Naval Reserve Association

NEWS

April 2005 Volume 52, No. 4

2005 Spring Conference Agenda

Special Feature:

An Interview with The Honorable Duncan Hunter Chairman, House Armed Services Committee

The Association Voice of the Naval Reserve

Buckle up.
Look both ways.
Wear your helmet.
Sound familiar?

You probably repeat the same tried and true adages every day to help keep your family safe. You know you can take care of the smaller matters, but what about life's bigger issues? Because you can't always be there, you may need help protecting the ones you love.

That's why NRA offers a number of top-quality insurance plans that help protect you and your family with life and health insurance. And the affordable group rates make it easier to get the protection your family deserves.

Choose from these valuable plans:

- Term Life Insurance
- High-Limit Accident Plan
- TRICARE Supplement
- Cancer Expense Insurance Plan
- Dental Discount Plan
- Catastrophe Major Medical Plan
- Short Term Recovery
- Long Term Care

Help protect your family—NRA-endorsed Insurance Plans.

For a FREE information kit* on any of NRA's Endorsed Insurance Plans, please call TOLL-FREE

1-800-375-1657.

Hearing- or voice-impaired members may call the Relay Line at 1-800-855-2881.

Coverage may vary or be unavailable in some states.
* Including features, costs, eligibility, renewability, limitations, and exclusions.

Policies have exclusions and limitations that may affect any benefits payable.

The TRICARE Supplement and Short Term Recovery Plan are underwritten by Hartford Life Insurance Company. The Term Life Plan is underwritten by Unum Life Insurance Company of America. The Catastrophe Major Medical and Dental Plans are underwritten by The United States Life Insurance Company in the City of New York. The Cancer Expense Plan is underwritten by **Monumental Life Insurance Company, Baltimore, MD.** The High-Limit Accident Plan is underwritten by New York Life Insurance Company, 51 Madison Ave., New York, NY 10010.

Endorsed by:

Administered by:
MARSH
Affinity Group Services
a service of Seabury & Smith

Form #
25334
123462

VISION OF THE NAVAL RESERVE ASSOCIATION

The Premier Professional Organization for Naval Reservists,
Committed to Supporting a Strong Navy and National Defense,
While Providing Outstanding Service to Its Members.

Contents

NRA NEWS April 2005, Volume 52, No. 4

FEATURES

13 INTERVIEW WITH CHAIRMAN, HOUSE ARMED SERVICES COMMITTEE

"From ships to aircraft, the Navy has many modernization needs; and we are working to meet them. On the personnel side, our people will be taken care of – but we must find more money for modernization." — **Congressman Duncan Hunter**

24 NRA SPRING CONFERENCE – KANSAS CITY, MO

"Kansas City is just like the food it's famous for: spicy, sizzling, casual, and friendly. Join us and let the "Show Me" state's number one city show you a good time." — **Mr. Bob Lyman, CFO**

DEPARTMENTS

4 From the Editor
6 President's Message
7 Legislative Update
8 Retirees' Corner
10 Professional Development
11 Junior Officer Country
22 Public Affairs
23 District News Briefs
26 Health Affairs
27 Info That You Can Use
29 Letters
30 Reservists in Action

OTHERS

5 Corporate Associates Program
12 News Notes
17 Redesign of the Naval Reserve – ZBR
20 Naval Reserve FY-06 Promotion Inequity for URL CAPTs & CDRs

ON THE COVER

The Honorable Duncan Hunter, Congressman, Chairman of House Armed Services Committee.

Naval Reserve Association NEWS (ISSN 0162-2129), authorized under PSM, Section 132.22, published monthly by the Naval Reserve Association, is a magazine devoted to the professional interests of the Officers of the United States Naval Reserve Association. Editorial and Executive Offices, 1619 King Street, Alexandria, VA 22314. Telephone (703) 548-5800. Periodicals postage paid at Alexandria, VA, and other mailing offices. Articles and letters appearing the Naval Reserve Association News do not necessarily reflect the opinions of the Executive Committee of the Naval Reserve Association or the Editor, nor are they necessarily to be interpreted as official policy of the United States Navy or Naval Reserve Association. Rates: The Naval Reserve Association News subscription is covered by membership in the Naval Reserve Association. Membership is open to all commissioned or warrant officers who are serving or have served honorably as members of the U.S. Armed Forces. Subscription price is $7.50 domestic. Single copy: 75 cents. Eligible non-members are not entitled to subscription rates. Photos or articles may be reproduced, providing credit is given to the Naval Reserve Association News. Postmaster: Send change of address to the Naval Reserve Association, 1619 King Street, Alexandria, VA 22314. Printed in USA.

ASSOCIATION OFFICERS AND COMMITTEE CHAIRS

NATIONAL OFFICERS
NATIONAL PRESIDENT
CAPT John Eric Lindell, USNR (Ret)
E-mail: johnl@portarthur.com

NATIONAL EXECUTIVE VP
RADM William J. Lynch, MC, USNR
E-mail: radmwjl@comcast.net

NATIONAL VP-SURFACE RESERVE PROGRAMS
CAPT Thaddeus A. Peake III, USNR
E-mail: dpeake@peakeeng.com

NATIONAL VP-AIR RESERVE PROGRAMS
CDR Bryan D. Quigley, USNR
E-mail: Bryanquigley@comcast.net

NATIONAL VP-BUDGET & FINANCE
CAPT Haig Bodour, SC, USNR (Ret)
E-mail: hbodour@newmexico.com

NATIONAL VP-LEGISLATION & EDUCATION
CDR James M. Gerlach, USNR
E-mail: jim.gerlach@verizon.net

NATIONAL VP-MEMBERSHIP
LCDR Lawrence M. Miller, MSC, USNR
E-mail: millernavy@verizon.net

NATIONAL VP-MEMBER SERVICES
LCDR Gail W. Holzworth, NC, USNR (Ret)
E-mail: Misslorton@aol.com

NATIONAL VP-PROFESSIONAL DEVELOPMENT
CAPT G. Mark Hardy III, USNR
E-mail: gmhardy@usnr.org

NATIONAL VP-ACTIVE DUTY PROGRAMS
CDR Edward J. Nava, USNR
E-mail: ejnava@lanl.gov

NATIONAL VP-PUBLIC RELATIONS
LCDR Eddie Oestreicher, MSC, USNR
E-mail: EGPO1@msn.com

NATIONAL VP-LEGAL AFFAIRS
LT Marc J. Soss, SC, USNR
E-mail: SMSOSS@aol.com

NATIONAL VP-HEALTH PROGRAMS
RADM Peter L. Andrus, MC, USNR
E-mail: captpla@aol.com

NATIONAL VP-RETIRED PERSONNEL
CDR Sharon K. Kleinschmidt, USNR (Ret)
Tel: 619-429-4504

NATIONAL VP-JUNIOR OFFICERS
LCDR Phan Phan, USNR
E-mail: phan_p@hq.cnrf.navy.mil

NATIONAL TREASURER
CAPT W. Stuart Colby, USNR (Ret)
E-mail: glendalefingrp@aol.com

NATIONAL CHAPLAIN
CAPT Horace A. Hamm, CHC, USNR (Ret)
E-mail: hhamm@worldnet.att.net

NATIONAL HISTORIAN
CAPT John C. Rice, Jr., USNR (Ret)
Fax: 504-486-6040

NATIONAL PARLIAMENTARIAN
CDR Willard B. Stubbs, USNR
E-mail: willstubbs@cox.net

COMMITTEES
ANCHORS PRESIDENT
Dr. Maureen Lindell, Ph.D
E-mail: maureenl@portarthur.com

CONSTITUTION & BY-LAWS COMMITTEE CHAIR
CDR Gary W. Barron, USNR
E-mail: gary.r.barron@boeing.com

RESOLUTIONS COMMITTEE CHAIR
LCDR Andrew Scheerer, USNR
E-mail: scheerer@bww.com

AWARDS COMMITTEE CHAIR
CAPT Larry R. Danielson, USNR (Ret)
E-mail: captlrd@yahoo.com

NOMINATIONS COMMITTEE CHAIR
CDR Joseph Quaglino, Jr., USNR (Ret)
E-mail: joseph.quaglino-jr@boeing.com

CREDENTIALS & ELECTIONS COMMITTEE CHAIR
CDR ChisT. K. Kirstein-Blackburn, NC, USNR
E-mail: bskts4u2@prodigy.net

SITE SELECTION COMMITTEE CHAIR
CDR Leo B. Hill, USNR (Ret)
E-mail: lbhtimwolf@aol.com

STRATEGIC PLANNING COMMITTEE CHAIR
CAPT Timothy D. Moon, USNR
E-mail: moontd@earthlink.net

INVESTMENT OVERSIGHT COMMITTEE CHAIR
CAPT William D. Loockerman, USNR (Ret)
E-mail: wloockerman@aol.com

SCHOLARSHIP COMMITTEE CHAIR
CAPT Richard Bowers, MSC, USNR (Ret)
E-mail: ah106sru@aol.com

DISTRICT PRESIDENTS
FIRST DISTRICT
LCDR Paul R. Younes, USNR
E-mail: p.younes@att.net

THIRD DISTRICT
CAPT Thomas J. Caulfield, USNR (Ret)
E-mail: clfield@canisius.edu

FOURTH DISTRICT
CDR John J. Thaler II, DC, USNR
E-mail: jjthalerII@aol.com

FIFTH DISTRICT
CAPT Robin L. Graf, USNR
E-mail: grafrl@earthlink.net

SIXTH DISTRICT
LT Louise M. Anderson, MSC, USNR
E-mail: louise.anderson@flhosp.org

EIGHTH DISTRICT
CDR Michael C. Leskin, USNR
E-mail: mleskin@sleh.com

NINTH DISTRICT
RADM Richard E. Young, USNR (Ret)
E-mail: dickyoung@4dv.net

ELEVENTH DISTRICT
CDR Joseph Quaglino, Jr., USNR (Ret)
E-mail: joseph.quaglino-jr@boeing.com

TWELFTH DISTRICT
CAPT David M. Epstein, USNR (Ret)
E-mail: davidepstein@sbcglobal.net

THIRTEENTH DISTRICT
CAPT Marshall A. Hanson, USNR (Ret)
E-mail: pacnwmailbuoy@juno.com

FOURTEENTH DISTRICT
CAPT Gayle J. Lau, JAGC, USNR
E-mail: laug004@hawaii.rr.com

From the *Editor*

We interviewed the Chairman of the House Armed Services Committee, Congressman Duncan Hunter for you and feature it in this issue. He is dedicated to a strong defense and dedicated to the personnel serving in the uniform of their country and their families. In every respect, he is "Twice a Citizen" for his long standing public service to his country. That interview starts on page 13.

We've included an update on outcomes of the Fleet Forces Command Zero Based Review in this issue. While we agree with the process, we question some of the outcomes. Because this was primarily a review of how better to integrate and utilize Reservists, we suspect that many activities, when presented the analysis that showed they were overmanned and had no capability gaps, opted to cut Reservists instead of making the harder choices of cutting active duty or civilian personnel. This article starts on page 17.

That said, the FY-06 budget lines up fairly closely with the ZBR numbers. Unless Congress adds back some strength, there will be a loss of over 2,500 paid officer slots in the Naval Reserve. We have been told that each officer designator community is coming up with transition plans for effected personnel. We have not been told when they will be complete. In all probability, there will be even less APPLY billets on the table this year than last. The competition will be extremely keen so put your best effort forward in making application. Up-to-date FY-06 APPLY information can be found on our Web site <http://www.navy-reserve.org/i4a/pages/index. fm?pageid=2016>.

We've also included a point paper that we sent to the Chief of Naval Personnel expressing our concern that Naval Reserve URL LCDRs and CDRs up for promotion to the next grade were unnecessarily disadvantaged by significantly reduced promotion opportunity. We've had many discussions and reject the explanation that there are too many in the IRR that boost the numbers and lower the quality. The selection board in its deliberations should determine the quality and leave numbers on the table, but every officer should have an equal opportunity. If the Naval Reserve is overmanned in CDRs and CAPTs, as we have been told, then the Navy should take action to trim those numbers and not disadvantage those coming up the ranks! The point paper can be found on page 20.

In addition, CAPT Mark Hardy presents "CNO Guidance for 2005;" LT Marc Soss presents "To Your Health and Wealth in 2005;" RADM "Doc" Andrus talks about "Attention Deficit Hyperactivity Disorder;" and our PAO, LCDR Eddie Oestreicher, talks about strategic alliances. And, you don't want to miss the "Letters to the Editor" – we finally have some meaningful feedback and discussion.

Does anyone know where the Commander Naval Reserve Force headquarters staff is located? We can't seem to find it on any of the organizational charts or telephone directories. Reference is made on the Commander Naval Reserve Forces Command (CNRFC) directory that the Comptroller, IG, and other personnel are ADDU to it. OPNAVINST 1001.26 dated JUL 20 2004 shows a direct line between CNRFC and the Chief of Naval Reserve (Reports to Congress). The Echelon II command is missing, or is it? Could there be a plan afoot (i.e., part of BRAC) to have the two offices required by law, Office of the Chief of Naval Reserve and Commander Naval Reserve Force, be combined in Washington, DC?

Hope to see you in Kansas City later this month. And, as always, enjoy the read!

Best regards,

Steve Keith

Looking Ahead

May 2005. We will feature the Naval Coastal Warfare Program.

June 2005. Our feature will be highlights from the NRA's Spring Conference held in Kansas City, MO.

July 2005. Flag Etiquette.

Naval Reserve Association

NEWS

1619 King Street, Alexandria, VA 22314
Tel: 703-548-5800 • Fax: 703-683-3647
Toll Free Voice: 1-866-NRA-4-YOU (672-4968)
Toll Free Fax: 1-866-683-3647
E-mail: nranews@navy-reserve.org
Home Page: www.navy-reserve.org

EDITORIAL
Editor: RADM Stephen T. Keith, USNR (Ret)
Associate Editor: CAPT Thomas L. McAtee, USNR (Ret)
Assistant Editor: Linda Bautista

GRAPHICS / PRODUCTION
Linda Bautista

ADVERTISING
Mr. Bob Lyman

HEADQUARTERS STAFF

NATIONAL EXECUTIVE DIRECTOR
RADM Steve Keith, USNR (Ret)
E-mail: execdir@navy-reserve.org

CHIEF FINANCIAL OFFICER
Mr. Bob Lyman
E-mail: cfo@navy-reserve.org

DIRECTOR OF LEGISLATION
CAPT Ike Puzon, USNR (Ret)
E-mail: legislat@navy-reserve.org

DIRECTOR, PROFESSIONAL DEVELOPMENT
CAPT Art Schultz, Jr., USNR (Ret)
E-mail: record.review@navy-reserve.org

DIRECTOR OF MEMBER SERVICES
CAPT Tom McAtee, USNR (Ret)
E-mail: stratcom@navy-reserve.org

DIRECTOR OF MEMBERSHIP
CAPT Art Schultz, Jr., USNR (Ret)
E-mail: memdir@navy-reserve.org

MEMBERSHIP ASSISTANT
Mark De Ville
E-mail: membership@navy-reserve.org

SENIOR ADMINISTRATIVE ASSISTANT
Linda Bautista
E-mail: nranews@navy-reserve.org

ADMINISTRATIVE ASSISTANT
Millie Pistolesi
E-mail: admin@navy-reserve.org

SUBMISSIONS

Letters to the Editor - Will be considered for publication unless the writer requests otherwise. They may be edited for clarity and space. Mail to Letters To The Editor at NRA NEWS, or E-mail to <execdir@navy-reserve.org>. Include your name, address, and daytime telephone number.
Articles – For guidelines on article submission, call or write NRA Headquarters, or E-mail <nranews@navy-reserve.org>.

SUBSCRIPTIONS

NRA NEWS is part of membership in the Association. To join, renew your membership, or to report address changes, call or write NRA Headquarters, or E-mail <membership@navy-reserve.org>.

Naval Reserve Association
Corporate Associates

Premier Corporate/Association Team Supporting
the United States Navy and Naval Reserve

Platinum (Ten-Year) Partnership

IBM Federal

Charter Members

Lockheed Martin
The Boeing Company
Gulfstream Aerospace
Kaman Aerospace Corporation
DRS Technologies
BAE Systems
USAA
Marsh Affinity Group Services
MBNA America

Joined in 1999 - 2004

Rosen Associates Management Corp.
Aquila℠ Group of Funds
BB&T
Apogen Technologies
Military.com
CACI International, Inc.
Booz Allen Hamilton Inc.
Chevy Chase Trust
Stratizon Corporation

CAPT John Eric Lindell, USNR (Ret)
National President

PAST NATIONAL PRESIDENTS

RADM Stephen S. Israel, USNR (Ret)
CAPT Richard W. Hendel, USNR (Ret)*
CAPT Arthur C. Monson, USNR (Ret)
RADM James J. Carey, USNR (Ret)
CAPT Robert Lamar Bell, JAGC, USNR (Ret)
CAPT J. Robert Lunney, JAGC, USNR (Ret)
RADM Lester R. Smith, USNR (Ret)
CAPT Kenneth J. Welch, USNR (Ret)
CAPT Pat R. Lucci, USNR (Ret)
CAPT John C. Rice, Jr., USNR (Ret)
CAPT Curtin R. Coleman II, USNR (Ret)
RADM Philip W. Smith, USNR (Ret)*
CAPT Fred D. Carl, USNR (Ret)
CAPT Robin W. Goodenough, USNR (Ret)
CAPT Morton Leavitt, USNR (Ret)*
CAPT Leslie A. Willig, USNR (Ret)*
RADM Ray Ackerman, USNR (Ret)
CAPT Robert B. Bolt, USNR (Ret)*
CAPT Robert I. Barto, USNR*
CAPT Donald V. Osborne, USNR (Ret)*
CAPT George A. O'Connell, Jr., USNR*
CAPT A. Winfield Chapin, USNR*
CDR Richard K. West, USNR*
CWO Sidney Fields, USNR*
CDR Clayton L. Burwell, USNR (Ret)*
CAPT J. Mack Young, USNR*
CAPT Blaney C. Turner, USNR*
*Deceased

Legislative Advocacy

One of our strategic pillars is Legislation and Education with a goal to "Educate Congress and the Nation on issues pertaining to the Navy and National Defense." To meet that goal, we engage members of Congress and/or their staffs on a daily basis. Our front man for this is CAPT Ike Puzon, USNR (Ret), who is the most proactive, not to mention controversial, Director of Legislation that this Association has had in years. He's a seasoned Hill staffer and has developed some very good instincts about "hidden agendas" that are present in everything that happens in Washington. I value his service to the Association and consider ourselves very fortunate to have him on the Headquarters Team.

Awards are part of our legislative effort. Three individual National Legislative Awards were authorized in 2004 to recognize and honor leadership and support of the Nation, the Navy, and the Naval Reserve. One of the three is the National Legislative Advocacy Award which is awarded to a member of Congress, DoD, or the Administration whose actions have helped the Naval Reserve and the Naval Reserve Association in attaining its legislative or policy goals.

The first recipient of this award is Senator Mike DeWine (OH). The citation reads as follows:

"Is presented this National Legislative Advocacy Award in recognition of his superb leadership and outstanding service in the first session of the 108th Congress. Senator DeWine has worked tirelessly to improve the quality of life of all military personnel, both active duty and members of the Guard and Reserve, as well as the families of all service members. Through his efforts in supporting and enacting the Military Families Tax Relief Act of 2003, and the National Guard and Reserve Comprehensive Health Benefits Act of 2003, he has made a quantitative difference in the lives of countless military members and their families. The legacy of his service to the Nation and to the Naval Reserve will be realized for many years.

(L to R) CAPT Ike Puzon, Sen. Michael DeWine, and RADM Steve Keith.

"These important legislative efforts offered, on a cost-share basis, to Selected Reserve members and their families the opportunity to participate in the TRICARE health care program. Additionally, through the Military Families Tax Relief Act, Reserve and Guard members now enjoy greater entitlements in the form of capital gains protection, death gratuity increase, and a provision for deduction of unreimbursed overnight travel, meals, and lodging expenses of National Guard and Reserve members who must travel in the performance of their duties.

"Senator DeWine is the epitome of public service and dedication to those who serve in the armed services of our nation."

Sincere congratulations Senator!

John Eric Lindell

Naval Reserve Association 2005 Conferences

Spring 2005 Conference - Kansas City, MO; 22-24 April 2005
The Holiday Inn Plaza Kansas City; Tel. (816) 753-7400

Fall 2005 Conference - Phoenix, AZ; 6-8 October 2005
The Sheraton Crescent Hotel; Tel. (602) 943-8200

"Be who you are and say what you feel, because those who mind don't matter, and those who matter don't mind"

— Dr. Seuss (1904-1991)

By CAPT Ike Puzon, USNR (Ret)
Director of Legislation

The 109th Congress is very busy at this stage on the FY-06 Budget submission, Social Security initiatives, and several important issues. However, one thing is very clear. Congress heard from the Guard and Reserve members in their districts and states prior to their return. Many Congressional members are pushing hard for improvements in Guard and Reserve benefits, equipment, and overall policy surrounding the Guard and the Reserve Components. Where are you in all of this interest and excitement?

Are we going to stand back and let "others" dictate the strategy and policy of the Naval Reserve Force, or are you going to say or do something? Of course, you could worry about those who are concerned about what you will say; but, then, why should you get engaged? Here's why:

- FY-03 – decrease in Naval Reserve end-strength by 1,900; a plan for loss of all P-3s; other documents show more decreases in out years until FY-09 for entire force.
- FY-04-05 – decrease in Naval Reserve end-strength by 2,500; decommissions planned for several units; BRAC delays certain decisions.
- FY-06 – decrease in Naval Reserve end-strength by 10,300; loss of 31 Reserve Force aircraft and more NR equipment.
- Force structure changes that are questioned in GAO reports, but decommission of units continues.
- Plans for the undefined surge force that rewrite the roles and missions of the Reserve force.
- Disestablishment of Congressionally mandated force structure.

Meanwhile, during the same period, increases in other forces' end-strength have occurred and for good reasons. All strategic analysis indicate that the U.S. faces an undefined, well-prepared adversary. The efforts of OIF and OEF rewrite the books.

We were just briefed by BG Allison Hickey, USAF, on their future Total Force initiatives. They have done the modeling and analysis of how best to integrate the active and Reserve forces, including the Air Guard. They are putting out seed money to test the concept, and to capture lessons learned at the three-star level before proceeding further with adoption. The surprising thing to us is that they have concluded that their Future Total Force is more cost efficient and effective by keeping Reserve manpower constant and reducing the Active Force. Modeling, analysis, beta testing, and follow-up are concepts that are foreign to the Navy. It's not just me saying it. GAO has confirmed the lack of analysis in several instances. Case in point: many Naval Air Reserve squadrons will be decommissioned and Fleet Replacement Units will be created without aircraft. When you ask anyone in the Pentagon how it will work, they simply state that it will be worked out at the local level. The Navy needs to take a lesson from the Air Force.

Rebalancing and transformation becomes blurred in the need for budget cuts and the pressure of holding growth in the budget. Navy is remaking itself because the Navy is not as engaged as other services, at this time. But, where are the realistic and actual steps to "integrate"?

All the recruiting and retention figures are down and still on the way down. Human Capital Strategy is lauded as a new tool for efficiencies. We hear constantly that "we are saving the taxpayers resources" with integration. So far, it is still hard to see how decreasing Reserve Component forces is saving tax payers dollars – given the total budget outlays for Navy. Meanwhile, retention and recruiting go down. It is all about resources for future readiness. The future readiness is supposed to address future threats. We are still not totally sure what the future threat will be. We have ideas for the Global War on Terrorism, but our enemy is not totally defined.

Congress is acting on what they heard. The Retention and Recruiting Act for 2005 (HR 558/S337) addresses (again) the need for TRICARE for Guard and Reserve and also includes a provision for reduced retirement for our Guard and Reserve members. Congressman Latham (IA), Congress Wilson (SC), Senator Graham (SC), Senator Clinton (NY), Senator Leahey (VT), and Senator Allen (VA) are fully behind this effort to make sure it is brought to a vote in the House and Senate. You can wait for others to get it done, or you can get out of the chair, get engaged, and let your Congressional representatives know this is worth doing. The same goes for the manpower drawdown. If you think it makes sense – do nothing. If you think the "programmers" have it right, then do nothing. If you think that perhaps those in the wind tunnel may be caught up in a lot of hot air and perhaps have predicted wrong on the next threat – then write, call, e-mail Congress and the professional staff members – (specifically House Armed Services and Senate Armed Services Committees). Let them know you support or do not support HR 558/S337 or the Naval Reserve end-strength cuts. I suggest that you make sure the staffs and Congressional representatives know you do not support any more Reserve force cuts until there is better understanding of the threat, the requirements, and integration results. If you choose not to act (and Navy and DoD are counting on your apathy), then it is a done deal this year and in the out years.

Finally, we have a lot of legislative issues in play for you, the membership, and for those in the Naval Reserve and their families. We are fully engaged in pushing for better policy that governs veterans' benefits, current military (Guard, Reserve, and Active Duty) benefits, and equipment. We are truly "integrated" with military and veteran associations in working toward better policy and benefits. I submit that our RC must have equipment as well as parity on benefits to be ready to respond when called. The current plan for equipment and cut in people is alarming, and we will make sure that Congress knows all about that plan. Take time to write your Congressional representatives (and especially the committee staffs) and let them know what you think – either way.

Note: *<www.house.gov/writerep> or <www.senate.gov> will get you to the sites to send e-mails immediately to members of Congress and to professional staffs.*

Just In Case You Missed It

By Tom McAtee

CDR Sharon K. Kleinschmidt, USNR (Ret)
National VP for Retired Personnel

Over the past year or so, the Association has presented a pile of information to our valued retirees. So, just in case you missed some of this important information, we are presenting an abbreviated summary.

KEEP DEERS UPDATED

You or a family member could temporarily lose medical benefits if you do not update your information on the Defense Eligibility Enrollment Reporting System (DEERS). DEERS stores medical benefit data for Active military, retirees, and eligible family members. Retirees are the sponsors for their family members' medical benefits and are responsible for the accuracy of the DEERS information. Correct, up-to-date DEERS information is essential since this data defines your medical benefits.

Making changes to DEERS is easy to do. You can make changes through your military support office, the same office that assists you with your ID card. If you are making changes, it's a good idea to take documentation with you, such as a marriage certificate, divorce decree, or birth certificate.

For DEERS address changes, four options exist:

1. To make address changes or to verify data on-line, log on to the Defense Manpower Data Center Web site at <https://www.dmdc.osd.mil/appj/address/index.jsp>.
2. Call the Defense Manpower Data Center Support Office (DSO) Telephone Center at 1-800-538-9552. The best time to call is between 0900-1500 (Pacific Time) Wednesday through Friday to avoid delays.
3. Fax address change to 1-831-655-8317.
4. Mail the change information to the DSO, ATTN: COA; 400 Gigling Road; Seaside, CA 93955-6771.

SOCIAL SECURITY OFFSET PHASE OUT

Congress has eliminated the 20 percent decrease in spouse annuities. The "offset" will be phased out over a three-and-one-half year period. Survivor Benefit Plan (SBP) survivor benefits formally subject to the offset will increase to 40 percent of base amount on 1 October 2005. Future increases occur on 1 April 2006 (to 45 percent), 1 April 2007 (to 50 percent), and 1 April 2008 (final increase to 55 percent).

SBP OPEN SEASON COMING

It was felt that restoring the 20 percent back to SBP annuity payments would make the SBP program more attractive. Therefore, legislation has been provided for an open season for one year beginning 1 October 2005. There will be a "late enrollment" penalty applied to annual premiums for those who enroll during the open enrollment period. Watch for details.

DEPENDENT OR SURVIVOR ID CARD CHANGE

If you are a dependent or survivor and age 75 or over, and have an ID card that will expire soon, your new ID card will be PERMANENT. This change in law will end the inconvenience of going through the ID card renewal every four years.

SUPPLEMENTAL SURVIVOR BENEFIT PLAN (SSBP) PREMIUMS END

Those retired members over age 60 who previously elected 5 percent, 10 percent, 15 percent, or 20 percent SSBP to compensate for the Social Security offset will no longer have the SSBP premium deducted from their retirement pay. Effective 1 November 2004, the SSBP premium stopped. Even though the premium ceases, the supplemental coverage you originally elected will continue. The end of the SSBP premium and continued coverage were both part of the Survivor Benefit Plan legislative changes enacted by the FY2005 NDAA. After 1 April 2008, survivor annuity, regardless of age, will be 55 percent of the insured retired pay amount. CAUTION! DO NOT MISTAKE THIS FOR REGULAR SBP PREMIUMS.

TAP INTO A VALUABLE MEMBER SERVICE:

RETIRED PAY ESTIMATE

If you would like an estimate of monthly gross retired pay and SBP/RCSBP premiums, just e-mail the necessary information to the Association; and, within three days, you will receive an estimate. Go to the Association's Web site home page; and, on the left side, click on "Member Services." Then click on "SBP and Retire Pay Estimate." Fill in the format with the appropriate information and send it off. Those not e-mail equipped may call CAPT McAtee at 703-548-5800 for an estimate.

Make sure your family is protected with USAA life insurance[1]

15 minutes can get you covered[2]

SGLI alone may not be enough. We can offer:

- The promise of no "war clause"[3]
- Options for lifetime coverage after the military, when SGLI ends
- Free survivor planning and assistance for your family

(877) 425-1371 • usaa.com

USAA

We know what it means to serve.®

INSURANCE · BANKING · INVESTMENTS · MEMBER SERVICES

[1]Life insurance is provided by USAA Life Insurance Company, San Antonio, Texas, in all states except New York. In NY, life insurance is provided by USAA Life Insurance Company of New York, Highland Falls, NY. • [2]Apply online at usaa.com and receive temporary insurance coverage, for up to 60 days, while your policy is being underwritten. It covers a death that occurs as a result of an injury caused by accident as defined in the Temporary Insurance Agreement – Accidental Death. Coverage is limited. Exclusions apply. Refer to the Temporary Insurance Agreement for details. Temporary coverage not available in all states; not available in New York. • [3]War exclusions do apply to coverage provided under accidental death benefit riders and policies, including the Temporary Insurance Agreement – Accidental Death. ©2005 USAA. All rights reserved. A3967-1204

CNO Guidance for 2005

CAPT G. Mark Hardy III, USNR
National VP for Professional Development

Admiral Clark has consistently reinforced five priorities throughout his tenure as CNO: manpower, current readiness, future readiness, quality of service, and alignment. His leadership guidance for 2005 lays out his annual vision for the Navy. In it, he states our most important attributes must be speed and agility so that we lead change, not simply keep pace with it.

Manpower. The crucial deliverable for 2005 is a comprehensive Human Capital Strategy – one that delivers the right skills at the right time for the right work. As leaders, we maintain our covenant leadership with our Sailors by providing them with meaningful, satisfying work that lets them make a difference. By integrating the Active Component (AC) and Reserve Component (RC) into a Total Force, we can reduce total manpower while accomplishing a broader mission.

Quality is up – 95 percent of new recruits will have a high school diploma; 15 percent will have college experience. Performance evaluations may be extended to include 360 degree assessment – from supervisors, peers, and subordinates. Executive education and training will expand to keep pace with enterprise needs. Expect to see alternative training delivery instead of the traditional classroom, including self-paced Web-based training and Web-based seminars.

Current Readiness. The key word for the future is "surge," and the Navy will only own resources that have a surge capability. Our forces will be organized around this surge operational concept. Expanded missions include maritime interdiction operations, homeland security (HLS), force protection (FP), and counterterrorism. Our training programs will incorporate best practices from joint training systems.

We shall work to reduce rates for motor vehicle fatalities, aircraft mishaps, civilian lost days, and off-duty recreation fatalities to 50 percent or less of FY-02 numbers. We shall increase our antiterrorism (AT) and FP posture for all installations. Our ability to deliver HLS and FP may include the creation of a professional master-at-arms officer community.

Future Readiness. Speed and agility, combined with joint and coalition interoperability, will become core Navy attributes. Expect to see increased research and deployment of unmanned platforms for counterterrorism and AT/FP missions. With increased emphasis on joint operations, we shall double the number of qualified joint operational planners and implement a Joint Force Maritime Component Commander's (JFMCC) course for flag officers. We shall implement a road map to achieve the guiding principles of the Naval Ashore Vision for 2030. The Navy will work with Congress to eliminate legislative barriers to necessary change.

> ***Bringing the fight to our enemies is our mission. Transforming ourselves and our great institution for the dangerous decades ahead is our imperative. Our task: Prevail today while bridging to a successful future.***

We shall explore new ASW technologies, develop strategies to defend the Sea Base from ballistic missiles, and field a new 5" gun round effective against small boats. Research will continue into alternate propulsion methods for submarines and surface combatants, as well as bio-diesel for nondeployable vehicles. We shall designate an expeditionary strike group to serve as a prototype "Global War on Terror ESG."

Information Operations will expand, possibly to include a professional information operations cadre. We shall enhance our ability to defend against computer network attacks. A common global address directory will be accessible by all Navy network users. The Naval space strategy includes concepts such as a space cadre.

Quality of Service. Quality of service is the daily manifestation of our commitment to people. The foundation of the Human Capital Strategy is identifying work content for every Sailor and civilian. By more tightly fitting educational experiences to job requirements, we can better determine undergraduate prerequisites for success. We shall eliminate inadequate housing by 2007 and achieve homeport ashore by 2008. Our goal is to reduce illegal drug use and alcohol-related incidents 25 percent or more from CY-04 levels.

Alignment. By firmly establishing a cultural change within our Navy, we can align our actions with our institutional values and priorities. The Navy is a world-class organization, and we shall set the standard for warfighting effectiveness and technological agility. We shall foster a culture of productivity and continuous improvement enterprise-wide and shall remove organizational impediments to change. We shall eliminate redundant activities and reduce our industrial footprint ashore by 30 percent.

Commander, Fleet Forces Command (CFFC) will take the lead in developing a plan to complete Active-Reserve integration. A new position of Assistant Chief of Naval Operations for Information Technology (ACNO-IT) will take the lead in aligning infrastructures and application resources.

Bridges to the Future. There are five principal bridges to the future: refined operational concepts (including sea-basing persistent combat power, delivering decisive joint capability, and multicrewed initiatives to keep our platforms operating forward-deployed), alignment (eliminating redundancies and integrating AC and RC), Sea Trial (including network-based, cross-platform systems for fusing sensor information), Sea Enterprise (rewarding innovation and efficiency while pursuing efficiency and cost containment), and Sea Warrior (empowering our people with a lifetime of learning, investing in smart ship technologies, and fundamentally changing our personnel structure.)

Our mission remains bringing the fight to our enemy. We face a new and uncertain future and face the daunting task of implementing change within a large, public institution. Leadership must drive alignment of values and behavior. With consistent standards, we can raise the bar of personal behavior and cultivate a culture of personal responsibility. Our people are what is best in our Navy. Take care of them, learn and grow as leaders, and embrace the future with a sense of confidence and excitement.

See <www.navy.mil> for the complete text of CNO Guidance for 2005.

LCDR Phan Phan, USNR
National VP for Junior Officers

Health Care Providers and Professionalism

By LT Charlene Inouye, MSC, USNR

The basis of this article was derived from my recent personal experience as a patient who had undergone neck surgery. By writing this article, it is my hope to educate health care providers about the importance of professionalism.

It is not uncommon for one to presume that health care providers will behave in a professional manner. However, the cold reality is that health care providers and professionalism do not always go hand-in-hand. Health care is a dynamic and fluid industry. Balancing responsibilities on an operational level against best practices while delivering patient-focused, quality care is a challenging, but not impossible, task. Skyrocketing health care costs, government intervention, pressures for cost-effectiveness, managed care, commercialization of health care, litigation, and the Internet have produced significant changes in the environment in which medicine is practiced. In turn, this has led to the destruction of professionalism.

In the 21st century, professionalism has emerged as one of the hot topics in the health care arena. With the current climate of our health care system changing, we are readily reminded of the importance of professionalism in shaping the public's perception of health care professionals. However, it appears that few people have a concrete comprehension of what professionalism means. The question then becomes: How do we transform the present culture of health care filled with monetary and power struggles to one of compassion and which provides quality care? How do we teach professionalism? Can it be learned?

Critics have argued that professionalism in health care has reached a moral dead-end. Recently, societal attitudes to professionalism have altered from supportive to increasingly critical. In many ways, scientific knowledge has dehumanized the compassionate, human touch and the comprehension of the subjective world of the patient. The essence of treating each patient as a unique human being somehow got lost in the business side of providing health care.

The critical role that health care plays in relationship to society's well-being, coupled with cost, has resulted in a novel accountability at both economic and political levels. Now, an even better informed public demands greater accountability and sound professional standards. The call is for stricter adherence to vehement standards of professionalism.

Professionalism forms a bridge between society and the profession that can only be constructed and sustained if both parties understand the relationship that binds them. It is, therefore, imperative that members of both groups comprehend the nature of professionalism, know it has progressed, recognize the multitude of pressures threatening it, and be committed to reestablishing health care professionalism in the newly evolved environment.

Professional is defined as an individual conforming to the technical or ethical standards of the profession and exhibiting an honorable and business-like approach in the workplace. Accordingly, the professional is beholden to respect human worth, exhibit trustworthiness, and protect important moral values. However, professional values may be threatened by other factors, such as modifications in health care delivery, with control shifting from the profession to the state and/or the corporate sector.

As a health care administrator and former patient, I truly believe that the qualities inherent in a true professional include, but are not limited to, character and integrity, honesty and forthrightness, trustworthiness, continuous improvement both on professional and personal levels, striving for excellence, being responsible and accountable, projecting a professional image, professional maturity and conduct, confidence and confidentiality, following instructions, being a team player, and doing what is right.

LT Inouye currently is the Director for Administration, Naval School of Health Sciences in San Diego, CA. She is also a distinguished professor and teaches graduate courses in organizational leadership and health care administration at three universities.

Displaying genuine empathy is equally important. Many health care professionals acknowledge that being empathetic with patients is beneficial to administering humane health care. For example, empathy encourages health care professionals to embrace a more personalized, subjective approach to understanding the patient's experience of illness. Therefore, an empathetic interaction between a health care professional and a patient yields an atmosphere of comfort and trust that encourages the health care professional to understand the patient's unique health situation and the experiential features of the illness.

For the most part, nearly all professions in the health care industry have developed a code of ethics, which regulates their behavior and represents the applied morality of the profession. They serve as guidelines for the behavior of their members and as an important part of the public's expectations of the profession.

Professionalism applies to everyone involved in the health care arena. Any worker, in any position, in any type of health care organization needs to know

Cont'd. on page 22

HOUSE SUBCOMMITTEE CHANGES NAME

The Total Force subcommittee of the House Armed Services Committee will change names because few people understood that the name meant the panel was responsible for both Active and Reserve personnel issues. The subcommittee will now use the name – Military Personnel Subcommittee. Rep. John McHugh, (R-NY) is the chairman.

JUDGE WON'T USE CLERKS FROM YALE!

An Alabama federal judge has told Yale Law School that he won't accept its graduates for clerkships because the school blocks military recruiters from campus. Senior U.S. District Judge William Acker, Jr., a Yale graduate, explained his decision in a Monday letter to the law school's dean, Harold Koh. Acker wrote that he was exercising the same freedom of speech that U.S. District Judge Janet C. Hall supported when she backed the Yale faculty's claim that their rights to free speech were violated by enforcement of the Solomon amendment, which requires schools to provide access to military recruiters or lose federal funding, including student loans.

FACTS ON U.S. AIRCRAFT CARRIERS

The Navy is fond of noting that each of its 12 aircraft carriers is a floating air base – four acres of U.S. territory from which warplanes can operate free of foreign constraints.

Here are some features of the carrier fleet:

– Ten of the 12 are powered by nuclear reactors. The *USS Enterprise* has eight reactors aboard; the other nine have two each. The nonnuclear carriers – the *USS John F. Kennedy* and the *USS Kitty Hawk* – are powered by oil.

– The *Kitty Hawk* is the only carrier based permanently abroad, at Yokosuka, Japan. The *Kennedy* is based at Mayport, FL; five are based at Norfolk, VA; two at San Diego, CA; one at Everett, WA; and two at Bremerton, WA.

– Each carrier can accommodate about 80 aircraft, including fighter jets, reconnaissance planes, and electronic warfare planes.

– Length: about 1,100 feet. Width: about 250 feet.

– About 5,500 sailors and Naval aviators are aboard.

– Because of the great distances from the continental United States to potential hot spots in Asia, the Navy is considering moving one carrier to a base in either Hawaii or Guam.

SUB TENDER'S WELDERS TAKE TO THE SANDS OF KUWAIT TO HELP PLATE ARMY VEHICLES

Could this be true? A team of Sailors assigned to duty in the middle of the desert, spending their days working on Army vehicles. But, for 15 crew members from the Navy sub tender and maintenance vessel *USS Emory S. Land* who are currently working at Camp Buehring in northern Kuwait, the idea is as real as the sand in their conspicuously blue coveralls.

Since late January, the team of metal workers and hull technicians has been working 24 hours a day in three shifts to weld armor plating onto its newly adopted fleet, the hodgepodge of vehicles used by the Army to support Operation Iraqi Freedom.

UNINTENDED CONSEQUENCES: LONGER TOURS CHANGING WHAT EMPLOYERS PAY GUARD AND RESERVE EMPLOYEES ON MILITARY LEAVE

The percentage of employers paying full salaries to their National Guard or Reserve employees on active duty has plummeted in just two years. In 2003, 33 percent of employers paid exempt employees their full salary while on military leave; this is anticipated to drop to 15 percent in 2005. Meanwhile, the number of employers who pay nothing to their active duty employees has increased – from 31 percent in 2003 to an anticipated 50 percent in 2005. Many companies are still willing to make up the difference between what employees earn during military service and their normal wages (36 percent in 2003, declining slightly to an estimated 34 percent in 2005).

RUMSFELD SHIFTS QDR'S DIRECTION

Defense Secretary Donald Rumsfeld is significantly changing the focus of the 2005 Quadrennial Defense Review at the prompting of military commanders who believe the assessment must take a broader view of future challenges. This wider scope will require the Pentagon to give greater weight to the role other federal agencies, nongovernmental organizations, and coalition partners play in dealing with the four strategic problems Rumsfeld wants the department to address in the 2005 QDR. The lengthy draft document, according to sources familiar with it, described the four problems Rumsfeld wants examined, including: countering Islamic extremism, which includes "ensuring the demise of terrorist networks;" dealing with a "failed" nuclear-armed state; the military's role in homeland security; and the conventional military of an emerging power.

REP. JONES SEEKS TO CHANGE NAME OF NAVY DEPARTMENT AND SECRETARY'S TITLE

Rep. Walter Jones (R-NC), who has repeatedly failed in legislative efforts to change the Navy Secretary's job title to the "Secretary of the Navy and Marine Corps," is trying again. Jones introduced a bill 4 Jan. that would create the "Department of the Navy and Marine Corps." During a 17 Feb. hearing of the House Armed Services Committee, Jones extolled the virtues of his bill. But, in recent years, defense authorization conferees have quietly terminated Jones' attempts to change the Navy Secretary's job title.

NAVY, MARINE CORPS IDENTIFY $3.7 BILLION IN UNFUNDED FY-06 REQUIREMENTS

DoN officials say they need $3.7 billion to pay for activities that were left unfunded in the Pentagon's fiscal year 2006 budget request, according to documents sent to lawmakers last week. The most expensive item on the list is $712 million for Global War on Terrorism-related tasks that likely will be carried out by Reserve forces, according to the documents.

The list also highlights $417 million not included in the FY-06 request that, if ultimately funded by lawmakers, would be used to speed delivery of the first LHA(R) amphibious ship by six months. The Navy also lists $220 million to buy one littoral combat ship in FY-06, which would require Congressional appropriators to reverse a mandate they handed down in the FY-05 Defense Appropriations Act.

The service also says $33 million was left out of the FY-06 budget proposal for combat control system enhancements on nine nuclear powered attack submarines, according to the list. The document also spotlights funds the Navy says it would use next fiscal year for a number of aviation programs, including $77.8 million to purchase an additional C-40 Clipper plane. In addition, more than $25 million would be used for engine enhancement work and the installation of a maintenance data system on the Marine Corps' CH-53E heavy-lift helicopters, according to the list.

An Interview with

The Honorable Duncan Hunter
Chairman, House Armed Services Committee

NRA: Your first assignment in Congress after being elected in 1980 was to the House Armed Services Committee, where you continue to serve today as Chairman. What are your responsibilities as Chairman?

Hunter: As an authorizing committee, we oversee all aspects of uniform service and that includes all of what I call the "people" issues – pay, end-strength, bonus, recruitment, retention and all of the quality-of-life issues that attend the personnel of the armed forces. These include family housing, health care, and all the other amenities. And then, we also have the responsibility for authorizing the package that equips and maintains the armed services. Basically, it carries out the constitutional responsibility that Congress has to raise and maintain a military. That includes, of course, all of the equipment – planes, ships, tanks – everything from soup to nuts, the small systems to the biggest systems. We also have a responsibility to maintain the strategic arsenal and ensure that it is in good repair, reliable, and ready. And, finally, we have the obligation to maintain the base structure throughout the United States and around the world. The full package of legislation is in excess of $420 billion this year for the defense function of the U.S. Government.

NRA: In working for passage of the RONALD W. REAGAN NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2005, you said on the floor, "We have, across the board, enough personnel benefits to really justify calling this bill the bill that represents the year of the Soldier and Marine." What personnel benefits were you talking about?

Hunter: What we did was to give a substantial pay increase. If you include this year's pay increase, we will have increased military

Mrs. Lynne Hunter (right), wife of Congressman Hunter (center), christens the Littoral Surface Craft-Experimental (X-Craft), on 5 Feb. 2005. RADM Jay M. Cohen, Chief of Naval Research, looks on. Mrs. Hunter was the ship's sponsor. Above right, Congressman and Mrs. Hunter are presented Plank Owner certificates from LCDR Brandon Bryan, USN, PCO *Sea Fighter* (FSF 1).

basic pay by 25 percent since 2001. We increased the family separation allowance substantially. We increased combat pay substantially. We increased the medical care that is available to that 43 percent of the force in Iraq and Afghanistan with the Guard and Reserve including substantial medical benefits before and after mobilization and deployment. We've increased massively the number of new housing units available for military families through the privatization of housing. This new program is responsible for standing up tens of thousands of new units across the country each year. And so, we have done a great deal toward increasing the benefits for members of the uniformed service and the quality of life of the family member. Beyond that, we have addressed survivor benefits for widows. We have eliminated what we called the "widow's tax" which offset their survivor benefit against Social Security at age 62. That offset is being phased out for the first time in our history. We also enacted what is known as concurrent receipt, meaning that our disabled veterans are now receiving their disability check and their retirement check with the phase-out of the so-called offset. In fact, this is something that is new in the history of the United States because there has always has been an offset between the two benefits. So, we have done a great deal in terms of increased pay, housing, special pays for operations and separation from families; but we've also given unprecedented benefits in terms of the community of those who have already served – the military retirees.

NRA: When you talked about the privatization of military housing, I immediately thought of the tremendous success of that undertaking in New Orleans. Top-quality housing units have been built; the state has built a magnet school onboard the base; and now, one of our Corporate Associates, USAA, is giving an automobile discount to those living onboard. This is certainly a win-win for military families. And we, as an Association, truly appreciate the efforts of the committee and your personal concern for taking care of those who are serving or have served. Obviously, you feel strongly about taking care of those serving in the uniform, and I understand that your son is serving. Does he give you some inputs?

Hunter: My son has been to Iraq twice as a Marine artillery officer and most recently was stationed in Fallujah. He is back now at Pendelton. Whenever you have uniformed personnel in the family you get advice – unsolicited advice. But, it is very good; and it is kind of neat to have a member of the family to give you the word from the field. The problem I have is that it is coming from two directions. My dad is a Marine and my son is a Marine. And, they claim that talent skipped a generation because I was in the Army. So they both give me lots of advice.

NRA: Certainly, you have to be proud of your son, your dad, and your own service. Over 40 percent of the personnel in Iraq are Guardsmen or Reservists; and I know that you are concerned about their benefits and entitlements, their families, and their employers as well. Are we over-relying on the Guard and Reserve?

Hunter: Actually, I differ with most people who talk about the Guard and Reserve being close to the breaking point. I think the people who make up the Guard and Reserve are more resilient than the pundits make them out to be. To get your byline in the media today, you need to show a problem. It's tough to tell a success and get a good place for your story. But, the Guard and Reserve success success stories. One thing that my son pointed out to me was that Guardsmen and Reservists who have a civilian occupation that is aligned with those needed in Iraq and Afghanistan were more capable than the Active services. When you have Guardsmen and Reservists in-country rebuilding the infrastructure, then electricians, plumbers, engineers, and the deliverers of service add significantly to the effort. There is such a broad array of disciplines and capabilities in the Guard and Reserve that no other Army in the world has. Literally, you get the military occupational specialties and civilian occupational specialties many of which mesh nicely with the requirements of the communities. So, the Guard and Reserve are extremely effective. I look at the Guard and Reserve participation in Iraq and Afghanistan as a success story. But obviously, the other piece of that is very important. In-country, the Active and the Reserve forces are indistinguishable.

NRA: Does the Laird Total Force policy referred to informally as the Abrams Doctrine need to be rethought?

Hunter: I think that the Total Force policy of bringing the Guard and Reserve to the fight is not only necessary but also extremely efficient. There is another aspect of that which we don't talk about a lot. That is the idea that we are citizen soldiers and that the Guard and Reserve come back to the civilian community in the United States as advocates for military service. That is of great value to our country.

NRA: I'm reminded of our return to the all-volunteer force in the early 1970s. President Nixon's Commission on an All-Volunteer Armed Force concluded that if the entry-level pay of enlisted men were raised, the recruiting organization expanded, and the conditions of service life improved, the Armed Services could attract enough volunteers to staff the active-duty strength objectives. Congress took the first step toward implementing the plan in 1972 when lawmakers raised the pay of first-term enlisted men by 61.2 percent. Do those conclusions apply equally to the situation today?

Hunter: When I went into the Army as a private in 1969, I was making $89 per month. When I got out as an officer several years later, I had received significant increases. The Nixon Administration, in the last years of the Viet Nam war in the early 70's, put in some substantial increases. But, it was very necessary to come in with massive increases because of enlisted rates that hadn't risen much since World War II. So, there were huge increases required. When I came into Congress in 1980, the first thing that Ronald Reagan did, with respect to the Defense budget, was to pass a 12.6 percent pay increase. This was received with great acclaim by the folks in the uniformed services. We let pay

in real terms sag during the Clinton administration, but Congress and the Bush Administration have raised pay some 25 percent in the last four years.

NRA: I'm of the opinion that we have not come to grips with the costs of the all-volunteer force. We shifted in 1972, but we've never really debated the costs. It's a free marketplace for people where supply and demand determines the costs which are difficult to predict and measure.
Hunter: Sure.

NRA: Where does the gap between military and civilian pay stand today?
Hunter: It was in the high double digits, somewhere between 12-14 percent, at the end of the Clinton Administration. We've now gotten that down to 5.1 percent in the FY-05 Defense bill.

NRA: Many complain that the cost of personnel is too high. What do you say to them?
Hunter: The answer is that you have to have two major components to field an effective force. One is quality people, and the second is quality equipment. And, those two requirements should not conflict! You don't do a Soldier, Sailor, Airman, or Marine any favors by giving them good pay and an inferior piece of equipment whether it is a tank, truck, ship, or aircraft. So, modernization should not compete against the personnel accounts. What that means, in short, is that you need to maintain a robust top line. And, moving that top line is a key thing. This President has moved the top line fairly substantially this year – about $17B more than we spent last year. We're spending approximately about 3.6 percent of Gross Domestic Product on defense right now, not counting operational costs for major theatres. Under Kennedy, we spent nine percent of GDP on defense; under Reagan, we spent six percent. Today's 3.6 percent is certainly not a historically large number. So, I think that it could easily go to 4.5 or 5 percent of GDP. That would accommodate continuing increases in the personnel accounts and a more robust modernization program.

NRA: In January 2002, you delivered a special report to President Bush entitled, *The Case for Rebuilding U.S. Armed Forces*. In it you said, "The Bush Administration has inherited a military that is short of ammunition, precision-guided munitions, and personnel. Equipment is often older than the young soldiers operating it, and mission-capable rates still have not climbed back to their early 1990s levels." What resulted from this report?
Hunter: We had good meetings with the President on defense spending. Several of the things that we pressed on, including munitions, were addressed by President Bush in a fairly robust manner. The success of the American forces in the Afghanistan and Iraq campaigns was to some degree a function of the precision technology – the ability to throw a precision system at a target and take that target out without the massive dedication of resources that was necessary in the days when we used dumb bombs. Precision munitions are very much a part of America's force projection, and that area is one in which we spent a lot of time working with the Administration in making sure that we got to a high level and that it stayed there.

NRA: In July 2004, you held hearings on troop rotations in Iraq and mobilization of the Army's IRR. During those hearings, you said, "We are also concerned that insufficient force structure and manpower are leaving the services to make decisions that I liken to eating the seed corn; that is, in order to make it through today, we do things that mortgage the future." Please elaborate.
Hunter: The one place where you can find money readily is in the personnel accounts because they have a high spend-out rate. That is, if you cut back on ship construction, for example, you may only capture a fraction of the costs in a given year. But when you cut back on personnel accounts, like cutting end-strength, you get a 100 percent return. So, it is very attractive for some to go to the personnel accounts when they are trying to find money to make ends meet elsewhere. But, it is a dangerous exercise if you don't do what it takes to retain your quality personnel because retaining quality personnel is the key to successful operations.

NRA: And, that balance between people and modernization was probably partly the reason why, in December 2004, the Deputy Secretary of Defense signed a Program Budget Decision that called for reducing weapon procurement programs and, among other things, the decommissioning of an aircraft carrier. Are these actions shortsighted?
Hunter: Well, once again, there is top line. The question becomes how much you can afford to spend on top line. Every time I start to get frustrated with this administration in terms of its top line defense expenditures, I look at the last guy to walk out of the White House, Bill Clinton; and I realize that this President is spending $100 billion more each year than Bill Clinton was, and I feel better about it. We're still on the upslope in terms of rebuilding defense after the last administration, but we have a long way to go. I think it's very important that we don't compete these two dimensions of our national security apparatus – that is the personnel dimension and the modernization dimension.

NRA: As a percent of GDP, are we also in competition with Homeland Security?
Hunter: Actually not. We're down to a fairly low GDP rate, and we shouldn't be in competition. I think Americans realize since 9/11 that you don't have Social Security without homeland security. And so, the idea that 3.6 percent of the GDP imposes a burden on any other function of government should not be acceptable.

NRA: A Commission on the National Guard and Reserve was created in this year's NDAA. Why was that necessary?
Hunter: It is always good to have perspective on this very important part of the Total Force. We want actionable feedback with respect to deployments and their effect on careers, on stability of our Guardsmen and Reservists' career paths on the civilian

ADM Clark (left), Chief of Naval Operations; Hon. Gordon England (center), Secretary of the Navy; and Gen. Hagee, Marine Corps Commandant, testify before Chairman Hunter and other members of the House Armed Services Committee, on 17 Feb. 2005.

side, on family separation, and on the training requirements. One aspect of the Guard and Reserve not being used as extensively in the past as they are now is that, while we heard complaints they weren't being used to the same degree as the Active force, they felt they were not treated as well as the Active force. There's good news now in that the Guard and Reserve are being used, and they are part of the Total Force. And, it is difficult to distinguish between them and the Active force. We've been working hard to address the special issues of the Guard and Reserve: separation issues, the job stability issues, and the equipment and retention issues. So, it is important as we brought the Guard and Reserve into this new role, into a much more robust role in the Total Force, that we look very carefully at their needs.

NRA: Do you see the Commission on the Guard and Reserve Force providing sustainable recommendations that can be implemented by Congress?

Hunter: Certainly. But, Congress has been pretty responsive to the Guard and Reserve. We have come up with a large medical package prior to mobilization and subsequent to mobilization. And now, they are the beneficiaries of major increases in combat pay and separation pay. Another interesting item was something I read in a newspaper recently regarding how states are treating Guardsmen and Reservists with many new benefits. So, the state governments have acknowledged the value of Guardsmen and Reservists and have begun to give them a special bonus; and that is very gratifying to see.

NRA: Absolutely. We're hoping that the Commission will also look at tax credits for employers because they are a significant part of the employment and use of the Guard and Reserve. And, earlier than age 60 retirement has been introduced in both houses; and, again, we're hopeful that the Commission will provide their recommendations on it.

Hunter: Sure.

NRA: The President's Fiscal Year 2006 budget came over last week. What does it look like for the Department of Defense?

Hunter: I am generally pleased with the budget request. President Bush and Secretary Rumsfeld are continuing their commitment to military modernization and the well-being of our men and women in uniform. I'd like to see further increases in our procurement accounts, but it is a solid proposal and a very good starting point for Congress. I am confident that, in the end, Congress will approve a budget and supplemental that will meet the needs of our troops and that we will continue our successes in the war on terror.

NRA: What about the Navy's portion of that budget?

Hunter: From ships to aircraft, the Navy has many modernization needs; and we are working to meet them. On the personnel side, we will take care of our people – but we must find more money for modernization. When I think of force projection, I first think of the Navy and Marine Corps – the Total Force, including, of course, our Reservists. It is critical to rebuild and maintain this force. Unfortunately, we went through a procurement holiday during the Clinton years, and we are still paying the price for that.

NRA: Thank you for your time today, for your continued public service, and for your advocacy for a strong military.

Hunter: We just have to keep on working together. ⚓

REDESIGN OF THE NAVAL RESERVE

By RADM Steve Keith, USNR (Ret)

In the September 2004 issue of this magazine, we outlined the Commander Fleet Forces Command Zero-Based Review (ZBR) methodology, assumptions, and analysis process. That overview can be found on our Web site <http://www.navy-reserve.org/i4a/pages/index.cfm?pageid=2100>. At the time we went to press for that issue of the magazine, the Chief of Naval Operations had not been briefed on the results of the ZBR.

In this follow-on article, we will explore what was briefed to the Chief of Naval Operations. In fact, the title for this article came from the cover slide of the brief given by Fleet Forces Command on the results of their ZBR. We do not know definitively what decisions were made by the CNO; but by looking at the FY-06 budget that was submitted by the President to Congress in early February 2005, we can make some educated guesses.

Zero-Based Review Results

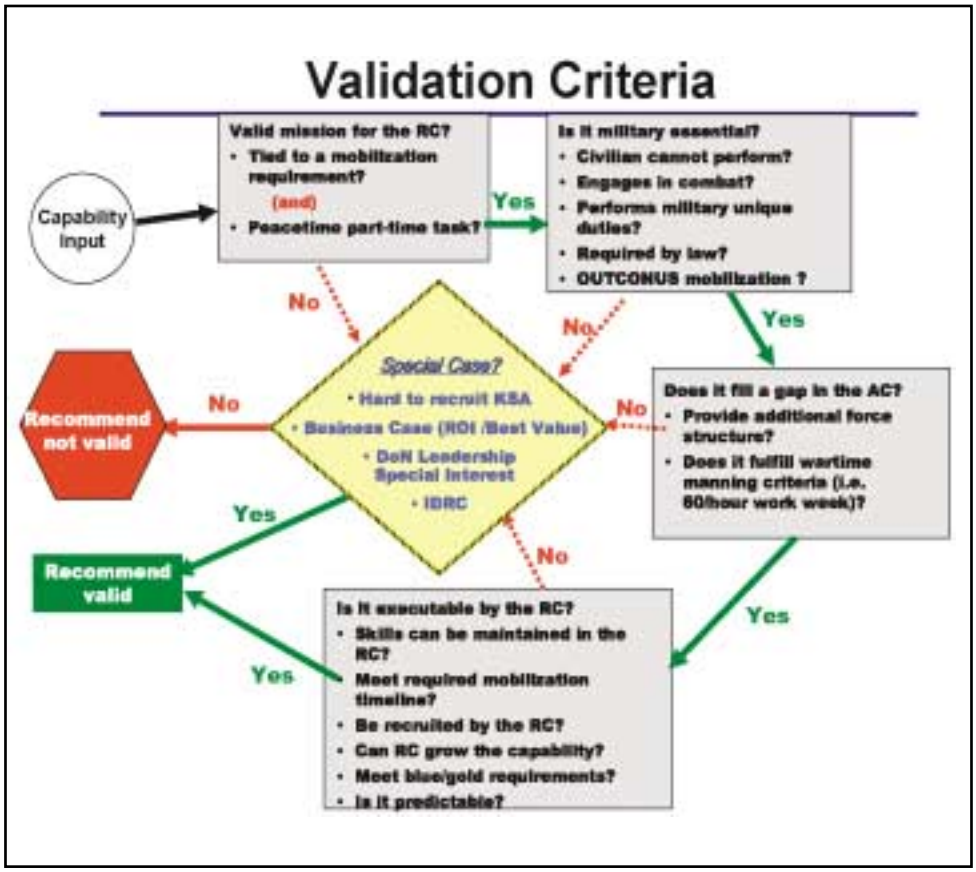
The direction from the CNO to CFFC was to "Validate Naval Reserve requirements and determine ability of Naval Reserve to provide required capabilities. Map capabilities to Sea Power 21." The determination of the ability of the Naval Reserve to provide the required capabilities was part of the validation criteria used.

The ZBR identified Active Component (AC), Reserve Component (RC), and Civilian Personnel (CIVPER) billets for the validated functions as follows:

- Net decrease 16,018 RC billets (divest 20,200; create 4,202)
- Net increase 882 AC billets (divest 1,741; create 2,623)
- Net increase 450 Civ billets (shift from 2,663 of 20,200 RC)
- Total decrease 14,686 Total Force billets

This is a good news, bad news story. The good news is that 62,280 Naval Reserve billets were validated to support Navy's Sea Power 21 Strategy and meet DoD post 9/11 guidance. And, there were 7,000 Naval Reserve billets that weren't looked at (4,000 Joint-funded Navy billets and 3,000 Full-Time Support billets) that, when added in, bring the billet total to 69,280. The FY-06 budget requests 73,100; and the FY-07 shows 71,200.

The seemingly bad news is that there is a decrease of 16,018 billets. Some of those reductions resulted from the Naval Reserve not being able to recruit to the authorized levels in certain communities (e.g., medical). The resources sponsors bought billets that they received no benefit from; and, in this review they had a good opportunity to correct the situation. And, in full disclosure, Naval Reservists were brought into the program for the wrong reasons – to meet Congressionally authorized end-strength. From any perspective (resource sponsor, manpower claimant, taxpayer), these type adjustments are the right thing to do. What RADM Dave Anderson told last July comes to mind: that his personal goal in accepting the ZBR assignment was "for every Naval Reservist to have a meaningful assignment in the future of our Navy." As a result of this effort, we're getting closer to that vision.



Another factor to consider in the decrease is the ability of the Navy (Active and Reserve recruiting have been combined into one) to recruit to the requirements and for the Commander Naval Reserve Force to retain them. It is challenging to recruit Reservists when you tell them that they will be recalled to active duty for a year every fourth or fifth year – the contract has changed in so many ways!

It is also challenging to retain individuals with ever increasing demands on their time and the uncertainty of their future. The case of our former National VP for

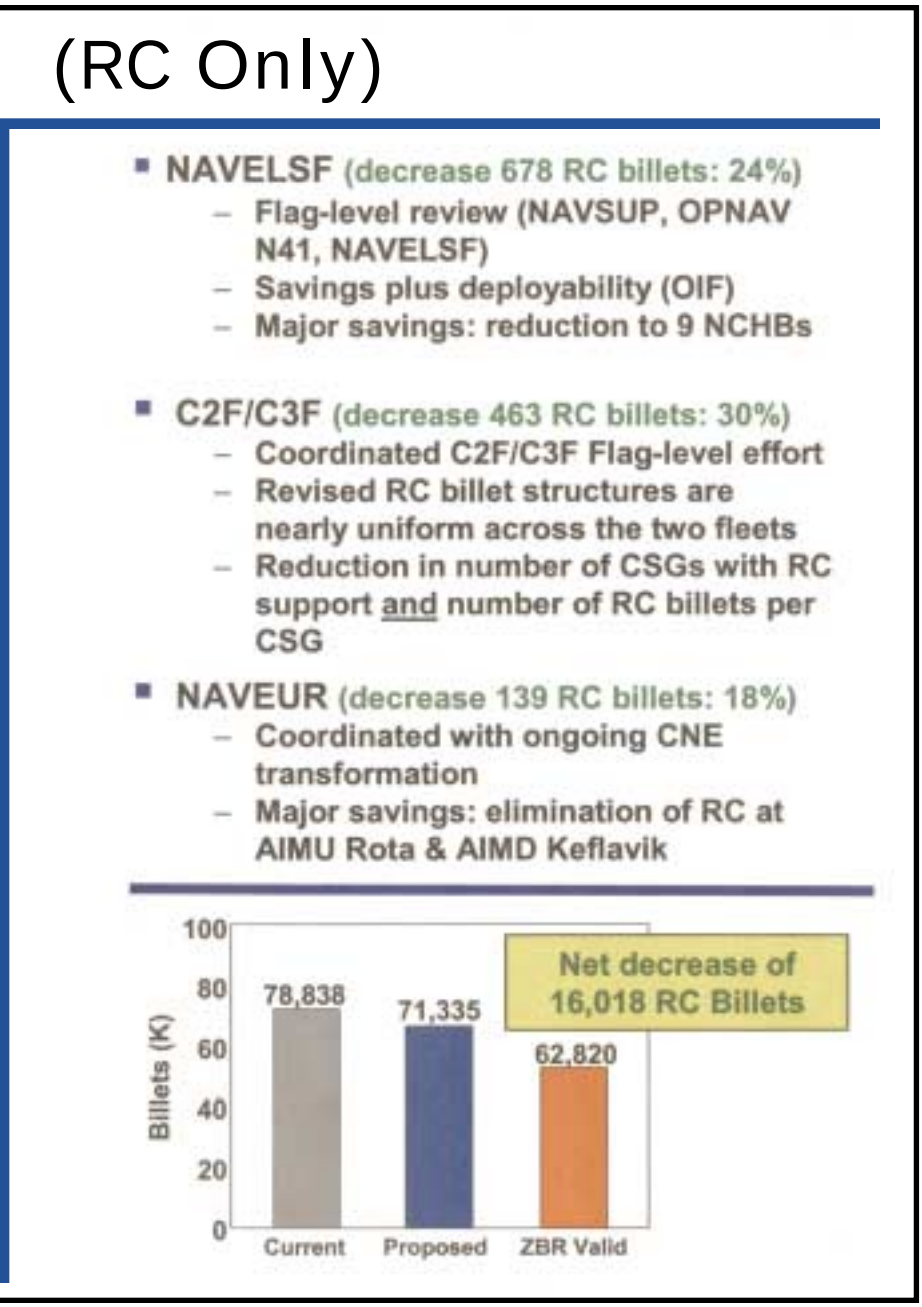
Public Affairs, LT Ian King, comes to mind. He was not selected for a billet in the PAO program and ended up in the VTU. This is an officer who served VADM Weaver in the Navy Yard when he was Commandant, Naval District Washington and also served in the immediate office of the Secretary of the Navy, working for CAPT Wensing. The advice that he got from a senior Naval Reserve officer in his community was something along the lines of "that's OK, everyone sooner or later does time in the VTU." That is not the advice LT King was looking for. He has since concluded that if he was not competitive to be selected for an assignment as a LT, then he would be less competitive for promotion because his peers are doing more meaningful work. Unfortunately for us and the Navy, he is in the process of resigning his commission. I have been told that there is a slight increase in the percent of officers and enlisted personnel leaving the Naval Reserve of late.

The graphic on the right summaries by activity the results of the ZBR. It is taken from the Power Point brief (given to the CNO); and it gives you the ZBR numbers, a sample explanation of the changes at three activities (NAVELSF, C2F, C3F), and a graphic of the net decrease (remember to add back the 7,000 billets). Here's what I have gathered about some of the findings:

- BUMED – Bureau of Medicine – a fleet hospital was eliminated because it was never manned.
- COMSC – Military Sealift Command – realizes that the MPS ships that they send forward will need armed guards in port. Force protection teams are being stood up and trained as we speak.
- SUBFOR – Submarine Force – majority of billet loss is associated with a decision not to provide manning for an aging submarine tender in the mothballed fleet on the James River.
- CNI – Naval Installations – elimination of most nonmilitary support functions (e.g., galley, berthing) at Naval bases throughout the country.
- SPECWAR – Special Warfare – increase in the number of Reservists who can make significant contributions in the Global War on Terrorism.
- NAVSECGRU – Security Group – increase in the number of Reservists who also make significant contributions in the Global War on Terrorism.
- SPAWAR – Space and Naval Warfare – decided that Peacetime Contributory Support performed by SELRES who went aboard ships to verify their C4ISR equipment will now be done by contractor – it is not military essential.
- NAVSEA – Sea Systems Command – with present onboard civilian and active duty military personnel, there were few gaps in mission coverage. Given the option of cutting civilians or active duty personnel, apparently, NAVSEA elected to reduce SELRES strength. The NR Engineering Duty Officers program is working a surge shipyard proposal that may result in an add-back of personnel.
- JAG – Judge Advocate – reduction of nonmilitary essential billets mostly on the enlisted side. The lawyers successfully argued, and received, an add-back from Fleet Forces Command that Naval Reserve lawyers bring unique skills and specialties that serve the Navy's interest quite well.
- MINEWARCOM – Mine Warfare – because of poor readiness of mine helicopters and mine warfare ships and

ZBR Results

37 Packages (Activity Inputs)	# of Functions	Current (Nov 03 TFMMS)	Proposed	ZBR	Billet Change
CONFORCOM	3	11,455	11,049	11,049	(406)
CNAF	28	11,157	8,843	8,415	(2,742)
CNSF	64	9,789	8,027	7,687	(2,102)
BUMED	7	7,810	5,619	5,569	(2,241)
COMNAVRESFOR	6	4,409	4,440	4,054	(355)
FORCE PROTECTION	11	3,076	3,104	2,899	(177)
USMC	4	2,375	2,352	2,352	(23)
NAVELSF	7	2,807	2,129	2,129	(678)
COMSC	5	1,606	3,487	1,875	269
CPF	71	1571	1654	1,631	60
SUBFOR	21	2,669	2,742	1,564	(1,105)
CNI	63	2769	2965	1,533	(1,236)
SPECWAR	18	960	1,382	1,382	422
NAVSECGRU	8	950	1,150	1,108	158
C2F C3F	15	1,554	1,091	1,091	(463)
CHNAVPERS	13	1,271	1,238	1,050	(221)
NAVSUP	83	1,514	1,008	1,008	(506)
ONI	8	781	789	768	(13)
NETWARCOM	19	843	845	751	(92)
NAVCENT	34	810	1,434	676	(134)
NAVEUR	11	784	653	645	(139)
NETC	26	990	778	448	(542)
CHINFO	4	340	387	340	0
FFC	18	427	334	334	(93)
SPAWAR	23	588	576	323	(265)
NAVSEA	22	1421	862	301	(1,120)
JAG	14	426	387	264	(162)
FSA	10	479	415	256	(223)
NAVFAC	4	456	262	248	(208)
NAVAIR	15	648	226	226	(422)
NAVMETOC	9	273	263	222	(51)
NCIS	2	160	208	208	48
ONR	1	270	275	200	(70)
MINEWARCOM	6	1,280	122	122	(1,158)
NAVSOUTH	4	33	136	46	13
NWDC	3	26	72	26	0
AAUSN	4	61	31	22	(39)
Totals:	664	78,838	71,335	62,820	(16,018)



deployment requirements, it was decided to make these 100 percent active duty units – regulars and FTS. Again, no room for SELRES. The same is true of the NRF frigates – 100 percent active and no SELRES because they are deployers. Again, changes were made for warfighting readiness purposes.

- IBU – Inshore Boat Units – to meet increasing demands, two entirely active duty units were created with the commensurate loss in SELRES billets.
- CONUS based staffs – a large reduction because the advance of technology improves the efficiency of those doing the jobs full-time. These staffs were found to have grown astronomically over the last twenty years.
- EOD – Explosive Ordnance Disposal – no cuts. Diving & Salvage lost billets because of military essential and contracting out decisons.
- Carrier Augment Units – large reductions but units comprised of the flight deck ratings remain for surge operations.

The following observations were passed to CNO:

(1) Existing RC structure based on cold-war missions;

(2) ZBR recommendations are based on new (post 9/11) DoD guidance;

(3) ADT/ADSW discretionary funding may provide better value than creating RC billets;

(4) ZBR effort was challenged by current Navy manpower-analysis capability; and,

(5) Many MFTs and ROC/POEs are out-of-date. [MFTs are mission, function, task statements for the shore establishment. ROC is required operational capability, and POE is projected operational capability – manpower terms used in TFMMS (Total Force Manpower Management System)].

Our take on (3) is that it might be more cost-effective to use the same Reservist more often than it would be to bring on a second or third Reservist with all the overhead costs to accomplish the task – works in peacetime, not necessarily in wartime; and, on (4) is that they were challenged by the lack of manpower-analysis capability in the Navy today.

Some of the outcomes make sense. But others make us think that the Navy is living for today and not thinking about a larger war that would require trained Selected Reservists for surge and sustainment. Trained Selected Reservists are on call to meet the Navy's needs – always have been. It is very shortsighted not to capture the skills and experience of active duty personnel in meaningful and relevant ways as they leave active duty. It is not hard for me to imagine situations onboard the eight Reserve frigates or the 15 mine countermeasure ships that might require replacement of personnel. Instead of ripping Sailors from another ship and destroying its readiness, much less bust the PERSTEMPO of the individuals, a trained cadre of Selected Reservists could answer the call in the least disruptive way. This is something that is occurring today, so why isn't it factored into this ZBR? The airline industry today has trimmed its personnel to the minimum, and cancelled flights have become the norm when a single crewmember becomes unavailable. The Navy needs a trained reserve to ensure that it can surge and answer all bells.

A copy of the briefing to CNO (obtained from Pentagon sources) can be found on our Web site at <http://www.navy-reserve.org/i4a/pages/index.cfm?pageid=2101>. As always, we'd be interested in what you readers tell us.

NAVAL RESERVE FY-06 PROMOTION INEQUITY FOR URL CAPTS & CDRS

Your Association took great exception to the lowering of the promotion opportunity for Naval Reserve captains and commanders in zone for promotion before the FY-06 Boards. Below is a point paper that our Executive Director sent VADM Gerald Hoewing, Chief of Naval Personnel. VADM Hoewing's response did not present a compelling rationale for the decrease, in our opinion.

ISSUE

The promotion opportunity of 40 percent for Unrestricted Line (URL) Reserve officers eligible for the FY-06 Naval Reserve Line Captain Promotion Selection Board will disadvantage those officers needlessly on three levels. First, in-zone eligibles are disadvantaged within their peer group (less select numbers); secondly, above-zone eligibles who missed selection last board due to missing performance reports will compete for less numbers this board; and, lastly, all eligibles have a lowered promotion opportunity in comparison to their active duty counterparts who have historically (and will again in FY-06) enjoy a selection opportunity of 55 percent. What is the compelling reason for this downward adjustment? One only hopes it is not a carryover effect from the FY-05 Reserve Line Selection Board, which did not select to the maximum authorized.

BACKGROUND

In the past, the Navy has not used promotion opportunity as a tool to decrease grade manpower numbers in the Naval Reserve. The core rationale for the Navy's continued use of the running-mate system is to provide equality between the career active duty officer and the career Reservist because Reserve structure officer requirements have never been definable. A classic example exists today where Reserve officers, not from the requirements-based Selected Reserve, but rather from the unstructured, undefined Individual Ready Reserve (IRR), are mobilized for the GWOT.

Countless years have passed without the Naval Reserve URL O-6 promotion opportunity percentage deviating from a range of 50 to 55 percent that has applied to active duty officers. This equitable promotion opportunity range remained consistent despite the fact that during fiscal years 89, 90, 91, and 92, the number of Reserve line O-6s in an active status nearly exceeded the statutory limit of 2250. To maintain the number of O-6s below the statutory limit, Elimination from an Active Status Boards (EASB) were convened during those fiscal years. In addition, the equitable promotion opportunity range remained consistent during the down-sizing of the 1990s. Today, the FY-06 projection of the number of Reserve line O-6s in an active status is well below the statutory limitation.

FACTS

1. Historically, the URL promotion opportunity range of 50 to 55 percent effectively allowed two O-5s to complete for one O-6 selection number. Under the proposed FY-06 promotion opportunity of 40 percent, now three O-5s complete for one selection.

2. The Naval Reserve is explicitly tied to the running-mate system, whose key purpose is to provide promotion equity between active duty list (ADL) and reserve active status list (RASL) officers. The Naval Reserve cannot adjust zones to effect output like the active force. Manpower adjustments come in the form of various boards to remove officers from an active status.

3. The lowering of the URL O-6 promotion opportunity goes against the spirit and intent of the words "provide relatively similar promotion opportunities over a period of the next five years in each grade and competitive category" in both DODI 1320.13 and DODD 1320.12.

4. This proposed lowering of the URL promotion opportunity is much, much more than 10 percentage points. It's a 25 percent change in competing for that one selection number.

5. This 25 percent decrease disadvantages all FY-06 eligible URL O-5s who have been participating, even mobilized, over those eligible O-5s from past years. Where is the commitment to those officers who have been compiling a record of performance for the past 19 to 20 years?

OPINION

Promotion opportunity is not a manpower tool. If the lowering of the Reserve O-6 URL promotion opportunity was to match O-6 inventory with billets, it was an ill-advised decision. Lowering the FY-06 selection number by 39 (based on estimated in-zone eligibles) will not significantly change inventory. To be balanced, the same could be said that selecting 39 less O-6s will not significantly change anything either. However, don't be too quick to adopt this side of the issue. The officers the Naval Reserve selects are the program's VITALITY. Has the Naval Reserve abandoned the time-proven policy of "youngest, most qualified"?

In actuality, the Naval Reserve Forces Command Apply Program, on a competitive basis, screens inventory to available billets. The Apply Board is better equipped to determine which officers are best qualified to fill structured billets than selection boards because they have the advantage of performance in grade. Selection boards select based on potential to serve at the next higher grade. Promotion has never guaranteed an officer a billet, so why is it being used in FY-06 as a manpower tool? If an increase in URL O-6 inventory was needed, would SECNAV authorize a promotion opportunity of 60 to 70 percent just to increase inventory? Probably not.

Selection boards have never been compelled to select to the maximum number authorized. In fact, several line and staff Reserve boards have not selected to the maximum number in the past few years. This has been explained to, and we believe it is understood by, the Reserve officer corps. Instead of reducing the selection numbers, it is more equitable to the officers being considered to let the selection board apply the "best and fully qualified" standard in the precept to those being considered.

RECOMMENDATION

Set aside the previously approved FY-06 Reserve URL O-6 promotion opportunity of 40 percent in the FY-06 Reserve Promotion Plan and place in the corresponding precept a promotion opportunity of between 50 to 55 percent. The Board meets 19 January 2005.

Addendum:

The promotion opportunity for URL Reserve officers eligible for the FY-06 Naval Reserve Line Commander Promotion Selection Board is 60 percent. It is 78 percent on the active side. Last year, the reserve promotion opportunity for this group was 70 percent.

THE AQUILA℠ GROUP OF FUNDS

As many of you know, the Aquila℠ Group of Funds provides the Naval Reserve Association and its members with a cash benefit service - The Cash Management Service for NRA Members, a money-market mutual fund. However, this is just one of the ways that the Aquila℠ Group of Funds can be of service to NRA members.

Aquila also specializes in single-state tax-free municipal bond funds. These funds are excellent investment vehicles for those members who seek stability for their overall investment portfolio or who are near or at retirement age.

If you are a resident of Arizona, Colorado, Hawaii, Kentucky, Oregon, Rhode Island or Utah or if you have a permanent active duty station outside the United States and are interested in finding out more about a stable investment choice, **call your financial adviser or Aquila at 1-800-437-1020** or visit our website at **www.aquilafunds.com** for a free prospectus. Read it carefully before you invest or send money.

- **Managed for capital preservation**
- **Provides monthly double tax-free* dividend income**
- **Highly stable share price****
- **Low initial investment**

INVESTING IN YOUR COMMUNITIES,
YOUR STATE,
YOUR FUTURE ...

- **High-quality, locally-managed portfolio**
- **Broad selection of bond issues**
- **Ready liquidity**
- **Improves quality of life by supporting state's infrastructure needs - airports, schools, roads, hospitals, etc.**

Shares of the Aquila-sponsored tax-free municipal bond funds are not deposits, obligations of or guaranteed by any bank; are not insured by the FDIC and are subject to investment risk, including the possible loss of principal invested.
*For certain investors, some income may be subject to federal and state taxes, including the alternative minimum tax.
**Share net asset value and dividend rate of the Aquila-sponsored tax-free municipal bond funds are not fixed and vary with interest rate fluctuations.

Churchill Tax-Free Fund of Kentucky

Hawaiian Tax-Free Trust

Narragansett Insured Tax-Free Income Fund

Tax-Free Fund For Utah

Tax-Free Fund of Colorado

Tax-Free Trust of Arizona

Tax-Free Trust of Oregon

Aquila Distributors, Inc. 7/02

Developing Strategic Alliance – What's in It for Me?

By LCDR Eddie Oestreicher, MSC, USNR, National VP for Public Relations with information referenced by Mr. Ed Riggsby

The Naval Reserve Association is moving swiftly into 2005 with an aggressive plan to continue to add value to its membership. This year, the NRA will be working to establish strategic partnering relationships to increase service and member benefits.

The reasons for strategic alliances become apparent when you understand the benefits. This applies to businesses and organizations of all sizes. Your reason for developing an alliance could be for research, production, marketing, distribution, or management. Your increased capability for success through alliance relationships will encourage your continued embracing of the practice. The same holds true, regardless of whether you enter strategic alliances as an individual or as an organization. Many of the benefits create high value for different segments of the distribution chain rather than all the segments.

Here are a few reasons to partner:

1. You will find that partnering can provide the benefit of positioning for future needs not yet known to you or your industry. An example, a lead-user firm is one whose present needs will reflect its segment's needs in future months or years. Through partnering, one company can assist another in leapfrogging current industry leaders. Cooperating with newer firms more willing to pursue a riskier development strategy to gain market shares does this. This strategy can aid companies, large and small, in more rapidly and efficiently reaching their collective goals;
2. Additional discounts and services for in depth marketing and technical expertise. Win/win pricing becomes possible in long-term buyer/seller alliance relationships;
3. Improvement of products/services;
4. Sharing of information.

Ultimately, the benefit to developing strategic alliances with others is for solutions through mutually beneficial efforts. Finally, and decisively important, when a company embraces the philosophy of strategic alliances, the result will be improvement in quality, productivity, and profitability. And yes, this is done through cooperation and collaboration.

Here are a few of the strategic partnerships the NRA is establishing:

a. The Association of Medical Service Corp Officers of the Navy (AMSCON) – will partner with the NRA to increase membership capabilities, gain additional career knowledge, receive comprehensive records reviews, and will receive the ability to access a virtual chapter containing corps-specific information for MSCs . The virtual chapter will be started and an interim president will guide its creation until the membership votes on its executive leadership. The Web page is <http://www.navy-reserve.org/i4a/pages/index.cfm?pagesid=1187>.

b. The International Society of Performance Improvement will partner with the NRA to increase NRA membership competency abilities; to allow NRA members to receive a discounted rate for membership; and to offer various educational courses, seminars, and training events to enhance the Reservists' knowledge base.

The mission of ISPI is to develop and recognize the proficiency of its members and to advocate the use of Human Performance Technology. This technology is seen as "leading-edge" technology and is one method the CNO has chartered to improve individual and team efficiencies in the Navy.

What is HPT? Human Performance Technology (HPT), a systematic approach to improving productivity and competence, uses a set of methods and procedures – and a strategy for solving problems – for realizing opportunities related to the performance of people.

The Web site is <www.ispi.org>.

Junior Officer Country – Cont'd. from page 11

how to present a professional image. This includes communicating appropriately, working well on teams, respecting and valuing differences, and interacting effectively with patients and coworkers.

The basis of professionalism is that it is a social contract between a profession and society without which professionalism cannot exist. Based on this contract, the professional is expected to have specialized knowledge and to utilize this knowledge in the service of the patient and society in an altruistic manner.

For the ideal of professionalism to survive, health care professionals must understand it and its important role in society. They must meet the obligations critical to maintain professionalism and ensure that health care systems support behavior that is compatible with the values of professionalism. Is it possible to preserve the ideal represented by professionalism in a manner that will provide continued meaning to the practice of health care? I believe there are reasons for hope.

First, health care systems can actively promote desirable behavior in health care professionals. Therefore, the support of policy makers in preserving a value-based health care system becomes crucial. Second, health care providers who do not exhibit professionalism need to be held accountable for their actions. Furthermore, health care administrators must enforce accountability at all levels.

Both society and the profession should desire the same type of health care provider – competent, moral, idealistic, and altruistic. After all, this is best guaranteed by a healer functioning as a highly respected health care professional.

THIRD DISTRICT NRA UPDATE

To all members of the Third District – Meet your Chapter Presidents and Executive Committee

CHAPTER PRESIDENTS

3-003 Long Island.
CAPT John F. Nash, USNR
jnash@triallaw1.com, (516) 742-0707
3-004 NY Navy
CAPT Stanley P. Schwartz, USNR (Ret)
captstan70@hotmail.com, (718) 592-0803
3-074 Hartford Hornets
CDR William J. Friedeberg, JAGC, USNR (Ret)
wfriedeberg@msn.com, (860) 232-5421
3-078 WNY
CDR Lance Roger Mauro, SC, USNR
lmauro58@yahoo.com, (716) 634-4246
3-106 COMDR Wolsey
CAPT Edward Pflugheber, USNR (Ret.)
jepflugh@gisconet.com, (315) 639-6731
3-113 Hudson Valley
CAPT Robert Morrison, USNR (Ret)
(845) 462-3614
3-162 Central NY
CDR Arthur Arimino, USNR
adaramino@aol.com, (716) 439-0502
3-163 Hendrick Hudson
RADM Martin Leukhardt, USNR (Ret)
(518) 785-9697
3-176 Alleghany
CAPT James McDonnell, USNR (Ret)
jmcdonn702@aol.com, (716) 763-9657
3-183 COMDR I. Hull
CAPT Kermit D. Thompson, USNR (Ret.)
thompsonedwards@snet.net, (203) 773-1950
3-187 COMDR I Chauncey
CAPT George A. Beck, USNR (Ret.)
gbbeck93@hotmail.com, (724) 940-2619
3-206 ENS James Burke, Jr.
CDR William A. Murphy, USNR (Ret)
MurphVMI65@aol.com, (914) 343-5928
3-215 Twin Tier
CAPT Mark Flandreau, USNR
mflandre@stny.rr.com, (607) 562-3778

EXECUTIVE COMMITTEE

President
CAPT Thomas J. Caulfield, USNR (Ret)
caulfield@adelphia.net, (716) 836-0114
VP Professional Development
CAPT George Hill, MC, USNR (Ret)
ghill@drew.edu, (973) 36-0738
VP Membership
CAPT Toni J. Holland, SC, USNR
tholland@kraft.com, (973) 503-2386
VP Legislation
LCDR Sam Khichi, USNR
samkhichi@hotmail.com, (646) 387-2648
Secretary
CDR Wayne P. Sorrentino, USNR
wayne@sorrentino.net, (716) 891-5164
Treasurer
CDR James Gerlach, USNR
endzone@bluemoon.net, (716) 691-9983
VP Medical
CAPT Julia A. Block, MC, USNR
jadblock221@pol.net, (631) 666-6515
VP Surface
LCDR Edwin M. Keeshan, USNR
ekeeshan@optonline.net, (516) 883-5010
VP Active Duty Programs
CAPT Thomas A. Wilson, NC, USNR
cqi2@aol.com, (203) 384-3557
VP Junior Officers
LT Patrick J. Roche, USNR
pjroche01@msn.com, (763) 983-7179
VP Veterans Affairs
CWO4 Carmine J. Mezzacappa, USNR
(Ret) crmmez@yahoo.com, (718) 884-3460
Chaplain
CAPT Richard L. Bucko, CHC, USNR
rlbucko@cs.com, (609) 654-1148
Historian
CDR Stephen F. Wilder, USNR (Ret)
swildnav@aol.com
Strategic Planning Committee Chair
CDR Thomas M. Hopfenspirger, USNR (Ret)
tlmkhoff@aol.com, (845) 339-6454
Enlisted Personnel Committee Chair
IS2 Darryl Sedgwick Nicholson, Jr., USNR
dj@visionofnature.com, (860) 283-9036
Resolutions Committee Chair
ENS Philip K. Thomas, SC, USNR
philip.thomas@chineseandenglish.com
(917) 541-8676
Site Selection Committee Chair
CDR Lance Roger Mauro, SC, USNR
lmauro58@yahoo.com, (716) 634-4246
Nominations Committee Chair
LCDR Ernst K. Walge, CEC, USNR
walgee@rlaf.mil, (315) 865-8911
Awards Committee Chair
ENS Aron S. Iyer, USNR
aiyer@criseydecapital.com, (212) 590-2533
Scholarship Committee Chair
CDR Patrick J. Broderick, USNR
pjb94@myway.com, (315) 764-5177

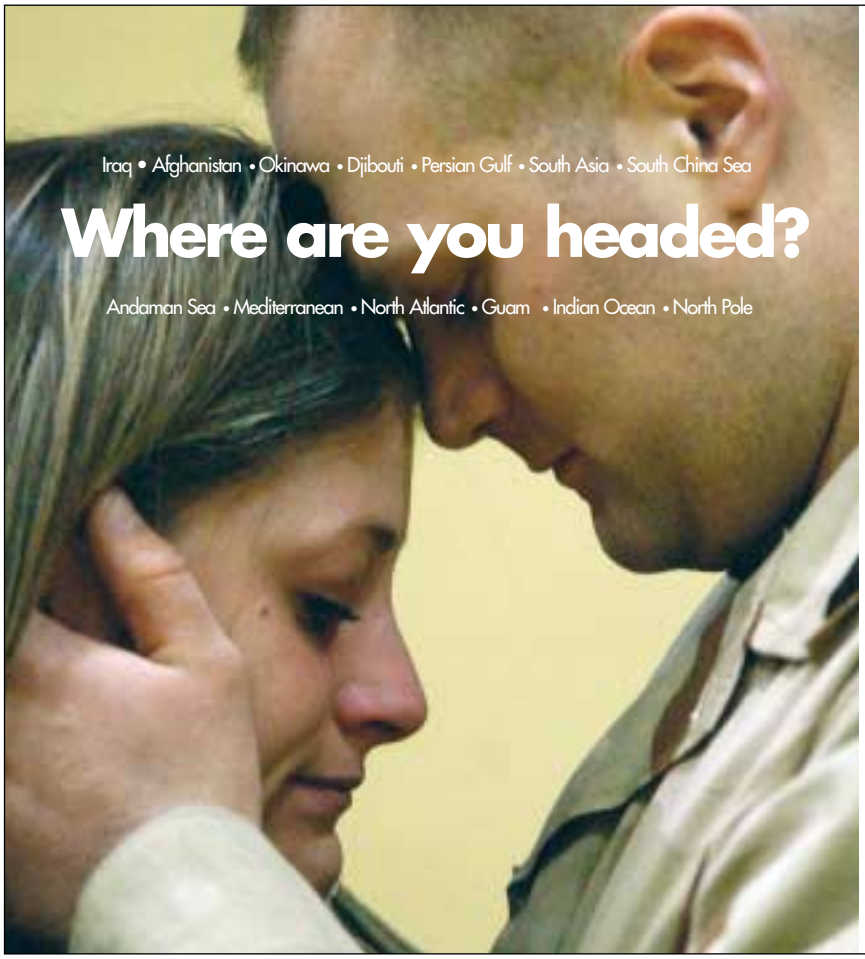
Some activities:

April 1, 2005
Dining Out
Sponsored by the Long Island Chapter
Contact: CAPT John Nash
(516) 742-0707

April 2, 2005
Third District Executive Council Meeting
U.S. Merchant Marine Academy
Contact: CAPT Thomas Caulfield
(716) 836-0114

April 22-24, 2005
NRA National Conference
Kansas City, MO

Check us out at our Web site: nr3d.org



$600,000 Term Life Insurance

For only $27.00* per month

*On a $600,000 Flex-Term policy, non-smokers receive annual refund of $4.00/ mo, subject to change and NOT guaranteed.

Prepare for the unexpected. If you don't who will?
For a hundred twenty five years NMAA has been there to protect sea service members and their families. Before you go, call NMAA.

NO war clause • NO aviation clause • NO terrorist clause

Call Navy Mutual:
1.800.628.6011
www.navymutual.org

Navy Mutual Aid Association
A Veterans Benefit Association Since 1879

Serving: Navy/Marines/Coast Guard /NOAA /Public Health Service
Henderson Hall /29 Carpenter Rd., Arlington, VA 22212

Naval Reserve Association Spring Conference Agenda

Kansas City, Missouri - 22-24 April 2005

The spring conference is the shorter of the two that we hold and follows a "Drill Weekend" format – Friday night to Sunday noon.

Friday, 22 April

1800-2000 President's Reception - in the Boardroom

Saturday, 23 April

0700-0800 Continental Breakfast - Ballroom
0800-0930 General Session - Ballroom
0930-1200 Committee Breakouts - TBA

Conference uniforms for all functions:

Service Dress Blue, Service Khaki, or appropriate civilian attire.

1200-1400 Awards Luncheon - Ballroom

RADM John Debbout
Commander, Naval Reserve Forces Command
speaker/presentor

Five Junior Officers of the Year:

FTS Line: *LCDR Nathan Moyer (USS BLACKHAWK -MHC58)*
FTS Staff: *LCDR David Rudko (Naval Expeditionary Logistics Support Force)*
SELRES Line: *LTJG John Junek (NR NASC 6066)*
SELRES Staff: *LT Vincent Divarco (NR NSSB One)*
Bea Ratner (Nurse Corps): *LCDR Lisa Clearman* (OHSU NMCSD Det D)

1400-1600 Committee Breakouts/District Meetings - TBA
1700-2100 Evening - Bus to Past President Ken Welch's ranch for a barbeque

Sunday, 24 April

0700-0800 Continental Breakfast - Ballroom
0800-0900 General Session/Committee Reports - Ballroom
0900-1000 Representative Ike Skelton, Ranking Member House Armed Services Committee
1000-1200 General Session/Committee Reports

Adjourn NLT noon

The Holiday Inn Plaza Kansas City
is pleased to welcome:
The Naval Reserve Association
22-24 April 2005

The Holiday Inn Plaza Kansas City is located on the historic Country Club Plaza, a unique Old World shopping and entertainment district. Just ten minutes from downtown Kansas City and only 30 minutes from Kansas City International Airport, the hotel is also a mere 25 minutes away from riverboat casinos, amusement parks, and professional sports stadiums.

At the Holiday Inn Plaza, you'll find comfortable accommodations and friendly, professional service. All of their 241 beautifully appointed guest rooms include convenient amenities, like a large work desk, voice mail, dataports, complimentary daily newspaper, hair dryer, and coffeemaker.

Enjoy casual dining at the in-house restaurant, serving a wide variety of delicious American favorites. Unwind with your favorite cocktails and appetizers in the relaxing lobby lounge. Or, order room service and stay in the comfort and privacy of your own room.

Country Club Plaza: From Anthropology to Z Gallerie, it's all right here on the Country Club Plaza. No other collection of boutiques, fashionable national stores and wonderful local discoveries can be found in such elegant surroundings on such amenable terms. Over 120 stores fill the architecturally classic 14 block district and create the experience that makes The Plaza one of the Midwest's premier destinations. Feast and Frolic. Whatever you could want, from scones to scallops, Beaujolais to Kansas City barbecue, it's all waiting for you on The Plaza. Nearly 30 distinctive restaurants and outdoor cafes offer an extraordinary range in dining options from elegant to casual, with a price range to match whatever choice you make.

Reservations: Call 1-816-753-7400 or Reservations direct (at the hotel) 1-816-216-8050. Reservations can be reached Monday through Friday,8 a.m. to 5 p.m. Make sure you tell them you are with the Naval Reserve Association to get the group rate.

Rate: $89.00 per night plus tax (14.85%) for King or Double/Double for the period 19-26 April 2005.

Rooms are limited: Reservations received after 22 March 2005 are subject to availability and may not qualify for the group rate.

Naval Reserve Association
Spring Conference
The Holiday Inn Plaza Kansas City
Kansas City, MO
22-24 April 2005

REGISTRATION

NAME/ RANK_____ LIFE MEMBER: YES _____ NO _____
(AS DESIRED ON NAME TAG)

MAILING ADDRESS_____

CITY_____ STATE_____ ZIP_____ PHONE: (__)_____

SPOUSE'S NAME (IF ATTENDING)_____ LIFE MEMBER: YES_____ NO_____
(AS DESIRED ON NAME TAG)

HOTEL ARRIVAL DATE_____ DEPARTURE DATE_____

REGISTRATION FEES: MEMBER: $105.00 SPOUSE/ANCHORS: $105.00
AFTER 22 MAR. 2005: MEMBER: $115.00 SPOUSE/ANCHORS: $115.00

TOTAL FORWARDED: $_____ _____
FINANCE CHAIRMAN

REGISTRATION FEES INCLUDE:
Friday night President's reception; Saturday & Sunday continental breakfast; Saturday awards lunch; Saturday night special event.

DO NOT WRITE IN THIS SPACE, FOR CREDENTIALS COMMITTEE ONLY
_____ Delegate NRA Chapter_____
_____ Certified Delegate

Credit card type: (AMEX, VISA, Master Card, Discover)

Authorized Signature:_____

Credit card number:_____ Exp. Date:_____

Make checks payable to: NRA 2005 Spring Conference

Mail this form to:
NRA 2005 Spring Conference
c/o Chief Financial Officer
1619 King Street
Alexandria, VA 22314
Fax: 703-683-3647 ● E-mail: cfo@navy-reserve.org

CONFERENCE REGISTRATION FORMS

Attention Deficit Hyperactivity Disorder

By RADM Peter L. Andrus, MC, USNR
National VP for Health Affairs

Attention Deficit Hyperactivity Disorder (ADHD) is a frequent diagnosis in the pediatric population and is increasingly being diagnosed in adults as well. Since many Naval Reservists are parents (or grandparents), I thought this topic would prove of interest. Perhaps many of you have a child or grandchild with this diagnosis, and some of you may actually have ADHD yourselves. As a practicing pediatrician, I frequently encounter families whose children present with school issues that turn out to be ADHD. Thus, I am often involved in the diagnosis and treatment of ADHD and find working with and helping these families to be among the most rewarding aspects of practice.

ADHD has been estimated to be present in 7-10 percent of the pediatric population and can have a profound impact on a child's ability to function well at home, in school, and with peers. Once thought to be present much more frequently in boys than in girls, we now realize it is frequently present in children of either sex. The diagnosis currently is being recognized more often in girls who typically display less hyperactivity than boys. The cardinal symptoms of ADHD are inattentiveness, impulsivity, and hyperactivity; but not all of these symptoms must be present for the diagnosis to be met. Based on a variety of behavioral characteristics, together with the frequency and severity of their occurrence, ADHD can be broken down into three subtypes. ADHD, inattentive predominant subtype, manifests largely without hyperactivity. ADHD, hyperactive-impulsive predominant subtype, manifests largely in terms of hyperactivity and impulsivity; inattentiveness is less apparent. ADHD, combined subtype, displays characteristic behaviors in all three of the cardinal areas mentioned.

There is no physical examination or laboratory finding that is consistently characteristic (diagnostic) of ADHD. The diagnosis is largely reached by the history of the child's behavior as given by parents, teachers, and other salient adult figures in the child's life. Such data can be collected using structured survey forms or interviews. In addition, direct behavioral observations in the classroom, home, or office may be helpful. In addition to meeting specified criteria for the diagnosis, a significant part of the medical evaluation of youngsters suspected of having ADHD is investigation to rule out other medical or psychiatric diagnoses which might better explain the presenting symptoms. Other medical conditions, such as seizure disorder or allergies and the side effects of medicines taken for medical conditions such as asthma, may mimic some of ADHD's symptoms. Learning disorders and a variety of emotional conditions may also confound the picture.

Physicians must work cooperatively with parents, teachers, and the child himself/herself in developing a comprehensive treatment program to manage ADHD. While medication is often at the heart of such a program, medicine alone is not an adequate solution. It is important to ensure that appropriate behavior management techniques are in place, that there is effective communication between home and school, and that consistent approaches to behavior management are in place. It may be helpful to have the child formally recognized by the school as having an educationally handicapping condition. This makes special education resources available to assist in his/her overall educational program including modifications such as untimed testing as well as classroom alterations to enhance concentration, decrease distractions and otherwise aid in the learning environment.

Let's return to medications since they are the most effective single intervention for most children. The gold standard medications for ADHD have been the stimulant class of drugs, specifically methyphenidate (Ritalin, Concerta, and others) and amphetamine (Dexedrine, Adderall, and others). They have been in use for this condition for over 40 years and are among the most heavily studied medications in the pharmacopoeia. Their onset of action is same day, and the effect of the medicine lasts for a few to several hours. They are controlled substances, which makes the management of refill prescriptions somewhat cumbersome. They are extremely safe and effective when appropriately prescribed and monitored by experienced physicians, notwithstanding the negative press that accompanies their use in some of the popular media. In the past, multiple doses of medication were required on a daily basis, which was a nuisance for the child, parent, and school nurse. In recent years, significant advances have been made in developing sustained release preparations that permit once-a-day dosing at home under parental supervision, in most cases. Contrary to some reports, stimulant medications are not addictive as prescribed for ADHD, and all evidence points to a lower risk of developing drug abuse in patients who are adequately treated for their ADHD, as compared with those who are undiagnosed or untreated. The common side effects of decreased appetite, sleep difficulty, headache or stomachache can normally be satisfactorily managed and diminish as the child becomes accustomed to the medication.

Treatment will certainly be required for several years, and possibly on a long-term or lifetime basis. Many children who are hyperactive when younger will show less hyperactivity as they move into their later teen years but may still manifest inattentiveness, which remains a challenge for effective learning and satisfactory peer relations. As teens become drivers, the need for adequate management of their inattentiveness becomes more critical, as ADHD patients who are not being adequately treated are substantially worse driving risks than those who are being treated or who do not have ADHD.

A nonstimulant medication, atomoxetine (Strattera), that has recently become available offers some advantages over the older drugs. It is not a controlled substance, which makes prescription refills easier to manage; and it provides around the clock coverage of ADHD symptoms. On the other hand, its onset of action is slower, taking several weeks to reach full effect; and we have a much shorter track record with its use in the clinical setting. There are a number of other second-line drugs that have shown some effect in ADHD patients. In sum, about 85-90 percent of all children with ADHD will benefit from one medication or another.

As it is increasingly being recognized that ADHD is not an age-limited phenomenon, many adults are currently being diagnosed and treated for this condition which previously went unrecognized in adults. Parents often realize at the time their children are first evaluated and treated that they have suffered from ADHD and seek care for themselves as well. Among physicians, pediatricians, family physicians, psychiatrists, and internists are the most likely to have experience with the evaluation and treatment of ADHD patients. Should you feel that this is an issue for a family member of yours, care and additional information should be sought from your personal physician.

To Your Health & Wealth in 2005

By LT Marc J. Soss, SC, USNR

With April 15th (income tax filing deadline) quickly approaching, it is important to make two of your new year's resolutions stick throughout the year (statistically, only 12 percent make it through the year). The first resolution is to be more aggressive saving for retirement (the national savings rate is less than one percent), and the second resolution is to get into better physical shape (31 percent of adults and 17 percent of children are seriously overweight). The following is a brief view of the options still available on your 2004 income tax return and available for the remainder of 2005.

Retirement Accounts

Individual Retirement Account:

IRA contributions fall into two categories (deductible and non-deductible). Deductible contributions are subject to various limitations (filing status and "Modified Adjusted Gross Income") that will affect your ability to deduct all, part, or none of the contribution.

Individuals are eligible to make contributions up to $4,000 (plus a $500 makeup allowance for those over the age of 50) for each spouse (including a nonincome-producing spouse) as long as the combined compensation of both spouses at least equals the contributed amount. The deadline for making your 2004 contributions is 14 April 2005.

401(k) & 403(b) Plans:

401(k) and 403(b) plans (named after their respective tax code section) are employer (profit and nonprofit) established plans. Pursuant to the plan and its respective limitations, you can set aside a percentage of your pretax salary. Your and any employer contributions will grow tax-deferred until withdrawn. The IRS established maximum contribution amount for 2005 is $14,000. Additionally, if you are age 50 or older, you are allowed to make catch-up contributions of $4,000.

Unless you were recalled to active duty in the military and meet certain criteria, it is too late to make up for any 2004 contribution shortfalls. However, depending upon your plan limitations, you may be able to maximize your contributions in 2005.

Thrift Savings Plan:

Members of the Reserve are eligible to make tax deductible contributions to a Thrift Savings Plan (TSP). The eligible contribution amount is based upon the applicable annual IRC contribution limit ($14,000 in 2005) and changes annually. If you are over 50 years of age, you may also make an additional catch-up contribution of $4,000. Contributions may be made from basic pay, and incentive or special pay (including bonus pay).

Health Care (Financial)

Flexible Spending Account:

These accounts come in two types: (1) health care (insurance deductibles and copayments); and (2) dependent care (daycare or baby-sitter fees). Funds, up to a maximum of $5,000, may be placed into the account through pretax payroll deductions. Account funds must be spent by year end or they are lost and subject to use by your employer to offset future administrative expenses.

Health Savings Account:

This is a special type of account for individuals covered by a High Deductible Health Plan (HDHP) and not other health insurance, eligible for Medicare, or eligible to be claimed as a dependent on another's tax return. The account has a minimum deductible of $1,000 (self-only coverage) or $2,000 (family coverage). Account contributions, if made by the individual, are an "above-the-line" tax deduction and, if made by an employer, are not taxable to the employee.

The maximum account contribution amount is the lesser of the deductible amount under the HDHP or $2,600 (inflation adjusted) for individuals or $5,150 (inflation adjusted) for family coverage. Unused funds invested into the account roll over year after year. At age 65, the funds can be withdrawn for health expenses and insurance premiums (Medicare Parts A & B, Medicare HMO, and the employee's share of retiree medical insurance premiums). Individuals 55 and older may also make an additional $600 catch-up contribution.

Health Care (Dietary)

The medical experts are of the opinion that everyone should drink between two quarts to a gallon of water a day and avoid all soft drinks. Eating well does not require you to starve yourself but simply eat healthier foods (fruits, vegetables, and lean meats cooked by methods other than frying) with fewer calories.

Exercise

The benefits of an exercise plan (walking, biking, calisthenics, or swimming), in addition to passing your semiannual physical fitness test (PFT) and a higher overall quality of life, include a reduced risk for several diseases and health conditions. Regular physical activity can help protect you from the following health problems: (1) heart disease and stroke (by strengthening your heart muscle); (2) high blood pressure; (3) high cholesterol; (4) diabetes; (5) obesity; and (6) stress. These reasons alone should be enough to get you off the couch and into the gym or outdoors.

Conclusion

Now that you know the basics, it's time to put your health and wealth savings plan into action. No more excuses as we are only talking about exercise and money.

For What Billets Should I Apply?

By CAPT Richard Robey, USNR

I get asked by junior officers about this time every year when the APPLY process begins, *"For what billets should I apply?"* This seems like a simple question.

As a junior officer, you need to establish your professional goals in the Navy. We have always been taught to strive for command, particularly at the O-5/O-6 level. This is a worthy goal. You also must understand what is expected of you in your given warfare community since you must compete for promotion within that community.

When I entered the Naval Reserve as a newly appointed O-4, I had no real long-term goals except to do 20 good years and obtain retirement eligibility. By chance, when I affiliated with the Naval Reserve, I was assigned to MIUWU 112 under the leadership of then Commander Stanton Thompson. Shortly after I reported onboard, now RADM Thompson sat me down and asked me what I expected to get out of my Naval Reserve career and this unit. I told him I did not really know except I desired to serve in a unit that has a mission. That is when he told me, back in the fall of 1988, that his goal was to become an admiral. You have to have a long-term objective and then work towards it. He said to think about it and come up with a personal career plan. He also told me to find two or three senior officer mentors, including one in my warfare specialty (submarines), and get their counsel periodically on my plan.

It took me a couple of years, along with an activation back to active duty for Operation DESERT STORM I, finally to map out my career plan. This is the plan I still work today. My main objective was to make O-6 and have a major command, specifically Commodore, Naval Inshore Undersea Warfare Group ONE (NCWG-1). Once I set that objective for my career at year 22, I was then able to determine what skills and experience I needed to obtain over the next ten years in order to achieve this milestone. After much discussion with several of my mentors, I then set as goals those intermediate billets I needed: CO submarine support unit, CO MIUWU, major fleet submarine staff, IUW staff, and CO major fleet headquarters staff unit. I figured if I did this, then I would make O-6 and be competitive for the CO NIUWG-1 billet.

I referred to my plan prior to each APPLY season when I was preparing to apply for a new billet. I would adjust my plan as needed based on any number of personal or professional factors and find those billets that best fitted my career needs. Over the next ten years, I was able to achieve my goal pretty much as my plan had predicted. I relieved as the Commodore of Naval Coastal Warfare Group ONE, the successor to NCWG-1 within one year of my ten-year-old plan. During this period, I also had command at every pay grade – another goal I had set.

Once I made my initial plan back in 1991, the intermediate assignments were fairly easy to select because I knew what skill and experience I was trying to obtain in the next two-to-three years step. There was enough flexibility built into the plan to allow for different positions to achieve the goal. I did not restrict myself just to one billet at each step. When I did apply for a new billet, any of my top five picks would have satisfied my criteria to go to the next step. I knew that I had a high probability of getting one of my five top picks, if not my first or second one.

The cornerstone to my successful plan was the key mentorship I received from RADM Thompson back in 1988 and the many mentors and friends I have used over my career. When I first wrote my plan, I did not know if I could reach my goals or not. I did work my plan over the years and I let my mentors know along the way what my short- and long-term goals were. It is their invaluable assistance to help me in my career planning that made my plan achievable. My case is not unique. You can ask any senior officer what plan did he/she use to get to his/her position today. Each one will tell a similar story but just on a different path. It is the journey that is fun.

When you ask me today for what billet should I apply, I will ask you to review your Naval Reserve career plan with me. I recommend that you map out your plan to your projected retirement date whether you think you will retire as an O-6 or O-9. Once you have a written plan, then we can discuss those five billets that best meet your criteria to move forward on this APPLY cycle. Good luck with the FY-06 APPLY process as I know each of you will find the success you are striving for in your career.

Anticipating Going on Active Duty in Support of a Contingency Operation?

By Tom McAtee

If you are scheduled to or anticipate going on orders for more than 30 days in support of a contingency operation, ensure that your orders specify this fact. Why? Orders issued with the words, "in support of a contingency operation," come with certain health care entitlements not afforded other types of orders. Specifically, with the "contingency operation" statement on the orders, the Reservist (and family) is eligible for early TRICARE benefits up to 90 days before report date, transitional care for 180 days following separation, and the purchase of TRICARE Standard for one year for every 90 days served on orders. Implementation guidance from DoD in regard to purchasing TRICARE Standard is due out 26 April 2005.

RADM Keith,

I am proud to be a Navy Reserve Officer, a member of NRA, and a Helo Guy!

I read with deep interest and concern your letter "From The Editor" regarding the proposed cuts in Navy Reserve Personnel End Strength. Indeed, our NAVRES numbers are decreasing, and we should ensure that any necessary manning reductions are accomplished in only the most prudent ways possible. But I would not want any of our shipmates to feel as though the sky was falling.

Admiral, the drama of the news depicted in this letter and its accompanying graph are alarmist and (some statisticians might say) misleading. By the numbers, the proposed reduction in actual NAVRES manning from FY-05 to FY-06 is about 9 percent (80,462 to 73,100) which is significant –I could lose the part-time job I love. However, these real figures on the scale are lost in the accompanying graph's colored bars which depict a calamitous drop of about, say, 75 percent. While I appreciate that your staff is looking out for us on the Hill & at sea, this distortion of statistics is the sort of thing one would expect to see in USA Today or other "eye candy" publications rather than in NRA News.

Charlie Clifford
Lieutenant, USNR

Dear Admiral Keith,

As a life member of the NRA, each month I read *NRA News* cover to cover. Over the past year I have observed an editorial trend that causes me great concern in the signal sent to our membership and thus in the long-term relevancy of our great organization. That trend is the consistent reluctance to embrace Active-Reserve Integration and more to the point, the manner in which you choose to express your resistance.

Month after month in our periodical – and now through the e-mail-Web media, the NRA leadership has continually cast doubts about the viability of ARI by claiming it is not a well-thought out strategy and that we are mortgaging our future by embracing the CNO's desire for a truly integrated Navy. CAPT Puzon's tone in particular conveys sarcasm and glib defiance of the one Navy concept on a nearly monthly basis. We can do better in presenting these issues to our members.

We have made tremendous strides over the past six years in so many ways. During his tenure as CNRF, Vice Admiral Totushek focused on process and information technology, and put in place the building blocks that have allowed VADM Cotton the ability to take the Reserve Component (RC) to the next level of service. VADM Cotton is a full partner in OPNAV, engaged in every programming and resourcing debate that takes place. At the fleet level, the integration between the Reserve Forces Command and Fleet Forces Command has kept the RC at the table in discussions that have seen us demonstrate unprecedented alignment, giving seamless integration a new meaning.

We are merging air and surface reserve centers, as well as taking advantage of any opportunity to create Joint Reserve centers. We are progressing towards having each and every unit in the RC demonstrate its relevancy. Those units that have no assigned mission or function (i.e., lack of relevancy) will simply cease to exist. Today's reservist comes to drill weekend to a unit that provides continuous support to its supported command with visibility, greater responsibility, and accountability for its service. Our team is highly motivated and inspired by this new construct of reserve support.

The way you tell the story is quite different. You maintain that we are "giving up" too much in this integration, as if the warfighting capabilities we bring to the fight should be segregated and isolated from the Active Component (AC). Your perspective on nearly every issue creates the perception that once we are totally integrated with the AC, we will have lost forever, some idyllic control.

From my daily interactions with Naval Surface Forces and the great personnel of our Reserve Component, I hear a different drumbeat than the one you discuss in NRA News and on your Web site. The supported commands now have an expectation that we will deliver quality and support – because it is they, not us, who have generated the requirement. Our RC personnel have never felt more utilized, or relevant. Morale has never been higher. Our Sailors and our taxpayers are clearly the winners in this one-Navy concept.

My commitment to NRA and my membership – is for life. I think it is very appropriate to debate these issues concomitant with growth and change. I believe our membership should be kept apprised of new initiatives and uses for our personnel and the pros and cons of each dynamic. But I do not believe in separate agendas where it appears that the evolution of our force may be disruptive to some un-codified status quo – retained by an organization that is meant to promote and support reservists. I do not believe in projecting rancor about change, especially when the change-train left the station many months ago. Simply put, our Navy must become one entity. Our RC leadership is answering this call. Every constituency that matters – drilling RC personnel, active RC personnel, our active component, and the taxpaying public of the United States embrace this. NRA should as well.

Edward Masso
Rear Admiral Lower Half, USNR

Dear Admiral Keith,

In your 1 December 2004 memo re: credit reports, I finally got around to requesting my report – from Experian this time – and am pleased to report that the exercise was quite easy and quick. Plan to request a report every four months from one of the three reporting bureaus. Hope this info is helpful to others.

Cecil B. Keen
Lieutenant Commander, USNR (Ret)

Dear Mr. DeVille,

Thank you very much for entering the data I failed to complete yesterday and for getting me set up in your system. In only an hour, I have already reaped the benefits of your great organization.

Ed Chomas
Captain, USNR

Navy Reservists Host First-Ever NATO Joint Observer/Trainer Seminar in Battle Creek

By LCDR T. R. Shaw, USNR
SAC-T, Det. 113 Public Affairs Officer

Battle Creek Air National Guard Base, MI – NATO's transformation took a huge step forward recently with the help of Navy Reservists. Supreme Allied Command-Transformation, Det. 113 of Battle Creek, MI, hosted a seminar on 12-13 February designed to create a Reserve team of qualified observers/trainers to support upcoming NATO exercises and assist in the Global War on Terrorism.

This first-ever joint-coalition event proved to be an exciting and informative weekend of active duty and reserve force integration, marking a new era of joint interoperability and cooperation in NATO's transformation mission.

Navy Reservists assigned to NATO and other Navy commands from throughout the United States, along with other Army and Marine Corps officers and Air National Guardsmen desiring to improve their understanding of NATO, came together in Battle Creek to learn how to be effective observers and exercise trainers. Reservists will be taking on a much larger and more visible role in observing and evaluating exercises and improving doctrine and practices as NATO's transformation progresses.

The Reservists joined with active duty and international officer instructors from SAC-T Headquarters and U.S. Joint Warfighting Center (JWFC) in Norfolk and NATO's Joint Warfare Centre (JWC) in Stavanger, Norway.

JWC annually hosts four major exercises which SAC-T Reservists support, the largest being a Europe-wide exercise certifying the NATO Response Force. Two of the four exercises provide specific training for NATO's International Security Assistance Force (ISAF) mission deploying to Afghanistan supporting the Global War on Terrorism.

"This is the Navy Reserve of the future, the way ahead if you will," remarked CDR Eric Jabs, SAC-T Exercise and Operational Support Officer in Norfolk. "I was floored by the integration, value, and professionalism of the observer/trainer training. It truly illustrates the future of our Navy Reserve – a joint/combined conference, held in an Air National Guard facility, training for a NATO mission. And all this was completely planned and executed by a drilling Reserve unit," he said.

Jabs presented an overview of NATO's mission to Iraq which included how to prepare yourself and your people for deployment to the Global War on Terrorism. "All Navy Reservists can expect to be called to serve in the next six years. Seminars like this are an excellent way to train everyone, and extremely beneficial to readiness," Jabs added.

Other instructors included staff officers of NATO's JWC in Stavanger, Norway: Royal Air Force Wing Commander John Turner, Chief of Concept Development and Experimentation, and Royal Air Force Squadron Leader Jeffrey Collier, Observer/Trainer and Operational Planning Process Specialist. They presented programs on specifics of NATO exercises, procedures and doctrine, and briefed Reservists on the role and function of the JWC. Army Lt. Col. Jim Wetzel, of the JWFC in Norfolk presented the majority of the instruction, focusing on specific exercise tools, techniques, and processes including the U.S. perspective on NATO exercises.

CAPT Cal Bagby, USNR, Commanding Officer, Supreme Allied Command-Transformation, (SAC-T) Det. 113 welcomes students to NATO Observer/Trainer Training which was conducted at Air National Guard Base Battle Creek, MI, 12-13 Feb. 2005. The event brought together nearly 70 Reservists from seven SAC-T Dets from the U.S. and other Navy Reserve units from Joint Forces Command and Readiness Command Midwest as well as Army, Marine Corps, and Air National Guardsmen who support NATO. The first-ever event included instructors from NATO's U. S. Headquarters and Joint Warfighting Center in Norfolk, VA, and international officers from NATO's Joint Warfare Center in Stavanger, Norway. (Photo by LCDR T. R. Shaw, USNR, SAC-T Det. 113 Public Affairs Officer)

"I was pleased to see the Joint Warfighting Center and Joint Forces Command represented here. There are many differences in how the U.S. and NATO conduct exercises," Turner said. "In NATO, the basic difference is that doing anything takes the

Cont'd. on next page

CAPT Bagby is seen with course instructors (L-R) Royal Air Force Squadron Leader, Jeff Collier, of Joint Warfare Centre; Army Lt. Col. Jim Wetzel and Marine Corps Lt. Col. Rich Loehne both of Joint Warfighting Center in Norfolk; and Royal Air Force Wing Commander, John Turner, of JWC. The event brought together nearly 70 Reservists from seven SAC-T Dets. from across the U.S. and other Navy Reserve units from Joint Forces Command and Readiness Command Midwest as well as Army, Marine Corps, and Air National Guardsmen who support NATO. The group is seen in front of an A-10 Warthog of the Michigan ANG 110th Fighter Wing which has supported several NATO operations in Eastern Europe. (Photo by LCDR T. R. Shaw, USNR, SAC-T Det. 113 Public Affairs Officer)

consensus of 26 nations. I especially found great value in the flow of discussions with the Reservists. It wasn't just us standing there delivering presentations. It has been a pleasure to come here and do this course for Reservists," he added.

Turner's colleague, Jeff Collier, echoed his sentiments. "We're here as mentors, I prefer that title over trainers; we are here to give our experience, guide and facilitate," he said. "Initially, I was skeptical that our coming here would provide much of a service; however, since being here, I've learned a lot, especially from JWFC and all the Reservists. We need to follow through with this because, after seeing the past and looking at the future, there are certain ways we can better cooperate with one another," Collier said.

The joint training seminar was organized and hosted by CAPT Cal Bagby, Commanding Officer, SAC-T, Det. 113 and his unit in Battle Creek who drill at Battle Creek's ANG Base. Other SAC-T Reservists present were from Buffalo; Kansas City; Spokane; Salt Lake City; Bessemer, Alabama; and Washington, DC. Reservists representing EASTLANT and SOUTHLANT were also in attendance, along with Michigan Army and Air National Guardsmen and many other Navy and Marine Corps Reservists from throughout Readiness Command Midwest.

"This joint training seminar is a huge step in the transformation of NATO and an outstanding opportunity for Reserve integration and support to NATO," Bagby said. "I couldn't be happier with the success of this weekend. It speaks volumes about the relevance and talent Reservists bring to NATO," he added.

All of the training took place at Battle Creek's Air National Guard Base, home of the ANG's 110th Fighter Wing flying the A-10 Thunderbolt. The 110th has been frequently deployed to support recent NATO operations in Eastern Europe and the Balkans. The Navy Reserve is forging a relationship with the ANG to share facilities and combine training efforts as the military moves toward more future joint operations and activities. "Events such as this are the direction the Navy is heading. We are proud to be trailblazers for this type of joint effort and cooperation," Bagby said.

Navy Scientists: CLONE YOURSELVES!

Are you a Navy or Naval Reserve scientist, engineer or mathematician?

Do you want to see more people with your skills contribute to the Navy's science and technology program in the future?

If you answered yes to these questions, clone yourself! You can do this through the Office of Naval Research Science Fair program. Encourage high school students to pursue careers in the science, technology, engineering or mathematics fields and help the Office of Naval Research (ONR) at the same time!

Last year, the Office of Naval Research Science Fair program provided 1,855 awards to junior high and high school students participating in 336 regional and state science fairs throughout the United States last year. The Office of Naval Research seeks volunteers to serve as judges at these 336 regional and state science fairs in 2005. ONR would like to have at least one uniformed Navy representative at each fair to act as a judge and award presenter.

Commander Tom Doggart, a Naval Reservist who has judged many science fairs, says, *"It's a great way to show Navy pride and work with a great bunch of kids . . . it has been the most fulfilling work I have done in 13 years in the Naval Reserve!"*

Interested? Check out the site https://onronline.onr.navy.mil/pls/nsa/nsa.nsa to register or get more information.

Want to Know More? Call Today for Details.

Fleet Landing:
Chart Your Own Course

Captain Tom Potter, USNR (Ret.), and wife Betsy, Fleet Landing residents since 1998.

When it came to planning for the future, Tom and Betsy Potter wanted to chart their own course. "For children with aging parents, it's tough to decide what to do — so instead of leaving it up to our kids, we made that decision ourselves," they say. "And thanks to Fleet Landing's high level of service, our children will never have to worry about our healthcare or quality of life. Plus, this is simply a great place to live. We can ride our bikes to the beach or to the Town Center, get a cup of coffee, read the newspaper and ride back. With the amenities we have, we're just absolutely spoiled!"

Situated along the picturesque Atlantic Coast in Old Atlantic Beach on 100 lushly landscaped acres, Fleet Landing blends all the amenities of a world-class resort with the peaceful serenity of a private, gated community and the comforts of home. Here you'll enjoy spacious, luxurious homes and apartments, tennis courts and fitness room; an affiliation with Selva Marina Country Club, a 7-acre lake and heated pool — and much, much more! Plus it's located near the Mayport Naval Station with an off-base commissary and exchange just steps away.

As an accredited not-for-profit life care community, Fleet Landing also offers solutions for any changing health needs, with on-site assisted living and 5-Star skilled nursing services.

Fleet Landing. All things considered, it's the right course.
Call today for more information.

FLEET LANDING
Atlantic Beach's World-Class Life Care Community

One Fleet Landing Boulevard, Atlantic Beach, FL 32233
904-246-9900 ext. 107 • 1-866-215-1647 • www.fleetlanding.com/nra

88145 PRAD NRA 04/2005