7 43:16 cycle 37:5

<D>
D.C 6:9

dad 20:5

Dallas 60:3

Dam 34:17

damage 12:6

damned 26:8

41:15 52:9

dance 99:14

dangerous 5:18

date 81:3

dates 105:13

Dave 112:1

36:12, 21 48:20

Davis 75:4
78:20, 21
Davon 54:2
day 2:7 12:18
14:6 30:4
44:16, 18 60:15
69:5 102: <i>1</i> , <i>10</i> ,
<i>13</i> 109: <i>14</i>
days 101:18
102: <i>12</i>
DDG 8:6 43:2
DDGs 49:13
deal 45:15
dealing 11:9
14: <i>15</i> 49: <i>11</i>
DEAN 52:20
decided 113:4
decides 30:11
decision 27:2
34: <i>4</i>
decisions 18:21
33:11, 12
decks 34:16
decom 48:3
decommissioned
39:18

decommissioning 78:2 **defense** 10:11 24:5 31:19, 21 32:2, 14 33:9 34:3 50:4 **degree** 35:19 36:4 **degrees** 35:10, 13 36:7 51:10, 11 delegate 65:10 66:11, 15 67:20 68:2, *13* 71:8 74:8, 16 75:11 76:10, 11 81:19 82:3, 10 83:4 90:20 91:5, 7 92:20 93:17, 19 95:5, 9 98:8 102:9 103:5 104:7 106:10 107:*1* 113:*17*

```
delegates 65:11,
16 66:3, 4, 7
69:11 78:8
84:7 90:15
93:7 99:1
102:4
delta 70:16
denied 87:13, 15
Denver 105:8
Department
34:3 50:4
depend 31:11
dependents
55:11
deploy 44:15
deployed 13:7
14:8
describing 15:6
deserved 113:12
designed 26:1
desired 68:21
destrovers 10:4
11:5 45:17
detail 44:20
determine 12:3
37:14 41:19
determined
42:15 75:16
development
34:10 81:9, 16
Diamond 109:7
dicy 45:11
Diego 31:6
34:17
different 15:16
42:18, 19 44:11
45:13, 20 46:3
51:10 55:18
57:3 59:14
differently 9:16
digits 104:3
dinner 6:10
direct 80:11
direction 9:11,
directly 11:13
69:4
Director 69:19
70:8 81:8, 15
```

directors 84:8, 16, 18, 19 85:1, 3, 8, 10, 15, 18, 21 86:4, 7, 9, 12, 19, 21 87:3, 6, 10, 13, 16, 17 88:1, 5, 8, 10, 14, 17, 19 89:1, 6, 9, 12, 15 90:5, 8 dirty 31:20 disagree 38:16 disaster 3:3 discern 12:2 discovered 62:10 discuss 4:2 discussion 66:12 68:1 101:5 103:3 113:19, 21 **display** 46:1, 6, **DLP** 78:21 **Dog** 7:1 doing 6:3 9:5, 16 14:17 18:5, 14 20:21 21:3 22:14 36:17 42:21 44:16 48:9 49:5 57:16 60:20 61:5 **domain** 10:21 donation 3:3 85:19 doors 64:15 97:13 100:4 **dope** 26:20 **double** 26:18 **Doubletree** 1:13 104:11 doubt 21:4, 5 **draft** 40:2 **drain** 43:13 draw 108:10 **drawn** 63:7 **drink** 60:8 drinking 16:2

drive 6:9 **drones** 11:13 **drop** 5:7 37:3 dual 24:17 **due** 60:17 77:17 80:9 105:19 **Duly** 2:8 **dump** 10:10 **DURBIN** 113:17 **duties** 18:1. 3 **dutv** 18:3 19:17 20:13 54:14 **Dvorak** 104:17 < E > **earlier** 109:14 early 25:11 ease 42:8 east 6:19 8:7 10:3 66:4 71:16 82:9 107:15 109:18 110:6 111:12 easy 33:12 eat 21:7, 9 **eating** 16:*1* 21:13 **economy** 10:17 24:15.17 **educate** 36:10 education 18:3 26:12, 17 34:9 49:16 51:13, 14 **effect** 78:1 **ego** 38:3 either 11:12 24:20 35:21 105:14 **Elect** 77:9 103:8 **elected** 103:10 elections 50:3 **else's** 109:9 110:2

embarrassed

29:12

employment 24:11 encompassing 19:17 encouraged 27:17 37:17 39:5 enemy 36:13 **energy** 35:5 engagement 11:11 13:5 engineer 35:15 engineering 35:19 36:4 **England** 71:*12* 111:2 **enlisted** 4:9, 16 8:15 **enrolled** 36:15, 20 entertain 99:12 100:19 **entire** 14:4 33:10 43:13 44:15 57:13 entirely 57:11 envelopes 83:21 equipment 42:19 57:21 Eric 39:1 error 92:11 escorted 3:16, *18* 64:*3* especially 5:16, 19 25:4 38:4 54:6 essay 75:19 essence 93:5 101:16 established 32:1 34:17, 19 35:21 establishing 56:20 establishment 59:16 esteemed 5:5 **Evelvn** 6:18 evening 107:6 **event** 69:2

59:16, 18

eventually
34:21
everybody 20:6
33:15 40:11
41:8, 13 45:5
56:12, 14 99:7
112:18
everybody's
31:17 98:8
exactly 52:4
55:15, 16
example 15:21
33:6
exams 35:12
excellence 19:5
80:5
Excelsior 49:18,
20 51:9, 21
52:2
exchange 62:7
excited 35:1
excitement
52:11
excuse 8:1
21:4 30:5
42:12 83:15
execute 15:13
Executive
69:19 70:8
exert 11:2
exists 32:8
exists 32.0
expand 31:7
expanded 31:3
expect 25:12
expecting 8:20
expediency 3:10
expedite 68: <i>14</i>
expenditure
86:1
experiments
39:9
experts 17:19
18: <i>11</i>
explain 62:11
-
explanatory
69:21
extended 32:6
extending 13:10
extent 10:7

)24
extra 42:11 45:5 49:2 102:1 extraordinarily 113:7 extremely 13:9
25:16 61:6 99:9 eye 18:15 58:12
< F > facilities 32:16 55:12 fact 5:13
50:15 53:11 54:17 93:7 113:7 faint 16:16
faith 51:6 fall 37:21 familiar 35:6 families 24:7,
15 32:12, 18 family 4:14 20:6 24:9, 10, 12 fast 12:10 13:1
52:9 faster 31:16 Faubion 73:21 74:1, 2, 5
favor 68:1 96:8 103:13 114:1 federal 85:5
feel 28:16 30:9, 10 fellow 69:13 fellowship 63:9, 12, 14
felt 112:16 fence 32:7, 11, 13, 16 Ferry 32:21
33:2 Fifth 8: <i>13</i>

102:10, 13

fight 15:3 21:1,

5
fighters 39:7
figuratively 5:8
figure 12:4
19: <i>15</i> 33: <i>5</i>
47:9 63:1, 13
fill 6:12 41:3,
4 48:20
filled 75:21
filling 52:8
finally 105:16
finally 105:16 finance 70:13,
<i>15</i> 76:7, <i>10</i> , <i>14</i>
financial 69:6
find 11:18
23:17 24:1, 14,
18 25:20 38:16
46:15 72:10
81:7
finding 24:16
finished 60:15
firewater 16:20
first 2:20
17:18, 20 28:4
35:1 40:8 45:6
49:10 53:3, 7
59: <i>11</i> 60: <i>4</i>
80:15 98:6, 14
108:6, 11, 14, 17,
20 109:3, 6, 18,
20 110:11, 13,
19 111:6, 9
five 23:8, 9, 16,
18 65:14, 18
80:1 97:12
fixed 56:6
flag 2:15
flakes 21:10, 14
Flanik 111: <i>11</i>
flavor 16:4, 6
Fleet 1:6 8:13,
<i>14</i> 31:9 43:20
57:10 59:1, 5, 8,
<i>11</i> 61: <i>17</i> 62: <i>12</i>
63:5 113:8
63:5 113:8 fleet's 43: <i>19</i>
floor 67:17
68:21 72:16 92:17 103:1
92: <i>17</i> 103: <i>1</i>
Florida 62:6

flow 10:*16* 11:*1* **focus** 19:18 22:12, 16 57:15 61:19 focusing 19:7 Fogel 82:15, 16, 17 **folks** 6:20 22:18 following 105:5 **food** 107:4 **Force** 4:15 23:4, 6, 8, 21 24:7 25:16 40:2 50:15 57:14 **Force's** 35:7 forecast 9:1 **forgot** 65:15 **formed** 58:20 **former** 39:1 52:20 **forth** 48:16 **forward** 9:3, 14 69:16 **found** 62:6 71:14 75:13 82:5, 12 **Foundation** 85:16, 19 four 28:4 45:1 50:19 101:17 102:11 104:3 111:19 **FRA** 4:17 60:6 63:7 68:11 74:21 75:2 78:2 86:4, 9 112:13 113:11 **FRA's** 87:10, 13 88:14, 20 90:5, 8 free 10:16, 21 freeze 75:2 **frequent** 91:*11* **fricking** 29:12 41:10 **front** 5:1, 5

99:4
fu 15:9
fucking 46:15
56:8
full 41:4
fully 30:13
fun 107:8
functions 46:3
fund 20:11
funded 30:19
funding 30:13,
16, 18
future 9:2, 15
77:7, 11

< G >

gain 72:15 games 26:20 63:11 **gaps** 34:1 **Gary** 85:16, 19 Gates 23:4, 6 **gavel** 2:19 72:15 **geared** 35:11 **Gem** 110:*15* **general** 50:15 51:13 generous 3:3 **George** 3:11 29:1, 2 **getting** 30:18, 21 37:11, 16 44:14 45:11 48:8 60:13 Gilday 9:7 **girl** 26:17 give 4:17 15:21 20:15, 17 28:9, 11, 14 29:13, 15, 19, 20, 21 30:1 36:8 43:*3* 51:*1* 62:16 98:5 99:12 104:8 108:6 110:14,

19 112:18

given 6:1

76:12 95:17

giving 5:15 8:3 19:19 55:19 gladly 97:15 globally 10:16 GNT 20:18 go 3:2, 7 7:12 10:20 13:1 16:14, 17, 19 17:8 20:2, 3, 4, 6 21:13 26:5 31:2 34:6 35:20 36:3 37:7 40:2, 3, 4 41:6 43:7, 17 46:6 48:16 51:6 53:3, 9 54:21 61:16 62:3, 4 63:17 79:9 82:21 84:14 102:4, 12 108:14 113:4
goal 40:17, 20,
21
goals 40:13
God 64:1
goes 26:19
50:19 52:10
80:14
going 3:10, 15 4:21 6:5 7:9,
12 14 0.20 0 4
13, 14 8:20 9:4,
<i>16</i> 13: <i>1</i> , <i>5</i> , <i>18</i>
14:18 15:18
20:8, 16, 21
21:7, 8, 9, 10, 12,
13 22:20 23:1,
13 22:20 23:1, 14 25:14, 15, 17,
19 27:10 28:17
31:1, 2 32:5, 6
33:7, 12, 13
34:14 35:13, 15,
20 36:20 38:15,
<i>16</i> 40: <i>4</i> 43: <i>11</i> ,
18 44:18, 20, 21
45:1 47:17
48:3, 5, 20 49:4,
5, 21 50:8
51: <i>19</i> 52: <i>1</i> , <i>6</i> ,
14, 16, 17 55:6,

024
13, 14, 17, 20, 21 56:3, 5, 9, 15 61:19 72:17 77:14 79:8 84:11 90:18 91:17 94:14, 19 95:1, 16 97:4, 19 101:1 102:20 107:8 108:5
good 7:15 19:6 22:14 27:17 34:15 37:20 48:7, 9 49:5, 6, 7, 8, 9 52:6 54:5, 10 63:3 81:11, 14 94:12 gotten 62:3
govern 37:15 governing 37:13 government 27:20 28:3 governor 13:1 Granted 101:10
grapefruit 16:6, 7, 8, 11, 13, 15, 17, 18, 21 great 7:8 25:15 62:20 greater 10:7
24:6 greetings 96:17 GRF 85:1 group 26:2 37:6 80:7, 8, 10, 13 108:6, 14, 17, 20 109:3, 6, 18,
20 110:11, 13, 19 112:17 grow 19:11 growing 113:8 Gruetzner
112:6 Guard 62:13 guess 52:5 53:17 113:3, 5 guy 26:17 50:20
guys 3:7 7:4

19:10 30:7

37:20 62:5
81:4
< H >
Hagan 59:21
half 8:9 31:14
32:20
halfway 113:6
hall 3:16 4:2 58:10 64:14
72:11 83:11
hallway 96:18
97: <i>7</i>
Hand 2:16
22:12 51:3
114: <i>12</i>
handle 45:2
handling 13:9
handout 99:7
handwriting 109:9
HANDZUK
2:2, 5, 8, 14, 20
3: <i>14</i> 61: <i>14</i>
64:4, 8, 13, 18
65:1 66:9, 13,
21 67:16, 21
69:18 70:4, 12,
20 71:5, 11, 15,
21 72:8, 14, 17 73:1, 6, 13, 20
74:4, 6, 11 76:5,
7, 17, 20 77:7
78:6, 10, 13, 19
79:5 81:6, 2 <i>1</i>
82:7, 13, 20
83:8 84:1, 6
91:3, 9, 14, 19
92:16 93:3, 15
94:1, 7, 20 96:3, 13 97:8, 17
98:16 99:8, 16,
20 100:3, 7, 11
101:5 102:3, 16,
18 103:11
104:5 106:8, 11,
<i>14</i> , <i>18</i> 107: <i>10</i> ,
13 112:10
112.10 114.4

10
hanging 7:11
happen 10:2
20:3, 9 52:6
80:14
happened 6:17
13: <i>16</i> 38: <i>12</i> 44: <i>1</i> 47: <i>20</i>
79: <i>14</i> 110: <i>7</i>
happening
11:20 12:19
18:20, 21 22:5
47: <i>19</i> 92: <i>9</i> , <i>12</i> happens 12: <i>17</i>
36:6
happy 33:13
hard 60:20
69:1 79:8
83:16
Hatcliff 65:5, 6
67:7, 11
haul 32:20
head 58:9
headquarters
74:15 89:2
96:20 105:17
106:4
heads 113:4
headway 27:17 Health 31:19,
21 32:2, 14
33:10 36:5
55:8 56:7 86:1
hear 6:4 39:2
66:9 80:21
92:18
heard 17:20
34:7 39:15
111:9
hearing 38:8 39:17 55:3
39:17 55:3
heart 7:8
heaven 7:10
held 60:2
98: <i>11</i> hell 15: <i>8</i> 16: <i>14</i> :
17 20:8
helm 45:18
46:20, 21 47:2,
, · · ·,

```
helmsman 47:2
help 6:12
13:20, 21 14:1
16:4 18:5
23:19 24:14, 18
37:20 38:3
48:19 53:12, 16,
21 63:16 107:9
helping 35:2
104:18
Herdt 59:21
60:2, 18
Hershey 112:5
hey 15:7 19:11
38:21 50:6
51:2, 4 57:1
high 12:21
109:6
highest 4:10
highlights
68:17 74:18
Hill 61:20
hired 9:20
history 20:3, 9
23:21 38:13
hit 13:3 104:3
Hitchcock
81:10, 11, 14, 15,
20
hmm 46:14
hold 10:12
100:20
holder 4:5
Holy 22:7
home 6:9 20:6
26:19 28:11
113:8
Honea 3:18
4:11, 13, 20
38:15, 20 40:7,
10 49:9 50:6
54:1 55:5
56:21 57:11
58:9, 14 59:3,
19 62:18 64:3
honor 69:13
113:12
Honorary 81:9,
```

17

Second Business Sessio
hope 6:4, 5
31: <i>18</i> 55: <i>19</i>
96:18
hopefully 58:11
108:2
horizon 14:10
20:5
hospital 54: <i>13</i> ,
17 55:2 56:19
78:13
hospitality
107:2, 3, 7
hospitals 55:2,
9, 18
hot 7:8
Hotel 1:13
101:2 102:10,
<i>12</i> 104: <i>11</i>
hotels 105:9
hour 32:20
45:5, 6
hours 10:2
House 50:11
housing 23:10
25:3 27:16
Houthis 10:6
11:2
huge 31:10
37:2
human 7:9
hundred 5:20
30: <i>14</i> , <i>19</i> hurt 40: <i>16</i>
HWRR 86: <i>1</i> Hyland 3: <i>11</i>
76:6
70.0
<i></i>
Idaho 110:15
idea 24:5 43:3
ideas 62:20
identification
90: <i>11</i>
identified 92:12
15

III 80:13 108:20 110:11 **imagine** 50:18 **Imperial** 105:12 important 11:7 53:13 99:10 impressed 5:13 inappropriately 12:11 inaudible 32:1 56:20 57:1, 8 58:17 67:19 79:16 94:2 104:16, 17 111:*21* 112:7 **incentive** 79:15, 19 **included** 68:12 74:16 91:16 includes 79:2 income 24:17 incoming 103:7 incorrect 67:6 92:10 increase 79:18 80:9, 11, 16 increased 42:21 incredible 7:9 indicate 68:3 96:9 103:14 114:*1* individual's 84:2 **infancy** 36:17 influence 11:3 27:14 33:20 information 62:8, 9 68:19 69:1 74:19 98:13, 17, 18 99:5, 9 103:21 112:20 informational 98:10 99:3 100:16 **input** 103:7 inside 11:11, 16 32:16

installation 8:7

institution 35:10 institutionalized 19:5 interested 38:7 interests 69:15 interface 46:8, *19* 47:*3* international 14:5 interruptions 99:10 interview 9:8 interviewing 9:9 introduction 59:11 **invite** 64:14 100:4 **inviting** 5:15 **involved** 27:12 involvement 18:4 involving 77:14 **iPhone** 45:20. 21 46:1, 9 **Iran** 11:1 Iranians 10:9 **Irvin** 112:5 issue 61:*17* 62:2 91:13 issues 4:9 49:15 **issuing** 35:11 **Item** 105:7 its 11:1 36:16 40:17, 18, 19, 20 **IV** 109:3 110:13 < J >Jack 82:15, 16 **Jacksonville** 62:5 **JAG** 62:4, 21 63:19

Janell 104:19 105:17 **JANSKY** 83:3, 4, 17 84:4 97:9, *11* 103:4, 5 104:15 **January** 25:12 **jaws** 5:7 **JBLM** 32:20 55:1 **Jeremy** 56:7 **Jerry** 98:19 100:13 101:8 **Jim** 48:12 60:18 **job** 8:17 9:18 19:14, 20 22:3, 10, 14 24:13 26:14 48:10 56:7, 13 57:10 61:20 76:3 **John** 44:14 79:5 **Johnson** 112:5 join 2:15 20:10, 11, 12 joined 5:7 19:9, 12, 21 20:13 57:3 **joining** 6:13 joint 22:4 25:16 **jokes** 38:6 **JPNP** 2:3, 6 70:2, 5, 18, 21 71:7 76:9, 19 **jumped** 73:8 **Junior** 2:5, 6 27:19, 20 71:6, 7, 9 76:9 98:19 112:3 < K > **keep** 10:21 14:5 21:15, 16

22:16 33:14

37:8 47:19

52:7 60:13

Keith 51:5

72:9

Kempsville 108:18 **kept** 112:*14* key 62:8 kick 15:14 21:4 kicking 48:7 **kid** 17:9 26:21 **kids** 33:1 **kill** 12:11 **Kim** 105:16 Kimberly 112:4 kind 4:20 9:5 11:2, 21 13:17 20:14 22:16 25:7, 14 30:7 46:6 50:21 53:18 55:19 **kinds** 15:3 42:4 51:14 62:20 **KIRTLEY** 72:4, 5 **kit** 65:10 68:13 76:11 81:19 91:7 93:19 kits 74:16 **Kitsap** 54:20 knew 59:19 know 5:17 7:16, 17 9:19 11:16, 21 12:21 15:1, 9 16:10 17:19 20:8 21:6 24:12, 14 26:2, 3, 15 27:4, 9 29:7 30:7 32:9 33:3 36:5 37:1, 13, 15 38:2 39:20 41:18 42:18 43:12 44:7 46:1, 9, 16 47:5, 16, 17, 19 48:14 49:5, 8 51:18 53:5, 17, 18 55:6, 7, 12 58:2 59:3, 4, 5, 6

identifying

II 80:9, 10

84:12 96:21

108:17 109:20

Jagger 51:6

James 3:18

109:10

4:11, 13 64:3

62:19 63:10

80: <i>3</i> 82: <i>21</i>
83:11 108:21
111:17 112:3
known 3:20
knows 61:14
Korea 8:9
kung 15:9
nung 15.7
<l></l>
LA 6:19
LaCroix 16:2,
3, 6 17:8
LAFRA 85:15,
20
laid 50:21 99:6
Lake 111:5 land 44:8
land 44:8
language 21:5
late 6:21 7:3
latte 26:18
laughing 38:6
Laughter 5:11
15: <i>11</i> 17: <i>1</i>
20:19 28:7
46:17 50:7
53:2
law 28:16, 18
29:16, 17, 18
30:10, 11 31:1
laws 27:18
lawyer 62:19
LAZZARETTI
54:10, 11 56:18
95:4, 5 101:3
104: <i>6</i> , <i>14</i> 106: <i>17</i>
lead 45:18 46:21 47:3
40:21 47:3 leader 8:15
loodors 24.2 2
leaders 34:2, <i>3</i> 52:18 60:18
61: <i>1</i>
leadership 34:9
47:20
lean 52:2
leaning 52:3
learn 63:15
learner 51:15
leave 72:11
leave 12.11

024
LeClaire 73:7, 14, 16, 17 led 40:12
left 60:1
legality 85:4 Legion 63:7
legislative
27: <i>13</i> 61:2 <i>1</i>
78:19 79:1, 2
Lehigh 109: <i>1</i> ,
Leland 109:8
letter 87:19
letting 61: <i>11</i> level 22:2 <i>1</i>
1evel 22:21 55:14 57:18
58:3
levels 85:5
liaison 4:9
Lickteig 98:3, 7
99:3, 11 100:15,
18 101:19
life 10:14
12: <i>13</i> 28: <i>11</i> 50: <i>12</i>
lifelong 51:15
lights 44:7, 10
lights 44:7, 10 liked 77:19
limit 102:11
line 17:20
32:11, 13, 17
108:9 lines 32:7
list 84:11
93:18 111:20
listed 66:3
102:2
listen 97:17
111:19
listening 58:15
listing 75:5 little 5:1 6:2
11:8 14:6, 16
16:9 37:16
49:21 61:9
95:10 97:19
99:15
live 20:4 48:16 50:19 54:12
30:19 34:12

lived 50:17 lives 27:4
living 24:10 28:5
located 65:9 70:10
location 57:13
locations 31:8 lodging 105:18
lodging 105:18 Lofgren 79:13,
17, 21 80:13 logo 86:4, 9
87: <i>10</i> , <i>13</i> , <i>14</i>
88: <i>14</i> , <i>20</i> 90: <i>5</i> , <i>8</i>
long 6:9, 15, 21 7:2, 16 30:7
31.2 32.19
33:3 55:7, 12 63:17 79:11
63: <i>17</i> 79: <i>11</i> 98: <i>3</i>
98:3 longer 32:8
61:10
look 11:19
12:2 21:10 23:5, 16, 20
57: <i>17</i> 58: <i>6</i>
76:3 96:19
97:2, 6
looked 25:4
looking 6:13 9:14 24:13
51:7 69:15
73:8
looks 14:9 loop 112: <i>15</i>
lose 23:13
loss 12: <i>13</i>
62:18
lost 28:21 44:4 60:10
lot 10:14, 18
22:1, 11 24:20
25:5 31: <i>14</i>
32:3, 5 35:15 37:1, 9, 10 50:6
54:16 55:4
58:4 62:9 81:2
107:8

lots 38:2, 3 Loveless 112:2 **Low** 108:15 **LPD** 8:6 **Lubbock** 4:13 **lunch** 5:17 16:*1* < M >**MAA** 3:13 64:16 72:13, 15 99:15 100:5 **Ma'am** 49:1 main 104:10 **Mainsail** 109:*14* maintain 14:5 maintenance 42:6 57:20 58:2. *3* **major** 4:15 50:3 majority 7:19 65:19 **making** 19:19 20:9 21:16 25:1 27:1 29:6 30:20 35:2.3 man 7:7 8:19 16:15, 20 17:8, 9 26:15 28:5 45:10 52:7 56:3, 8 60:10 management 19:12 maneuvering 45:8 manpower 41:7, 10 42:20 43:1, 13 **Marcia** 39:15 40:9, 10 **Marine** 10:20 28:1 62:13 maritime 5:20 9:13 10:21 mark 18:15 married 6:19 7:18 marry 6:18

Martin 82:9, 10 109:16 111:13 Maryland 1:14 104:11 Master 3:15, 17, 19 4:12, 17 8:5, 13, 14, 18, 21 15:7 38:2*1* 39:14 43:20 57:1 64:2, 13 72:14 100:3 **matching** 15:10 **mate** 7:20 46:21 matter 17:19 18:11 50:15 Matthews 112:4 maximum 112:19 McCain 44:14 **McCord** 32:21 **McIntire** 104:*17* **MCPON** 3:8, 20 4:7, 20 38:15, 20 40:7, 10 49:7, 9 50:6 54:1, 10 55:5 56:21 57:11 58:9, 14 59:3, 19, 20, 21 60:2, 14 61:7, 10, 14 62:18 **meal** 63:10 83:19 meals 83:19 medical 23:11 25:5 31:17 32:5 meet 6:18 7:4, 6 40:13 meeting 3:16 33:8 53:3, 4 64:14 72:11 76:13 83:10 87:4 member 4:6 26:10 28:13 81:17 members 27:19,

leaving 97:12

21 28:15 32:11,

19 66:8 79:10
80:17 83:10
87:18 104:14
106:4
Membership
79:6, 15 80:1, 5,
7 81:8, <i>16</i>
84:20 92:7
memberships
92:5
Memorial
80:14 109:4
men 48:12
52: <i>14</i> 63: <i>12</i>
mental 50:8
merge 77:16
merger 80:11
87:1 89:9, 12
meshes 107:16
met 6:19
40:13 50:13
76:15 77:18
79:10 104:10
mic 2:2, 17
66:13 70:4, 6
00.13 70.4, 0
83:2 91:3 93:15 94:1, 7
93:13 94:1, /
95:3 99:9
103:12 104:5
106:20 107:13
Mick 51:5
microphone
68:2 <i>1</i>
mid 6:16
middle 10:3
19: <i>11</i>
Miguel 110: <i>17</i>
Mike 104:17
111:21
miles 54:13
military 4:14,
<i>15</i> 23: <i>12</i> 24: <i>7</i>
25:10, 13, 18
26:9, 12, 15, 16
27:21 31:11
32:7, 11, 13, 16
33:10 34:9
55:8, 9, 11 56:7
62:2
mince 7:7
инист /./

)24
mind 4:21 7:14 38:7, 8 106:13
mine 52:6 minutes 10:1
58:16 64:10 84:17 87:4
97:18 106:19 missile 10:11
missiles 10:10 11:13, 16, 17
mission 18:7, 12 40:19 41:1 58:4
missions 57: <i>12</i> Missouri 98: <i>12</i> 100:2 <i>1</i> 103: <i>14</i>
misspoke 42:13 mixed 40:17
mode 47:6 Modesto 109:5
110: <i>17</i> mom 20: <i>5</i>
moment 33:17 83:9 99:6 101:6
mom's 26:19 money 92:11 97:15
months 13:8 98:14
morning 3:8 21:8 44:19 45:2 52:8 76:14, 16 109:14 114:14
mortar 34:8
motion 67:17 90:19 92:3, 17 94:9 95:6 96:14 100:19
motions 80:19
mouthful 16: <i>19</i> move 33: <i>14</i>
46:6 66:6 69:4, 7, 17 70:1, 10,
16 71:8, 14, 18 72:6 73:4, 12, 18 74:9, 10
76:4 77:5 78:5,

```
17 79:4 81:4,
18, 20 82:5, 12
83:7 106:6
111:14
moved 113:15
movie 15:10
moving 37:18
42:16
multiple 12:17,
19
Mumply 112:2
Musgrave 86:2
music 51:2, 3, 4
MWA 7:1
< N >
name 40:8
87:4
nation 6:1
National 1:7
2:3, 10, 12 3:11
64:6, 9, 16, 18,
20 65:7 68:7,
15 69:9, 19
70:2, 8, 9 71:17
72:4 73:16
74:7, 9, 13, 15
75:18 76:1
78:21 79:6
82:1, 16 83:3,
17 84:8, 9, 15,
18, 19, 21 85:3,
7, 10, 14, 15, 18,
21 86:3, 7, 8, 11,
18, 21 87:3, 6, 9,
12, 16, 17, 19, 21
88:4, 7, 10, 13,
16, 19 89:1, 3, 5,
8, 11, 14 90:4, 7,
10 91:4 92:6
93:13, 21 95:4,
8, 13 96:8
97:10 98:11
99:4, 11, 16, 18,
21 100:7, 9, 11,
20 101:9, 19
102:8 103:2, 4,
8, 10 104:9, 13,
15, 20 105:1, 4,
```

```
21 107:11, 18
114:6, 8, 10
native 4:13
Naval 4:8 6:16
8:10, 15, 16 9:6
35:5, 8 36:1, 15
51:10, 17, 19
54:17 56:19
60:2
Navarro 112:4
navigate 46:2
NavPlan 15:13
Navv 3:15, 17,
20 4:5, 7, 10, 12,
16, 18 5:7 6:3,
13, 15 8:18, 21
9:4, 12 14:3, 8
19:9, 13, 20, 21
20:10, 11, 12, 13
22:5 23:1 25:4
28:1, 4 31:7, 10
35:17 37:2, 13
40:12 41:8
43:13 48:11, 14
50:5, 16 52:14
53:20 57:3
59:7, 14, 20
60:17 61:16
62:12 64:2
Navv-Marine
21:11
Navy's 40:17
53:19
Navy-wide 60:3
NBOD 84:16
NBR 84:15, 18,
21 85:7, 14
86:3, 8, 11, 14,
16, 18 87:9, 12,
16, 21 88:4, 7,
13, 16 89:2, 3, 5,
8, 11, 14, 17, 19,
21 90:2, 4, 7, 17
91:1, 8 92:3, 18
93:18 94:9, 10
NBRs 84:11, 12,
13 90:14 91:10
92:21 93:18, 20
94:10 95:12, 20
```

```
NCHAP 2:12
64:6, 20 74:8
82:3 99:18
100:9 114:8
Nebraska 50:13
necessarily
35:11
necessarv
24:16 58:1
68:18 72:10
78:2 112:19
Neck 34:17
NED 69:18, 19
70:5, 7, 14 71:2
84:6, 10 85:4,
13 91:1 92:2, 8
96:14, 16 97:8
NED's 85:11
need 4:1 6:7
12:4 15:2, 15
19:6, 7, 8 24:9,
19 29:17 35:18
37:6, 20 38:3
39:17 41:3, 11,
12, 14, 17, 20
42:3 43:17
48:4, 6, 8 51:15,
18 63:2 76:5, 6
84:5 97:18
99:10 102:13
107:4 111:16
needed 9:11.15
15:4 22:11, 12,
15 41:17 42:20
112:19
needing 24:17
needs 46:8
75:20
neighborhood
32:12
network 32:6
37:6
neutralize 12:5
13:2 27:3
never 14:7
41:9 106:13
new 8:11
54:13 80:17
newer 45:16, 17
```

10, *16*, *21* 106:4,

news 13:16
40:11 52:7
newsletter
98: <i>14</i>
night 26:20
30:5 44:7
97:11
nighttime 44:5
nine 13:7
65:19 76:15
83:19 98:14
Nixon 23:4
non-approval 86: <i>6</i>
noncommissione d 3:21 4:4
noncompliance
67:2
Norfolk 31:4
Norm 103:19
normal 101:21
north 54:13
72:18, 21 75:9,
11 77:2, 15, 18
111:2, 4
Northeast/New
71:12 111:2
northwest
52:20 54:12
66:1, 2, 5 73:21
74:2 110: <i>14</i>
111: <i>11</i>
note 79:15
noted 2:8
November 1: <i>11</i>
65:8 70:9 79:2
104: <i>12</i>
NP 2:2, 5, 8, 14,
20 3:14 61:14
64:4, 8, 13, 18
65: <i>1</i> 66: <i>9</i> , <i>13</i> ,
21 67:16, 21
69:18 70:4, 12,
20 71:5, 11, 15,
21 72:8, 14, 17
73:1, 6, 13, 20
74:4, 6, 11 76:5,
7, 17, 20 77:7
78:6, 10, 13, 19
79:5 81:6, 21

82:7, 13, 20 83:8 84:1, 6 91:3, 9, 14, 19 92:16 93:3, 15 94:1, 7, 20 96:3, 13 97:8, 17 98:16 99:8, 16, 20 100:3, 7, 11 101:5 102:3, 16, *18* 103:*11* 104:5 106:8, 11, *14. 18* 107:*10*. *13* 112:*10* 113:19 114:4. 10 **NPAR** 76:6 nuclear 35:15, 19 36:4 number 24:6 42:11 65:15 66:18 67:9 103:20 104:2, 4 111:15 **numbers** 66:20 67:6 95:7 105:18, 19 108:9, 11 **NVP** 69:10 79:8 <0> **Oasis** 101:2 **OB/GYN** 32:10 obviously 9:19 111:20 **Ocean** 8:3 o'clock 45:1 76:15 97:12 **October** 105:15 offer 2:18 24:4 51:9 offering 52:1 54:18 offers 51:11 **office** 54:17 **Officer** 3:17, 19 8:21 17:15, 16 54:4 62:7 64:2

70:13, 15 88:2

111:8

officers 17:*18* 58:18 59:1, 5, 7 68:7, 15 official 3:12 66:8 **oh** 39:15 56:10 61:13 76:16 98:2 oil 10:17 11:1 **OK** 109:4 **Okay** 2:20 12:4 26:10 37:18 39:2 42:1 58:8 66:21 71:11 75:6 76:7 78:10, 13 79:11 84:6 92:16 93:3 96:5 97:17 99:2 102:16 106:15, 18 108:4 109:8 111:*1*, *6* 112:*17* **old** 5:9, 13 16:7, 19 older 95:10 **Oliveira** 71:16, 17 once 12:17 14:9 82:20 97:13 101:8 ones 59:16 one-year 84:20 92:5 **oohrah** 21:15 open 2:10, 13 5:8 25:8 36:16 64:19, 21 100:8, *10* 107:2 **opening** 107:6 **opens** 53:8 **operate** 10:21 11:10 42:18 45:18 46:1 57:8 operating 11:10 13:6, 8 21:12 operational 9:3

Operations 4:8 8:10 9:7 10:2 **opinion** 26:4 44:1 **OpNav** 22:20 **opponent** 21:1, opportunities 27:13 opportunity 7:6 96:19 106:*1* **Opposed** 68:5 96:11 103:17 114:4 order 2:1, 21 14:5 36:20 68:14 70:20 72:16 86:5 organization 69:15 organizational 19:4 originally 112:15 **OSD** 22:19 24:21 27:12 **ought** 29:9 104:*1* outside 4:2 26:12 32:7, 10, 13 37:13 **outthink** 36:10, 12. 13 overnight 56:5 **Ozarks** 111:5 < P > **Pacific** 7:20, 21 8:2, 14, 15, 16 42:14 package 25:3

page 75:15

pages 88:2

paid 22:8

paper 98:9

paragraphs

77:13

80:1

parameters 13:13 **Parko** 104:21 parliamentarian 3:11 91:20 101:9 part 20:2, 10 21:8, 13 32:3 42:15 48:15, 18 76:10 107:20 participated 79:20 participation 79:18 particular 77:12 **parties** 44:16 partisanship 39:21 pass 30:11 passing 84:2 **Patrick** 39:1 Patriotism 75:8. 12, 17, 19 **Paul** 107:15 112:2 pay 23:10 25:10, 13, 18 26:6, 9 58:20 72:12 77:12 paying 22:6, 9 31:18 46:13 52:7 **penalty** 102:14 pending 105:7 peninsula 32:10, 18 **people** 7:12 10:14 13:21 14:4, 11, 13 17:10 22:7, 13, 15 23:13 26:11 37:1, 4 39:19 40:2 41:12, 14, 17, 20 42:11, 17 43:12 47:15, 18 48:1, 5, 6, 8, 10 49:3, 4 53:5, 13, 14 61:3 92:10 111:19 112:21

Peoples 20:16

percent 30:14,
17, 18, 19 80:17
permission
19:20 20:15
62:7
person 20:13
personal 22:1, 2
personnel 4:10
perspective
43:19 44:4
Pete 106:15
Petty 3:17, 19
8:21 17:15, 16,
18 58:18 59:1,
5, 7 64:2
PHELPS
107:11, 14, 15
110: <i>1</i> , <i>5</i> , <i>9</i> , <i>16</i>
111: <i>1</i> , <i>6</i>
Philadelphia
58:19
phone 45:19
46:12, 16
103:20 104:2
phones 2:21
3:2
phonetic
104:2 <i>1</i> 112:2
pick 12:2
picked 83:20
picture 13:18
44:5, 12 45:11
pillar 24:6, 9
pillars 23:8, 9,
14, 16, 18 Dimeda , 70, 2
Pinnacle 79:3
pitchers 60:9
place 7:15 29:20 30:2
39:8 49:17
63:9 98:4
104:8, 10 105:3,
4 106:2 108:7,
14, 15, 16, 17, 18,
20 109:1, 2, 3, 4,
5, 6, 7, 8, 18, 20
110:2, 3, 12, 13,
16, 17, 19 111:1,
3

placed 98:9 **places** 7:12 **plan** 23:11 34:18 55:6, 16 69:5 77:21 78:1 102:14 planning 77:8, 11 **play** 63:11 **playing** 51:*3* **plays** 26:20 please 2:10, 20 4:1 64:19 69:3 70:5 72:9, 11 79:15 81:12 83:11 97:5 99:6, 8, 17 100:8, 14 106:15 107:7, 9 114:6 **pleasure** 58:*15* 69:12 **Pledge** 53:9 **plenty** 31:4 **plus** 67:12 **PNP** 3:11 54:10 56:18 83:3, 17 84:4 91:4, 9, 12, 17 92:20 95:4, 8, 19 97:8, 11 101:3 103:4 106:17 **podium** 68:21 **point** 17:2 18:12 23:18 32:9 34:2 69:1 70:20 93:3 98:16 102:7 107:20 **pointed** 57:18 **points** 33:21 56:2 **poke** 58:12 **polled** 103:21 **pop** 16:*15* port 39:18

portion 95:20

Posekany 77:2, 3 93:13, 16 94:8 95:7 **position** 4:5, 6, 10 55:18 61:4 positioned 57:16 positions 52:9 possible 78:1 **possibly** 14:20, 21 98:1 post 84:16 87:4 postal 85:5 **pour** 16:11 **PPD** 31:3, 7, 13 practitioner 51:19 **preamble** 53:10 **pre-board** 66:21 pregnant 33:2 preliminary 77:5 **prepare** 15:14 prepared 9:14 13:*4* 15:2, *13*, 19 20:21 preparing 9:13 **present** 94:15 98:18 presentation 68:6 94:17 presented 93:10 95:1 President 2:4. 13 3:13 23:4 39:1 52:21 54:11 64:7, 16, 21 65:7, 20 70:3 71:11, 16, 18 72:5, 13, 18, 19 73:2, 3, 7, 10, 14, 17, 21 74:1 75:9 77:2, 8, 9 78:15 79:7 82:9, 14, 16 83:4, 18 85:15 91:5 93:14, 21 95:5, 9 99:12, 19, 21 100:5, 10

103:5, 8, 10 104:13, 15, 16, 19, 20 105:10 106:*1*, *21* 107:12, 14 111:11, 12 114:9 presidents 72:1 president's 87:19 **pressure** 10:18 12:15 **pretty** 5:17 12:15 28:16 30:9, 10 34:21 37:20 52:9 53:6 previously 68:10 75:1 **primary** 18:*1* **printed** 93:19 **prior** 98:14 priorities 61:21 prioritizing 39:7 probably 10:1 26:17 27:18 35:6 40:12, 15 42:7 53:5 63:17 **problem** 13:12 22:6, 18 41:8 42:15 44:11 48:1, 4 56:4 84:2 112:20 **problems** 23:*14* 24:3 25:5, 20 36:9, 10, 13 47:20 Proceed 72:3 **produce** 53:14 professional 34:9 professionalism 60:16 **profound** 69:*12* **program** 19:*13* 30:14 31:3, 11 32:3 52:4 79:15, 16, 19

programs 30:16, 19 **project** 85:16, 20 **promote** 53:13 61:16, 17 promotion 80:5 **prompts** 63:14 **proper** 25:18 **proposal** 111:10 proposed 99:4 protection 26:3 **proud** 13:9 60:20 61:5, 6, 7, 8 113:7, 9 **provide** 105:17 provided 97:5 providing 74:18 proxies 11:2 proxy 65:12, 13 66:3, 5 **PRP** 104:6 107:11 **PRPEC** 82:10 107:14 110:1, 5, 9, 16 111:1, 6 **PRPNC** 75:10 77:3 93:13, 16 94:8 98:7 99:3, 11 100:15, 18 101:19 102:8, 17 **PRPSC** 77:10 78:9, 12 **PRPSE** 66:10, 14 67:4 78:16 82:16 106:9, 13 **public** 40:2 54:3, 4 82:1, 4 publicly 26:2 **pull** 44:18 **pulled** 93:18 111:18 **pump** 46:4 47:6, 10, 13 **pumps** 47:7, 8 **purposes** 86:10 **push** 23:1 49:3 **pushed** 46:9

101:20 102:9

pushes 33:21

put 3:1 14:19 15:19 17:7 39:18, 19 54:5, 9 62:14 77:21 108:10 puts 10:18 putting 61:4 96:21 98:13
<q>QRMC 25:21 26:4 27:8 quadrennial 25:9, 13 quality 23:11 50:12 54:20 quarterdeck</q>
quarters 27:20 28:3 question 25:8 29:9 38:9, 10 50:10 52:5 57:19 61:15 66:20 92:4 96:6 102:3 103:1, 6, 13 questions 6:4 9:9 26:5, 8 27:8 52:21 57:18 63:19 92:15 103:3 106:14 quick 112:11 quicker 31:15 quickly 56:6 102:7 quit 18:10 quite 23:2
quite 23:2 24:10 43:1 <r> rack 29:7 45:6 racks 41:15 raffles 85:5 raiser 20:11 Randy 60:1, 10 rank 3:21 4:4 ranking 17:14,</r>

```
17
ratification 84:7
ratified 91:21
ratify 91:13
93:1, 7 95:11
ratifying 84:13
95:20
rating 36:6
ratings 108:6
rattle 95:10
reach 61:15
read 52:7
77:12 78:8, 9,
11 84:7 90:21
91:1 95:6, 13
98:12 104:1
107:17 109:9
110:5, 9 111:16
reading 84:11
91:14 110:1
Ready 3:14
15:17 17:9
44:14 52:15, 18
54:7 65:5, 6
77:19 78:3
104:8 107:5
real 27:17
112:11
reality 78:4
realize 91:6
really 13:1
15:9 25:15, 17
27:17 38:7, 10
41:21 43:13
45:11 49:5
50:21 53:11
54:5 55:6 56:9
111:16 112:7
reason 7:10
107:3, 20
recall 50:9
receive 76:12
96:1
received 66:1, 2
69:7, 17 70:1,
11, 17 71:9, 14,
19 72:7 73:5,
12, 19 74:4, 5,
10, 15 76:4
77:6 78:5, 18
```

```
79:4 81:5, 20
82:6, 12 83:1, 7
95:21 106:6, 11
111:14 113:12
reception 72:20
recess 49:14
64:10, 12 99:21
100:2 114:13
recipient 79:3
recognition 80:4
recognize 18:18
recognized
79:14
recognizing
105:18
recommend
80:2
recommendation
75:16
recommendation
s 68:9 74:21
105:5 113:20
recommended
80:21
record 68:16
77:6 106:12
recruit 48:6
recruiters 48:7,
recruiting
23:15, 19 24:2
40:19, 20, 21
79:18 80:9
Red 10:4
refer 75:14
reference 38:11
referred 93:4
94:4
refers 75:2
refired 50:14
reflection 23:12
regarding 97:9
Regents 49:19
region 52:21
105:8
regional 54:11
71:11, 15, 21
72:5, 17 73:1, 3,
```

8, 9, 14 78:14 79:11 82:8, 14 88:1 104:15, 16, 19 107:14 111:11, 12 registered 65:12, 13, 14, 16, 17, 21 66:15, 16, 17, 19 67:8, 9, 12, 14, 15 regular 45:7 rehabilitation 78:14 **REID** 69:19 70:7, 14 71:2 84:10 91:1 92:2, 8 96:16 **relations** 82:1, 4 relationship 63:4 **relief** 3:4 56:1 remarks 68:17, 18 74:17 96:15 remember 6:17 17:13, 15 19:10 28:20 34:8 38:12 107:18 108:7 111:18 remembered 47:4 remembers 41:9 **remind** 48:17 reminding 48:10 remove 67:13 render 68:20 74:14 97:21 **Reno** 109:7 **repeat** 75:18 **report** 65:4, 8 67:18 68:2, 18 69:6, 10, 17, 20 70:1, 8, 11, 12, 14, 16 71:4, 8, 13, 18 72:6, 20 73:4, 11, 18 74:2, 9 75:12, 15 76:4, 10 77:4, 5, 6, 11

74:1 75:9 77:1,

78:5, 16, 17, 21 81:4, 6, 8, 18, 21 82:5, 11 83:6 94:21 96:2 97:21 98:4, 5 99:1 100:14 104:9 106:6, 19 107:17 108:2, 3, reports 68:7, 9, 11, 16, 19, 20 69:4 74:14, 18, 21 75:5 93:11 108:*1* represent 61:7 69:13 Representative 50:10 represented 65:10, 11 **Republic** 20:*17* **request** 65:21 72:19 74:3 77:12 90:17 91:7 requested 89:2 require 23:8 69:8 required 27:19 43:7 requirement 40:18, 20 41:2, 4 42:2 requirements 42:5 **rescind** 92:14 rescinded 84:19 89:4 rescinding 92:5 Reserve 1:6 57:4, 6, 14, 20 58:4, 10 59:9, 12 61:17 62:12 80:18, 19 113:8 reserved 113:6 reserves 57:12 reserving 112:2*1* reservists 57:7,

7, 10, 13, 17, 20

9
reset 13:3
resistance 37:9,
10, 12
Resolution
90:21 95:14
resolutions
90:11, 12, 19
92:17 93:20
94:3, 13, 18, 21
95:12 96:17
resource 34:15
resources 37:7
88:2
Respect 72:11
response 65:20
rest 76:12
resting 34:4
restrict 10:15
restricted 30:15
restricts 10:15
result 80:11
results 25:10
retention 23:15,
20 24:2 79:6
80:2
retentions 81:2
retired 4:15
25:2 39:16
57:5
retirement
23:11
return 105:14
returns 83:9
review 25:9, 13
26:6 41:10
42:20 81:12, 18
86:14, 16 89:17,
19, 21 90:2, 12
93:1, 6, 8, 9
95:14, 21 97:6
99:6 100:16
101:13
reviewed 94:16
95:15
revocation
86:19 88:11
revoke 88:8
rewarded 17:11

2024
rewarding
15:15, 18 18:13,
16
RFP 104:18
105:7
Richard 86:2
Richards 51:5
RICHMOND
66:10, 14 67:4
78:15, 16 106:9,
13
rid 42:5 60:11
108:8
ride 33:4 49:13
right 3:6 5:16
14: <i>13</i> 16: <i>4</i> , 9,
20 17:8 19:10,
12 24:3 25:1,6
27:8 29:15
36:14 41:12
43:21 44:9
49:4 54:21
56:4 65:3 67:3,
4, 16 73:15 76:16 79:12
/6:10 /9:12
82:20 83:2
96:5 98: <i>16</i> 102:2 <i>1</i> 103: <i>12</i>
107:10 110:6,
18 111:7
113:15
risk 10:13
Rizzo 71:12, 13
road 51:6
Roanoke 110:21
ROBBINS 2:3,
6 70:2, 5, 18, 21
71:7 76:9, 19
Robby 71:5
Robert 52:20
82:2
rocks 10:8
roll 66:7, 8
rolls 48:21
Ron 82:9
room 5:10, 12
17:13 18:18
28:12, 14 30:2
54:2 60:19

61:1 64:3 69:3

105:*18* 107:*2*, *3*, 7 109:14 **rostrum** 3:18 **round** 18:5 routine 99:*14* routines 19:5 **RPEC** 71:*17* **RPNC** 72:19 **RPNENE** 71:13 **RPNW** 74:1, 5 **RPSC** 73:3 90:20 **RPSE** 72:4 **RPSW** 73:10 **RPWC** 73:16 **ruled** 86:5 rules 26:3 85:5 **Russell** 111:21 < S > **S.C** 113:3 **S/M** 39:14 40:9 52:20 65:6 67:7, 11 81:11, 14 113:17 **safe** 12:4 **safer** 14:6 **sailor** 26:21 28:21 29:5, 9, 10 **sailors** 9:13 12:1, 14 13:6 14:13 18:10 19:19 28:10 31:1, 15 35:3 39:20 42:16, 17 45:13 57:20 60:17 63:4 **sake** 3:10 **salary** 85:11 **salute** 2:16 114:12 saluting 2:15 **San** 31:6 34:17 110:17 **Santa** 80:15 sat 9:6 50:14

17 33:15 satisfiers 23:17 saves 27:4 **saving** 102:1 saw 15:5 18:19 79:17 saying 15:7 18:17 22:3 37:19 82:18 99:2 says 17:4 21:18 91:20 95:14 101:10 104:2 schedule 3:6 98:10 scheduled 69:2 scheme 44:21 45:7 47:11 schoolhouses 34:19 **schools** 35:16 sciences 36:5 51:18 scrapbook 96:21 screens 47:3 **script** 3:4 73:9 Sea 10:4 44:6, 9, 16 53:12 58:21 63:11 search 44:9 **seat** 83:9 Seattle 55:1 95:5 101:3 104:6 **SecDef** 33:11 Second 1:9 27:1 65:4 66:9, 10, 11 67:20 69:8 75:15 76:5, 6 92:18, 19 94:9 95:6 106:10 108:7. 15, 18 109:1, 4, 7, 19 110:2, 12, *16* 111:*1*, 7 113:16, 18 seconded 67:21

seconds 12:7 27:2 53:19 101:4 **secret** 62:10 secretaries 88:1 Secretary 24:5 33:9 34:5 52:16 **Section** 68:8. 10 69:11 73:18 74:20 75:2 80:1 81:19 see 6:14 21:11 52:9, 12 61:18 80:10 **seeing** 44:20 54:15 seen 10:1 22:4 41:10 57:3 selected 8:17 **self** 69:20 **sell** 107:9 **seltzer** 16:3, 4 send 46:12 **sending** 43:12 92:10 95:18 senior 4:6 8:15 34:1, 3 39:16 43:2, 9 sense 93:12 sensible 28:9 sent 60:14 76:1 80:20 94:14, 16, 17 95:16 **separate** 91:*13* separation 28:10 44:21 September 4:11 76:2 105:14 serve 4:8 23:13 52:14 106:*1* served 14:7 service 5:21 26:10 27:19, 20 28:13, 15 32:11,

satisfied 25:16,

19 40:3, 18

78:20 79:1

92.9 107.16
82:8 107:16
111:8
services 32:10,
15 40:6 50:11
53:12 54:18
55:17 58:21
82:11
serving 26:16
60.16
69: <i>16</i>
Session 1:9
72:10
set 10:11
40:21 41:2
45:7 62:8, 11
107:4
sets 40:19
108:11
setting 61:2
seven 13:7
31:12 65:19
76: <i>15</i>
shape 61:4
share 13: <i>15</i>
14:16 26:2
40:11, 16 61:8,
11
Sha'ron 109: <i>15</i>
111: <i>12</i> , <i>13</i>
Shateen 112: <i>1</i>
sheet 51:2, 3
98: <i>10</i> 99: <i>3</i>
100:16
sheets 98:9
shift 30:5 46:5
ship 28:2, 5, 12,
15, 18 29:3
30:3, 6 42:2
44:10 45:7, 13,
<i>16</i> 47: <i>15</i> , <i>18</i>
50:16
Shipmate 2:2, <i>3</i> ,
5, 10, 12, 17
3:13 64:4, 6, 8,
13, 16, 18, 20
65:5, 7, 20
69: <i>18</i> 70: <i>2</i> , <i>4</i>
71:5, 6, 17 72:4,
13, 14 73:16
74:6 75:4, 10
78:6, 7, 20 79:5

)24
81:9 82:13 83:2, 3, 17 91:3, 4, 9, 19 93:3, 13, 15, 16, 21 94:1, 7 95:3, 4, 6, 8 96:4, 14, 16 98:3, 7 99:11, 16, 18, 20 100:3, 5, 7, 9, 13 101:8, 19 102:8 103:4, 19, 20 104:5, 17 105:17, 21 106:8, 15, 17, 20, 21 107:1, 11, 13 109:10 112:10
114:6, 8
Shipmates 2:15
27:4 54:16
55:4 64:14
65:3 67:16
69:6, 10, 13
70:7, 14 71:2,
<i>13</i> 72:9 81: <i>12</i> ,
15 92:16 94:12
97:17 99:15
100:4, 15
101:14 102:19
105:6, 11
112: <i>12</i> shipping 12: <i>14</i>
shipping 12.14
ships 8:6 11:9 39:17 41:3, 14,
16, 20 42:10, 19,
21 43:1, 3, 4
48:4
ship's 45:17
46:19
shipyard 28:19
29:2
shit 5:8 20:17
shit 5:8 20:17 22:7 50:20
60:11
shoot 12:10
shore 25:1
30:16
shoring 23: <i>19</i>
short 79:9, 12

97:21 99:13

106:20

shortly 94: <i>19</i> 95: <i>17</i>
show 53:5
showing 112:8
alass4 11.2
side 14:10
20:4 30:20
57:2, 8 58:17
104:20
Sierra 83:6
109:6
sign 68:3 96:9
102:17 103:15
114:1
signed 66:4 102:6 109:15
102:0 109:13
signs 41: <i>13</i> silence 4: <i>1</i>
silent 3:1
simplify 43:15
simply 23:2
24: <i>10</i> 102: <i>12</i>
Singapore
44:15, 19
single 14.6
Sinise 85:16, 19
sir 5:18 15:10
38:11, 20 55:5
58:14 59:4
100:5
sit 17: <i>14</i>
site 13:12
103:2
sits 26:19
sitting 11: <i>17</i> 15:2 <i>1</i> 17: <i>3</i>
15:21 17:3
55:21 60:9 situation 30:8
49: <i>11</i> 92:8
situations 15:4
47:2 <i>1</i>
six 39:17
65:19 94:3
sixth 24:6, 8
size 77:18
79:12
skewed 105:19
skills 36:7 58:2
skipped 81:6

```
slap 16:12
slash 108:10
sleep 29:3, 4,
10, 14, 20 30:3,
sleeping 29:1, 5,
slept 29:6
50:17
slow 41:20
slowly 12:13
smart 14:21
smarter 21:20
35:3
Smith 73:2, 3, 4
90:20
smokes 26:20
smoking 7:8
Snoop 7:1
social 39:9
soda 16:7, 9, 11
solve 36:9
48:1, 4
solved 56:17
102:15
som 18:21
somebody
21:18 26:13
33:20 35:12, 14
38:16 46:18
109:9 110:2
somebody's
19:16 33:13
36:6
someplace 7:19,
21
son 4:14
song 99:13
soon 13:2
75:17, 18
sorry 39:15
70:7 73:8 76:8,
17 101:1
sort 32:1 43:10
sound 55:1
South 73:2, 3
77:8, 15, 17
Southeast 39:1
72:5 78:15
82:14
```

```
southwest 10:6
73:11 105:8
space 22:2
97:14
speak 5:6
58:16 60:5
62:21 70:6
72:11 102:20
SPEAKER
2:18 38:10, 19,
21 39:4 49:7,
10 57:1 58:8.
13, 15 59:15
67:10.19 81:13
92:4, 19 93:21
94:2, 12 95:13
96:12 99:8
103:20 106:21
109:21 110:4,
15, 21 111:5
SPEAKERS
110:8
speaking 5:5
special 74:13
105:9
specific 95:7
specifically
10:19
spend 22:1
24:20
spent 7:18
28:4 44:15
split 27:1
46:20 47:2
Spokane
108:17 109:20
110:7
spoke 62:20
spokesperson
4:8
spot 33:16
spouse 24:11, 13
Springfield
98:12 100:21
101:1 103:14
stabilization
55:16
staff 22:17, 19,
20 24:21 106:4
```

Becond Business Bession
stages 36:17
stages 50.17
stand 64:10
71:21 82:17
83:11 99:21
114:13
standers 44:2,
3 45:9, 12
standing 34:11
74: <i>13</i> 87: <i>18</i>
star 8:11
Starbucks 26:18
start 15:15
18: <i>13</i> , <i>16</i> , <i>20</i>
19:7 37: <i>19</i>
38:8 44:8 46:4
47:6 51:4
55:17, 19 57:17
63:18 89:2
105: <i>1</i>
started 6:14
18:20 45:11
47:2 112:13, 15,
20
starter 49: <i>14</i>
state 85:5
110:15
statement 38:11
States 4:7, 18
10:19, 20 14:8
19:9 26:15
28:1
station 54:14
109:7
stay 13:21
14:1 27:19
48:19
staying 9:2
13: <i>12</i>
steer 44:9
steering 45:10
47:6, 7, 8, 9, 13
step 35:1
Steve 112:3
sticker 16:12
sticks 10:9
53:11
stood 31:21
44:6
· · · · ·

ston 16:1 17:6
stop 46:4 47:6
60:4 69:1
98: <i>16</i>
stopped 47:7, 8
stories 61:9
63:11
story 13:15
story 13: <i>15</i> 14: <i>13</i> 30: <i>7</i>
48:10 49:6
stragglers
64: <i>17</i> 100: <i>6</i>
straight 50:19
straits 10:5, 13
street 59:13
strength 65:17,
<i>18</i> 66: <i>16</i> 67: <i>5</i>
strings 111: <i>18</i> strong 14: <i>20</i>
strong 14:20
stronger 19:19
21:3, 18
strongly 28:17
30:9, 10
stuck 8:12 33:2
student 75:21
students 36:3,
15, 19 37:2
study 85:4
study 83.4 stuff 13:14
10.20 10.15
18:20 19: <i>15</i>
20:14 22:9, 11
30:17, 20 33:8
41:21 42:3, 6, 8
45:10 46:2
52:2 58:5
stumbling
38:14, 19
style 39:6
subcommittee
83:18
subject 17:19
18:10
submit 68:15
submitted 66:7
68:10, 12 75:1,
68:10, 12 75:1, 6 81:19 105:2
106:7
success 61:2
suicide 28:21
summarizing
2

68:17 74:18 summary 77:6 supplement 68:19 supplemental 74:19
support 85: <i>16</i> 106: <i>5</i>
supported 37:8 supposed 44:12 47:5 60:8 101:12
sure 15:1 16:10 21:16, 19 25:1 29:6 30:20 35:2 57:11 76:20
80:21 97:1, 5 107:5 surrender 85:8
86:12 87:7 88:5, 17 89:6, 15
survive 24: <i>16</i> suspend 67: <i>1</i> suspended 66: <i>5</i>
sustain 23:9 swagger 39:5 48:13
swap 63:11 swelling 49:1 system 27:3 33:11 56:8, 15
<t> Tab 65:10 69:7, 20 70:10</t>
71:8 74:2 75:13 77:5, 11 78:17 79:1 82:5, 12 83:6
table 16:1 60:9 62:11 98:8 take 2:21 4:2
9:18 16:19 22:12, 18, 21 30:4, 21 31:15
34:14 45:6

```
54:3 55:13
56:16 66:15
69:14 93:9
97:15 99:6
taken 25:3
32:4 84:8 91:8
111:16
takers 97:16
takes 31:12
37:8
Talbot 77:9, 10
78:9, 12
talk 17:6 18:1,
7 54:16 55:4
62:14 69:21
talked 18:8
50:14 81:2
talking 14:18
16:1 19:2 39:6
56:1, 2 60:12
teach 113:1
team 10:20
21:11 48:15
54:3 106:3
technically
81:17
teleprompter
58:17
tell 5:7 6:3
8:19 17:21
18:2, 3, 4 20:16
28:5 52:13
54:8 102:12
telling 7:1
33:18 48:10
56:7
ten 53:5 64:10
86:5 98:9
tentative 98:10
term 55:7
69:14
test 17:7 50:8
Texas 4:13
thank 2:9, 14
4:2 5:1, 3, 14,
18 21:14 38:1
39:13 40:7
52:18 58:8, 14
61:2, 3, 11, 12
64:8 65:1 68:5
```

69: <i>5</i> , <i>16</i> 71: <i>5</i>
72.9 72.1 6
72:8 73:1, 6 74:11 76:17
74:11 /0:1/ 79:6 12 70:5
78:6, <i>13</i> 79:5,
10 81:4, 21
82:7, 13 83:1, 8
94:19 97:8
99:20 100:11
101:2, 5 105:21
106:3, 8, 18
107:10 110:16
112:8, 10
113:12, 19
114:10
thanks 38:6
50:6 56:21
theater 13:8
thing 3:9 6:20
7:2 13:16
29: <i>13</i> 31: <i>5</i>
37:8, <i>19</i> 40: <i>15</i>
47:5 49: <i>16</i> , <i>17</i>
50:1, 2 59:10
63:13 112:11,
13
things 10:7
12:1, 18 13:20
15:6 17:6 18:2,
5, 9, 15, 19 19:3
22:5, 21 23:1,
18 25:8 27:5
30:21 32:4
33:14 39:7, 9
41:6 42:7
43:15 44:8, 17
46:5, 6 47:17
49:10, 12 51:14,
16, 18, 20, 21
53:7, 10 54:15
61:18 63:2
78:7
think 5:9, 12
6:20 11:6 12:9,
12 13:1 15:8
18:9, 17 22:17
25:18 26:8
27:7 29:8, 17
31:1 37:10
41:1 44:5
11.1 77.5

46:11, 14 49:13

45:14 48:3

50.10 56.16
52:10 56:16
59:3, 10 63:2, 3
69:20 80:3
84: <i>4</i> 87: <i>14</i>
92:8 107:20
108:9 110:6
thinking 13:11
44:8
third 72:6 108:7, 16, 18
109:2, 4, 7, 19
110:3, 9, 12, 17
111:3, 7
thought 9:3, 11,
15, 20 22:11, 15
36:11 40:1
60:8 67:8
78: <i>10</i> 109: <i>1</i>
thoughts 9:2
36:8 49:20
50:21
threat 11:12
12:3, 5 27:3
threats 12:8, 19
13:3
three 65:19
90: <i>14</i>
three-day 89: <i>3</i>
ticket 84:5
tickets 83:20
107:8
tied 36:7
tight 3:6
time 3:14 5:16
6:2, 6 7:16 9:7
12:16, 20 13:8
17:20 19: <i>1</i>
22:1, 2, 7, 8
24:20 37:11, 16 43:9 44:20
43:9 44:20
56:6 61: <i>12</i> , <i>19</i>
65:3, 8 71:3
77:16 84:14
94:6 97:7 98:4
101:12 104:8,
10 105:3, 4
106:2 111:9
timeframe 98:6
timekannan 2.12
timekeeper 3:12
timeline 102: <i>1</i>

24
times 7:12 12:18 24:1 tipping 68:2 tirelessly 83:14
today 3:4 6:3 7:4, 5 14:15 15:18 23:17, 18 24:7 38:17 59:1, 5, 7 60:17 61:1, 9, 12 63:5,
61:1, 9, 12 63:5, 12, 14 today's 24:15, 16
told 45:4 51:2 83:15, 18 108:8 tolerable 16:5 Tom 49:9 50:6
111:11, 13 112:14 113:3 tomorrow 76:14 114:13
tonight 107:3 top 5:21 16:8, 16 topside 44:6
tour 8:13 97:11 tower 21:11 tracking 31:17
traded 10:16 tradition 5:21 traffic 11:20 44:21 45:11
47:10, 11 training 36:8 57:7 trains 35:14
transformation 31:19 32:2, 14 33:7 57:14 transit 10:4
treatment 32:16 55:11 tremendous 6:1 trepidation 52:12
tribe 10:6 TRICARE

understanding 14:3 26:6 59:8
102: <i>10</i> uniform 2: <i>7</i> 17: <i>5</i>
unintelligible 107:1
unique 3:20 4:4 107:21 unit 58:4
United 4:6, 18 10:19 14:7 19:9 26:15 28:1
units 57:21 universities 36:2
unstabilized 33:10
UPBTS 4:5 update 46:9, 11, 14
updated 46:8, 18
updates 46:10 urinalysis 19:13 20:12
Ursula 112:6 use 12:5 27:3 40:5 46:16
53:15 62:5 72:15 86:4, 9 87:10, 13 88:14, 20 90:5, 8 USS 109:4
Usually 37:19 38:3
<v> Valley 109:2, 11 value 15:2 values 21:21</v>
22:15 VAVS 108:1, 5, 8, 11 veteran 15:1
92.11 107.16

VFW 63:8
VHA 38:11, 12
viability 23:5
vibrate 3:1
viability 23:5 vibrate 3:1 Vice 69:9 79:6
90:2 <i>1</i>
90:21 vices 79:11
video 15:10
videos 54:5
Virginia 34:17
vision 40:18
voluntary 88:5,
<i>17</i> 89: <i>15</i>
volunteer 23:3,
6, 7, 21
vote 65:19
77:15 99:1, 2
77: <i>15</i> 99: <i>1</i> , 2 102: <i>11</i> 113:2 <i>1</i>
voted 67: <i>1</i>
100:20
Votes 65:11, 12
17 66:17 67:3,
7, 8, 9, 12, 14
91:8
voting 65:16,
18 66:16 67:5
94:17 96:7
VSO 108:2, 3,
<i>13</i> 109: <i>17</i>
112: <i>12</i> VSOs 112: <i>14</i>
VSOs 112: <i>14</i>
113:9, 10
< W >
W-9 75:21
wake 21:9
walk 5:1 13:19

W-9 75:21 wake 21:9 walk 5:1 13:19 17:5 25:7 want 15:12, 14 19:11, 13, 17, 18 20:1, 2, 3, 5, 15 21:8, 12, 15, 19 26:21 33:1 36:9, 11 39:1, 4, 13 40:16 46:4, 5 48:2, 11, 14, 15 54:9 55:7, 10 59:17 62:11 69:11 79:9 81:10 83:12

38:14

113:10

111:8

Veterans 82:8

Second Business Session
102:20 104:3
112:11
wanted 13:15
14: <i>16</i> 16: <i>5</i>
46:20 76:20
78: <i>10</i> 102: <i>18</i>
wanting 36:6
wants 19:14
46:10 69:21
war 17:9 43:10
warfare 10:8
39:7 43:11
51:20
warfighter 17:3,
4 20:14
warfighters
9: <i>13</i> 14: <i>15</i> , <i>20</i>
15:12, 17, 20
36:12 60:19
warfighting
42: <i>1</i>
warm 4:17
6:10
wars 39:10
warship 14:8
Washington
29:1, 2
watch 20:6, 7
44:1, 3 45:7, 9,
12 46:21
watches 44:6
water 16:3, 4, 7,
9, 12
waterway 10:15
waterways 11:4
wave 16:8 way 7:11 8:20
way 7:11 8:20
10:13 13:13
15: <i>5</i> , <i>16</i> , <i>18</i>
17:11 18:9
19·15 21·15 16
22:13 24:14, 18
22:13 24:14, 18 25:21 31:2
39:6 47:4 51:8,
10 60:14 61:5,
18 62:6 63:17
76:2 101:20
ways 25:20
52:11 81:2
32.11 01.2

)24
weapon 12: <i>4</i> 27:2
weapons 11:11,
website 88:3
Wednesday
104: <i>12</i>
week 33:9
weekly 58:5 weigh 101:6
weird 97:20
Welch 60: <i>1</i> welcome 4: <i>17</i>
21: <i>15</i> 58: <i>13</i>
welfare 78:14
86: <i>1</i>
well 2:8, 14
6:5 11:5 27:21
28: <i>3</i> 29: <i>5</i> , <i>8</i> 33: <i>7</i> 36: <i>14</i>
33:7 36:14
37:7 46:18
49:8 50:9
56:14 65:1
71:15 72:8
73:6, 13, 20
74:6, 11 77:7 78:19 82:7
84: <i>1</i> 113: <i>12</i>
went 11:5 43:6
went 11:5 43:6 47:1 50:20
57:4 62:6 76:2
We're 3:6, 14
We're 3:6, 14 15:18 19:6
20:21 21:2, 3,
17, 18, 19 22:20, 21 23:14 25:9
27:8 30:20
31:1 33:7, 16
35:2, 11 36:6,
20 37:14, 16, 17
38:17 39:8, 9
42:9 43:12
48:3, 5, 8, 20
49:5 50:8
51: <i>15</i> 52: <i>3</i>
56:11 61:15 77:19 84:2
92:5 101:12
,

West 65:21
73:7, 14, 17
western 42:14
we've 3:8 10:2
18:9, <i>21</i> 19:2
20:20 24:1, 2
27:16 31:3 25:21 36:0 10
33.21 30.9, 10,
14, 17 41:7, 14,
18 42:4 48:5, 6, 17 49:2, 3 54:4
79: <i>11</i> 101: <i>7</i> 106: <i>18</i> 113: <i>9</i>
whichever
52: <i>15</i>
Whidbey
110:12
whoa 75:6, 7
wife 6:10, 18
7:3, 17 33:2
William 112: <i>1</i>
willing 9:17
61:16
win 15:3 21:1,
6 31:10 39:10
winner 75:20 winners 75:18 winning 48:15
winning 18:15
woman 26:16
woman 20.16 women 48:12
52:14 63:12
won 108:6
word 31:20
62:9 84:3
words 7:7
92:12
work 26:1 27:10, 11 28:10
27:10, 11 28:10
35:19 38:18
43:7 57:4
60:20 63:19
83: <i>16</i> 96: <i>4</i> 112: <i>17</i> , <i>18</i>
worked 57:5
83: <i>14</i>
working 22:4
24:21 30:4, 5
44:16, 17 71:3
workland 12:0

```
43:14, 16
worksheet 65:9
workweek 89:3
world 10:17
11:20 14:4, 6
15:5 22:4
34:20
worry 5:9
worthwhile
59:10
write 16:13
writing 68:12
110:2, 6
written 70:15
101:20
wrong 17:11
18:14 26:5, 8
41:16, 18
110:10
wrote 80:3
< X >
XO 45:4
```

< Y > **yeah** 16:14, 18 20:8 37:3 38:15 46:11 50:18 56:10 98:2 109:10 110:*1* year 8:9 25:11 28:18 30:9, 11 31:13 36:19 56:14 58:18 72:1 76:3 77:17 79:11 80:15 96:5 98:5, 21 101:7, 16 103:14 107:19 108:8 111:9, 18 112:12, 14 113:2 **years** 5:20 7:18 8:1 10:7 17:16 19:1, 2 22:6 28:4, 20 30:16 31:12 34:11, 14 36:18

49:17 50:19 56:11, 12, 16 57:15 58:18 83:15, 16 92:13 98:20 101:12 year's 54:6 98:11 113:5 **Yemen** 10:6 yesterday 3:7 65:14 83:12 **Yorktown** 109:*1* **young** 17:15 26:15 48:12 59:16 63:12 **younger** 63:5, 6 Youth 82:13, 17

<Z> zero 67:15 80:8 zeros 85:12

107:8

workload 42:9