

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21

93rd Fleet Reserve Association

National Convention

And

88th Ladies Auxiliary of the Fleet Reserve

Association National Convention

JOINT OPENING CEREMONY

Tuesday, 5 October 2021

Mirabeau Park Hotel and Convention Center

1100 North Sullivan Road

Spokane Valley, Washington

1 PNP JOHNSON: Shipmate Master at Arms,
2 would you invite the shipmates, Ladies Auxiliary
3 and guests into the meeting hall please.

4 Shipmates, Ladies Auxiliary members,
5 guests, my name is Marvin W. Johnson, commonly
6 called John, the past national president of the
7 Fleet Reserve Association, I was national
8 president from 1999 to 2000.

9 (Laughter.)

10 I see this is going to be a fun day.

11 (Laughter.)

12 Anyway, and on my left is Doris Fri,
13 past national president. She's my cochair,
14 emcee, whatever you want to call it. In the
15 script we're emcees and on another script we're
16 chairmen, so good morning.

17 PNP LAFRA FRI: Good morning.

18 PNP JOHNSON: Shipmate Master at Arms,
19 will you escort the keynote speaker, Rear Admiral
20 Melvin W. Bouboulis, to the rostrum please? Oh,
21 he's not here yet.

1 Shipmate Master at Arms, will you please
2 escort Mary Kuney to the rostrum please?

3 (Applause.)

4 I'm sorry, I have to get this closer so
5 I can read it. Okay, it's your turn.

6 PNP LAFRA FRI: Madam Sergeant at Arms
7 and Marshal, will you escort the National
8 President, LAFRA, Jackie Scarbro, to the rostrum?

9 (Applause.)

10 Jackie, welcome. You may take your seat
11 right there.

12 PNP JOHNSON: Shipmate Master at Arms,
13 will you please escort the National President of
14 the FRA, Michael "Mick" Fulton, to the rostrum
15 please.

16 (Applause.)

17 I now have the pleasure to honor, or
18 present the John R. Rogers High School color
19 guard, the Air Force JROTC color guard to present
20 colors. Hand salute. Two. Shipmate National
21 Chaplain, would you please open the Bible?

1 Uncover.

2 NCHAP GUNTHER: Shipmate National
3 Chairman, the Bible is open.

4 Almighty God, the creator of all things,
5 we humbly beseech thee to accept our devotion,
6 and have mercy on the souls of our departed
7 shipmates, guide us in our lives and thinking,
8 that we may truly please thee. Amen.

9 PNP JOHNSON: We will now have the
10 national anthem sung by Gracie Washburn. Hand
11 salute.

12 (National anthem.)

13 Two.

14 (Applause.)

15 She's a keeper, isn't she?

16 We will now have our Pledge of
17 Allegiance. Hand salute.

18 (Pledge of allegiance.)

19 Two. Color guard, post the colors.

20 Two. Hand salute. Two.

21 (Applause.)

1 They did a fantastic job.

2 At this time we will have a reading of
3 the preamble to the Constitution of the Fleet
4 Reserve Association.

5 (Preamble to Constitution of FRA read by
6 the assembly.)

7 PNP LAFRA FRI: Auxiliary members, you
8 will repeat with me the preamble to the
9 Constitution of the Ladies Auxiliary of the Fleet
10 Reserve Association.

11 (Preamble to Constitution of LAFRA read
12 by the assembly.)

13 PNP JOHNSON: I'd like to introduce Mary
14 Kuney who is with -- oh, I'm sorry. It looks so
15 good standing, I'm standing up. There. Anyway,
16 she's with the Spokane Center and District 2 on
17 the County Board of Commissioners. Mary.

18 MS. KUNEY: I want to say welcome
19 everyone to Spokane Valley, we are so excited
20 that you're here in Spokane County. My name is
21 Mary Kuney and I'm a Spokane County commissioner,

1 I'm one of the elected officials here in Spokane
2 County and this is my district here, kind of in
3 the valley area. So very excited for you to be
4 here, we've got great weather today, I hear it's
5 starting to change, it's going to get a little
6 cooler for you, but you know, the leaves are
7 turning, the colors are changing, so this is a
8 great time to be here in Spokane Valley.

9 I want to say thank you for having the
10 national meeting for the Fleet Reserve
11 Association here, because it's really important
12 that I, you know, seeing people from all over the
13 country and coming here, you get to get a taste
14 of the special place that Spokane, Washington is.
15 I don't know how many have been here before, but
16 some facts about Spokane is, we are home to
17 Fairchild Air Force Base, and I've actually had
18 the pleasure and currently as civic leader for
19 the Air Force, and so I get to travel around to
20 meet with other civic leaders across the nation,
21 which I'll be doing here the end of this month,

1 to talk about issues that impact our airmen
2 across the nation. So Fairchild is home to the
3 92nd Refueling Wing and also the SERE school, so
4 it's a very important piece of training for our
5 pilots.

6 Spokane is the smallest city in history
7 to have had the World's Fair, so in 1974 we had
8 Expo 74, which was downtown, so if you go
9 downtown there used to be railroad tracks that
10 went through, and they cleaned all those up and
11 built this wonderful park where we had Expo 74,
12 so one of the fun facts. We also routinely host
13 major events like the NAACP -- NCAA, I'm sorry,
14 men's basketball tournament, world figure skating
15 championships, and we are home to the Gonzaga
16 Bulldogs, so I'm actually a Gonzaga alumni,
17 proudly, so excited that you're here and get to
18 enjoy some of that as well.

19 And then our singer who sang earlier,
20 she's from Central Valley High School which is
21 out in the valley, of which I'm an alumni of that

1 school as well, so born and raised out here.

2 In June we host Hoop Fest, which is one
3 of the largest three-on-three basketball
4 tournaments. We haven't been able to do it the
5 last two years because of COVID but we're looking
6 forward to hosting that again next year.

7 And then we also are the birthplace of
8 Father's Day, so one of those little fun facts
9 that not a lot of people know. So there is a
10 lady here in town who really wanted to make it
11 happen, so it's the birthplace of Father's Day.

12 Again, I just want to say thank you,
13 welcome, excited that you're here. I can say I
14 proudly, my dad served as a Marine in the Korean
15 War and my brother served eight years in the
16 Navy, so I appreciate all that you do for our
17 servicemen and women and for the veterans, so
18 thank you for being here, we really appreciate
19 you coming to Spokane and having your national
20 convention here.

21 (Applause.)

1 PNP JOHNSON: Shipmate Master at Arms,
2 if you will escort Mary out please.

3 (Applause.)

4 I'm going to call to the mic now John
5 Davis from national headquarters. He's going to
6 do the introduction for the admiral.

7 MR. DAVIS: Good morning, shipmates.
8 I'm John Davis, I'm director of legislative
9 programs for the Fleet Reserve Association and
10 I'm glad to have the opportunity to introduce our
11 keynote speaker. He's Rear Admiral Melvin
12 Bouboulis, who serves as Commander of the 13th
13 Coast Guard District headquartered in Seattle.
14 He is responsible for all Coast Guard operations
15 throughout the Pacific Northwest, which
16 encompasses the states of Washington, Oregon,
17 Idaho and Montana. It includes 4,400 miles of
18 coastline, 600 miles of inland waterways and 125
19 miles of international border with Canada, and
20 that's nautical miles.

21 Rear Admiral Bouboulis' previous flag

1 assignment was the director of operations
2 logistics, in which he was responsible for
3 delivering mission support logistics for the
4 Coast Guard's steady state and contingency
5 response operations, for planned events of
6 national significance. Rear Admiral Bouboulis
7 flew as an operational pilot at all of his
8 aviation field assignments and participated in
9 the historic Hurricane Katrina response in 2005.
10 Rear Admiral Bouboulis is the longest serving
11 Coast Guard aviator, earning him the distinction
12 as the service's 26th Ancient Albatross.

13 (Laughter.)

14 The Rear Admiral graduated from the
15 Coast Guard Academy with a bachelor of science
16 degree in 1987 and he earned a master's of
17 science degree in aeronautical engineering from
18 Purdue University in 2000. Please give him a
19 warm welcome. Thanks.

20 (Applause.)

21 ADMIRAL BOUBOULIS: Thank you, John, I

1 appreciate that. Sound check, can you guys hear
2 me all right? Well, good morning. I tell you,
3 the flag, the honor guard and was it Lacey who
4 sang, oh, Gracie, it was a wonderful rendition of
5 the national anthem, just wonderful, and a great
6 way to kick things off.

7 Good morning to you all, members of the
8 Fleet Reserve Association. As John mentioned,
9 I'm Rear Admiral Mel Bouboulis, the Commander of
10 the Coast Guard's 13th District, and I'm honored
11 to represent both District 13 and the Coast Guard
12 at large here in beautiful Spokane, hope you're
13 enjoying the weather here, the FRA's 93rd
14 national convention, it truly is my privilege and
15 pleasure to speak with this impressive group in
16 this impressive forum on behalf of America's
17 sailors, our Marines and Coast Guardsmen, our
18 Coast Guardsmen, our nucleus about which the Navy
19 forms in times of war. And I say that a little
20 bit in jest, but that was something that was kind
21 of inbred to us at the Coast Guard Academy, but I

1 want you to know that our naval services, they
2 truly work closely together and collaborate with
3 one another to really keep our nation safe,
4 secure and prosperous, and I know that many of
5 you are veterans, prior service members, spouses
6 who supported those types of activities, and I
7 appreciate all your service and support, and
8 continued support for our active duty members and
9 their families.

10 I'd like to extend a warm welcome to all
11 of our distinguished guests and our FRA
12 leadership, including the National President Mick
13 Fulton, thank you, and National President of the
14 Ladies Auxiliary Jackie Scarbro, nice to see you.
15 I'd also like to acknowledge some of the keynote
16 speakers that you're going to be having later
17 this week, especially Congressman Cathy McMorris
18 Rodgers of Washington's 5th Congressional
19 District; Lourdes Tiglaio, who I understand is
20 going to be with you later also, the director of
21 the Center of Women Veterans, Office of the

1 Secretary; and of course Mary Kuney, who was here
2 representing Spokane County in District 2. So
3 thank you all for attending, and I'm honored
4 being in your company here today.

5 You know, I was talking with John
6 earlier today and I was asking him how large the
7 service was, or your membership was, and I think
8 he mentioned somewhere around 42,000, or maybe
9 you're up to a hundred thousand, or maybe it
10 wasn't John I was speaking with. You know, your
11 Coast Guard is really the smallest of your armed
12 services. We consist of just under 48,000 active
13 duty and reserve members serving literally across
14 the globe. And for those who are familiar, I
15 know we have a couple of Coast Guard members out
16 here, our service song kind of highlights that.
17 We serve from Aztec shore to Arctic zones, to
18 Europe and Far East. And you've seen the Coast
19 Guard in action, from responding to earthquakes
20 in Haiti, helping process Afghan refugees, and
21 responding to hurricanes, as well as patrolling

1 the western coast of the Pacific, in addition to
2 our normal duties. And our people, they work
3 tirelessly and stand the watch on land, sea and
4 air, all while managing, you know lately, this
5 global pandemic challenge. And of course our
6 Navy and Marine Corps members are doing the same,
7 and that's really what makes you all's work so
8 very important.

9 I want to thank the FRA for your
10 tireless pursuit of improving the lives of women
11 and men and the families serving in our country,
12 in our Coast Guard, our Marine Corps and our
13 Navy. And perhaps equally important, your
14 continued efforts to insure that the benefits of
15 those veterans who have proudly served this
16 nation are supported and secured. You do
17 honorable work, thank you again.

18 I have to tell you when I last served
19 here on the west coast, it was as a duty standing
20 pilot at the Coast Guard unit in North Bend,
21 Oregon back in 1994 to 1998. I'll tell you, it

1 seems like a long time ago, but our biggest
2 challenges and issues back then were housing,
3 medical care and childcare, and what do you think
4 the biggest issues in our area of responsibility
5 are today, housing, medical care and childcare,
6 and you all know that, and those are some of the
7 things that you help us support, things that the
8 Fleet Reserve Association are fighting for to
9 better today. Your focus on people, and they're
10 really the backbone of our service, all of our
11 services, and that's something that I value
12 tremendously.

13 In fact, so much so that when I
14 developed my command philosophy I emphasized a
15 couple of things. My philosophy revolves around
16 three major tenets and they're people, mission
17 execution and stewardship, and the people
18 category I put first and I put it for a reason.
19 I understand that our people are vitally
20 important, are really our most valued asset, and
21 when it comes to making policies, operational

1 decisions, deploying our forces, I really want to
2 think about the impact on our people first.
3 Think about the impact on our people before we
4 make decisions, and understanding the impact that
5 it has, our operations have on our people and our
6 families, and particularly during this time, you
7 know, over the last 18 month, when we've just all
8 faced a huge amount of stress between the
9 pandemic, social unrest, craziness of the media
10 pitting people at one another, and so I think
11 it's an appropriate time to really focus on
12 people and supporting our people, and I'm
13 passionate about that across our service.

14 Which is another reason why I appreciate
15 the determination that you all have to improve
16 the lives of the women and men of the naval
17 services, and why I appreciate the values and the
18 philosophy of the Fleet Reserve Association.

19 So I'll open up to questions here in a
20 little bit but before I do that I want to talk
21 about a few things today, some of the initiatives

1 that we're moving forward with to improve the
2 lives of our members, and also some of the
3 results that we've seen across the naval
4 enterprise, and that includes some specific
5 examples of the Coast Guard here in District 13,
6 and then finally really ask for your help, your
7 help to help us recruit the next generation of
8 service members and our leaders.

9 So here in our Coast Guard's 13th
10 District which I'm responsible for, you heard
11 that encompasses Washington, Oregon, Idaho and
12 Montana, the women and men conduct a vast array
13 of daily operations in support of the Coast
14 Guard's 11 statutory missions. Our crews can be
15 found conducting search and rescue missions,
16 patrolling the Pacific coast, Straits of Juan
17 de Fuca and Puget Sound, to enforce fishery
18 regulations, protecting the environment. They're
19 conducting safety and compliance inspections of
20 commercial vessels and waterfront facilities and
21 protecting our nation's strategic nuclear defense

1 assets and critical infrastructure, all right
2 here in the Pacific Northwest.

3 Now a unique thing with District 13 is
4 that it's home to the majority of the Coast
5 Guard's surf stations, and 70 percent of the
6 Coast Guard's surfmen. Let me explain what these
7 are. These are the women and men who operate
8 47-foot vessels in breaking surf up to 20 or 30
9 feet along our coastline and our treacherous
10 bars. And trust me, I've been out on the
11 Columbia River Bar, it was during just this last
12 summer season, it was before the heavy weather
13 season sets in, and we were still getting tossed
14 around in that boat. And the individuals that
15 are out there are constantly getting battered
16 around, and their skills at piloting and
17 navigating those assets are really second to
18 none. It really made me appreciate my decision
19 to become an aviator a long time ago. You know,
20 I tell you, I see those folks, I like to hover
21 above that mess and stay out of it, but they took

1 me out on the boat, made me feel at home but you
2 know, I tried to play it cool, I left my aviator
3 sunglasses in the car and I think they
4 appreciated that.

5 But anyway, these stations are unique in
6 that they're found all across the coast and
7 really in some remote areas, spanning from the
8 Chetco River in Brookings, Oregon on the
9 California border up to the Quillayute River in
10 Washington. Some of these towns, the Quillayute
11 River, you know, it's on tribal reservations
12 literally with just 500 residents or so, tiny
13 little towns. These surf stations have the
14 responsibility to rescue fishermen and other
15 mariners in some of the worst weather and sea
16 states the United States has to offer, and
17 they've been doing it for over 150 years. And
18 our Coast Guard and its predecessor services, the
19 Revenue Cutter Service, some of you may be
20 familiar with that, or our Lifesaving Service and
21 others, they're really ingrained in the history

1 of the communities of the Pacific Northwest and
2 throughout the United States.

3 And it's no surprise that one of the
4 biggest issues for our service members serving
5 today is the inability of our BAH or basic
6 housing allowances to keep up with the volatility
7 of the housing market. There's been an
8 extraordinary surge in rental prices across the
9 country due to the COVID pandemic, and then this
10 whole Air B&B thing that's been going on, that's
11 consumed a lot of the inventory of houses for our
12 service members. They're facing some unique
13 challenges. And normally the BAH audit is
14 conducted on an annual level or an annual basis
15 and reviews housing data, and they make changes
16 or recommendations for changes to the housing
17 allowances, and you can understand how that's
18 retroactive and it just doesn't keep pace with
19 the dynamic market that we've seen now and the
20 impact of the pandemic on the housing market.

21 So many of our service members, they're

1 stuck, you know, they're paying out of pocket,
2 paying above BAH to find places to live, and it's
3 common to see members who have to commute an hour
4 or two each way to work, particularly in these
5 remote areas, to find affordable housing in
6 quality neighborhoods where they can stay within
7 their BAH or their housing allowances. And many
8 of our junior members have to take up roommates
9 to make ends meet, that's nothing that we're
10 probably all not familiar with early on in our
11 careers.

12 But in response to the COVID-19
13 instability felt in the housing market, the
14 Secretary of Defense, and I suspect some of your
15 associates have helped with this, approved a
16 temporary BAH increase to about 56 housing areas
17 across the United States, and it's about a 10 to
18 20 percent increase in different areas, and it's
19 effective from October until December until that
20 new audit comes in, and hopefully the new rates
21 will keep up with the increases. It's designed

1 to offset some of the out-of-pocket costs in some
2 of our most affected areas, and I really
3 appreciate the initiative. It's really amazing
4 what DOD and their partners have put forward, and
5 we're thankful for the help to combat the housing
6 market.

7 But you know, due to the remoteness of
8 some of those units I was talking about along the
9 western, or Washington and Oregon coasts, those
10 units are quite a distance from our predominant
11 large DOD housing areas, so of those 50-some
12 areas that were designated, you know, only two,
13 two of those areas are in District 13 and affect
14 our Coast Guard members. All the others are in
15 isolated areas and we're seeking to drive some
16 improvement and some help for those areas as
17 well. We want to help folks find affordable
18 quality housing in desirable neighborhoods.

19 So one specific area where the Coast
20 Guard sincerely appreciates the Fleet Reserve
21 Association's energy and passion is your

1 continued support in the Coast Guard parity
2 efforts, where you are tirelessly insuring that
3 there's funding equity across DOD, or with DOD on
4 pay, benefits and housing for our women and men,
5 plus the adequate resourcing of the Coast Guard's
6 budget. You know, I looked through some of your
7 annual goals and desires and that equity, that
8 DOD equity really resonated with me, and I
9 appreciate your support with that.

10 Again, the Coast Guard being the
11 smallest of services and funded through Homeland
12 Security, we face a little different budget
13 process than DOD, and any help that we can get to
14 highlight that your Coast Guard is every bit as
15 important to our national defense, as well as our
16 homeland security, is vitally important and
17 helpful to us, so thank you again for that.

18 Another important aspect is the tuition
19 assistance parity between the Coast Guard and
20 DOD. I'll talk about this real briefly. Fiscal
21 year 2020 the cap for tuition assistance in the

1 Coast Guard was \$2,250, whereas DOD's was \$3,000.
2 And in fiscal year 21 it got a little bit better,
3 the Coast Guard cap was 3,750 and DOD's was about
4 \$4,500, still under our sister service. And
5 especially in a time when higher education is
6 important, in fact it's almost necessary to
7 succeed, and an educated workforce leads to a
8 better workforce. Now some of that is the Coast
9 Guard's own budgetary decisions, but again, we
10 face a whole budget, different budget climate,
11 and as we try to recapitalize our assets, produce
12 fuller security cutters, pursue infrastructure
13 improvements, address cyber vulnerability
14 throughout the maritime transportation systems,
15 we have to make tough decisions and again, we
16 desire to support our folks on equal terms as
17 DOD.

18 When I think about parity with DOD
19 partners, my thoughts also go to the risk of
20 government shutdowns and the lack of our members
21 being paid, because we were close to that again

1 here recently. I tell you, I think everybody
2 breathed a good sigh of relief, I know I did, I
3 checked my paycheck on October 1st once the
4 Congress passed the continuing resolution. Of
5 course that's just a short reprieve until
6 December or so and then we've got to go through
7 this again, but we're incredibly thankful for
8 your continued support of the Pay Our Coast Guard
9 Act with Congress so that we can avoid lapses in
10 pay in the future and any potential government
11 shutdown. Like the one that we had where we were
12 shut down for 35 days back in 2019 and some of
13 our service members were adversely impacted, they
14 missed a few paychecks and there was a lot of
15 stress, mostly with our junior members.

16 I tell you that scary experience is
17 still fresh in members' minds and as I visit our
18 units, travel around and meet with folks, it's
19 still something they bring up frequently, we lost
20 a little trust with our folks and we have to
21 restore that, and again, I appreciate all your

1 efforts to support the Pay Our Coast Guard Act.

2 So as we look to the future of our Navy,
3 Marine and Coast Guard, we look forward to FRA's
4 efforts to help us develop programs to recruit
5 and retain a diverse workforce that resembles and
6 equally represents the rich fabric of our great
7 nation. Our strength resides in our people and
8 the different perspectives, talents and abilities
9 that each individual brings to the organization.
10 We need to recruit and retain a world class
11 workforce, derived from the richness of American
12 society, and fostered on an inclusive
13 environment. Diversity and inclusion, they're
14 really cornerstones of high performing
15 organizations, and they lead to better mission
16 effectiveness. I can speak to that personally.

17 I tell you, we need help in getting
18 today's youths and tomorrow's leaders interested
19 in serving their nation and joining the military,
20 specifically our Marine and naval resources, the
21 Navy, Marine Corps and Coast Guard. The United

1 States Coast Guard is committed to being ready,
2 relevant and responsive in our ever expanding
3 role across the globe and in order to do that we
4 need young people, young women and men in all of
5 our ranks and all walks of life, and we need to
6 retain them.

7 So some things that help with that and
8 make our services employers of choice is
9 expanding and increasing the government match for
10 the Thrift Savings Plan. This is a great start
11 in order to retain a world class workforce and
12 the FRA is already working on a plethora of other
13 programs in order to achieve its goals. The
14 organization fights for initiatives such as
15 securing active duty pay increases that are at a
16 minimum equal to the employment cost index to
17 keep pace with the private sector, and the school
18 choice program for military programs and
19 families, allowing them the option to use public
20 funds to send their children to private schools
21 or other educational services. Those are just a

1 few of the ways that you and your efforts support
2 us in helping retain, recruit and keep America's
3 talent.

4 So in closing, I want to again say thank
5 you to the Fleet Reserve Association for inviting
6 me here today. It truly is my honor to speak and
7 be in such a remarkable audience. And on behalf
8 of the women and the men serving in the Navy, the
9 Marine Corps and the Coast Guard, we're
10 incredibly grateful and thankful for your
11 enduring support and commitment to all of our
12 endeavors. So God bless America, the Navy, the
13 Marine Corps, our Coast Guard, your Coast Guard,
14 and the Fleet Reserve Association. Semper
15 Paratus, and thank you.

16 (Applause.)

17 I don't know if this is typical but I'd
18 be happy to give you a couple moments to
19 entertain any questions any of you may have.

20 PNP JOHNSON: Feel free, Admiral, if
21 there's any takers out there. No requirement,

1 but --

2 UNIDENTIFIED SPEAKER: Admiral, ask the
3 tall guy in the red hat who his keynote speaker
4 was in 2000.

5 (Laughter.)

6 PNP JOHNSON: There we go. Kansas City,
7 right?

8 UNIDENTIFIED SPEAKER: It was the Coast
9 Guard Commandant.

10 ADMIRAL BOUBOULIS: Ah, very well. I
11 probably should have mentioned that in my opening
12 remarks, so I'm glad we had a chance to do this.
13 You did indeed invite the Commandant, Admiral
14 Karl Schultz, and he sent me on his behalf, so I
15 was happy to represent him and the Coast Guard.

16 (Applause.)

17 You didn't get the four-star, but you
18 got half of it, how's that?

19 (Laughter.)

20 PNP JOHNSON: Let me ask shipmates that
21 are Coast Guard vets, stand up please.

1 (Applause.)

2 ADMIRAL BOUBOULIS: All right, thank
3 you, folks. The oldest continuous --

4 UNIDENTIFIED SPEAKER: Admiral, there
5 was a SNAFU this morning but we got through.

6 ADMIRAL BOUBOULIS: We did, I'm glad
7 we've got history here, because -- and I have to
8 tell you, I was dramatically embarrassed by that
9 because in my bio is also the chief engineer for
10 the Coast Guard, so I can't tell you how many
11 times I briefed the Commandant himself on the
12 status of the Polish Star when they were getting
13 underway, so that was an embarrassing one for me.

14 PNP JOHNSON: Any questions?

15 ADMIRAL BOUBOULIS: Yes, ma'am?

16 UNIDENTIFIED SPEAKER: I just want to,
17 my son is in the Coast Guard and that is the
18 powerful support that we can give for them is to
19 pray for them, and I do from my heart, that is
20 the best thing I could ever have done in life is
21 pray and pray and pray. And this is my fifth

1 life, I just want to share it with you, and I
2 don't want to keep myself silenced because prayer
3 is powerful, and I want to thank -- I'm not sure
4 I'm allowed to speak, but they allowed me to
5 speak and I speak.

6 ADMIRAL BOUBOULIS: No, I appreciate
7 that. Where is your son.

8 UNIDENTIFIED SPEAKER: He's in Miami.

9 ADMIRAL BOUBOULIS: Miami, all right.
10 Well, your prayers are probably answers, it
11 sounds like he's in a pretty good place.

12 All right, thank you all very much, I
13 really appreciate the opportunity to be here to
14 represent all of our naval services, Navy, Marine
15 Corps and Coast Guard, and of course be a
16 representative for Admiral Schultz. Thank you.

17 (Laughter and applause.)

18 Thank you all again.

19 PNP JOHNSON: My script here, it looks
20 like it's repeating itself so need to find out
21 where it starts again.

1 I'd like to now invite Past National
2 President Gary Blackburn to the microphone there
3 on the floor if that's convenient. He's going to
4 tell us a little bit about the Education
5 Foundation.

6 PNP BLACKBURN: Okay, let me go over
7 here and shift to the other mic. Hopefully I
8 don't have -- can everybody hear me without a
9 microphone? I have to use the microphone for the
10 recording, okay. Go figure. Thank you.

11 It's my pleasure to be here today to
12 speak briefly about the FRA's Educational
13 Foundation. I'm Past National President Gray
14 Blackburn. For those of you who don't know me,
15 like I've said in the past, you're probably
16 better off. Oh, you're going to let me sit down
17 and do this? Hey, this is a good idea, thank
18 you.

19 The foundation's work is directly
20 related to the FRA mission and founding
21 principles. As many of you know, the FRA

1 education scholarships, offered education
2 scholarships for years to deserving students for
3 nearly three decades, and to help expand the
4 program the Association launched the Education
5 Foundation in 2009. The Education Foundation is
6 a separate 501(C)3 organization, we have distinct
7 governing documents, a separate board of
8 directors and IRS designation. Foundation
9 finances are maintained in separate accounts and
10 audited annually.

11 This year we awarded 25 scholarships
12 totaling \$93,000 thanks to our legacy donations,
13 individual and branch donations, and other
14 contributions. For the first time, and I'm proud
15 to say I helped initiate this, we have awarded
16 two scholarships to deserving students attending
17 vocational school or junior college.

18 (Applause.)

19 This is something new for the 2021-2022
20 academic year. As they say, turn the page, okay.
21 I've only read this five times, I should have

1 memorized it but I didn't. The complete list of
2 the 2021 scholarship recipients is included in
3 your September issue of the FRA Today, so
4 everybody hopefully has looked at it, seen the
5 pictures and seen where the scholarships have
6 gone. Scholarships can make a big difference in
7 the lives of recipients and we need the help of
8 all shipmates and auxiliary members to help
9 expand awareness about the program and encourage
10 more college bound students to apply. Please
11 mention the foundation, the scholarships, at
12 branches and you unit meetings, and note the 2022
13 scholarship applications are posted on the FRA
14 website at fra.org/foundation.

15 Our scholarship program's a major
16 interest for our new members, it's a great
17 recruiting tool, it's something that we need to
18 emphasize when we're looking at our new shipmates
19 or trying to get them in the association because
20 if you are a shipmate or affiliated with the FRA,
21 you will have a better chance of receiving one of

1 our scholarships. We have to diversify and not
2 all of them go to FRA members but the vast
3 majority do, or who are affiliated, a lot of
4 grandsons, granddaughters, you see that a lot of
5 the recipients are that from the association.

6 The foundation takes pride in
7 maintaining a low administrative cost in
8 conjunction with this program. We are fortunate
9 -- okay, I'll figure this out eventually, which
10 hand has the microphone in it, okay. We're
11 fortunate to have a very vast or good group of
12 volunteers who are members of the foundation.
13 Oh? I know we hired you for a reason. Okay.
14 Corporate and individual contributions of any
15 amount are tax deductible and welcomed in support
16 of this important program.

17 Finally, the Amazon Smile program, I
18 don't know how many of you are familiar with
19 that, how many of you buy things from Amazon, I
20 think I own part of it now, but one half of one
21 percent of all of your qualified purchases go to

1 a designated charity, and you can designate which
2 charity you desire by going up on the Amazon
3 website.

4 So thank you for your strong and
5 continuing support of the foundation, and a
6 special thanks to the individual shipmates and
7 branches for their generous contributions to the
8 program. And please help spread the word about
9 our scholarships, it is important, please do
10 that, and thank you very much.

11 (Applause.)

12 PNP JOHNSON: I think Gary willingly did
13 the information for the scholarship program
14 because Joe wasn't able to be here today, is that
15 true?

16 PNP BLACKBURN: That's true.

17 PNP JOHNSON: Okay. I guess, Doris,
18 here you go right here.

19 PNP LAFRA FRI: Shipmates, ladies,
20 distinguished guests -- I'm going to repeat that.
21 Shipmates, auxiliary members and guests, I have

1 the distinct -- I'm sorry -- it is now my
2 privilege to introduce the following: First I
3 would like to introduce the eight regional vice
4 presidents who were elected and installed at the
5 recent regional conventions. Please stand as I
6 call your name, and hold your applause until all
7 have been introduced in each group.

8 Regional Vice President, Northeast New
9 England, Charlotte Loveless, she's not here with
10 us today. East Coast Regional Vice President
11 Loretta Jordan. Southeast Regional Vice
12 President Lee Nettles. North Central Regional
13 Vice President Chris Durr is not with us today.
14 South Central Regional Vice President John Neal,
15 Past National Chaplain, is not with us today.
16 Southwest, Marilyn Cornell. West Coast Regional
17 Vice President Tina Peterson. And Northwest
18 Regional Vice President Jenna Chadwick.

19 (Applause.)

20 You may be seated. Next I would like to
21 introduce our regional presidents elect. Please

1 stand as recognize you, and they are Regional
2 President Elect Northeast New England Laurie
3 Starkey. East Coast, Dorothy Smiley. Southeast,
4 Rolene Clase. North Central, Doris Fri, Past
5 National President. South Central, Jenny Larson,
6 Past National President. Southwest, Georgina
7 "Gigi" Harmes. West Coast Regional President
8 Kelly Pina. Northwest Regional President elect
9 Teresa Addison.

10 (Applause.)

11 Please be seated. A large number of
12 past national officers are here today. Will all
13 past national officers of the LAFRA please stand
14 to be recognized?

15 (Applause.)

16 Ladies, please be seated, and thank you
17 for being here. I will now introduce past
18 national precedents of the Ladies Auxiliary.
19 Please stand as I call your name and remain
20 standing until all have been produced, so hold
21 your applause. Junior Past National President

1 Bea Parco, Christina Murray, Doris Fri, Diane
2 Hoover, Jenny Larson, Cindy Rodham-Tuck, Sandra
3 Robbins, hold on, I've got to turn the page. I
4 guess they're stuck together. You may be seated,
5 and thank you for being here.

6 (Applause.)

7 I'm like John, I've got to get this
8 thing up to where I can see it. I'm looking down
9 through my bifocals and that is not a good idea.

10 I will now introduce the national
11 officers of the LAFRA. National Chaplain, Lyn
12 Transfiguracion; National Parliamentarian,
13 Christina Murray, Past National President;
14 Regional President, Northeast New England, Cindy
15 Rodham-Tuck, Past National President; East Coast,
16 Virginia Jordan; Southeast, Gail Mason, Past
17 National Chaplain; South Central, Jenny Larson,
18 Past National President; West Coast, Kelly Pina;
19 Junior Past National President, Bea Parco;
20 National Financial Secretary, Brenda Horton;
21 National Treasurer, Nadine Fulton; National

1 Executive Secretary, Veralyn Thomas; our National
2 Vice President as you all may know was unable to
3 be with us today, but we will want to say her
4 name, Pat Suchow, and our National President
5 Jackie Scarbro.

6 (Applause.)

7 PNP JOHNSON: Doris and I are having
8 trouble with this script because the font is
9 about a four, and I already hit the FO over here
10 for a larger font the next time we have it.

11 Anyway, back to the script.

12 I'd like to ask all the FRA regional
13 vice presidents to stand as I introduce you, and
14 please hold your applause until we finish with
15 each group. Regional Vice President Northeast
16 New England, Raymond Rizzo. Not here. East
17 Coast, Gabriel Falu. Southeast, Jerry Anger, is
18 that right, we had a hard time finding you today
19 and somebody told me what it was and I wasn't
20 sure how you spell it. Okay. North Central,
21 Marshall Cunningham. South Central, Victor

1 Walker. Southwest, Chris Chapman. West Coast,
2 Joseph Huffman. Northwest, Rex Fabian.

3 (Applause.)

4 Thank you. I'm glad you guys could make
5 it the first time, it's nice to see what's going
6 on once in awhile, so you'll learn. Next I would
7 like to introduce all the FRA regional presidents
8 elect. Please stand as you are recognized.
9 Regional President Elect Northeast New England,
10 Neal Ross. East Coast, Christopher J. Murray.
11 Southeast, Jack Vogel. North Central, Marcia A.
12 -- oh, Maria, sorry, Maria A. Beam. Sorry, my
13 eyes and the print, you know, I'm sitting here
14 and my glasses aren't working either. No. South
15 Central is Ursula Gruetzner. Southwest is
16 Rogelio Bacud. I'll just call him Roger, yeah.
17 West Coast is William L. Hanzel. Hansel? I told
18 you I'm having trouble with this font here.
19 Okay. And the last is Michelle Davis.

20 (Applause.)

21 Thank you, shipmates. I will now

1 introduce the, well, same as her, we have a large
2 number of regional officers and past national
3 officers, so would all the gray hats please stand
4 up.

5 (Applause.)

6 If you've got a gray hat on, just stand
7 up. Thank you.

8 I will now introduce the past national
9 presidents of the FRA and would you please stand
10 up as you're called. Now this guy's before me,
11 because I said '99 to 2000, this guy is before
12 me, so go ooh-rah all you want. Bob Beese.
13 Gary? Gary Blackburn, and Don Larson. I don't
14 know about anybody else but this is the smallest
15 number of red hats I've seen at a convention, so
16 we'll get to her. Donna Jansky please.

17 (Applause.)

18 See, if she had been sitting down where
19 I could see her, but she was hid over here. I
20 will now introduce the national board of the FRA.
21 Please stand as you're recognized. National

1 Chaplain Paul Gunther. National Parliamentarian
2 Bob Beese. Regional President Northeast/New
3 England Abe Zino. East Coast, Brian J. Jones.
4 Southeast, Donald R. Gibson. North Central,
5 Jerome P. Lickteig. South Central, Ursula
6 Gruetzner. Did I do better? Southwest, Roger.
7 Let's see, Regional President Northwest, Danny
8 Hunt. And West Coast is William Hanzel.

9 (Applause.)

10 And we've got the junior past too, I
11 want to get her up there, I'm not forgetting you,
12 Donna, and let's see, as everybody knows,
13 Christopher Slawinski is at home recuperating and
14 while I'm thinking of it, out back in the lobby
15 there's a bunch of cards, big ones. Please sign
16 them for all these people that have not been here
17 and make them feel good when they get that card
18 in the mail. The national vice president, his
19 card is out there also, and National President
20 Mick Fulton.

21 (Applause.)

1 You can sit down.

2 We will now go through a two bell
3 ceremony. National Chaplain Paul Gunther,
4 Triangle Branch 182, will now conduct the two
5 bell ceremony.

6 NCHAP GUNTHER: The toll of the ship's
7 bell reminds us of the reverence we owe our
8 departed shipmates and to those who guard the
9 honor of our country in the air, upon the sea,
10 under the sea. This moment of reverence we
11 dedicate to the memory of our departed shipmates
12 that are now serving on the staff of the Supreme
13 Commander, Past National President Mark Kilgore,
14 Past National President Dick Smith.

15 Amen.

16 PNP JOHNSON: Would the national
17 chaplain please drape the charter?

18 NCHAP GUNTHER: Excuse me, National
19 Chairman, the charter is already draped. That's
20 the auxiliary.

21 PNP JOHNSON: Oh, that's the auxiliary.

1 Oh, excuse me.

2 I will now have the FO come forward and
3 read some communications or whatever you've got.

4 FO REID: Shipmates, LAFRA, welcome. I
5 am representing not just myself but headquarters
6 and also of course the NAD, Chris Slawinski, one
7 of the things that he advised that we do is to
8 make sure that everyone understands what's
9 happening to him. He has been diagnosed with
10 prostate cancer in early September and he is
11 undergoing radical treatment at this time. I
12 speak to him on a daily basis, he wishes that he
13 could be here, he asks that we as his staff carry
14 on as well as we could, and that everyone here
15 just have prayers for him, sign the card, and he
16 hopes to be back next year in Birmingham,
17 Alabama.

18 One of the things, the item that we know
19 is that tomorrow there is a run for tuxedos, and
20 I think everyone that knows the time, and if you
21 don't you can see me later.

1 The other thing is the hotel wants to
2 know if there are any early leaving required on
3 Saturday or Sunday, they've got one shuttle and
4 they want to make sure, one of the things you
5 should do is sign up at the front desk to make
6 sure that if there's an early departure required
7 by you that the hotel knows it and that they can
8 have the transportation available for you.
9 That's it.

10 (Applause.)

11 PNP LAFRA FRI: Madam National President
12 Jackie, would you please join me at the podium?
13 I didn't get the script until just before I got
14 here, so I did not bring her a gift but she will
15 get one. I have a small gift for her anyway, but
16 I did not see the script, but the thought is
17 there. I would like to now invite you to speak
18 to the assembly.

19 NP LAFRA SCARBRO: Good morning,
20 auxiliary members, shipmates, national officers.
21 I'm just really glad to see everybody all

1 together again after such a long time, so I'm
2 really happy that you're all here and I hope you
3 enjoy this convention. The auxiliary members
4 will meet at one o'clock for our first session,
5 so please join us.

6 (Applause.)

7 PNP JOHNSON: Mr. Past National, or
8 National President, soon to be past, I'm not
9 trying to hurry you, Mick. On behalf of the
10 FRA's 93rd national convention committee, it is
11 my pleasure to present you with this gift and to
12 wish you a successful and enjoyable convention.

13 NP FULTON: Shipmates, it is a pleasure
14 to be here and I too look forward to being able
15 to conduct business for the last two years, I
16 know it's been a little bit trying two years, but
17 fortunately this year I was able to get out and
18 do some traveling and see some shipmates
19 throughout the country, and it was enjoyable.

20 At this time I would like to welcome to
21 the FRA and to the Auxiliary's national

1 conventions as we kick off this great event, I'd
2 like to recognize those who are attending their
3 first national convention. If this is your first
4 time attending, please stand and be recognized.

5 (Applause.)

6 Shipmates and Auxiliary members, look
7 around and if you see one of these folks in our
8 business meetings, the passageway or the
9 hospitality room, please say hello and make them
10 feel welcome.

11 (Applause.)

12 For those of you that may not know, the
13 individuals have a smiley face on their
14 credential to identify them as a first-time
15 attendee. Thank you.

16 PNP LAFRA FRI: I just wanted to say how
17 wonderful you all are from up here, and it's so
18 nice not to see very many empty chairs. And I
19 know this is one of our smaller conventions
20 because of travel issues and health issues and
21 all of that, and it's been a long two years

1 waiting to see everybody again, so I am more than
2 happy to be here. I'm here if you need my help,
3 if you need flag me down as I'm flying through
4 the hallways on my scooter, a substitute for my
5 broom.

6 (Laughter.)

7 But anyway, it's wonderful, I just can't
8 say enough, and I have had goose bumps and teary
9 eyes all morning. That young lady that sang the
10 national anthem brought tears to my eyes. That's
11 a song I could listen to many times and I never
12 fail to get goose bumps and tears when listening
13 to the national anthem. God bless America, God
14 bless all of you, and let's get this show on the
15 road.

16 (Applause.)

17 PNP JOHNSON: I hope I didn't hash it up
18 too bad for you all. Like I said, it's pretty
19 hard reading this when your glasses aren't
20 working right with it, it's blurry, so I think I
21 blurred a few things.

1 But anyway, anybody in here from the
2 convention committee please stand.

3 (Applause.)

4 Thank you. We now invite the national
5 presidents of the FRA and the LAFRA to come to
6 the podium please.

7 I hand this to you and you are now in
8 charge.

9 NP FULTON: Thank you. Madam National
10 President, are you ready to convene your
11 convention?

12 NP LAFRA SCARBRO: I am ready.

13 NP FULTON: Okay, I'll let you go first.

14 NP LAFRA SCARBRO: I hereby convene the
15 88th National Convention of the LAFRA.

16 NP FULTON: And I hereby convene the
17 93rd National Convention of the FRA.

18 At this time I will make the
19 announcement that the first business session of
20 the FRA will be at 1300 today in the Tamarack
21 Spruce Room.

1 NP LAFRA: And 1300 today in the
2 Ponderosa Room for the Auxiliary.

3 (Applause.)

4 NP LAFRA FRI: Hold on. I now declare
5 the join opening ceremonies of the FRA/LAFRA
6 national convention completed and the convention
7 is in recess until the business sessions at 1300.

8 PNP JOHNSON: Will the National Chaplain
9 please close the Bible.

10 NCHAP GUNTHER: Shipmates uncover. The
11 Bible is now closed, Shipmate National Chairman.

12 PNP JOHNSON: We are now in recess.

13 PNP LAFRA FRI: We are now in recess.

14 (Whereupon, the joint opening ceremonies
15 recessed.)

WORD INDEX

<p>< \$ > \$2,250 24:1 \$3,000 24:1 \$4,500 24:4 \$93,000 33:12</p> <p>< 1 > 10 21:17 11 17:14 1100 1:15 125 9:18 13 11:11 17:5 18:3 22:13 1300 50:20 51:1, 7 13th 9:12 11:10 17:9 150 19:17 18 16:7 182 44:4 1974 7:7 1987 10:16 1994 14:21 1998 14:21 1999 2:8 1st 25:3</p> <p>< 2 > 2 5:16 13:2 20 18:8 21:18 2000 2:8 10:18 29:4 42:11 2005 10:9 2009 33:5 2019 25:12 2020 23:21 2021 1:12 34:2 2021-2022 33:19 2022 34:12 21 24:2 25 33:11 26th 10:12</p> <p>< 3 > 3,750 24:3 30 18:8 35 25:12</p>	<p>< 4 > 4,400 9:17 42,000 13:8 47-foot 18:8 48,000 13:12</p> <p>< 5 > 5 1:12 500 19:12 501(C)3 33:6 50-some 22:11 56 21:16 5th 12:18</p> <p>< 6 > 600 9:18</p> <p>< 7 > 70 18:5 74 7:8, 11</p> <p>< 8 > 88th 1:8 50:15</p> <p>< 9 > 92nd 7:3 93rd 1:5 11:13 47:10 50:17 99 42:11</p> <p>< A > Abe 43:3 abilities 26:8 able 8:4 36:14 47:14, 17 academic 33:20 Academy 10:15 11:21 accept 4:5 accounts 33:9 achieve 27:13 acknowledge 12:15 Act 25:9 26:1 action 13:19 active 12:8 13:12 27:15 activities 12:6</p>	<p>Addison 38:9 addition 14:1 address 24:13 adequate 23:5 administrative 35:7 Admiral 2:19 9:6, 11, 21 10:6, 10, 14, 21 11:9 28:20 29:2, 10, 13 30:2, 4, 6, 15 31:6, 9, 16 adversely 25:13 advised 45:7 aeronautical 10:17 affect 22:13 affiliated 34:20 35:3 affordable 21:5 22:17 Afghan 13:20 ago 15:1 18:19 Ah 29:10 Air 3:19 6:17, 19 14:4 20:10 44:9 airmen 7:1 Alabama 45:17 Albatross 10:12 Allegiance 4:17, 18 allowances 20:6, 17 21:7 allowed 31:4 allowing 27:19 all's 14:7 Almighty 4:4 alumni 7:16, 21 amazing 22:3 Amazon 35:17, 19 36:2 Amen 4:8 44:15 America 28:12 49:13 American 26:11 America's 11:16 28:2</p>	<p>amount 16:8 35:15 Ancient 10:12 Anger 40:17 announcement 50:19 annual 20:14 23:7 annually 33:10 answers 31:10 anthem 4:10, 12 11:5 49:10, 13 anybody 42:14 50:1 Anyway 2:12 5:15 19:5 40:11 46:15 49:7 50:1 Applause 3:3, 9, 16 4:14, 21 8:21 9:3 10:20 28:16 29:16 30:1 31:17 33:18 36:11 37:6, 19 38:10, 15, 21 39:6 40:6, 14 41:3, 20 42:5, 17 43:9, 21 46:10 47:6 48:5, 11 49:16 50:3 51:3 applications 34:13 apply 34:10 appreciate 8:16, 18 11:1 12:7 16:14, 17 18:18 22:3 23:9 25:21 31:6, 13 appreciated 19:4 appreciates 22:20 appropriate 16:11 approved 21:15 Arctic 13:17</p>	<p>area 6:3 15:4 22:19 areas 19:7 21:5, 16, 18 22:2, 11, 12, 13, 15, 16 armed 13:11 Arms 2:1, 18 3:1, 6, 12 9:1 array 17:12 asking 13:6 asks 45:13 aspect 23:18 assembly 5:6, 12 46:18 asset 15:20 assets 18:1, 17 24:11 assignment 10:1 assignments 10:8 assistance 23:19, 21 associates 21:15 Association 1:5, 9 2:7 5:4, 10 6:11 9:9 11:8 15:8 16:18 28:5, 14 33:4 34:19 35:5 Association's 22:21 attendee 48:15 attending 13:3 33:16 48:2, 4 audience 28:7 audit 20:13 21:20 audited 33:10 Auxiliary 1:8 2:2, 4 5:7, 9 12:14 34:8 36:21 38:18 44:20, 21 46:20 47:3 48:6 51:2 Auxiliary's 47:21 available 46:8 aviation 10:8</p>
---	---	--	---	---

aviator 10:11 18:19 19:2 avoid 25:9 awarded 33:11, 15 awareness 34:9 awhile 41:6 Aztec 13:17 < B > B&B 20:10 bachelor 10:15 back 14:21 15:2 25:12 40:11 43:14 45:16 backbone 15:10 Bacud 41:16 bad 49:18 BAH 20:5, 13 21:2, 7, 16 Bar 18:11 bars 18:10 Base 6:17 basic 20:5 basis 20:14 45:12 basketball 7:14 8:3 battered 18:15 Bea 39:1, 19 Beam 41:12 beautiful 11:12 Beese 42:12 43:2 behalf 11:16 28:7 29:14 47:9 bell 44:2, 5, 7 Bend 14:20 benefits 14:14 23:4 beseech 4:5 best 30:20 better 15:9 24:2, 8 26:15 32:16 34:21 43:6 Bible 3:21 4:3	51:9, 11 bifocals 39:9 big 34:6 43:15 biggest 15:1, 4 20:4 bio 30:9 Birmingham 45:16 birthplace 8:7, 11 bit 11:20 16:20 23:14 24:2 32:4 47:16 Blackburn 32:2, 6, 14 36:16 42:13 bless 28:12 49:13, 14 blurred 49:21 blurry 49:20 Board 5:17 33:7 42:20 boat 18:14 19:1 Bob 42:12 43:2 border 9:19 19:9 born 8:1 Bouboulis 2:20 9:12, 21 10:6, 10, 21 11:9 29:10 30:2, 6, 15 31:6, 9 bound 34:10 branch 33:13 44:4 branches 34:12 36:7 breaking 18:8 breathed 25:2 Brenda 39:20 Brian 43:3 briefed 30:11 briefly 23:20 32:12 bring 25:19 46:14 brings 26:9	Brookings 19:8 broom 49:5 brother 8:15 brought 49:10 budget 23:6, 12 24:10 budgetary 24:9 built 7:11 Bulldogs 7:16 bumps 49:8, 12 bunch 43:15 business 47:15 48:8 50:19 51:7 buy 35:19 < C > California 19:9 call 2:14 9:4 37:6 38:19 41:16 called 2:6 42:10 Canada 9:19 cancer 45:10 cap 23:21 24:3 car 19:3 card 43:17, 19 45:15 cards 43:15 care 15:3, 5 careers 21:11 carry 45:13 category 15:18 Cathy 12:17 Center 1:14 5:16 12:21 Central 7:20 37:12, 14 38:4, 5 39:17 40:20, 21 41:11, 15 43:4, 5 ceremonies 51:5, 14 CEREMONY 1:11 44:3, 5 Chadwick 37:18 Chairman 4:3 44:19 51:11	chairmen 2:16 chairs 48:18 challenge 14:5 challenges 15:2 20:13 championships 7:15 chance 29:12 34:21 change 6:5 changes 20:15, 16 changing 6:7 Chaplain 3:21 37:15 39:11, 17 43:1 44:3, 17 51:8 Chapman 41:1 charge 50:8 charity 36:1, 2 Charlotte 37:9 charter 44:17, 19 check 11:1 checked 25:3 Chetco 19:8 chief 30:9 childcare 15:3, 5 children 27:20 choice 27:8, 18 Chris 37:13 41:1 45:6 Christina 39:1, 13 Christopher 41:10 43:13 Cindy 39:2, 14 city 7:6 29:6 civic 6:18, 20 Clase 38:4 class 26:10 27:11 cleaned 7:10 climate 24:10 close 24:21 51:9 closed 51:11 closely 12:2	closer 3:4 closing 28:4 Coast 9:13, 14 10:4, 11, 15 11:10, 11, 17, 18, 21 13:11, 15, 18 14:1, 12, 19, 20 17:5, 9, 13, 16 18:4, 6 19:6, 18 22:14, 19 23:1, 5, 10, 14, 19 24:1, 3, 8 25:8 26:1, 3, 21 27:1 28:9, 13 29:8, 15, 21 30:10, 17 31:15 37:10, 16 38:3, 7 39:15, 18 40:17 41:1, 10, 17 43:3, 8 coastline 9:18 18:9 coasts 22:9 cochair 2:13 collaborate 12:2 college 33:17 34:10 color 3:18, 19 4:19 colors 3:20 4:19 6:7 Columbia 18:11 combat 22:5 come 45:2 50:5 comes 15:21 21:20 coming 6:13 8:19 command 15:14 Commandant 29:9, 13 30:11 Commander 9:12 11:9 44:13 commercial 17:20 commissioner 5:21 Commissioners 5:17
---	---	--	---	--

commitment 28:11	14, 16	daily 17:13 45:12	Dick 44:14	Durr 37:13
committed 27:1	convenient 32:3	Danny 43:7	difference 34:6	duties 14:2
committee 47:10 50:2	Convention 1:6, 9, 14 8:20	data 20:15	different 21:18 23:12 24:10	duty 12:8 13:13 14:19 27:15
common 21:3	11:14 42:15	Davis 9:5, 7, 8 41:19	26:8	dynamic 20:19
commonly 2:5	47:3, 10, 12	day 2:10 8:8, 11	directly 32:19	< E >
communications 45:3	48:3 50:2, 11, 15, 17 51:6	days 25:12	director 9:8 10:1 12:20	earlier 7:19 13:6
communities 20:1	conventions 37:5 48:1, 19	de 17:17	directors 33:8	early 21:10 45:10 46:2, 6
commute 21:3	cool 19:2	decades 33:3	distance 22:10	earned 10:16
company 13:4	cooler 6:6	December 21:19 25:6	distinct 33:6 37:1	earning 10:11
complete 34:1	Cornell 37:16	decision 18:18	distinction 10:11	earthquakes 13:19
completed 51:6	cornerstones 26:14	decisions 16:1, 4 24:9, 15	distinguished 12:11 36:20	East 13:18 37:10 38:3 39:15 40:16 41:10 43:3
compliance 17:19	Corporate 35:14	declare 51:4	District 5:16 6:2 9:13 11:10, 11 12:19 13:2 17:5, 10 18:3 22:13	educated 24:7
conduct 17:12 44:4 47:15	Corps 14:6, 12 26:21 28:9, 13 31:15	dedicate 44:11	diverse 26:5	education 24:5 32:4 33:1, 4, 5
conducted 20:14	cost 27:16 35:7	deductible 35:15	diversify 35:1	educational 27:21 32:12
conducting 17:15, 19	costs 22:1	defense 17:21 21:14 23:15	Diversity 26:13	effective 21:19
Congress 25:4, 9	country 6:13 14:11 20:9 44:9 47:19	degree 10:16, 17	documents 33:7	effectiveness 26:16
Congressional 12:18	County 5:17, 20, 21 6:2 13:2	delivering 10:3	DOD 22:4, 11 23:3, 8, 13, 20 24:17, 18	efforts 14:14 23:2 26:1, 4 28:1
Congressman 12:17	couple 13:15 15:15 28:18	departed 4:6 44:8, 11	DOD's 24:1, 3	eight 8:15 37:3
conjunction 35:8	course 13:1 14:5 25:5 31:15 45:6	departure 46:6	doing 6:21 14:6 19:17	either 41:14
consist 13:12	COVID 8:5 20:9	deploying 16:1	Don 42:13	elect 37:21 38:2, 8 41:8, 9
constantly 18:15	COVID-19 21:12	derived 26:11	Donald 43:4	elected 6:1 37:4
Constitution 5:3, 5, 9, 11	craziness 16:9	deserving 33:2, 16	donations 33:12, 13	embarrassed 30:8
consumed 20:11	creator 4:4	designate 36:1	Donna 42:16 43:12	embarrassing 30:13
contingency 10:4	credential 48:14	designated 22:12 36:1	Doris 2:12 36:17 38:4 39:1 40:7	emcee 2:14
continued 12:8 14:14 23:1 25:8	crews 17:14	designation 33:8	Dorothy 38:3	emcees 2:15
continuing 25:4 36:5	critical 18:1	designed 21:21	downtown 7:8, 9	emphasize 34:18
continuous 30:3	Cunningham 40:21	desirable 22:18	dramatically 30:8	emphasized 15:14
contributions 33:14 35:14 36:7	currently 6:18	desire 24:16 36:2	drape 44:17	employers 27:8
convene 50:10,	Cutter 19:19	desires 23:7	draped 44:19	employment
	cutters 24:12	desk 46:5	drive 22:15	
	cyber 24:13	determination 16:15	due 20:9 22:7	
	< D >	develop 26:4		
	dad 8:14	developed 15:14		
		devotion 4:5		
		diagnosed 45:9		
		Diane 39:1		

27:16	execution 15:17	figure 7:14	47:17	8:8
empty 48:18	Executive 40:1	32:10 35:9	forum 11:16	funded 23:11
encompasses	expand 33:3	finally 17:6	forward 8:6	funding 23:3
9:16 17:11	34:9	35:17	17:1 22:4 26:3	funds 27:20
encourage 34:9	expanding 27:2,	finances 33:9	45:2 47:14	future 25:10
endeavors 28:12	9	Financial 39:20	fostered 26:12	26:2
ends 21:9	experience	find 21:2, 5	found 17:15	
enduring 28:11	25:16	22:17 31:20	19:6	< G >
energy 22:21	explain 18:6	finding 40:18	Foundation	Gabriel 40:17
enforce 17:17	Expo 7:8, 11	finish 40:14	32:5, 13 33:5, 8	Gail 39:16
engineer 30:9	extend 12:10	first 15:18	34:11 35:6, 12	Gary 32:2
engineering	extraordinary	16:2 33:14	36:5	36:12 42:13
10:17	20:8	37:2 41:5 47:4	foundation's	generation 17:7
England 37:9	eyes 41:13	48:3 50:13, 19	32:19	generous 36:7
38:2 39:14	49:9, 10	first-time 48:14	founding 32:20	Georgina 38:6
40:16 41:9		Fiscal 23:20	four 40:9	getting 18:13,
43:3	< F >	24:2	four-star 29:17	15 26:17 30:12
enjoy 7:18	Fabian 41:2	fishermen 19:14	FRA 3:14 5:5	Gibson 43:4
47:3	fabric 26:6	fishery 17:17	12:11 14:9	gift 46:14, 15
enjoyable	face 23:12	five 33:21	27:12 32:20, 21	47:11
47:12, 19	24:10 48:13	flag 9:21 11:3	34:3, 13, 20	Gigi 38:7
enjoying 11:13	faced 16:8	49:3	35:2 40:12	give 10:18
enterprise 17:4	facilities 17:20	Fleet 1:5, 8	41:7 42:9, 20	28:18 30:18
entertain 28:19	facing 20:12	2:7 5:3, 9 6:10	47:21 50:5, 17,	glad 9:10
environment	fact 15:13 24:6	9:9 11:8 15:8	20	29:12 30:6
17:18 26:13	facts 6:16 7:12	16:18 22:20	fra.org/foundatio	41:4 46:21
equal 24:16	8:8	28:5, 14	n 34:14	glasses 41:14
27:16	fail 49:12	flew 10:7	FRA/LAFRA	49:19
equally 14:13	Fair 7:7	floor 32:3	51:5	global 14:5
26:6	Fairchild 6:17	flying 49:3	FRA's 11:13	globe 13:14
equity 23:3, 7, 8	7:2	FO 40:9 45:2,	26:3 32:12	27:3
escort 2:19 3:2,	Falu 40:17	4	47:10	go 7:8 24:19
7, 13 9:2	familiar 13:14	focus 15:9	free 28:20	25:6 29:6 32:6,
especially	19:20 21:10	16:11	frequently	10 35:2, 21
12:17 24:5	35:18	folks 18:20	25:19	36:18 42:12
Europe 13:18	families 12:9	22:17 24:16	fresh 25:17	44:2 50:13
event 48:1	14:11 16:6	25:18, 20 30:3	Fri 2:12, 17	goals 23:7
events 7:13	27:19	48:7	3:6 5:7 36:19	27:13
10:5	fantastic 5:1	following 37:2	38:4 39:1	God 4:4 28:12
eventually 35:9	Far 13:18	font 40:8, 10	46:11 48:16	49:13
everybody 25:1	Father's 8:8, 11	41:18	51:4, 13	going 2:10 6:5
32:8 34:4	feel 19:1 28:20	Force 3:19	front 46:5	9:4, 5 12:16, 20
43:12 46:21	43:17 48:10	6:17, 19	Fuca 17:17	20:10 32:3, 16
49:1	feet 18:9	forces 16:1	fuller 24:12	36:2, 20 41:5
examples 17:5	felt 21:13	forgetting 43:11	Fulton 3:14	Gonzaga 7:15,
excited 5:19	Fest 8:2	forms 11:19	12:13 39:21	16
6:3 7:17 8:13	field 10:8	fortunate 35:8,	43:20 47:13	good 2:16, 17
Excuse 44:18	fifth 30:21	11	50:9, 13, 16	5:15 9:7 11:2,
45:1	fighting 15:8	fortunately	fun 2:10 7:12	7 25:2 31:11
	fights 27:14			32:17 35:11

39:9 43:17 46:19 goose 49:8, 12 governing 33:7 government 24:20 25:10 27:9 Gracie 4:10 11:4 graduated 10:14 granddaughters 35:4 grandsons 35:4 grateful 28:10 Gray 32:13 42:3, 6 great 6:4, 8 11:5 26:6 27:10 34:16 48:1 group 11:15 35:11 37:7 40:15 Gruetzner 41:15 43:6 guard 3:19 4:19 9:13, 14 10:11, 15 11:3, 11, 21 13:11, 15, 19 14:12, 20 17:5 19:18 22:14, 20 23:1, 10, 14, 19 24:1, 3 25:8 26:1, 3, 21 27:1 28:9, 13 29:9, 15, 21 30:10, 17 31:15 44:8 Guard's 10:4 11:10 17:9, 14 18:5, 6 23:5 24:9 Guardsmen 11:17, 18 guess 36:17 39:4 guests 2:3, 5 12:11 36:20, 21 guide 4:7	GUNTHER 4:2 43:1 44:3, 6, 18 51:10 guy 29:3 42:11 guys 11:1 41:4 guy's 42:10 < H > Haiti 13:20 half 29:18 35:20 hall 2:3 hallways 49:4 Hand 3:20 4:10, 17, 20 35:10 50:7 Hansel 41:17 Hanzel 41:17 43:8 happen 8:11 happening 45:9 happy 28:18 29:15 47:2 49:2 hard 40:18 49:19 Harmes 38:7 hash 49:17 hat 29:3 42:6 hats 42:3, 15 headquartered 9:13 headquarters 9:5 45:5 health 48:20 hear 6:4 11:1 32:8 heard 17:10 heart 30:19 heavy 18:12 hello 48:9 help 15:7 17:6, 7 22:5, 16, 17 23:13 26:4, 17 27:7 33:3 34:7, 8 36:8 49:2 helped 21:15 33:15 helpful 23:17	helping 13:20 28:2 Hey 32:17 hid 42:19 High 3:18 7:20 26:14 higher 24:5 highlight 23:14 highlights 13:16 hired 35:13 historic 10:9 history 7:6 19:21 30:7 hit 40:9 hold 37:6 38:20 39:3 40:14 51:4 home 6:16 7:2, 15 18:4 19:1 43:13 Homeland 23:11, 16 honor 3:17 11:3 28:6 44:9 honorable 14:17 honored 11:10 13:3 Hoop 8:2 Hoover 39:2 hope 11:12 47:2 49:17 hopefully 21:20 32:7 34:4 hopes 45:16 Horton 39:20 hospitality 48:9 host 7:12 8:2 hosting 8:6 Hotel 1:14 46:1, 7 hour 21:3 houses 20:11 housing 15:2, 5 20:6, 7, 15, 16, 20 21:5, 7, 13, 16 22:5, 11, 18 23:4 hover 18:20 how's 29:18	Huffman 41:2 huge 16:8 humbly 4:5 hundred 13:9 Hunt 43:8 Hurricane 10:9 hurricanes 13:21 hurry 47:9 < I > Idaho 9:17 17:11 idea 32:17 39:9 identify 48:14 impact 7:1 16:2, 3, 4 20:20 impacted 25:13 important 6:11 7:4 14:8, 13 15:20 23:15, 16, 18 24:6 35:16 36:9 impressive 11:15, 16 improve 16:15 17:1 improvement 22:16 improvements 24:13 improving 14:10 inability 20:5 inbred 11:21 included 34:2 includes 9:17 17:4 including 12:12 inclusion 26:13 inclusive 26:12 increase 21:16, 18 increases 21:21 27:15 increasing 27:9 incredibly 25:7 28:10 index 27:16	individual 26:9 33:13 35:14 36:6 individuals 18:14 48:13 information 36:13 infrastructure 18:1 24:12 ingrained 19:21 initiate 33:15 initiative 22:3 initiatives 16:21 27:14 inland 9:18 inspections 17:19 instability 21:13 installed 37:4 insure 14:14 insuring 23:2 interest 34:16 interested 26:18 international 9:19 introduce 5:13 9:10 37:2, 3, 21 38:17 39:10 40:13 41:7 42:1, 8, 20 introduced 37:7 introduction 9:6 inventory 20:11 invite 2:2 29:13 32:1 46:17 50:4 inviting 28:5 IRS 33:8 isolated 22:15 issue 34:3 issues 7:1 15:2, 4 20:4 48:20 item 45:18 its 19:18 27:13 < J > Jack 41:11 Jackie 3:8, 10 12:14 40:5
---	---	---	--	---

46:12	keynote 2:19	Laughter 2:9,	looking 8:5	master's 10:16
Jansky 42:16	9:11 12:15	11 10:13 29:5,	34:18 39:8	match 27:9
Jenna 37:18	29:3	19 31:17 49:6	looks 5:14	McMorris
Jenny 38:5	kick 11:6 48:1	launched 33:4	31:19	12:17
39:2, 17	Kilgore 44:13	Laurie 38:2	Loretta 37:11	media 16:9
Jerome 43:5	kind 6:2 11:20	lead 26:15	lost 25:19	medical 15:3, 5
Jerry 40:17	13:16	leader 6:18	lot 8:9 20:11	meet 6:20 21:9
jest 11:20	know 6:6, 12,	leaders 6:20	25:14 35:3, 4	25:18 47:4
job 5:1	15 8:9 12:1, 4	17:8 26:18	Lourdes 12:19	meeting 2:3
Joe 36:14	13:5, 10, 15	leadership	Loveless 37:9	6:10
John 2:6 3:18	14:4 15:6 16:7	12:12	low 35:7	meetings 34:12
9:4, 8 10:21	18:19 19:2, 11	leads 24:7	Lyn 39:11	48:8
11:8 13:5, 10	21:1 22:7, 12	learn 41:6		Mel 11:9
37:14 39:7	23:6 25:2	leaves 6:6	< M >	Melvin 2:20
JOHNSON 2:1,	28:17 32:14, 21	leaving 46:2	ma'am 30:15	9:11
5, 18 3:12 4:9	35:13, 18 40:2	Lee 37:12	Madam 3:6	members 2:4
5:13 9:1 28:20	41:13 42:14	left 2:12 19:2	46:11 50:9	5:7 11:7 12:5,
29:6, 20 30:14	45:18 46:2	legacy 33:12	mail 43:18	8 13:13, 15
31:19 36:12, 17	47:16 48:12, 19	legislative 9:8	maintained 33:9	14:6 17:2, 8
40:7 44:16, 21	knows 43:12	level 20:14	maintaining	20:4, 12, 21
47:7 49:17	45:20 46:7	Lickteig 43:5	35:7	21:3, 8 22:14
51:8, 12	Korean 8:14	life 27:5 30:20	major 7:13	24:20 25:13, 15,
join 46:12	Kuney 3:2	31:1	15:16 34:15	17 34:8, 16
47:5 51:5	5:14, 18, 21	Lifesaving	majority 18:4	35:2, 12 36:21
joining 26:19	13:1	19:20	35:3	46:20 47:3
JOINT 1:11		list 34:1	making 15:21	48:6
51:14	< L >	listen 49:11	managing 14:4	membership
Jones 43:3	Lacey 11:3	listening 49:12	Marcia 41:11	13:7
Jordan 37:11	lack 24:20	literally 13:13	Maria 41:12	memorized 34:1
39:16	Ladies 1:8 2:2,	19:12	Marilyn 37:16	memory 44:11
Joseph 41:2	4 5:9 12:14	little 6:5 8:8	Marine 8:14	men 14:11
JROTC 3:19	36:19 38:16, 18	11:19 16:20	14:6, 12 26:3,	16:16 17:12
Juan 17:16	lady 8:10 49:9	19:13 23:12	20, 21 28:9, 13	18:7 23:4 27:4
June 8:2	LAFRA 2:17	24:2 25:20	31:14	28:8
junior 21:8	3:6, 8 5:7, 11	32:4 47:16	mariners 19:15	men's 7:14
25:15 33:17	36:19 38:13	live 21:2	Marines 11:17	mention 34:11
38:21 39:19	39:11 45:4	lives 4:7 14:10	maritime 24:14	mentioned 11:8
43:10	46:11, 19 48:16	16:16 17:2	Mark 44:13	13:8 29:11
< K >	50:5, 12, 14, 15	34:7	market 20:7,	mercy 4:6
Kansas 29:6	51:1, 4, 13	lobby 43:14	19, 20 21:13	mess 18:21
Karl 29:14	land 14:3	logistics 10:2, 3	22:6	Miami 31:8, 9
Katrina 10:9	lapses 25:9	long 15:1	Marshal 3:7	mic 9:4 32:7
keep 12:3 20:6,	large 11:12	18:19 47:1	Marshall 40:21	Michael 3:14
18 21:21 27:17	13:6 22:11	48:21	Marvin 2:5	Michelle 41:19
28:2 31:2	38:11 42:1	longest 10:10	Mary 3:2 5:13,	Mick 3:14
keeper 4:15	larger 40:10	look 26:2, 3	17, 21 9:2 13:1	12:12 43:20
Kelly 38:8	largest 8:3	47:14 48:6	Mason 39:16	47:9
39:18	Larson 38:5	looked 23:6	Master 2:1, 18	microphone
	39:2, 17 42:13	34:4	3:1, 12 9:1	32:2, 9 35:10
	lately 14:4			

miles 9:17, 18, 19, 20	18, 19 44:3, 13, 14, 16, 18 46:11, 20 47:7, 8, 10, 21 48:3 49:10, 13 50:4, 9, 15, 17 51:6, 8, 11	Northwest 9:15 18:2 20:1 37:17 38:8 41:2 43:7	opportunity 9:10 31:13	patrolling 13:21 17:16
military 26:19 27:18	13 50:4, 9, 15, 17 51:6, 8, 11	note 34:12	option 27:19	Paul 43:1 44:3
minds 25:17	nation's 17:21	NP 46:19	order 27:3, 11, 13	pay 23:4 25:8, 10 26:1 27:15
minimum 27:16	nautical 9:20	47:13 50:9, 12, 13, 14, 16 51:1, 4	Oregon 9:16 14:21 17:11 19:8 22:9	paycheck 25:3
Mirabeau 1:14	naval 12:1 16:16 17:3 26:20 31:14	nuclear 17:21	organization 26:9 27:14 33:6	paychecks 25:14
missed 25:14	navigating 18:17	nucleus 11:18	organizations 26:15	paying 21:1, 2
mission 10:3 15:16 26:15 32:20	Navy 8:16 11:18 14:6, 13 26:2, 21 28:8, 12 31:14	number 38:11 42:2, 15	out-of-pocket 22:1	people 6:12 8:9 14:2 15:9, 16, 17, 19 16:2, 3, 5, 10, 12 26:7 27:4 43:16
missions 17:14, 15	NCAA 7:13	< O >	owe 44:7	percent 18:5 21:18 35:21
moment 44:10	NCHAP 4:2 44:6, 18 51:10	o'clock 47:4	< P >	performing 26:14
moments 28:18	Neal 37:14 41:10	October 1:12 21:19 25:3	pace 20:18 27:17	personally 26:16
Montana 9:17 17:12	nearly 33:3	offer 19:16	Pacific 9:15 14:1 17:16 18:2 20:1	perspectives 26:8
month 6:21 16:7	necessary 24:6	offered 33:1	page 33:20 39:3	Peterson 37:17
morning 2:16, 17 9:7 11:2, 7 30:5 46:19 49:9	need 26:10, 17 27:4, 5 31:20 34:7, 17 49:2, 3	Office 12:21	paid 24:21	philosophy 15:14, 15 16:18
moving 17:1	neighborhoods 21:6 22:18	officers 38:12, 13 39:11 42:2, 3 46:20	pandemic 14:5 16:9 20:9, 20	pictures 34:5
Murray 39:1, 13 41:10	Nettles 37:12	officials 6:1	Paratus 28:15	piece 7:4
< N >	never 49:11	offset 22:1	Parco 39:1, 19	pilot 10:7 14:20
NAACP 7:13	new 21:20 33:19 34:16, 18 37:8 38:2 39:14 40:16 41:9	Oh 2:20 5:14 11:4 32:16 35:13 41:12 44:21 45:1	parity 23:1, 19 24:18	piloting 18:16
NAD 45:6	nice 12:14 41:5 48:18	Okay 3:5 32:6, 10 33:20 35:9, 10, 13 36:17 40:20 41:19 50:13	Park 1:14 7:11	pilots 7:5
Nadine 39:21	normal 14:2	oldest 30:3	Parliamentarian 39:12 43:1	Pina 38:8 39:18
name 2:5 5:20 37:6 38:19 40:4	normally 20:13	once 25:3 41:6	part 35:20	pitting 16:10
nation 6:20 7:2 12:3 14:16 26:7, 19	North 1:15 14:20 37:12 38:4 40:20 41:11 43:4	ones 43:15	participated 10:8	place 6:14 31:11
National 1:6, 9 2:6, 7, 13 3:7, 13, 20 4:2, 10, 12 6:10 8:19 9:5 10:6 11:5, 14 12:12, 13 23:15 32:1, 13 37:15 38:5, 6, 12, 13, 18, 21 39:10, 11, 12, 13, 15, 17, 18, 19, 20, 21 40:1, 4 42:2, 8, 20, 21 43:1,	Northeast 37:8 38:2 39:14 40:15 41:9	ooh-rah 42:12	particularly 16:6 21:4	places 21:2
	Northeast/New 43:2	open 3:21 4:3 16:19	partners 22:4 24:19	Plan 27:10
		OPENING 1:11 29:11 51:5, 14	passageway 48:8	planned 10:5
		operate 18:7	passed 25:4	play 19:2
		operational 10:7 15:21	passion 22:21	please 2:3, 20 3:1, 2, 13, 15, 21 4:8 9:2 10:18 29:21 34:10 36:8, 9 37:5, 21 38:11, 13, 16, 19 40:14 41:8 42:3, 9, 16, 21 43:15 44:17 46:12 47:5
		operations 9:14 10:1, 5 16:5 17:13	passionate 16:13	
			Pat 40:4	

48:4, 9 50:2, 6 51:9 pleasure 3:17 6:18 11:15 32:11 47:11, 13 Pledge 4:16, 18 plethora 27:12 plus 23:5 PNP 2:1, 17, 18 3:6, 12 4:9 5:7, 13 9:1 28:20 29:6, 20 30:14 31:19 32:6 36:12, 16, 17, 19 40:7 44:16, 21 46:11 47:7 48:16 49:17 51:8, 12, 13 pocket 21:1 podium 46:12 50:6 policies 15:21 Polish 30:12 Ponderosa 51:2 post 4:19 posted 34:13 potential 25:10 powerful 30:18 31:3 pray 30:19, 21 prayer 31:2 prayers 31:10 45:15 preamble 5:3, 5, 8, 11 precedents 38:18 predecessor 19:18 predominant 22:10 present 3:18, 19 47:11 president 2:6, 8, 13 3:8, 13 12:12, 13 32:2, 13 37:8, 10, 12, 13, 14, 17, 18 38:2, 5, 6, 7, 8, 21 39:13, 14, 15,	18, 19 40:2, 4, 15 41:9 43:2, 7, 18, 19 44:13, 14 46:11 47:8 50:10 presidents 37:4, 21 40:13 41:7 42:9 50:5 pretty 31:11 49:18 previous 9:21 prices 20:8 pride 35:6 principles 32:21 print 41:13 prior 12:5 private 27:17, 20 privilege 11:14 37:2 probably 21:10 29:11 31:10 32:15 process 13:20 23:13 produce 24:11 produced 38:20 program 27:18 33:4 34:9 35:8, 16, 17 36:8, 13 programs 9:9 26:4 27:13, 18 program's 34:15 prosperous 12:4 prostate 45:10 protecting 17:18, 21 proud 33:14 proudly 7:17 8:14 14:15 public 27:19 Puget 17:17 purchases 35:21 Purdue 10:18 pursue 24:12 pursuit 14:10 put 15:18 22:4	< Q > qualified 35:21 quality 21:6 22:18 questions 16:19 28:19 30:14 Quillayute 19:9, 10 quite 22:10 < R > radical 45:11 railroad 7:9 raised 8:1 ranks 27:5 rates 21:20 Raymond 40:16 read 3:5 5:5, 11 33:21 45:3 reading 5:2 49:19 ready 27:1 50:10, 12 real 23:20 really 6:11 8:10, 18 12:3 13:11 14:7 15:10, 20 16:1, 11 17:6 18:17, 18 19:7, 21 22:2, 3 23:8 26:14 31:13 46:21 47:2 Rear 2:19 9:11, 21 10:6, 10, 14 11:9 reason 15:18 16:14 35:13 recapitalize 24:11 receiving 34:21 recess 51:7, 12, 13 recessed 51:15 recipients 34:2, 7 35:5 recognize 38:1 48:2	recognized 38:14 41:8 42:21 48:4 recommendation s 20:16 recording 32:10 recruit 17:7 26:4, 10 28:2 recruiting 34:17 recuperating 43:13 red 29:3 42:15 Refueling 7:3 refugees 13:20 regional 37:3, 5, 8, 10, 11, 12, 14, 16, 18, 21 38:1, 7, 8 39:14 40:12, 15 41:7, 9 42:2 43:2, 7 regulations 17:18 REID 45:4 related 32:20 relevant 27:2 relief 25:2 remain 38:19 remarkable 28:7 remarks 29:12 reminds 44:7 remote 19:7 21:5 remoteness 22:7 rendition 11:4 rental 20:8 repeat 5:8 36:20 repeating 31:20 represent 11:11 29:15 31:14 representative 31:16 representing 13:2 45:5 represents 26:6 reprieve 25:5 required 46:2, 6 requirement 28:21	rescue 17:15 19:14 resembles 26:5 reservations 19:11 Reserve 1:5, 8 2:7 5:4, 10 6:10 9:9 11:8 13:13 15:8 16:18 22:20 28:5, 14 residents 19:12 resides 26:7 resolution 25:4 resonated 23:8 resources 26:20 resourcing 23:5 responding 13:19, 21 response 10:5, 9 21:12 responsibility 15:4 19:14 responsible 9:14 10:2 17:10 responsive 27:2 restore 25:21 results 17:3 retain 26:5, 10 27:6, 11 28:2 retroactive 20:18 Revenue 19:19 reverence 44:7, 10 reviews 20:15 revolves 15:15 Rex 41:2 rich 26:6 richness 26:11 right 3:11 11:2 18:1 29:7 30:2 31:9, 12 36:18 40:18 49:20 risk 24:19 River 18:11 19:8, 9, 11 Rizzo 40:16
--	--	---	---	--

Road 1:15 49:15	science 10:15, 17	service 12:5, 7 13:7, 16 15:10 16:13 17:8 19:19, 20 20:4, 12, 21 24:4 25:13	silenced 31:2	31:4, 5 32:12 45:12 46:17
Robbins 39:3	scooter 49:4		sincerely 22:20	speaker 2:19 9:11 29:2, 3, 8 30:4, 16 31:8
Rodgers 12:18	script 2:15 31:19 40:8, 11 46:13, 16		singer 7:19	speakers 12:16
Rodham-Tuck 39:2, 15	sea 14:3 19:15 44:9, 10	servicemen 8:17	sister 24:4	speaking 13:10
Rogelio 41:16	search 17:15	services 12:1 13:12 15:11 16:17 19:18 23:11 27:8, 21 31:14	sit 32:16 44:1	special 6:14 36:6
Roger 41:16 43:6	season 18:12, 13		sitting 41:13 42:18	specific 17:4 22:19
Rogers 3:18	seat 3:10		skating 7:14	specifically 26:20
role 27:3	seated 37:20 38:11, 16 39:4	service's 10:12	skills 18:16	spell 40:20
Rolene 38:4	Seattle 9:13	serving 10:10 13:13 14:11 20:4 26:19 28:8 44:12	Slawinski 43:13 45:6	Spokane 1:16 5:16, 19, 20, 21 6:1, 8, 14, 16 7:6 8:19 11:12 13:2
room 48:9 50:21 51:2	second 18:17		small 46:15	spouses 12:5
roommates 21:8	Secretary 13:1 21:14 39:20 40:1		smaller 48:19	spread 36:8
Ross 41:10	sector 27:17	session 47:4 50:19	smallest 7:6 13:11 23:11 42:14	Spruce 50:21
rostrum 2:20 3:2, 8, 14	secure 12:4	sessions 51:7	Smile 35:17	staff 44:12 45:13
routinely 7:12	secured 14:16	sets 18:13	Smiley 38:3 48:13	stand 14:3 29:21 37:5 38:1, 13, 19 40:13 41:8 42:3, 6, 9, 21 48:4 50:2
run 45:19	securing 27:15	share 31:1	Smith 44:14	standing 5:15 14:19 38:20
< S >	Security 23:12, 16 24:12	shift 32:7	SNAFU 30:5	Star 30:12
safe 12:3	see 2:10 12:14 18:20 21:3 35:4 39:8 41:5 42:18, 19 43:7, 12 45:21 46:16, 21 47:18 48:7, 18 49:1	Shipmate 2:1, 18 3:1, 12, 20 4:2 9:1 34:20 51:11	social 16:9	Starkey 38:3
safety 17:19	seeing 6:12	shipmates 2:2, 4 4:7 9:7 29:20 34:8, 18 36:6, 19, 21 41:21 44:8, 11 45:4 46:20 47:13, 18 48:6 51:10	society 26:12	start 27:10
sailors 11:17	seeking 22:15		somebody 40:19	starting 6:5
salute 3:20 4:11, 17, 20	seen 13:18 17:3 20:19 34:4, 5 42:15	shore 13:17	son 30:17 31:7	starts 31:21
Sandra 39:2	Semper 28:14	short 25:5	song 13:16 49:11	state 10:4
sang 7:19 11:4 49:9	send 27:20	show 49:14	soon 47:8	states 9:16 19:16 20:2 21:17 27:1
Saturday 46:3	sent 29:14	shut 25:12	sorry 3:4 5:14 7:13 37:1 41:12	stations 18:5 19:5, 13
Savings 27:10	separate 33:6, 7, 9	shutdown 25:11	souls 4:6	status 30:12
Scarbro 3:8 12:14 40:5 46:19 50:12, 14	seeing 6:12	shutdowns 24:20	Sound 11:1 17:17	statutory 17:14
scary 25:16	seeking 22:15	ship's 44:6	sounds 31:11	stay 18:21 21:6
scholarship 34:2, 13, 15 36:13	seen 13:18 17:3 20:19 34:4, 5 42:15	shore 13:17	South 37:14 38:5 39:17 40:21 41:14 43:5	steady 10:4
scholarships 33:1, 2, 11, 16 34:5, 6, 11 35:1 36:9	Semper 28:14	short 25:5	Southeast 37:11 38:3 39:16 40:17 41:11 43:4	stewardship 15:17
School 3:18 7:3, 20 8:1 27:17 33:17	send 27:20	show 49:14	Southwest 37:16 38:6 41:1, 15 43:6	
schools 27:20	sent 29:14	shut 25:12	spanning 19:7	
Schultz 29:14 31:16	separate 33:6, 7, 9	shutdown 25:11	speak 11:15 26:16 28:6	
	September 34:3 45:10	shutdowns 24:20		
	SERE 7:3	shuttle 46:3		
	Sergeant 3:6	sigh 25:2		
	serve 13:17	sign 43:15 45:15 46:5		
	served 8:14, 15 14:15, 18	significance 10:6		
	serves 9:12			

Straits 17:16 strategic 17:21 strength 26:7 stress 16:8 25:15 strong 36:4 stuck 21:1 39:4 students 33:2, 16 34:10 substitute 49:4 succeed 24:7 successful 47:12 Suchow 40:4 Sullivan 1:15 summer 18:12 Sunday 46:3 sung 4:10 sunglasses 19:3 support 10:3 12:7, 8 15:7 17:13 23:1, 9 24:16 25:8 26:1 28:1, 11 30:18 35:15 36:5 supported 12:6 14:16 supporting 16:12 Supreme 44:12 sure 31:3 40:20 45:8 46:4, 6 surf 18:5, 8 19:13 surfmen 18:6 surge 20:8 surprise 20:3 suspect 21:14 systems 24:14 < T > take 3:10 21:8 takers 28:21 takes 35:6 talent 28:3 talents 26:8 talk 7:1 16:20 23:20	talking 13:5 22:8 tall 29:3 Tamarack 50:20 taste 6:13 tax 35:15 tears 49:10, 12 teary 49:8 tell 11:2 14:18, 21 18:20 25:1, 16 26:17 30:8, 10 32:4 temporary 21:16 tenets 15:16 Teresa 38:9 terms 24:16 thank 6:9 8:12, 18 10:21 12:13 13:3 14:9, 17 23:17 28:4, 15 30:2 31:3, 12, 16, 18 32:10, 17 36:4, 10 38:16 39:5 41:4, 21 42:7 48:15 50:4, 9 thankful 22:5 25:7 28:10 Thanks 10:19 33:12 36:6 thee 4:5, 8 thing 18:3 20:10 30:20 39:8 46:1 things 4:4 11:6 15:7, 15 16:21 27:7 35:19 45:7, 18 46:4 49:21 think 13:7 15:3 16:2, 3, 10 19:3 24:18 25:1 35:20 36:12 45:20 49:20 thinking 4:7 43:14	Thomas 40:1 thought 46:16 thoughts 24:19 thousand 13:9 three 15:16 33:3 three-on-three 8:3 Thrift 27:10 Tiglaio 12:19 time 5:2 6:8 15:1 16:6, 11 18:19 24:5 33:14 40:10, 18 41:5 45:11, 20 47:1, 20 48:4 50:18 times 11:19 30:11 33:21 49:11 Tina 37:17 tiny 19:12 tireless 14:10 tirelessly 14:3 23:2 today 6:4 13:4, 6 15:5, 9 16:21 20:5 28:6 32:11 34:3 36:14 37:10, 13, 15 38:12 40:3, 18 50:20 51:1 today's 26:18 told 40:19 41:17 toll 44:6 tomorrow 45:19 tomorrow's 26:18 tool 34:17 tossed 18:13 totaling 33:12 tough 24:15 tournament 7:14 tournaments 8:4 town 8:10 towns 19:10, 13	tracks 7:9 training 7:4 Transfiguracion 39:12 transportation 24:14 46:8 travel 6:19 25:18 48:20 traveling 47:18 treacherous 18:9 Treasurer 39:21 treatment 45:11 tremendously 15:12 Triangle 44:4 tribal 19:11 tried 19:2 trouble 40:8 41:18 true 36:15, 16 truly 4:8 11:14 12:2 28:6 trust 18:10 25:20 try 24:11 trying 34:19 47:9, 16 Tuesday 1:12 tuition 23:18, 21 turn 3:5 33:20 39:3 turning 6:7 tuxedos 45:19 Two 3:20 4:13, 19, 20 8:5 21:4 22:12, 13 33:16 44:2, 4 47:15, 16 48:21 types 12:6 typical 28:17 < U > unable 40:2 Uncover 4:1 51:10 undergoing 45:11	understand 12:19 15:19 20:17 understanding 16:4 understands 45:8 underway 30:13 UNIDENTIFIED 29:2, 8 30:4, 16 31:8 unique 18:3 19:5 20:12 unit 14:20 34:12 United 19:16 20:2 21:17 26:21 units 22:8, 10 25:18 University 10:18 unrest 16:9 Ursula 41:15 43:5 use 27:19 32:9 < V > Valley 1:16 5:19 6:3, 8 7:20, 21 value 15:11 valued 15:20 values 16:17 vast 17:12 35:2, 11 Veralyn 40:1 vessels 17:20 18:8 veterans 8:17 12:5, 21 14:15 vets 29:21 vice 37:3, 8, 10, 11, 13, 14, 17, 18 40:2, 13, 15 43:18 Victor 40:21 Virginia 39:16 visit 25:17
--	---	---	---	--

vitality 15:19 23:16	10:19 12:10 45:4 47:20 48:10	World's 7:7 worst 19:15		
vocational 33:17	welcomed 35:15	< Y >		
Vogel 41:11	well 7:18 8:1 11:2 13:21	yeah 41:16		
volatility 20:6	22:17 23:15	year 8:6 23:21 24:2 33:11, 20		
volunteers 35:12	29:10 31:10	45:16 47:17		
vulnerability 24:13	42:1 45:14	years 8:5, 15 19:17 33:2		
< W >	went 7:10	47:15, 16 48:21		
waiting 49:1	we're 2:15 8:5 17:1 21:9 22:5, 15 25:7 28:9	young 27:4 49:9		
Walker 41:1	34:18 35:10	youths 26:18		
walks 27:5	west 14:19 37:16 38:7	< Z >		
want 2:14 5:18 6:9 8:12 12:1 14:9 16:1, 20 22:17 28:4 30:16 31:1, 2, 3 40:3 42:12 43:11 46:4	39:18 41:1, 17 43:8	Zino 43:3		
wanted 8:10 48:16	western 14:1 22:9	zones 13:17		
wants 46:1	we've 6:4 16:7 17:3 20:19 25:6 30:7 43:10			
War 8:15 11:19	William 41:17 43:8			
warm 10:19 12:10	willingly 36:12			
Washburn 4:10	Wing 7:3			
Washington 1:16 6:14 9:16 17:11 19:10 22:9	wish 47:12			
Washington's 12:18	wishes 45:12			
watch 14:3	women 8:17 12:21 14:10 16:16 17:12 18:7 23:4 27:4 28:8			
waterfront 17:20	wonderful 7:11 11:4, 5 48:17 49:7			
waterways 9:18	word 36:8			
way 11:6 21:4	work 12:2 14:2, 7, 17 21:4 32:19			
ways 28:1	workforce 24:7, 8 26:5, 11 27:11			
weather 6:4 11:13 18:12 19:15	working 27:12 41:14 49:20			
website 34:14 36:3	world 7:14 26:10 27:11			
week 12:17				
welcome 3:10 5:18 8:13				