



Parade
Kingsland turns out
for Veterans Day
Page 4, 5

Up Periscope
Who's your
favorite veteran?
Page 9

Cold War
Coalition kicks
Saddam out of Kuwait
Page 6



THE Periscope

KINGS BAY, GEORGIA

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Thursday, Nov. 14, 2013

Future of strategic forces examined

Kings Bay hosts undersea warfare
Sustaining the Triad deterrence
conference, Nov. 8

From Naval Submarine Base Kings Bay Public Affairs

Navy leaders met with Air Force, government and industry leaders at the undersea warfare conference *Sustaining the Triad: the Enduring Requirements of Deterrence* Nov. 8 at the base conference center to discuss the future of U.S. strategic forces.

The conference provided an unclassified forum for policymakers and experts to discuss issues about the current and future size and posture of U.S. strategic forces, with a primary focus on the sea-based leg of the

triad.

Remarks were provided by U.S. Rep. Joe Courtney, Air Force Gen. C. Robert "Bob" Kehler, commander, United States Strategic Command, Vice Adm. Terry Benedict, director, Strategic Systems Programs, and Vice Adm. Michael Connor, commander, Submarine Forces.

Rear Adm. Rick Breckenridge, director of the undersea warfare program highlighted the importance of the

discussions.

"I am excited to have the opportunity to bring the government, industry, and community strategic deterrence stakeholders together to continue our national narrative on the future of our nation's nuclear deterrence," he said. "We are entering an absolutely critical time period for de-

"I hope that this year's event will help our nation's leaders focus on priorities and national will."

Rear Adm. Rick Breckenridge
Director, Undersea Warfare Program



See Triad, Page 7

Trial by fire

Navy's build first
submarine trainer
for firefighting

By MC3 Todd C. Behrman
Navy Public Affairs Support Element
West

Smoke bellows out the ventilation ducts. The glow of the blazing fire emanates down the passageway.

Firefighters move with precision and purpose, pausing to unleash a torrent of water towards the fire as they kneel before it.

Such was the scene at the Navy's first submarine firefighting trainer, located at Naval Air Station North Island Oct. 29.

Commander, Navy Installation Command approached Kidde Fire Trainers almost one year ago in response to the incident on the USS Miami, in which a fire caused over \$400 million of damage to the submarine.

Numerous issues arose from the incident, primarily firefighter response and the readiness of base firefighters to deal with fighting shipboard fire. The need for additional training resources was identified in order to train base fire departments on what they'll encounter when fighting fires in the tight quarters of a submarine.

Kidde Fire Trainers is scheduled to build three other modular trainers at Naval bases around the country in



Nick Lague Jr., a welder with Naval Facilities Engineering Command Southwest, welds a new firefighting trainer into place at Naval Air Station North Island. The trainer is the first of four new trainers the Navy is building that will simulate potential fire hazards aboard submarines.

addition to the NASNI trainer, and has also currently stationed mobile training units

at Naval Bases in Kings Bay, Ga. and New London, Conn. The new firefighting trainer

at NASNI is the first of the
See Trainer, Page 8

2 crews for West Virginia

Cmdr. Adam Palmer's
Blue, Cmdr. Ben
Shupp's Gold during
assumption ceremony

From Commander, Submarine Group
Ten Public Affairs

USS West Virginia (SSBN 736) hosted a crew split and an assumption of command ceremony Nov. 8 at Naval Submarine Base Kings Bay.

Cmdr. Adam Palmer assumed command of the Ohio-class ballistic missile submarine's Blue crew while Cmdr. Ben Shupp assumed command of the Boomer's Gold crew.

Cmdr. Shupp reported to the sub in May as the prospective commanding officer, and assisted Cmdr. Palmer in preparing the ship for the final stages of the overhaul.

During the Assumption of Command speech, Cmdr. Palmer said that "when our aircraft carriers sail into harm's way, when the merchants of the world ply their trade and when the people all over the planet freely express ideas, they do so in part because of the world order that this ship has helped create. And although this crew has worked long hours in relative obscurity for almost three years, in work that often seemed to bear little resemblance to the noble cause we serve, they have always done so with their heads high and with remarkable enthusiasm and humor."

Cmdr. Shupp also credited the crew for a job well done.

"There is no tougher job in the Navy than executing a long shipyard period, taking the ship over the course of almost three years from a completely dismantled state back to a sleek, powerful, self-sustaining warship capable of remaining at sea indefinitely," he said in a speech to the crews and guests. "This incredibly tough job has been accomplished with great patience, skill, and foresight by the combined crew of the mighty USS West Virginia."

West Virginia returned to its Georgia homeport on Nov. 4, following a 33-month Engineered Refueling Overhaul at Norfolk Naval Shipyard in Portsmouth, Va.

During the ERO, West Virginia combined the Blue and Gold crews into one crew, known as the Green crew.

While the boat received its refueling, West Virginia under-

See Command, Page 2

Region stresses CFC participation

Adm. Williamson praises
Keypersons in campaign

By Kaylee LaRocque
Naval Air Station Jacksonville Public Affairs Specialist

Commander, Navy Region Southeast Rear Adm. Rick Williamson praised the 2013 Combined Federal Campaign Keypersons and stressed the importance of 100 percent contact of all federal employees Nov. 4.

The CFC is underway through Jan. 15 for all fed-

eral agencies worldwide to donate to qualifying charitable organizations.

"This year has been a little bit of a challenge with furloughs and sequestration," William said. "We took a brief pause with the campaign, but are now back on track, and I have a lot of faith in the generosity of our military and civilian employees."

"Many people say, 'when times are hard, expect to have a bad campaign,' but I've been in the Navy for 28 years and although we've seen some issues arise, we've never



Williamson

had a bad campaign. My hope is that the trend continues and our military and civilian members are given the opportunity to contribute in this worthwhile campaign."

In order for a command or agency to conduct a successful fund drive, they must have proactive keypersons who volunteer to coordinate the campaign.

"The Keypersons have a big job and I greatly appreciate them stepping up and volunteering," Williamson said. "They conduct 100 percent contact of the members of the commands, coordinate fundraising events, collect money or allotment slips and

See CFC, Page 8



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Local news and views

Naval Submarine Base, Kings Bay, Ga.



Now hear this!

Navy League collects for VA visit

The Camden-Kings Bay Council of the Navy League of the United States annual collection of personal care and other items for the annual visit to the Veterans Hospital in Lake City, Fla. begins Nov. 14. Items requested for donation include large print crossword, word search, Sudoku, etc. books; shampoo and conditioner; body wash; 3-pound canned coffee; decks of cards; new board games; HE laundry detergent; and sugar-free candy. Donations, including cash which will be used to purchase additional items, can be dropped off at the Nov. 14 and Dec. 1 Council meetings. Donations are tax deductible. Navy League and community members who wish to donate items or cash, or who wish to participate in the Dec. 3 visit to the VA Hospital (transportation can be provided) should contact council president Dave Burch at (912) 674-4252. Additional information can be found on the council Web site at <http://kingsbaynavyleague.org/>.

Commissary closed Nov. 28, 29

Naval Submarine Base Kings Bay's Commissary will be open normal hours Monday, Nov. 25 and closed Thanksgiving, Nov. 28, and Friday, Nov. 29.

Valdosta State registration help

Valdosta State University's spring 2014 semester starts with early registration Oct. 28 to Nov. 22. Spring 2014 A Term is Jan. 13 to March 6; Spring 2014 B Term is March 10 to May 8. Visit Valdosta State office or make an appointment with Valdosta State Financial Aid Advisor if you are using VA/GI or FASFA, to make sure you have the proper documents. It sometimes takes three to four weeks to receive these items, and the holidays could delay the process.

Base library sets holiday hours

During the holidays and due to on-base partner schools being between terms, the base library will have adjusted hours as provided: Open: 3 to 9 p.m. Nov. 18 to 21 and Nov. 25, 26; noon to 6 p.m. Nov. 22; 10 a.m. to 6 p.m. Dec. 2 to 5, 9 to 12, 16 to 19; 10 a.m. to 4 p.m. Dec. 6, 10, 20.

NSB Teen Driver class Dec. 27

Naval Submarine Base Kings Bay Safety and Cape Fox will be conducting a Teen Driver Improvement class Dec. 27. Class, from 8 a.m. to approximately 1 p.m. at Fluckey Hall, Bldg. 1063, Room 127, is limited to 30; is open to dependents of active duty/reserve/retirees, as well as DOD civilians. Due to the high demand for this class if your signed-up teen driver cannot attend, call to cancel so another future driver can be signed up. Teen drivers/future drivers need to have either their license or permit and something to write with. This class does not fulfill any of the State of Georgia requirements for teen drivers but may help with insurance depending on your insurance provider. To sign up, call Dean Merrill or Russ Prothero at (912) 573-2525 or (912) 573-0414.

Flu shots at Kings Bay clinic

Naval Branch Health Clinic Kings Bay is now providing annual influenza vaccine to service members, retirees and families. Patients can walk-in for flu vaccine 7 a.m. to 3 p.m., Monday through Friday. Flu vaccine walk-ins will be conducted from 7 to 11 a.m. only, on the last Friday of each month, to facilitate command training. For more information, visit www.cdc.gov. To find out more about NBHC Kings Bay, visit the command Web site at www.med.navy.mil/sites/NavalHospitalJax.

Base lost & found has found items

There is lost and abandoned property, such as watches, rings and cell phones, at Naval Submarine Base Kings Bay Navy Security. If you have any information reference to any items, contact Detective Michael Palmer, Monday through Friday, at (912) 573-9343 or by e-mail, Michael.j.Palmer@Navy.mil.

Habitat build poker run Nov. 16

The Habitat Ride to Build Poker Run, benefiting Habitat for Humanity of Camden County, will be Nov. 16. The ride begins and ends at VFW of Kingsland. Cost is \$20 for rider and one passenger, one poker hand, cook-out, music. For more information, contact Haylinder at (912) 552-4563.

Celtic Festival Nov. 16 in Jax

The upbeat music, lively dancing, rugged Highland games and cuisine of the colorful Celtic culture will be offered at the Jacksonville Celtic Festival, a free event noon to 10 p.m. Saturday, Nov. 16 at the oceanfront SeaWalk Pavilion, 75 1st St. N., Jacksonville Beach, Fla. For more information, visit jacksonvilleceltic-festival.com/

Navy Lodge offers holiday values

By Kristine M. Sturkie

Navy Exchange Service Command Public Affairs Specialist

Book a room at a Navy Lodge for extra holiday guests this year. Guests of the Navy Lodge save 45 percent compared to other hotels and there are no extra person charges.

"Navy Lodges are the perfect place for guests of military members to stay during the holidays," said Navy Lodge Kings Bay General Manager, Linda Bird. "Navy Lodges offer a great value considering all the space, kitchen and other amenities we offer our guests. Guests will also enjoy a free breakfast in the morning along with free Internet access, in-room coffee and newspaper."

Every Navy Lodge guest room is oversized with queen-sized beds, cable TV with premium channels, a DVD/CD player, direct-dial telephone service, Internet access and a kitchenette complete with micro-

Navy Lodge

wave, refrigerator and utensils.

Navy Lodges also offer housekeeping service, vending machines, convenient on-base parking, video rental service and guest laundry facilities as well as handicapped accessible and all non-smoking rooms.

Navy Lodges are conveniently located near other on base amenities, such as the gym, pool, restaurants and Navy Exchange.

As an added convenience, select Navy Lodges allow dogs and cats up to 50 pounds in weight to stay when traveling with their owners. Check with the Navy Lodge for more details.

To make a reservation for any of the 41 Navy Lodges worldwide, call toll free at (800) 628-9466 or log onto www.navy-lodge.com. For other

military lodging options, go to www.dodlodging.com.

The Navy Exchange Service Command oversees 100 Navy Exchange facilities and nearly 300 stores worldwide; 40 Navy Lodges; Ship's Stores; Uniform Program Management Office; the Navy Clothing Textile and Research Facility and the Telecommunications Program Office.

NEXCOM's mission is to provide authorized customers quality goods and services at a savings and to support quality of life programs for active duty military, retirees, reservists and their families. NEXs and Navy Lodges operate primarily as a non-appropriated fund business instrumentality. NEX revenues generated are used to support Morale, Welfare, and Recreation programs.

In FY12, \$2.8 billion in sales were generated with \$45.9 million in dividends provided to Navy MWR programs.

Caps for Kids program underway

By MC2 Jesse Dick

Navy Office of Community Outreach

Navy commands worldwide will soon receive a letter requesting donations of Navy ball caps to support the Navy's Caps for Kids program.

Administered by the Navy Office of Community Outreach in Memphis, Tenn., the Caps for Kids program is entering its 16th year as one of the Navy's most consequential outreach programs.

Since 1999, Navy commands have donated thousands of unit ball caps, which are then presented by Sailors to children who are fighting serious illnesses in hospitals across the country.

The program is made possible exclusively through donations from wardrooms, Chiefs' messes, first class associations, spouse clubs and similar organizations throughout the Navy.

A typical Caps for Kids visit involves a small group of Sailors visit-

Caps for Kids

ing up to 50 children who are inpatients in a children's hospital. Sailors present the caps to the children and spend time talking with and encouraging them.

NAVCO coordinates between 25-50 Caps for Kids visits each year, making all the arrangements for the visit and sending donated ball caps to inland Navy activities across the country to present them.

NAVCO also supports units wishing to use their own ball caps, rather than sending them to NAVCO, to conduct a visit independently at a children's hospital near their unit's homeport.

For all visits, NAVCO provides advice and guidance to ensure the program is carried out in accordance with all applicable instructions and guidelines, particularly those related to patient privacy.

"Caps for Kids is not only one of our most successful outreach programs, it is also one of the most personally rewarding programs," said Cmdr. Kim Marks, NAVCO director. "Nothing beats the feeling you get from the kids' smiles when you give them a command ball cap."

According to Gary Ross, the NAVCO Caps for Kids program manager, approximately 1,000 ball caps are needed to sustain the program for an entire year. However, he added that no donation is too small, and even the gift of a single ball cap can make a difference in the life of a sick child.

Commands interested in making a donation to the Caps for Kids program can send them by mail to:

Navy Office of Community Outreach

Attn: Caps for Kids Program
5722 Integrity Dr., BLDG 456-3
Millington, TN 38054

For more information on the Caps for Kids Program, contact NAVCO at (901) 874-5800 or navco@navy.mil.

Groton breakfast honors Sailors

By Lt. Timothy Hawkins

Submarine Group 2 Public Affairs

More than 150 service members, including 80 Sailors, were treated to breakfast Nov. 5 at the Mystic Marriott Hotel and Spa in Groton, Conn.

The Chamber of Commerce for Eastern Connecticut held its 4th Annual Military Appreciation Breakfast in honor of active duty Navy, Coast Guard and Connecticut National Guard members as well as veterans.

"I want to express our deepest gratitude, appreciation and admiration to all of the men and women in the armed forces," said Joseph Chontos, a senior executive at General Dynamics Electric Boat. The shipbuilding company joined Bank of America and Dunkin' Donuts in providing free meal tickets to all attending service members.

Each service's senior military officer was invited to address the total 250 attendees who included local business, community and political leaders. Rear Adm. Ken Perry expressed appreciation to local lead-

Military Appreciation

ers on the Navy's behalf.

"We've got four submarines deployed today from Groton. They are deployed around the clock, around the world," Perry said.

"The work that these Sailors are doing to maintain the ships, to ready themselves for critical missions in key regions of the world - I can't thank them enough. They do it with the full support of the business groups represented here in Southeastern Connecticut. Thank you," he told business leaders.

As commander of Submarine Group 2, Perry is responsible for all Los Angeles-class and Virginia-class attack submarines based on the East Coast. His local Coast Guard counterpart Rear Adm. Sandra Stosz also spoke at the breakfast.

"There's so much going on with our partnerships in the local area," said Stosz, superintendent of the U.S. Coast Guard Academy in New London.

The program began with a group of Coast Guard midshipmen singing the national anthem and Navy Sailors posting the colors.

Nearly 10,000 Navy personnel are assigned to 70 commands at Naval Submarine Base New London, the largest attack submarine base in the Atlantic fleet.

Area Navy personnel routinely collaborate with local businesses in support of the community. In October, Sailors helped Groton businesses set up tents, tables and chairs for the 8th Annual Fall Festival at Poquonock Plains Park.

Sailors are also scheduled to assist the business community with the 15th Annual Holiday Lights Parade in the Town of Groton, Dec. 7.

Two local businesses were recognized for outstanding support to military members during the breakfast. Groton's Country Glenn Apartments was acknowledged for quality service to military families. Fields of Fire, a new paintball park in Mystic, was praised for its concerted effort to appeal to Sailors.

Command

From Page 1

went a wide range of maintenance operations and renovations to extend the ship's service life.

This included the removal and

replacement of dated systems and equipment, upgrades to improve readiness and countless material inspections to ensure the ship would meet all of its future operational commitments. West Virginia now prepares to transfer from Submarine Squadron 16 to Submarine Squadron 20 and resume its mission as a primary leg of the nation's strategic

deterrent Triad.

To do this effectively, Boomers divide their crews to maintain a deployment schedule that keeps the submarine at sea six out of seven months and sustains a quality of life for Sailors and their families.

West Virginia is the third U.S. Navy ship to be named for the Mountaineer State.



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NSB Kings Bay Executive Officer
Cmdr. Ed Callahan

NSB Kings Bay Command Master Chief
CMDCM Randy Huckaba

NSB Kings Bay Public Affairs Officer
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Diabetes in spotlight

By Yan Kennon
Naval Hospital Jacksonville
Senior Writer

According to the American Diabetes Association, nearly 26 million children and adults in the U.S. have diabetes, and another 79 million have prediabetes — glucose (sugar) levels that are higher than normal, but not high enough to be diagnosed as diabetes.

November is designated as American Diabetes Month, with Nov. 14 being World Diabetes Day themed “Protect our Future.”

This year’s focus raises awareness to the ever-growing incidence of diabetes and directing attention to issues surrounding it, the many people impacted and resources available to help.

Diabetes is a group of diseases characterized by high blood glucose levels that result from defects in the body’s ability to produce and/or use insulin, the hormone needed to convert sugar, starches and other food into energy to sustain the body each day.

ADA recognizes three types of diabetes; type 1, type 2 and gestational.

Symptoms of diabetes include frequent urination, thirst, extreme fatigue, blurry vision and weight loss to name a few.

Type 1, previously known as juvenile diabetes, often runs in families. Although it can occur at any age, it usually presents before 40 years of age.

Type 1 diabetes is when the body does not produce insulin, due to an autoimmune process which destroys the insulin producing cells of the pancreas. Treatment of this type is usually through careful dieting, insulin injections and regular blood glucose monitoring.

Type 2, formerly known as adult onset diabetes, is the most common form of diabetes and is due either the lack of insulin production and/or the cells are not reacting to insulin. Risk factors include obesity, race/ethnicity (African American, Native American, Pacific Islander, Asian and Hispanic), family history, over 40 years of age and sedentary lifestyles.

Treatment of this type includes weight loss, proper dieting, regular exercise and blood glucose monitoring.

Some cases may require oral medications or insulin injections.

Gestational diabetes is when pregnant women show signs of high blood glucose levels, usually around the 24th week of pregnancy.

This diagnosis doesn’t mean that one has had, or will have diabetes af-

ter birth.

Risk factors include women over 25 years of age, obesity, family or personal history and race. Treatment includes frequent monitoring of blood glucose, proper dieting, regular exercise and close monitoring of unborn child.

Diabetes screenings should be considered in younger adults and children who are overweight or obese, or who are at high risk for diabetes based on risk factors. Given the lower incidence of type 1 diabetes, there is no consensus to screen.

Screening is based on individual risk factors or concerning symptoms. Screening for type 2 diabetes should be considered in all adults 45 years of age and older.

“There are several blood tests to diagnose diabetes: A1C, fasting glucose, oral glucose tolerance test and random glucose test,” said Cmdr. Julie Lundstad, Naval Hospital (NH) Jacksonville’s Diabetes Nurse Educator. “There must be a second test — same test or a different one — conducted on a different day to confirm the diagnosis.

“Denial about the diagnosis of diabetes and risk of complications is common among patients. This may be partly due to the fact that diabetes symptoms aren’t painful,



Navy photo by Jacob Sippel, NH Jacksonville Public Affairs
Naval Hospital Jacksonville’s Diabetes Nurse Educator Cmdr. Julie Lundstad discusses the process for using an insulin device to her patient, Ruben Savala, during a check up at Naval Hospital Jacksonville.

like chest pain with heart attacks. But the truth is, that uncontrolled diabetes (high blood sugars) can cause complications such as heart disease, high blood pressure, blindness, kidney disease and lower-limb amputation, added Lundstad.”

Diabetes is a serious disease. Regular check-ups and eye exams are vital to diagnosing diabetes or managing your health. Establish a relationship with your diabetes educator and ask for help when needed.

For more information about American Diabetes Month, go to www.diabetes.org or talk to your pri-

mary care manager.

Naval Branch Health Clinic Kings Bay is one of NH Jacksonville’s six health care facilities located across Florida and Georgia.

Of NH Jacksonville’s patient population — about 163,000 active and retired sailors, soldiers, Marines, airmen, guardsmen and

their families — more than 57,000 are enrolled with a primary care manager at one of its facilities. To find out more about NBHC Kings Bay, visit the command Web site at www.med.navy.mil/sites/NavalHospitalJax.

Unmanned space plane in planning

From Defense Advanced Research Projects Agency

Commercial, civilian and military satellites provide crucial real-time information essential to providing strategic national security advantages.

The current generation of satellite launch vehicles, however, is expensive to operate, often costing hundreds of millions of dollars per flight.

Moreover, U.S. launch vehicles fly only a few times each year and normally require scheduling years in advance, making it extremely difficult to deploy satellites without lengthy pre-planning.

Quick, affordable and routine access to space is increasingly critical for Defense Department operations. To help address this, DARPA has established the Experimental Spaceplane (XS-1) program. The program aims to develop a fully reusable unmanned vehicle that

would provide aircraft-like access to space.

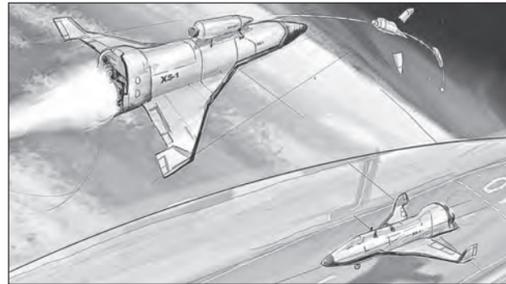
The vehicle is envisioned to operate from a “clean pad” with a small ground crew and no need for expensive specialized infrastructure.

This would enable daily operations and flights from a wide range of locations. XS-1 seeks to deploy small satellites faster and more affordably, while demonstrating technology for next-generation space and hypersonic flight for both government and commercial users.

XS-1 envisions that a reusable first stage would fly to hypersonic speeds at a suborbital altitude. At that point, one or more expendable upper stages would separate and deploy a satellite into Low Earth Orbit.

The reusable hypersonic aircraft would then return to earth, land and be prepared for the next flight.

Modular components, durable thermal protection



DARPA image
DARPA’s Experimental Spaceplane (XS-1) is a reusable hypersonic unmanned vehicle.

systems and automatic launch, flight, and recovery systems should significantly reduce logistical needs, enabling rapid turnaround between flights.

Key XS-1 technical goals include flying 10 times in 10 days, achieving speeds of Mach 10-plus at least once and launching a representative payload to orbit.

The program also seeks to reduce the cost of access to space for small, 3,000-to-5,000-pound, payloads by at least a factor of 10, to less than \$5 million per flight.

XS-1 would complement a DARPA program already researching satellite launch systems that aim to be faster, more convenient and more affordable.

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HMCS Patrick Hawkins, left, rides in and HMCM Robbie Bell (Ret.) drives the custom CPO/NJROTC golf cart.



A Kings Bay Color Guard leads the way for a Kingsland Fire Department truck.

Kingsland's Veterans Day Parade

Nov. 11, 2013



Above, a Color Guard leads the Camden County High School Naval Reserve Junior Officers Training Corps Wildcat Navy.



Right, The Knights of Columbus St. Marys Council 11058 steps in stride.



Left, Submarine Veterans do their part on Veterans Day.

Right, officers and enlisted personnel of the USS Georgia (SSGN 729) Gold crew look sharp in ranks, proudly parading in their boat's namesake state.





Above, Girl Scouts take their place leading the procession.



Above, right, Kings Bay Veterans of Foreign Wars Ladies Auxiliary Post 8385 members ride in style.



Construction Battalion Maintenance Unit 202 Detachment Kings Bay joins in the festivities.



Left, an antique farm tractor and driver do their patriotic duty.



Left, Cub Scout Pack 218 makes a good showing.

Right, Cub Scout Pack 226 steps out.



Right, a Purple Heart Volkswagon remembers those wounded.



Navy photos by MC2 Cory Rose



Department of Defense photo

Officials discuss Operation Desert Storm. From left are Lt. Gen. Calvin Waller, Gen. Colin Powell, Secretary of Defense Richard Cheney, Gen. Norman Schwarzkopf and Undersecretary of Defense Paul D. Wolfowitz.



Department of Defense photo

A crowd marches near the White House to show their support for Soldiers and Operation Desert Storm. In contrast, twenty years earlier the vocal American protest helped bring end to the war in Vietnam.

Desert Storm frees Kuwait from Saddam

By Edward J. Marolda
Senior Historian, Naval Historical Center

During Operation Desert Storm in January, 1991, coalition air forces concentrated on the destruction of enemy resources in Iraq and establishment of air superiority in the theater. They also began a campaign to weaken Saddam's field army in Kuwait. The latter campaign reached a crescendo in mid-February as Navy carrier planes, shore-based Marine aircraft and other coalition units eliminated tanks, artillery pieces, armored personnel carriers, surface-to-air missile sites, headquarters, and fortified positions facing the coalition's combat divisions in northern Saudi Arabia.

Army Gen. Norman Schwarzkopf was determined not to start the ground campaign until the enemy army had been badly hurt and its soldiers demoralized. He especially wanted to reduce the effectiveness of the multi-division Republican Guard Forces Command, Saddam's elite corps and the mainstay of his regime.

During Desert Storm, Navy and Marine Corps aviation squadrons operated 600 aircraft, roughly a third of the overall coalition air force, and executed approximately one third of the combat sorties. The Navy lost six air crewmen and six aircraft in the Persian Gulf War. Their contribution and that of their fellow Sailors on, over, and under the sea was vital to allied success.

In addition to taking part in the air campaign, the Navy was also responsible for eliminating enemy naval forces in the northern Persian Gulf and convincing Saddam that the coalition intended to execute a major amphibious assault on the coast of Kuwait or Iraq. As this was underway, the Army's powerful VII Corps and XVIII Airborne Corps prepared for a massive, surprise attack on the enemy's desert flank.

Soon after the start of Desert Storm, U.S. and British naval forces launched an effort to neutralize the Iraqi navy, especially its thirteen fast craft armed with antiship missiles, and eliminate oil platforms occupied by enemy troops.

U.S. Navy SH-60B LAMPS III, Royal Navy Lynx and U.S. Army OH-58D Kiowa Warrior armed helicopters operating from the decks of allied surface ships coordinated with Navy SEALs, U.S. and Canadian fixed-wing aircraft, and American, British and Kuwaiti warships in the sea control operation.

Two days after the start of the air campaign, Cmdr. Dennis G.



DoD photo

Flames consume an oil pipeline set on fire by Iraqi forces during Operation Desert Storm.

Morral, the Commanding Officer of the guided missile frigate USS Nicholas (FFG-47), led his ship and the Kuwaiti guided missile patrol boats Istiqlal and al-Sanbouk into the northern gulf near the platforms of the ad-Dorra oilfield.

On board the flotilla were SEALs, a Coast Guard Law Enforcement Detachment, two LAMPS helicopters, and a pair of OH-58D helicopters. The Army helicopters discovered the presence on the platforms of Iraqi radars, guns, and armed troops. The Kuwaitis also reported seeing tracer fire come from the site.

Morral's group retired from the scene to assess the information but returned the following evening to take out the enemy forces. The Army helicopters, equipped with quiet engines, night vision devices, and Hellfire laser guided missiles, glided unseen toward two occupied platforms.

When the Kiowa Warriors were in range, Morral gave them order to open fire. Then Nicholas and Istiqlal moved close and opened up on seven other enemy positions with their guns and rockets. The devastating surprise attack killed five Iraqi soldiers and quickly convinced the survivors to surrender.

That night and the next day the allied naval force collected enemy weapons and 23 Iraqis, Desert Storm's first enemy prisoners of war. In later weeks, coalition naval units, including U.S. Marine forces, liberated Kuwaiti islands that had been occupied by the enemy.

Coalition air forces also neutralized the Iraqi navy.

One noteworthy action oc-

curred on the night of Jan. 29, when a pair of USS Ranger A-6 Intruders flying near Bubiyan Island discovered an enemy presence below them. Cmdr. Richard Cassara, a bombardier/navigator in one of the attack jets, notified the pilot, Cmdr. Richard Noble, that he had picked up a big blip on his radar.

On closer inspection, the blip turned into four naval vessels proceeding with lights out from Iraqi to Iranian waters at 15 to 18 knots.

Once the aviators confirmed the identity of the contacts as Iraqi missile boats and received permission to open fire, they and the other Intruder launched 500-pound laser guided bombs that stopped three of the boats dead in the water and set them afire.

A Canadian CF-18 joined the American planes and then strafed the fourth boat, which managed to limp to safety in Iran.

This attack was the opening salvo of what became known as the "Bubiyan Turkey Shoot," in which UN naval air forces destroyed or severely damaged numerous other Iraqi combatants and ended the surface threat.

Free from this worry, Adm. Arthur deployed the Midway, Ranger, Theodore Roosevelt and America, which was redeployed from the Red Sea, carrier battle groups further north in the gulf and nearer to Kuwait. Battleships USS Missouri (BB-63) and USS Wisconsin (BB-64), a 31-ship amphibious task force carrying two Marine expeditionary brigades and a smaller unit, and a flotilla of U.S. and allied mine countermeasures ships also closed with the enemy-held

coast.

These mine countermeasures ship were critical to the success of the naval operation, because the Iraqis had established a minefield with almost 1,300 magnetic, acoustic, and other mines. The ships, and ship-based mine countermeasures helicopters, cleared lanes through what they believed were the minefields.

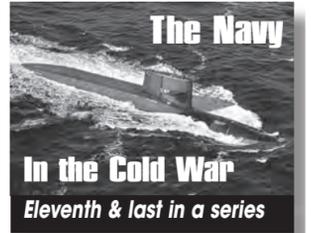
USS Tripoli (LPH-10) and USS Princeton (CG-59), however, while operating nearby, struck mines. No crewmen were killed but damage was massive. These ships would have gone to the bottom if not for their sturdy construction and the professional skill of the damage control parties and their determination not to lose the ships.

Despite the danger, coalition naval forces pressed on toward Kuwait.

The two battleships shelled targets on the mainland and on the large island of Faylaka to soften up the enemy's defenses. Another important goal was to help persuade Saddam that the accompanying amphibious task force was about to assault his army from the sea.

For that same reason, after dark on the evening of Feb. 23 1991, four fast boats carrying SEALs from Task Force Mike of Capt. Ray Smith's Naval Special Warfare Group 1 deployed to a point off the coast of Iraqi-occupied Kuwait.

Lt. Thomas Dietz and 14 of his men pushed and pulled three Zodiac rubber assault craft overboard and filled them with explosives and floating marker buoys. The group then silently pulled the craft to within 500 yards of the shore.



At that point, six SEALs swam toward the beach, precisely placed the buoys as they had been trained to do for amphibious assaults, and set the charges for the explosive packages. When the entire party was safely recovered on board the speed-boats, all waited for the appointed hour.

Exactly at 1 a.m., on Feb. 24, 1991, the charges exploded and the SEALs opened up with machine guns and grenade launchers against Iraqi positions ashore. Soon afterward, air strikes called in by the naval commandos hit the enemy defenders.

Even as the special warfare warriors retired from the area, satisfied with their night's work, other allied forces prepared to launch the long-awaited ground offensive into Kuwait.

Early on Feb. 24, 1991, coalition ground forces, including the 1st and 2d Marine Divisions of General Boomer's I Marine Expeditionary Force, smashed into the Iraqi army in Kuwait and southern Iraq. That day, the battleships increased the volume of their fire and Marine ship-based helicopters flew directly toward the coast. Each of these actions designed to focus enemy eyes on the sea.

To counter the expected "landing," the Iraqis fired two Silkworm missiles at USS Missouri; one fell harmlessly into the sea and the other was destroyed by two surface-to-air missiles fired by British destroyer HMS Gloucester. Meanwhile, the seven enemy divisions positioned on the coast aimed their artillery out to sea and braced themselves for the U.S. Marine assault.

It never came.

By the early hours of Feb. 28, 1991, when the allies declared a cease-fire, General Schwarzkopf's 500,000-man armored/infantry force had destroyed the Iraqi army on the Saudi Arabia-Kuwait border, liberated Kuwait City and soundly defeated Saddam's vaunted Republican Guard armored divisions.

The United States and the other nations of the UN coalition had accomplished the mission of restoring Kuwait to its rightful government. By maintain-

See Cold War, Page 7



Marine Corps photo

Members of the 3rd Bn., 3rd Marine Regt., man an M-60E3 lightweight machine gun position during Operation Desert Storm.



DoD photo

A destroyed Iraqi truck lies on its side in a vehicle park that came under attack during Operation Desert Storm.



Marine Corps photo

Cpl. Henry Blake, Jr., left, and Pfc. George H. Kirk, Navajo Indians serving with a Marine Signal Unit, operate a portable radio set in a clearing they've hacked in the dense jungle close behind the front lines during World War II.



Marine Corps photo by Lance Cpl. James Gulliver

Code talkers with the Marines on Saipan landed with the first assault waves to hit the beach. From left, Cpl. Oscar B. Iithma, Gallup, N.M., Pfc. Jack Nez, Fort Defiance, Ariz. and Pfc. Carl C. Gorman, Chinle, Ariz.

Navajo Marines spoke in unbreakable code

By Lance Cpl. Samuel Ranney
Marine Corps Logistics Base Barstow

Native Americans have been serving in the United States military for more than 200 years.

They have made countless contributions and sacrifices for our country ... one of the most prominent of those being the code talkers of World War II.

During the beginning of WWII, Japanese troops were breaking American codes left and right ... giving them the ability to predict American actions ahead of time. This cost many lives.

The codes had to be so complex to get around the Japanese that American troops were spending hours to transcribe a single message.

Spending more time than they had on codes, the idea of using the Navajo language, a language with no alphabet, as a code was brought to the U.S. military's attention.

During a testing phase, under simulated combat conditions, the Navajo could encrypt, communi-

cate and decipher English messages in 20 seconds ... a task that took machines at that time 30 minutes.

In 1942, the first 29 Navajo code talkers, made up of farmers and sheep herders, enlisted in the Marine Corps. Without birth certificates, men ranging from 15 to 35-years-old passed basic training with ease due to their desert upbringing.

Following basic training, this first group of Navajo created the code based on their language on Marine Corps Base Camp Pendleton.

The code was unwritten and had to be memorized before they deployed overseas.

The code started at 200 terms and escalated to more than 600 by the end of the war. The Navajo messages only took seconds to communicate and were found to be unbreakable by the Japanese.

The Navajo used their native terms to symbolize military terms that they resembled.

For example, their term for 'turtle' meant tank; and their term for 'chicken-hawk,' bird that dives on its prey, for a dive-



Marine Corps photo by Lance Cpl. James Gulliver

Lance Cpl. Nicholas Kien, a rifleman serving with 2nd Battalion, 5th Marine Regiment, shows Samuel Tsosie, a retired Marine who served as a Navajo Code Talker during World War II, a M16 service rifle at Camp San Mateo, March 27.

bomber.

They also used terms to symbolize letters that the English translation started with. For example, "Wo-La-Chee" stood for ant and represented the letter "A."

During the first two days of Iwo Jima, six Navajo Ma-

rines coded more than 800 transmissions. They saved countless lives throughout WWII, with the accuracy, speed and complexity of their ability to transcribe the code.

When asked why they enlisted, one Navajo Marine, Keith Little, ex-

plained they wanted to protect their people, land and country.

When these Marines returned to the U.S. however, their contributions went unrecognized due to the secrecy of their code at the time.

It wasn't until 2001 they

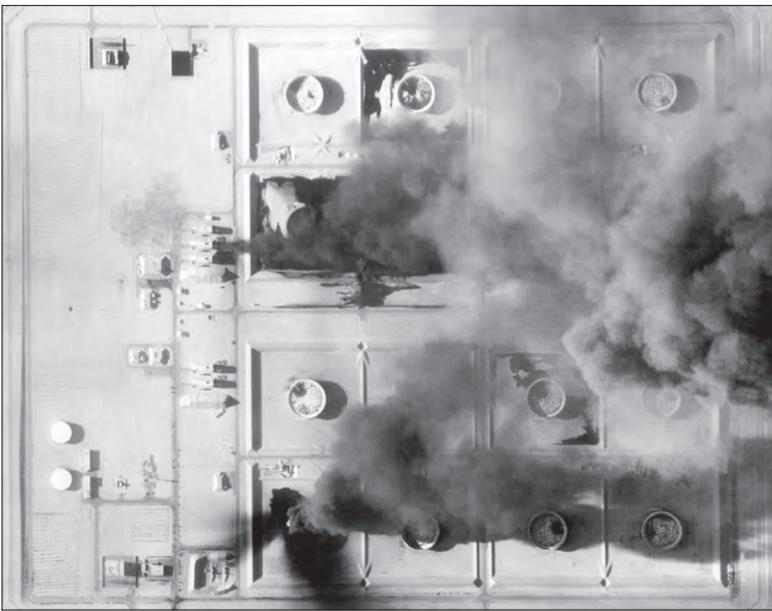
were officially recognized. The original 29 code talkers received the Congressional Gold Medal and approximately 250 other code talkers received the Congressional Silver Medal.

Two of the Congressional Silver Medal recipients, Nelson Draper Sr. and Joe Morris, worked on Marine Corps Logistics Base Barstow, Calif., following their enlistment. Morris died in July, 2011 and Draper passed away September of this year.

Marines and civilian employees on MCLB Barstow are encouraged to pay homage to these men and to all the Native American troops, past and present.

According to the MAR-ADMIN, one third of able-bodied Native American men joined the military during WWII, and American Indians have continuously served this nation with great honor.

They contribute daily to the success and legacy of the Corps. Their proud warrior tradition of service to this country exemplifies the Marine Corps' values of honor, courage and commitment.



DoD photo

Smoke billows from burning oil storage tanks at the Al Basrah Refinery following a coalition air strike during Operation Desert Storm. This photograph was taken from a F-14A Tomcat aircraft using the Tactical Air Reconnaissance Pod System.

Cold War

From Page 6

ing a powerful presence in the region, continuing the seagoing embargo operation, and flying combat air patrols over Iraq in the years after the Gulf War, the U.S. Navy helped discourage the Iraqi dictator from launching other attacks on his neighbors.

The U.S. Navy was vital to the accomplishment of American objectives in the Persian Gulf War, as

it had been throughout the long and often bloody Cold War.

Millions of Navy men and women braved the hazards of raging seas and tempestuous skies and endured years of service far from home and loved ones to serve their country in a time of real peril.

Thousands of Sailors paid with their lives to

ensure that powerful adversaries dared not attack the United States; that other peoples and nations around the globe would have a chance to survive the onslaught of an ideology that respected neither life nor the most basic human rights; and that the world would be a better place for future generations of Americans.

Triad

From Page 1

veloping our follow-on Sea Based Strategic Deterrence, the Ohio Replacement Program."

This year's conference gave attendees the opportunity to participate in more in-depth discussions of critical Triad issues.

Last year, previous discussions included a Task Force 21 sponsored event in Washington, D.C., in September and a visit to Minot Air Force Base in

North Dakota last May.

During the conference, Breckenridge explained the importance of strategic nuclear deterrence.

"I hope that this event will help our nation's leaders focus on priorities and national will," he said. "We, as the world's most affluent nation, need to have the national will to preserve the credibility of our strategic nuclear deterrence — the ultimate safeguard of global security."

Attendees had the opportunity to tour an Ohio-class submarine.

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Trainer

From Page 1

four permanent modular trainers to be built.

The other three trainers purchased by CNIC will be located at Portsmouth, N.H.; Norfolk, Va. and Bangor, Wash.

These trainers, located in four different regions, will allow federal firefighters, emergency services and outside agencies access to a proper trainer to increase operational capabilities in the event that a live incident or fire occurs on a ship, said David Salerno, Assistant Fire Chief with Southwest Region Fire and Emergency Services.

"The major problems we have in ships or submarines is figuring out where the fire is internally, figuring out where you are, and being able to deal with the horizontal and vertical passages that aren't typical," said Salerno, who is also the NASNI training center manager and San Diego metro area training officer.

The accuracy of the

submarine's representation in the new trainer will provide firefighters the best possible training available.

"The way this has been designed with the specifics in it that replicate the interior of a submarine, with submarine hatches, they can drill and train on those specifics and get their skill level up so if they do have to respond in the dockyard they'll be ready for it," Cumming said.

In addition to the hatches, the trainer has scuttles, grates, a galley, a main space, electrical panels, cable trays and simulated wires throughout bulkheads, said Mike Tenney, a captain with Federal Fire Department San Diego stationed at Naval Base Point Loma Fire Station 111.

"This gives our firefighters an opportunity to figure out ahead of time, before they're actually in a real fire, how to navigate their way through a ship," Salerno said. "It provides a large measure of realism that will be taken with each of those firefighters when they go to the real fire."

Tenney, a former dam-

age controlman in the Navy, understands the difficulty of navigating through a ship or submarine without previous shipboard experience.

"A lot of the guys haven't been on ships, they haven't been in the Navy, so this is going to teach them the tactics needed in assisting the ship's crew with shipboard firefighting," Tenney said. "This is going to give great awareness to people that don't have much experience."

When fighting a fire in the dockyard, typically, the ship's force begins the process. They determine where the fire is, set their boundaries, and start the fire attack.

However, if they realize they need more resources to deal with the incident, the base fire departments are called in and respond to the situation, Salerno said.

"Now that we have this trainer we have something that's specific to our needs, something we can internally develop training objectives to and then train to those objectives on a schedule that works for us on a regular basis," Salerno said. "It will make



Photo by Asst. Fire Chief Robert Womble Jr./Kings Bay Fire Department
Kings Bay Paramedic and Fire Capt. Steven Land and Firefighter Scott Brock enter the Mobile Maritime and Structural Live Fire Trainer to conduct search-and-rescue and fire suppression training.

us infinitely more effective when we're actually fighting a fire on a ship."

Training in the new facility has already begun, with scenarios designed to push the capabilities of the trainees.

Two classes of firefighters completed a two-day

course on Oct. 29 and Oct. 31, respectively, to become instructors on the new trainer, familiarizing themselves with the various operations and safety features of the facility.

While the firefighters continue to train and acclimate themselves to

the unique challenges of shipboard firefighting, the Navy will reap the benefit of having its base and local fire departments better equipped to handle ship and submarine fires thanks to its new firefighting trainers.

CFC

From Page 1

keep track of donations. They do all of it out of the kindness of their hearts and I'm very appreciative of them."

No specific dollar amount goals set, but there is a 100 percent contact goal for all Keypersons.

"When you visit the different bases and you see the CFC thermometers up, you see the generosity of the people. The key is communication, getting the word out to ensure people understand what the CFC is all about and how the program works," Williamson said.

With hundreds of organizations available to donate to, federal employees who don't have a choice can review agencies in the CFC program guide, including the percentage of funds that go to administrative costs. This enables contributors to discern between charities based on their preferences and priorities.

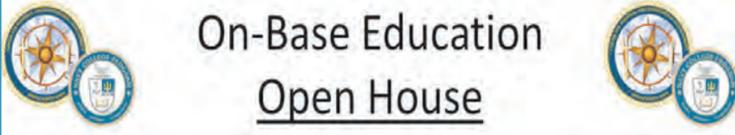
"The ones that particularly resonate with me are educational organizations," Williamson said. "My parents instilled in me the value of education at a very young age. From the military standpoint, there are different programs our members can benefit from to get an education. But there are many people who may not get the opportunities that the military offers.

I think the opportunity of education enriches lives and betters communities. For those not in the military, who aren't blessed with a lot of money and need a scholarship opportunity, hopefully donating to these organizations will give them a chance at better education."

Individuals can donate to CFC with cash or by pledging a specific amount to be withheld from their pay beginning in January 2014.

Many commands also hold special fundraising events to benefit the CFC drive. Command involvement and leadership are essential ingredients to making the campaign successful.

For more information on the CFC drive, contact your command Keyperson.



On-Base Education Open House

The Navy College Office and the Kings Bay On-Base Education Partners are having an open house.

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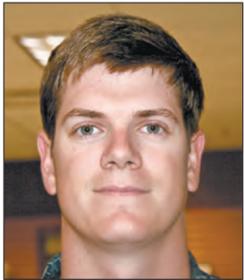
Up eriscope with Bill Wesselhoff

I'm asking, Who is your favorite veteran?

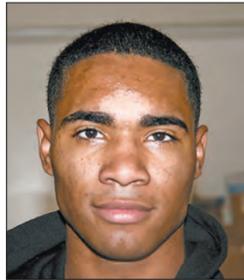
My dad has to be my favorite veteran. His favorite, incidentally, was Chesty Puller. My aunt once said the only things dad loved were mom,

football and the Corps. Now my father was not your typical television dad, unless you want to count R. Lee Ermey. And, hey, who wouldn't want to spend 18 years

in Marine Corps Boot Camp? OK, it wasn't *that* bad. Let's just leave it at dad could be a little demanding at times. Still, I miss him, and my mom, every day.



ET3 Evan Pennington
USS Wyoming Blue
Palm Beach, Fla.
"The person who inspired me to join the Navy, Bill Edwards, a retired SeaBee. He was in World War II and did ops overseas."



Lance Cpl. Edward Pierce
Marine Corps
Security Force Battalion
Pittsburgh
"Chesty Puller. Being a Marine, I look up to him and aspire to be like him."



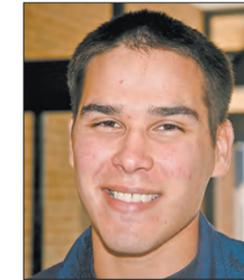
Lance Cpl. Devon Jones
Marine Corps
Security Force Battalion
Hillman, Mich.
"My grandpa, Clinton. He was in the Army."



Brenda Anderson
Family member
Brunswick
"My two brothers who were in the Air Force — Howard K. Trimmings and Dr. Kenneth C. Trimmings."



LSC Reginald Simmons
Retired Navy
Daytona Beach, Fla.
"Colin Powell, because of the influential person he is, his leadership and management skills in the Army and how active he is in political, strategic, military affairs."



Ensign John Paul Monreal-Berner
Coast Guard Sector Jax
Niles, Ill.
"My grandfather, Stephan Berner. He's deceased now, but he was in the Army Air Corps during World War II."

Pirates Cove Galley menus



Cole Slaw
Macaroni Salad
Potato Salad
Baked Beans
Burger Bar
Dinner
Beef Vegetable Soup
Grilled Steak
Grilled Crab Cakes
Baked Potatoes
Honey Glazed Carrots
Steamed Asparagus
Healthy Choice Salad Bar
Assorted Salad Dressings
Hot Rolls
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar

Monday
Breakfast
Breakfast Juice Bar
Ready-to-eat Cereals
Grilled Bacon
Breakfast Burritos
Asst. Oatmeal
Grits
Eggs & Omelets to Order
Soft/Hard Cooked Eggs
French Toast w/Asst. Syrups
Hash Brown Potatoes
Pastry Bar
Asst. Breads & Spreads
Fresh Fruit Salad
Asst. Fruit Bar
Asst. Beverage Bar
Asst. Yogurt
Lunch
Chicken Gumbo
Blackened Chicken
Kalu Pulled Pork
Garlic Roasted Red Potatoes
Red Beans & Rice
Steamed Corn
Collard Greens
Healthy Choice Salad Bar
Assorted Salad Dressings
Hot Rolls
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar
Lunch speed line
Asst. Chicken Wings
Asst. Pizza
Potato Bar
Dinner
Cream of Broccoli Soup
Fried Catfish
BBQ Ribs
Rice Pilaf
Hush Puppies
Club Spinach
Simmered Pinto Beans
Healthy Choice Salad Bar
Assorted Salad Dressings
Corn Bread Muffins
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar

Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar
Lunch speed line
Chicken Quesadillas
Beef Enchiladas
Spanish Rice
Refried Beans
Taco Bar
Dinner
Chili
Baked Ham
Chicken Pot Pie
Egg Noodles
Steamed Rice
Simmered Green Beans
Steamed Cauliflower
Healthy Choice Salad Bar
Assorted Salad Dressings
Corn Bread Muffins
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar

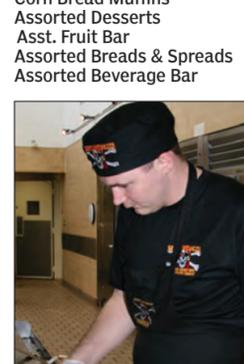
Lunch
California Chicken Soup
Roast Beef
Stuffed Flounder
Brown Gravy
Buttered Egg Noodles
Rice Pilaf
Mixed Vegetables
Simmered Lima Beans
Healthy Choice Salad Bar
Assorted Salad Dressings
Hot Rolls
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar
Lunch speed line
Corn Dogs
Grilled Hamburgers
Grilled Cheeseburgers
French Fries
Baked Beans
Burger Bar
Dinner
Chicken Egg Drop Soup
Sweet & Sour Pork
Teriyaki Chicken
Filipino Rice
Fried Lumpia
Stir Fried Vegetables
Steamed Asparagus
Healthy Choice Salad Bar
Assorted Salad Dressings
Sesame Rolls
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar

Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar
Lunch speed line
Chicken Pattie Sandwich
Philly Cheese Steak Sandwich
Grilled Pepper and Onions
Chili
Cheese Sauce
Baked Beans
Sandwich Bar
Cold Cut Sandwiches
Dinner
Cream of Broccoli Soup
Fried Catfish w. Tartar Sauce
Braised Pork Chops
Mashed Potatoes & Gravy
Tossed Green Rice
Fried Okra
Simmered Carrots
Healthy Choice Salad Bar
Assorted Salad Dressings
Cheesy Bread
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar

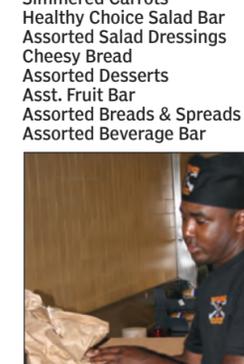
Thursday
Breakfast
Breakfast Juice Bar
Ready-to-eat Cereal
Eggs & Omelets to Order
Grilled Bacon
Asst. Instant Oatmeal / Grits
Rolled Oats
Soft/Hard Cooked Eggs
Sausage Patties
Hash Brown Potatoes
French Toast w/ Asst. Syrup
Pastry Bar
Asst. Yogurt
Lunch
Black Bean Soup
Fried Pork Chops
Grilled Salmon
Noodles Jefferson
Mashed Sweet Potatoes
Steamed Green Beans
Steamed Zucchini
Healthy Choice Salad Bar
Assorted Salad Dressings
Cornbread
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar
Lunch speed line
Chicken Pattie Sandwich
Philly Cheese Steak Sandwich
Grilled Pepper and Onions
Baked Beans
Chili
Cheese Sauce
Sandwich Bar
Cold Cut Sandwich
Dinner
Minestrone Soup
Meat Lasagna
Grilled Italian Sausage
Marinara Sauce
Bow Tie Pasta
Mixed Vegetables
Herbed Cauliflower
Healthy Choice Salad Bar
Assorted Salad Dressings
Garlic Bread
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar



Tuesday
Breakfast
Breakfast Juice Bar
Ready-to-eat Cereal
Eggs & Omelets to Order
Waffles w/ Asst. Syrups
Grilled Bacon
Grilled Sausage Links
Asst. Instant Oatmeal / Grits
Rolled Oats
Soft/Hard Cooked Eggs
Cottage Fried Potatoes
Pastry Bar
Asst. Yogurt
Lunch
Spanish Soup
Salisbury Steak
Roasted Chicken
Brown Gravy
Mashed Potatoes & Gravy
Mac & Cheese
Simmered Carrots
Fried Cabbage w/ Bacon
Healthy Choice Salad Bar
Assorted Salad Dressings
Hot Rolls



Wednesday
Breakfast
Breakfast Juice Bar
Ready-to-eat Cereal
Eggs & Omelets to Order
Blueberry Pancakes w/Asst. Syrup
Asst. Instant Oatmeal / Grits
Grits
Soft/Hard Cooked Eggs
Grilled Bacon
Corned Beef Hash
Hash Browned Potatoes
Pastry Bar
Asst. Yogurt
Lunch
Italian Wedding Soup
Chicken Parmesan
Meat Sauce
Boiled Spaghetti
Roasted Potatoes
Steamed Broccoli
Italian Kidney Beans
Healthy Choice Salad
Assorted Salad Dressings
Garlic Bread



Friday
Breakfast
Breakfast Juice Bar
Ready-to-eat Cereal
Eggs & Omelets to Order
Pancakes w/ Asst. Syrups
Grilled Bacon
Ham, Egg & Cheese Biscuit
Asst. Instant Oatmeal / Grits
Grits
Cottage Fried Potatoes
Sausage Egg & Cheese Muffin
Pastry Bar
Asst. Yogurt
Lunch
French Onion Soup
Southern Fried Chicken
Stuffed Fish
Mashed Potatoes
Wild Rice
Chicken Gravy
Black-eyed Peas
Southern Style Green Beans
Healthy Choice Salad Bar
Assorted Salad Dressings
Biscuits
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar
Lunch speed line
Grilled Cheese Burgers
Grilled Hamburgers
BBQ Chicken
BBQ Ribs
Pulled Pork
Bratwurst

Saturday
Brunch
Chicken Noodle Soup
Philly Cheese Steak Sandwich
Chicken Philly Sandwiches
French Fries
Grilled Hoagies
Breakfast Juice Bar
Ready-to-eat Cereal
Oven Fried Bacon
Steamed Broccoli
Eggs & Omelets to Order
Healthy Choice Salad Bar
Assorted Salad Dressings
Assorted Desserts
Asst. Fruit Bar
Assorted Breads and Spreads
Pastry Bar
Assorted Beverage Bar
Dinner
Cream of Broccoli
Asst. Pizza
Buffalo Chicken Strips
French Fries
Green Beans
Mashed Potatoes
Healthy Choice Salad Bar
Assorted Salad Dressings
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar

Saturday
Brunch
Knickerbockers Soup
Fried Chicken Sandwich
Fishwich Sandwich
Tater Tots
Mixed Vegetables
Tartar Sauce
Cole Slaw
Breakfast Juice Bar
Ready-to-eat Cereal
Oven Fried Bacon
Grilled Sausage Patties
Healthy Choice Salad Bar
Assorted Salad Dressings
Assorted Desserts
Asst. Fruit Bar
Assorted Breads and Spreads
Assorted Beverage Bar
Dinner
New England Clam Chowder
Prime Rib au Jus
Garlic Butter Shrimp
Twice-Baked Potatoes
Rice Pilaf
Sautéed Mushrooms & Onions
Broccoli Parmesan
Corn on the Cob
Healthy Choice Salad Bar
Assorted Salad Dressings
French Bread
Assorted Desserts
Asst. Fruit Bar
Assorted Breads & Spreads
Assorted Beverage Bar

Thursday
Breakfast
Breakfast Juice Bar
Ready-to-eat Cereals
Eggs & Omelets To Order
Grilled Bacon
Asst. Instant Oatmeal / Grits
Rolled Oats
Sausage Patties
Cottage Fried Potatoes
French Toast / Asst. Syrups
Pastry Bar
Asst. Yogurt
Lunch
Italian Wedding Soup
Chicken Parmesan
Meat Sauce
Boiled Spaghetti
Roasted Potatoes
Steamed Broccoli
Italian Kidney Beans
Healthy Choice Salad
Assorted Salad Dressings
Garlic Bread

Thursday
Breakfast
Breakfast Juice Bar
Ready-to-eat Cereals
Eggs & Omelets To Order
Grilled Bacon
Asst. Instant Oatmeal / Grits
Rolled Oats
Sausage Patties
Cottage Fried Potatoes
French Toast / Asst. Syrups
Pastry Bar
Asst. Yogurt
Lunch
Italian Wedding Soup
Chicken Parmesan
Meat Sauce
Boiled Spaghetti
Roasted Potatoes
Steamed Broccoli
Italian Kidney Beans
Healthy Choice Salad
Assorted Salad Dressings
Garlic Bread

Galley hours
Monday through Friday
Breakfast 6 to 7:30 a.m.
Lunch 11:15 a.m. to 12:45 p.m.
Dinner 4:30 to 5:30 p.m.
Weekends and holidays
No breakfast served
Lunch - 10:45 a.m. to 12:15 p.m.
Dinner - 4:30 to 5:30 p.m.
Menu items subject to change.

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Siding



Windows



Kitchens



Sunrooms

Morale, Welfare and Recreation happenings



Periscope file photo

You can support Kings Bay's Child and Youth programs through the Combined Federal Campaign.

Youth Camp signup going

Fall Camp Registration is at the Youth Center. Camp runs from Nov. 25 to 29, but is closed Thanksgiving. Camp is for kindergarten to 12-year-olds. SAC patrons, single/dual military, wounded/fallen warriors, and IA's registration began Nov. 4. Active duty with working or student spouse and DoD employees, registration begins Nov. 12 and DoD Contractors and all others will start Nov. 18. Register 8 a.m. to noon, Monday to Friday. Cost is based on total family income. Most recent LES/pay stub for sponsor and spouse or student letter of enrollment must be provided. Birth certificate must be available for confirmation of age. IA's must provide orders. Single/Dual Military must provide dependent care form at time of registration. No outside food allowed. Breakfast, lunch and snack will be provided. For more information, call (912) 573-2380. Navy Child & Youth programs welcome children of

all abilities.

Free Movies for the Kids Weekend — Movies at 1 p.m. for November are *Hotel Transylvania* Nov. 16 and 17, *Despicable Me 2* Nov. 23 and 24 and *Turbo* Nov. 30 and Dec. 1. Movie schedule is listed in Facebook under the events tab on mwrkingsbay page. All youth under 18 years of age must be accompanied by a parent or adult. Snacks foods and beverages are available for purchase. If 15 minutes after the scheduled start time no one comes in, the movie area will be available for open viewing. For the latest information, call (912) 573-4548.

Winter Break 2013 at the Youth Center — Camp runs Dec. 23 to Jan. 10, but is closed Christmas Day and New Years Day, for kindergarteners to 12 years old. SAC patrons, single/dual military, wounded/fallen warriors, and IA's registration begins Dec. 2. Active duty with working or student spouse and

Intramural Sports

7 vs. 7 Flag Football League

Team	W	L	T
1, TRF	6	0	0
2, Team Chive	5	0	0
3t, Nighmares	4	1	0
3t, Wyoming	4	1	0
5t, NSSC	3	1	0
5t, Subsat Reapers	3	1	1
7t, Medical	3	2	0
7t, Charlie	3	2	0
9t, The Franchise	3	3	0
9t, Black Panthers	3	3	0
9t, Rhodey	2	2	0
9t, TTF	1	1	0
13t, MFPU Titans	2	3	0
13t, Team Growth	2	3	0
15, Port Ops	2	4	0
16, RTT	1	3	0
17t, Subase	1	4	0
17t, Balls Deep	1	4	0
17t, TeamElite	1	0	0
17t, USS Florida	1	0	0
21, Security	0	4	0

Upcoming
Dodgeball Tournament - Dec. 6
3 vs. 3 Hoops Tournament - Dec. 13

DoD employees, registration begins Dec. 9 and DoD contractors and all others will start on Dec. 16. Register 8 a.m. to noon

Wob-Gob 5K date changed

Liberty call

The Wobble Gobble 5K Run is Wednesday, Nov. 20 at the Kings Bay Fitness Complex. Sign-ups start at 6:30 a.m. with the race beginning at 7 a.m. Bring a canned food item for donation, which will benefit Camden House. For more information call (912) 573-3990.

Military Family Appreciation Day — It's 10 a.m. to 2 p.m., Saturday, Nov. 16 at Under the Pines Park. Food available for purchase. Hay rides, face painting, archery tag, arts & crafts booths and games, plus the Fun Zone for \$3 with unlimited use bounce houses, giant slide, rock wall, halo jumper and obstacle course. Music by Navy Pride Rock Band. A Command Barbecue Challenge judging with details on Facebook and in command work are. For more information, call (912) 573-4564.

Ten Dollar Tuesday — At Rack-N-Roll Lanes from 5 to 9 p.m., Tuesday nights \$10 will get you shoes and all the bowling you can handle.

Camping 101 — Navy Adventures Unleashed has a simple camping adventure at Etowah Park. All Military, Defense Department and families are welcome from 3 p.m., Saturday, Nov. 16 to 10 a.m., Sunday, Nov. 17. Tents and camping supplies available while supplies last at Outdoor Adventures or bring your own. Dinner on Saturday and breakfast on Sunday provided. Bring other food as wanted. Demonstrations,

adventure games, S'mores and more. For more information, call NAU at (912) 573-8103.

Golf is ready for the holidays — Trident Lakes Golf Club is offering some great stocking stuffers for the holidays. During November Punch Card Blow-Out offers military 12 rounds of 18 holes for \$100. All others pay \$125. Green fees only. Add \$100 to your purchase and you get your cart too. Also during November, buy any monthly or annually membership and receive a free Range Membership to match.

Magnolia's of Kings Bay — Beautiful and spacious rooms are available to make your next event perfect. It's never too early to plan your event, wedding or holiday party. Stop by and check it out. Someone always is ready to assist you with your special occasion. Contact Magnolia's at (912) 573-4559.

Tae Kwon Do — It's at the Fitness Complex Tuesdays and Thursdays, 5:15 to 6:15 p.m. for 7 year olds and under, 6:15 to 7:15 p.m. for 8 to 12 and 7:15 to 8:30 p.m. 13 to adult. For more information, call (912) 573-3990.

Domino's — Like Kings Bay Domino's on Facebook to receive "code phrases," daily specials, upcoming events and corporate promos. (912) 510-5400. www.facebook.com/kingsbaydominos.

and 1 to 5:30 p.m. Monday to Friday, except holidays. Cost is based on total family income. Most recent LES/pay stub for sponsor and spouse or student letter of enrollment must be provided. Birth certificate must be available for confirmation of age. IA's must provide orders. Single/Dual Military must provide dependent care form at time of registration. Breakfast, lunch and snacks will be provided. No

outside food allowed. For more information, call (912) 573-2380. Navy Child & Youth programs welcome children of all abilities.

The Combined Federal Campaign season has started — Kings Bay's Child and Youth Program team are two of the organizations you can support with your giving. The numbers are Youth Center School Age Care #37328 and Child Development Center #47018.

Fleet & Family Support Center workshops



Fleet and Family offers classes on site

FFSC will take most of its regular workshops on the road if a unit can furnish a conference room or classroom and guarantee a minimum of five participants. Additionally, personnel will tailor presentations to cover a unit's General Military Training requirements when those requirements deal with human resources and social issues. Counselors also can create a presentation in response to a unit's area of special concerns. Personnel are available to participate within areas of expertise in the indoctrination of newly assigned personnel and family members of active duty personnel. All classes listed here are held at the Fleet and Family Support Center, unless otherwise noted. Hours are 8 a.m. to 4:30 p.m., Mondays, Tuesdays, Wednesdays and Fridays and 9 a.m. to 4:30 p.m., Thursdays.

Parenting classes offered on Mondays

Are you frustrated with your children? Would you like suggestions on how to stop temper tantrums or how to get your teen to complete chores without asking them 14 times? We believe parents are the experts on their children. But, children don't come with a manual! So, sometimes you need help to figure out what to do with them. Meet with the parenting class from 9 to 11:30 a.m. on Mondays, Nov. 18 and 25. Enrollment in this six-week class is ongoing. Attendees must complete all six weeks in order to receive a certificate. A minimum of six participants is needed in order for a new class to start. Registration required at 573-4512.

New Moms and Dads Support Group to meet

A New Mom's and Dad's Support Group meets every Tuesday at the Fleet and Family Support Center. These work-



shops are scheduled for 10 a.m. to noon, Nov. 12, 19 and 26. This workshop is an opportunity to share experiences, meet and gain support from others, and exchange new ideas. To register, call 573-4512.

Veterans Affairs rep visits Kings Bay

A Department of Veterans Affairs representative for Kings Bay is in the office from 8:30 a.m. to 2:30 p.m. Mondays, Wednesdays and Thursdays. Appointments are required. Service members wishing to participate in the Benefits Delivery at Discharge program should be within 60 to 180 days of discharge or retirement and be available for an exam by the VA. To set up an appointment, call Katherine Fernandez at 573-4506.

Anger management seminar Nov. 27

Anger is not an effective method for getting what you want and is often a smoke screen for other emotions. This workshop is slated for 8:30 a.m. to noon, Nov. 27. It can help you focus on identifying the feel-

ings anger hides and explore behaviors helpful in resolving primary issues. Pre-registration is required. Call 573-4512 for details.

Stress management covered at workshop

Events, schedules, daily pressure and many other items can cause undo stress in your life. Stress may or may not be good for your health depending on how you manage that stress. This workshop is slated for 1 to 4 p.m., Nov. 21. Pre-registration is required. Call 573-4512 for details.

Smooth Move Workshop CONUS/OCONUS soon

Smooth Move Workshops are designed to help personnel with military relocations and transfers. Areas covered include transportation, travel pay, allowances, and important forms and documents, housing referral office and relocation services. All service members and their spouses are encouraged to attend six months before their transfer date. Due

to limited seating, please do not bring children. The workshop will be for CONUS moves 10 a.m. to noon, Nov. 21 and for OCONUS moves 2 to 4 p.m., Nov. 26. For more information, call 573-4513.

Transition GPS class upcoming

Transition GPS is a seminar for those separating, retiring or contemplating leaving the military. The five day seminar provides information on benefits, job search skills, employment resources, resume writing, interviewing and other skills. Spouses are encouraged to attend. Separation Transition GPS is 7:30 a.m. to 4 p.m., Nov. 18 to 22. You must be registered by Command Career Counselor. For more information, call 573-4513.

Job search workshop scheduled for Nov. 13

A job search workshop will be 10 a.m. to noon, Nov. 13. It provides an overview of local and national employment trends and recommends strate-

gies to expand your job search network. Open to active duty, retired, reserve and separating military and family members of relocating civil service personnel. Registration is required, call 573-4513.

Spouse Indoctrination class meets Nov. 27

The goal of Spouse Indoctrination is to educate the participant on the numerous resources that are available to them while stationed at Naval Submarine Base Kings Bay. This class hosts 20-plus speakers who provide information and answer any questions. This class will be 9 a.m. to 4 p.m., Nov. 27. To register, call 573-4513.

Spending Plan Workshop helps with budgeting

Do you have trouble making it from one paycheck to the next? This workshop can help you develop a realistic spending plan and create a family budget. This class will be 9 to 11 a.m., Nov. 20. Call 573-4513 for more information.

Ten Steps to a Federal job examined

In this workshop, you gain information on the federal employment process, salaries and benefits. Learn how to interpret job announcements and determine whether you are eligible to apply. Attendees will be provided guidelines, information, samples and tips on completing the electronic Federal resume. Class is 1 to 4 p.m., Nov. 20. Registration required by calling 573-4513.

Ombudsman Assembly Meeting Nov. 25

The Ombudsman Assembly Meeting will be held for all OMB, COs, XOs, CMCs and COB's at the Kings Bay Community Center at 6 p.m., Nov. 25. For more information, contact at 573-4513.

AF hero Risner mourned

By Claudette Roulo
American Forces Press Service

The nation lost a great hero with the passing of retired Air Force Brig. Gen. James Robinson "Robbie" Risner, Defense Secretary Chuck Hagel said Oct. 25. Risner, a highly decorated fighter pilot who served in World War II, the Korean War and the Vietnam War during his 30-year military career, died Oct. 22 at age 88 at his home in Bridgewater, Va., following a stroke.

Hagel said in a statement that he "was deeply saddened by the passing of Robbie Risner earlier this week, and my heart goes out to Dorothy and the entire Risner family."

Hagel's statement continued: "I have known and admired Robbie for many years, and was always moved by his unwavering spirit and love of country. He served in the U.S. Air Force for more than 30 years — seven of which he endured as a prisoner of war in Vietnam, facing relentless torture and extended periods of solitary confinement at the so-called Hanoi Hilton.

"Robbie's constant resistance in the face of his captors served as an inspiration not only to his fellow prisoners of war, but millions of Americans around the country. While our nation has lost a great hero, Robbie, like all American prisoners of war, will never be forgotten."

During his military career, Risner had earned the Air Force Cross twice over, once for valor in aerial combat and again for gallantry after spending seven years as a prisoner of war.

After being stationed in Panama during World War II, Risner spent several years as a civilian.

He returned to active duty in 1951, flying F-86E Sabre jets into combat against MiG-15s over Korea.

He became a jet ace after shooting down five MiGs within four months of joining his combat unit.

He ultimately flew 108 missions during the Korean War and downed a total of eight MiG-15s.

In one notable exploit, Risner chased a MiG 35 miles into China, hugging riverbeds and threading through hangars at a Chinese air base before finally shooting the plane down, where it crashed into a row of parked jets.

On the return flight, Risner's wingman was hit and leaking fuel. To help him reach friendly territory, Risner inserted the nose of his aircraft into the tail of his wingman's plane and pushed him out over the East China Sea.

The wingman was able to bail out near a United Nations rescue base, but unfortunately drowned when he became entangled in his parachute lines.

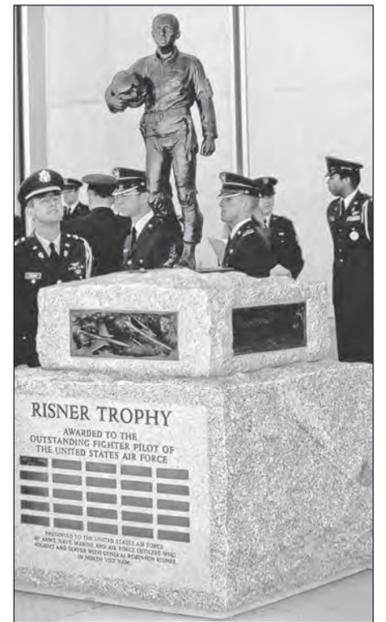
During combat over North Vietnam, Risner earned his first Air Force Cross after leading two missions to destroy a strategically important bridge.

The ensuing air battle marked the first time U.S. jets fought against the MiG-17 and led to significant changes in Air Force doctrine. Risner was featured on the April 23, 1965, cover of Time magazine following the battle.

The first time Risner was shot down by the North Vietnamese, on March 16, 1965, he was rescued after bailing out over the Gulf of Tonkin.

Six months later, he was shot down again and captured.

During his time as a prisoner, Risner served as the senior officer at Hoa Lo



Air Force photo

Left, then-Maj. James Robinson "Robbie" Risner poses with F-86 Sabre in South Korea. Right, the statue dedicated in honor of Risner at the Air Force Academy.

Prison — the infamous Hanoi Hilton — and as the vice commander of the 4th Allied POW Wing.

In an article for Air Force News Service, Gen. Mark A. Welsh III, the Air Force chief of staff, described the events that unfolded after Risner organized a forbidden church service.

"As their captors led Risner away, Col. "Bud" Day and the more than 40 other POWs in the room began singing "The Star-Spangled Banner" to show their support. Hearing the defiant singing, Risner walked away with his back straight, head held high, full of pride.

"When asked later how he felt at that moment, Risner said, "I felt like I was 9

feet tall and could go bear hunting with a switch."

That moment and his words are reflected by a statue, exactly 9 feet high, that now stands at the U.S. Air Force Academy.

Day spoke at the unveiling of the statue, saying, "We knew he was, in fact, 9 feet tall. This is a life-size statue."

Risner spent seven years as a POW in North Vietnam — three in solitary confinement — before being released in 1973.

He retired from the Air Force in 1976.

He later authored a book about his experiences, *The Passing of the Night: My Seven Years as a Prisoner of the North Vietnamese*.

Australian visits boot camp

By Scott A. Thornbloom
Naval Service Training
Command Public Affairs

The Royal Australian Navy attaché to the United States visited Recruit Training Command Oct. 31 to Nov. 1.

Commodore Steve R. W. McDowell toured RTC's state-of-the-art facilities and served as the reviewing officer for the weekly Pass-In-Review graduation in RTC's Midway Ceremonial Drill Hall, during which 1,001 recruits, after completing all recruit training requirements, officially became Sailors.

"I was really looking forward to this visit on so many levels. It's a great honor and privilege to be not only the reviewing officer but to also be able to see so many fine young United States men and women and their families," McDowell said. "They have really achieved something in their lives and it's really terrific to see."

McDowell congratulated the RTC staff and leadership, and told the recruits to feel proud of their training, proud of the petty officers, chief petty officers and officers that mentored and trained them and to continue to feel the pride of service as they move on in their Navy careers.

"Each of you, like our Australian men and women that join our respective navies have selflessly answered the call to duty, to serve a cause greater than yourselves. There is no finer calling and you should all feel proud, as I do, of your service."

McDowell had the opportunity to sit and talk with many of the graduating recruits at a Pizza Night the night before graduation in the USS Arizona recruit barracks dining facility.

Pizza Night is a congratulatory and more relaxed dinner where recruits can unwind with each other, knowing in less than 24 hours, they will be graduating from the Navy's only boot camp.

"I was interested in what they thought of the process of (going through recruit training) and what they thought were the highlights and lowlights. I was staggered by the responses I received as

every answer began with 'we' rather than 'me' And that really said volumes for how they all really rose to the challenge of becoming part of the Navy team," McDowell said.

McDowell also had the chance to tour some of RTC's most distinctive structures including the 173,000 square-foot, three-story physical fitness training facility, Freedom Hall.

He also toured other RTC facilities, including the USS Arizona recruit barracks and the USS Trayer (BST 21), the Navy's largest simulator.

The 210-foot-long Arleigh Burke-class destroyer replica Trayer is home of Battle Stations 21, which is the culmination of eight weeks of training by recruits.

Battle Stations 21 is a grueling 12-hour test of a recruit's skills in several shipboard scenarios, including firefighting, combatting flooding and transporting casualties.

"I loved the whole experience," he said. "I saw the combination of the recruits graduating, their families and the staff and the genuine commitment to one another and the team. It was really emotional to see that and was terrific."

RTC is primarily responsible for conducting the initial orientation and training of new recruits. The command is commonly referred to as "boot camp" or "recruit training" and has been in operation at Great Lakes since 1911.

Boot camp is approximately eight weeks, and all enlistees into the United States Navy begin their careers at the command.

Training includes physical fitness, seamanship, firearms, firefighting and shipboard damage control and lessons in Navy heritage and core values, teamwork and discipline.

Since the closure of RTCs in Orlando and San Diego in 1994, RTC Great Lakes is now the Navy's only basic training location, and is known as "The Quarterdeck of the Navy." Today, more than 40,000 recruits graduate annually from RTC and begin their Navy careers.

RTC is overseen by Naval Service Training Command, headquartered in Building 1; the historic

clock tower building on Naval Station Great Lakes, Ill.

NSTC oversees 98 percent of initial officer and enlisted accessions training for the Navy.

NSTC also includes the Naval Reserve Officers Training Corps at more than 160 colleges and universities, OTC Newport, and Navy Junior Reserve Officers Training Corps and Navy National Defense Cadet Corps citizenship development programs at more than 600 high schools worldwide.



Navy photo by Brian Walsh

Machinist's Mate 1st Class Mark Shafer instructs recruits on seamanship aboard USS Marlinspike, a training ship at Recruit Training Command Great Lakes.

Navy College information

Ongoing and Upcoming Events			
Event	Date	Time	Location
Main NCO Office Individual Assistance	Mon – Thurs (Closed Fri due to furloughs)	0800-1530	Navy College Ed Center (nco.kingsbay@navy.mil) Walk-in or make appt.
Satellite NCO Office Individuals or groups	Wednesday	0800-1600 PACE Contractor only	Off Crew building On Quarter Deck
Checking In	Thursday	For all who KB is 1 st Duty Station, after "A" school. = 1100-1130 (Group Brief) All others.... Anytime for 5 min check-in/Q&A.(1-on-1)	Navy College Ed Center
TA Training	Thursday Any day	1300-1330 Any time	Navy College Ed Center https://www.navycollege.navy.mil/docs/TA-ONLINE-BRIEF-OCT2012-V5.htm
Info: In class we teach using WebTA website, entire year planning, & other funding options.			
NCPACE Brief	Date/time to be determined	As scheduled w/ individual Sub Command	
Info: Required for all who want to participate in their Boat's upcoming PACE term.			

CLEP / DSST Testing Information

On-Base National Test Center

Money Savings	
Military \$90 - \$100	vs. \$500 - \$1,000 (extra TA)
Family \$90 - \$100	vs. \$500 - \$1,000 (you can save)

Time Savings:
Class = 45 hours (5hrs/night x 9wk)
CLEP = Study 2-3hr/wk for approx 1 month

Where: Navy College Office, Bld 1030
Cost: Military: 1st attempt is free for each test.
Family: CLEP- \$92 DSST- \$100

If you want more info... Contact NCO for free prep resources & practice tests.
If you feel you're prepared... Contact test center NLT Wed to sign up - 682-6573

Navy pass rates = 40-50%
KB NCO prepared Sailors pass rates = 90+%

On Base Education Providers	
Office Hours	
Navy College Office	Main office: Mon – Fri 0800-1530 Off-Crew Contractor Wed 0800-1600
American Military Univ	Qtrly call for appt (229) 538-6042 0800-1630
Brenau Univ	Mon-Th Fri 0900-1600 & 0900-1530
Coastline Comm Coll.	Tues - Th 0800-1600
Empire State College	Qtrly call for appt (518) 276-6648 0800-1600
Excelsior College	Every Wednesday 0800-1600
Thomas Edison St. Coll	Every Wednesday 0800-1600
Univ of Md, Univ Coll	Every Thursday 0830-1500
Valdosta State Univ	Mon – Fri 0830 – 1630

Navy College Office Testing Schedule		
Conducted at the education center (Bld 1030)		
Test	Date / Time	Fees
SAT (active duty and reserves only)	Oct 2, Dec 3 0730 – 1400	1 st : Free 2 nd : SAT=\$Call
ACT (active duty and reserves only)	Jul 2, Aug 6, Sep 10, Nov 5 0730 – 1400	1 st : Free 2 nd : ACT=\$Call
GED (active duty)	Contact NCO to schedule	Free
GED (Spouse & Dependents)	Available locally w/ free pre-test training Call 510-3361	Total for 5 tests Approx \$160

• Testing will start promptly at 0730. All late shows will be rescheduled for following test period.
 • Reservations are required on all testing.
 • If you have previously taken SAT or ACT on active duty, call the NCO for cost, exceptions, etc.
 • To prepare, use WWW.Petersons.com/DANTES - Free academic skills course (OASC)
 • Base Library (next to Liberty center) has ACT, SAT, GED preparation materials for check-out.
 • GED testing can be done in multiple sittings.

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Military essential for future foreign policy

By Cheryl Pellerin
American Forces Press Service

The U.S. military will remain an essential tool of American power in 21st century foreign policy, a tool that must be used wisely, precisely and judiciously, Defense Secretary Chuck Hagel said in Washington, Nov. 5.

Delivering the keynote address at the Center for Strategic and International Studies Global Security Forum, the secretary said most of the century's pressing security challenges have important diplomatic, national and global economic and cultural components that cannot and will not be resolved by military strength alone.

"As we go forward into a historically unpredictable world," Hagel added, "we need to place more emphasis on our civilian instruments of power while adapting our military [to] remain strong, capable, second to none, and relevant in the face of threats markedly different from what shaped it during the Cold War and over the past two decades."

America's hard power always will be critical to fashioning enduring solutions to global problems, the secretary said, but success ultimately depends on all instruments of power working together, on how well such instru-

Priorities shape future

By Cheryl Pellerin
American Forces Press Service

In the months since the 2012 defense strategic guidance first reflected a new budget reality, Pentagon officials and military leaders have been working on the department's longer-term budget and strategy, Defense Secretary Chuck Hagel said Nov. 5.

In the keynote address before the Center for Strategic and International Studies' Global Security Forum, Hagel said a needed realignment of missions and resources is being undertaken across the department

ments are maintained and funded, and on how well they are balanced and integrated.

"President [Barack] Obama's resolve to take military action to respond to the Assad regime's use of chemical weapons helped create an opening for diplomacy with Russia, which we've pursued," Hagel said.

That, he added, led to



Secretary of Defense Chuck Hagel speaks at the Center for Strategic and International Studies Global Security Forum in Washington D.C. on Nov. 5.

DoD photo by Erin A. Kirk-Cuomo

that will require significant change across every aspect of the enterprise.

"I have identified six areas of focus for our budget and strategic planning efforts going

forward," the secretary said.

"Working closely with the service secretaries, service chiefs, combatant commanders and DOD leaders," he add-

ed, "these six priorities will help determine the shape of our defense institutions for years to come."

See Priorities, Page 14

a U.N. Security Council resolution and to the involvement of the Organization for the Prevention of Chemical Weapons inspectors on the ground in Syria who are working to oversee the removal and destruction of chemical weapons.

"We are on a course to eliminate one of the largest stockpiles of chemical weapons in the world," the

secretary said.

DOD, which has maintained and will continue to maintain military pressure on the Assad regime, developed the technology that may be used to destroy these chemical weapons, he said.

"We may have another possibility with Iran, where we are engaging on a diplomatic path to prevent Iran from obtain-

ing a nuclear weapon," the secretary said, adding that along the way the United States will maintain a strong, ready military presence in the Persian Gulf and the broader Middle East to deter Iran's destabilizing activities and work with and protect U.S. allies and interests.

Hagel said the multidimensional challenges confronting the United

States in Iran and Syria are but two aspects of the global complexity already apparent in the early years of the 21st century.

Among the trends are shifting geopolitical centers of gravity that reflect astounding diffusion of economic power and sweeping demographic change, he said.

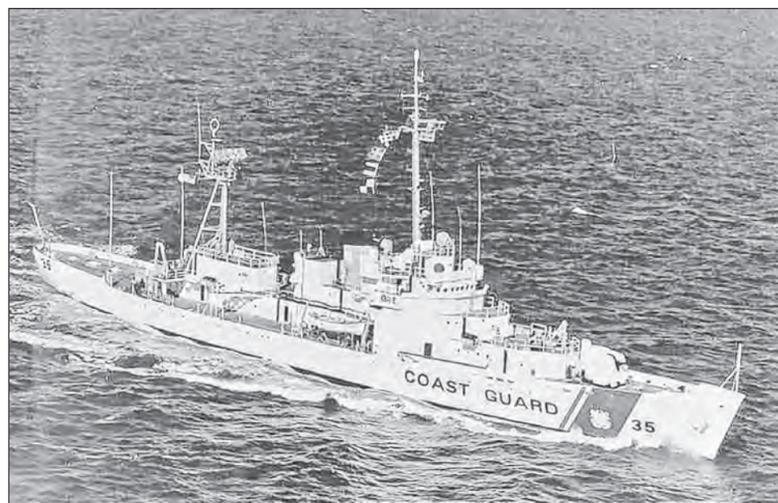
"China, India, Brazil and Indonesia are all helping reshape the global economy," Hagel added. "Regional powers like Turkey are maturing and asserting greater independence from traditional allies and patrons. The Asia-Pacific region has taken on an even greater prominence in global politics, commerce and security."

Latin America and Africa will develop and strengthen, he said, becoming important leaders in building a secure and prosperous 21st century.

Cyber activists, terrorists and criminal networks, and nonstate actors will play a role in defining the international system, the secretary explained. New structures of governance and power will emerge as the world population becomes more urbanized, mobile and technologically advanced, bringing new standards and expectations as they develop, he said.

Technology and 21st-

See Policy, Page 13



Coast Guard photo

Ingham's peace-time duties included search and rescue operations, law enforcement and ocean station patrol. In 1968, Ingham returned to combat in Vietnam.

Ingham served 52 years

By Lt. j.g. Dion Williams
From Coast Guard Compass

Surrounded by turquoise waters and nestled in a corner of Key West, Fla., the 327-foot Coast Guard Cutter Ingham proudly displays the service's colors and is a reminder of the rich history of the U.S. Coast Guard.

Commissioned Sept. 12, 1936, Ingham served 52 years throughout the Atlantic and Pacific oceans and participated in both World War II and the Vietnam War.

In 1985, Ingham became the oldest active duty and most decorated naval ship serving the nation. Upon its decommissioning May 27, 1988, Ingham was donated to the Patriots Point Museum in Charleston, S.C.

Berthed alongside other notable naval vessels such as the USS Yorktown, Ingham found itself forgotten in history, slowly slipping away with time.

However, in 2009, Ingham received a new lease on life and was transferred to its new home in Key West and opened as the U.S. Coast Guard Ingham Memorial Museum.

Upon departure from Patriot's Point, the cutter completed a period in dry dock to repair, preserve and document its underbody hull condition.

Despite extensive work on the ship, there is still work to be done and the Ingham is in a constant state of restoration in Key West.

During a recent mid-



Coast Guard photo

Ingham fitted out for escort of convoy and anti-submarine warfare during World War II.

patrol break, the crew of Coast Guard Cutter Decisive provided much needed support for a multitude of restoration and repair projects. Decisive crewmembers overhauled the emergency diesel generator's cooling water pump, repaired the ship's log office air conditioner, polished and restored bridge equipment, removed trash and completed general clean-up and organization of the many spaces around the ship.

Decisive's crewmembers were astonished to find the functionality that still exists aboard the Ingham after having been out of service for more than 25 years.

"I was actually shocked at the overall condition of the ship. For it to have been decommissioned in 1988, it still looks amazing," said Petty Officer 1st Class Travis Moncrief, a yeoman aboard the Decisive.

Many of Decisive's engineers took part in the restoration of the decommissioned cutter's antiquated systems.

"It was a pleasure to

participate in the restoration of a Treasury-Class cutter," said Petty Officer 2nd Class Chase Spitzkopf, an engineer aboard the Decisive. "I hope that our volunteer work encourages fellow shipmates to do the same and I can't wait to go back."

With a vast network of Ingham sailors and supporters spread out across the country, the museum staff ensured the Decisive crew's effort was documented and placed on the museum's Facebook page.

Many of those who once called Ingham home expressed their gratitude with keeping the cutter's legacy alive and preserving it for tomorrow.

"It was truly an honor and a privilege to have the opportunity to assist the U.S. Coast Guard Cutter Ingham Memorial Museum," said Cmdr. Mark Walsh, Decisive's commanding officer. "Ingham's legacy lives through today's cutter fleet and those cuttermen and women who diligently carry out the mission every day."

North Dakota christened

By Lt. Timothy Hawkins
Submarine Group 2 Public Affairs

The Navy's 11th Virginia-class attack submarine was christened in Groton, Conn., Nov. 2, during a late-morning ceremony at the General Dynamics Electric Boat shipyard.

The ceremony marked the official naming of Pre-Commissioning Unit (PCU) North Dakota (SSN 784).

The ship is under construction by both GDEB and Newport News Shipbuilding, a division of Huntington Ingalls Industries, through a teaming arrangement.

Ship sponsor Katie Fowler, wife of retired Vice Adm. Jeff Fowler, was on hand to officially christen the submarine by breaking a bottle of sparkling wine against the back of the boat's sail.

"In the name of the United States, I christen thee North Dakota. May God bless her and all that sail in her," said Mrs. Fowler just before giving the bottle a brisk swing.

During keynote remarks, Commander Submarine Forces Vice Adm. Michael Connor told more than 4,500 dignitaries, Sailors, and shipyard personnel in attendance that the Navy needs the nuclear-powered attack submarine as soon as "practical."

"The Submarine Force eagerly awaits the day when USS North Dakota will assume the watch

and establish a legendary reputation worthy of the name North Dakota," Connor said. "There's still much to be done, and there is not a moment to lose."

PCU North Dakota is the second Navy ship named after the 39th state. The first was a Delaware-class dreadnought battleship.

SSN 784's name was chosen in honor of North Dakota's proud military heritage. Seventeen North Dakotans have been awarded the Medal of Honor for actions in combat.

In future years, the attack submarine will deliver speed, agility, stealth, endurance and firepower to combatant commanders directing U.S. military operations around the globe.

Virginia-class subs have improved stealth and sophisticated surveillance capabilities. Their special warfare enhancements enable them to meet multiple mission requirements.

North Dakota will be able to attack targets ashore with highly accurate Tomahawk cruise missiles and conduct covert long-term surveillance of land areas, littoral waters or other sea-based forces.

Its reactor plant is designed so that it will not require refueling during the planned life of the ship, reducing lifecycle costs while increasing time at sea.

North Dakota's construction will continue during the next few months as its 138 crewmembers prepare to evaluate the ship's seaworthiness and operational performance during sea trials.

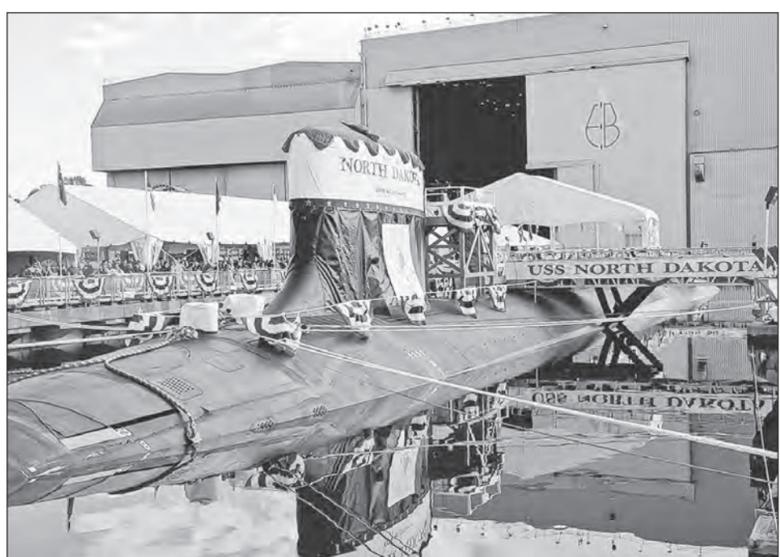
"The Navy and the nation count on our submarine force to deliver relevant and powerful capabilities where and when it matters, and nothing is more important to meeting that commitment than building the most capable submarines in the world," said Rear Adm. Ken Perry, commander, Submarine Group 2.

In addition to surveillance missions, North Dakota will be able to perform anti-submarine and anti-ship warfare; deliver and support special forces; and conduct mine delivery and minefield mapping operations.

"Every phase of submarine construction requires world-class expertise and close partnership, and today's christening at Electric Boat signifies a key milestone in that partnership toward delivering North Dakota to the fleet," Perry added.

PCU North Dakota is scheduled officially join the Navy fleet once commissioned in early 2014.

The submarine measures 377 feet in length and has a beam of 34 feet. It will displace 7,800 tons and be capable of operating at more than 25 knots under water.



Pre-Commissioning Unit North Dakota (SSN 784) moored at the graving dock of General Dynamics Electric Boat prior to its christening ceremony in Groton, Conn.

Navy Photo by Lt. j.g. Phillip Chitty

Retrograde saves money

By Claudette Roulo
American Forces Press Service

As the December 2014 Afghanistan drawdown deadline draws near, thousands of service members and civilians at bases around Afghanistan are preparing tens of thousands of vehicles and containers filled with equipment and supplies for an intricate journey.

That journey — whether it ends at a depot in the United States, or with a return to the field, sale to a foreign partner, or demilitarization — could include transportation by air, ground or sea, or even some combination of the three.

And the work won't end until the last containers and vehicles arrive at their destinations.

Determining the final disposition of the more than 24,000 pieces of rolling stock and 20,000 container equivalent sets in Afghanistan is the job of the unsung heroes of the Centcom Materiel Recovery Element, said Army Brig. Gen. Duane A. Gamble, the deputy commander of 1st Theater Sustainment Command, based at Fort Bragg, N.C.

The command is responsible for supplying and moving troops throughout Afghanistan.

The fact that the CMRE exists speaks to the major difference between the drawdowns in Iraq and Afghanistan, Gamble said. When the drawdown in Iraq happened, theater-supplied materiel — equipment and vehicles that stay in theater and are transferred from outgoing units to incoming units — could be sent to Kuwait and sorted through there.

"Kuwait was our 'catcher's mitt' in Iraq," Gamble said.

With no precedent for need for an Army recovery unit, the task fell to the newly established CMRE and the 401st Army Field Support Brigade. They established central retrograde sorting facilities at Kandahar and Bagram Air Fields and began picking through the masses of equipment and vehicles arriving daily from across Afghanistan.

In April, that work was shifted out to the forward operating bases when seven joint field teams started performing the cost-benefit analysis of moving retrograde materiel, Gamble said.

Each team consists of a military forward retrograde element and a Defense Logistics Agency hub-based disposal operations team.

The teams move from base to base, Gamble said, opening and sorting

through containers and rolling stock.

"They're enabled with our standard Army retail supply system, where they're actually zapping each item and then ... it tells what the disposition is," he said.

As recently as this spring, there were thousands of containers waiting to be processed at the sort yards in Kandahar and Bagram, Gamble said, but the advent of the joint sorting teams helped eliminate that backlog.

"We hit a tilting point in about July where we were retro sorting and demilitarizing and shipping back to the United States more from our forward locations than we were from [Bagram] and [Kandahar]," he said.

Altogether, the CMRE and joint sorting teams are recovering about 91 percent of the value of the retrograde equipment, the general said.

"So, the high-dollar value items are being retained and shipped back to [the U.S.], where the high-volume, low-dollar items that don't make sense to retain or are just plain excess to requirements are either being redistributed forward or being disposed of forward," Gamble said.

Reducing the number of convoys moving retrograde equipment to and from centralized facilities, this setup saves time and money, he said, but more importantly, it saves lives.

"It keeps soldiers off the road, it keeps us from spending money on host-nation trucking to move stuff only to sort it out later and find out that maybe it wasn't worth that much money to begin with," the general added.

The retrograde process is saving lives in another way, too, Gamble said. Every piece of equipment is screened to determine if it's needed by another unit, either in theater or elsewhere, and in the case of the MaxxPro Mine-Resistant Ambush Protected models with survivability upgrades, "that is absolutely getting turned around to another unit that doesn't have the best and the latest," the general said.

The upgraded vehicles save lives, he said. "I've seen it. I've been here two months and we had four soldiers in this command hit an IED in one of those things and they all walked away," Gamble said.

At the same time retrograde equipment is transiting through Afghanistan and onward, units are still rotating in and out of the country.

And their equipment rotates with them.

"Forces come and go all the time, even



DoD photo By Glenn Fawcett

Pallets of decommissioned military hardware await processing at the Defense Logistics Agency's retrograde facility at Regional Command South in Kandahar, Afghanistan.

during the surge we were still redeploying forces as some came in," Gamble said.

Equipment and materiel belonging to units that are deploying or redeploying has a higher transportation priority than retrograding equipment, Gamble said, because those units need it to operate in theater and they'll need it again when they get back to their home stations.

"Those forces have to go home and reset themselves to some level ... in order to get on with their next mission and be available in the force pool," he said.

Most of this equipment will leave Afghanistan via 'multi-modal' by air, to various sea ports for movement back to the U.S., Gamble said. The actual volume will vary from month to month based on the sizes of the units rotating in and out of theater.

In contrast, equipment and materiel that is being retrograded is being moved out of theater over various land routes or flown to a multi-modal site.

From there it will move by sea back to depots in the U.S. to be prepared for redistribution and reuse. The routes are directed by U.S. Transportation Command, but the destinations are determined by the type of equipment being retrograded.

That means, for the Army, vehicles are sent to a 'hard iron' depot like Anniston Army Depot in Alabama, while replacement parts or supplies are sent to supply depots like Sierra Army Depot in California, which processes conventional ammunition.

The same holds true for the other services, the general noted.

The Air Force and Marine Corps send their equipment to their own depots.

With the total cost of the retrograde estimated to be between \$5 and \$7 billion, according to a senior defense official, there's particular emphasis on using the most economical routes to move retrograding equipment.

In its route planning, Transcom must balance cost with external factors like the political climate and the effect of holidays on the availability of labor with internal security conditions and with the need to "keep most routes warm," Gamble said.

For example, in August, 60 percent of retrograding equipment was transported via air, both direct and multi-modal, in a deliberate strategy to mitigate the effects of Ramadan and Eid al-Fitr, he said. And in February, 100 percent of the retrograde equipment was transported by air because the Pakistan Ground Lines of Communication were closed.

However, very little of this movement is ever via direct air, the general noted.

What little retrograde equipment does

arrive in the U.S. via direct air is usually "opportunistic air," he said. By pre-staging retrograde equipment at airfields, the military is able to take advantage of available cargo slots on transport aircraft.

In normal circumstances, "the amount of retrograde that goes back direct air to the United States ... is so small it's not even worth mentioning, so when we say air for retrograde, we're talking multi-modal almost exclusively," Gamble said.

With several different routes and means available for retrograding equipment, Transcom directs the movement of retrograde equipment based on traffic and price, the general said, noting that price is usually the deciding factor.

The Northern Distribution Network presents several challenges.

The network transits several countries with restrictions on the types of equipment that may enter or be visible. So, Gamble said, cargo sent via the NDN must be containerized.

"We just finished a trial run with some armored vehicles, but they had to be containerized, so that limits it. If you have to put it inside a container to transit the countries, that's quite limiting ... we don't have a lot of small armored vehicles," he said.

The route isn't as fast as the Pakistan GLOC, but it will serve containerized equipment very well, Gamble said.

"So, we're mostly for October scheduling materiel like repair parts, etc., in containers to go out the NDN," he noted.

The Pakistan GLOC is the cheapest route, said the senior defense official, but it reopened only recently after Pakistan closed it in 2011 and Afghanistan closed it briefly again earlier this year.

After the Pakistan GLOC reopened, it quickly became the dominant route for retrograde, Gamble said.

By September, 70 percent of all retrograde equipment was moved out of the country over land, and 98 to 99 percent of that movement was via the Pakistan GLOC, he said. For October, approximately 60 percent of all retrograde equipment will be moved out of the country by land.

"When the ground is working, or it's not interrupted by holidays, we take advantage of the ground and we minimize the air. When the ground isn't as attractive because of stuff like holidays, then we tilt the other direction," Gamble said.

"It's this flexibility that keeps us very confident that we can continue the retrograde mission no matter what Mother Nature throws at us, no matter what the holiday seasons throw at us," the general said.



DoD photo By Glenn Fawcett

Service members toss wires and other decommissioned hardware into bins as they sort them for shredding or salvage at the Defense Logistics Agency's retrograde facility at Regional Command South in Kandahar, Afghanistan.

Policy

From Page 12

century communication tools bring people closer together than at any time in the history of man, helping link their aspirations and their grievances, he said.

"We know that the rapid pace of change will only accelerate as the world undergoes an historic generational shift. More than 40 percent of the world's 7 billion people today are under the age of 25, and 90 percent of them live outside the United States and Europe."

Turbulent regions such as the Middle East and

sub-Saharan Africa will continue to experience these challenges as their populations increase and exceed their educational and employment opportunities. The challenge of terrorism will continue to demand unprecedented collaboration with partners and allies. Destructive technologies and weapons that were once the provenance of advanced militaries are being sought by nonstate actors and other nations, the secretary said.

Sophisticated cyberattacks have the potential of inflicting debilitating damage on national and world economies and critical infrastructure. Natural disasters, pandemic diseases and the proliferation of weapons of mass destruction all present further destabilizing realities to regions in the world, he added.

Regional tensions and conflicts in the Asia-Pacific region, the Middle East and elsewhere continue to have the potential to erupt into larger-scale conflicts, drawing in the United States, China and Russia.

"While these challenges are not America's responsibilities alone, they will demand America's continued global leadership and engagement," Hagel said.

"No other nation has

the will, the power, the capacity, the capability and the network of alliances to lead the international community in addressing them," he added.

The secretary said sustaining leadership increasingly will depend not only on the extent of the United States' great power but in appreciating its limits and wisely deploying its influence.

"We must not fall prey to the false notion of American decline. That is ... far too simple an explanation," he said, adding that many of the challenges facing the nation are political, not structural.

"We remain the world's preeminent military, economic and diplomatic power," Hagel said. "And even as we deal with new budgetary constraints on defense spending, the United States will continue to represent nearly 40 percent of global defense expenditures, and most of the world's other leading military powers are America's close allies."

What always distinguished the United States is not the existence of its great power but the way in which that power has been used to make a better world, the secretary said.

"In the 21st century, the United States must con-



Navy photo by Oscar Sosa

Navy SEAL Cmdr. Christopher J. Cassidy, aboard the International Space Station. The fourth priority will be protecting investments in emerging military capabilities — especially space, cyber, special operations forces, and intelligence, surveillance and reconnaissance.

tinue to be a force for and an important symbol of humanity, freedom and progress for all mankind," Hagel said. "We must also make a far better effort to understand how the world sees us and why. We must listen more."

After more than a decade of costly, controversial, and, at times, open-ended war, America is redefining its role in the world, the secretary said.

The United States must work to find the smartest and the most effective solutions to problems, Hagel said. Military forces, he said, must always remain an option but it should

be an option of last resort. And, the military should always play a supporting role in America's foreign policy, the secretary said.

"America's role in the world should reflect the hope and promise of our country and the possibilities for all mankind, tempered with a wisdom that has been the hallmark of our national character," Hagel said.

"That means pursuing a principled and engaged realism that employs diplomatic, economic and security tools," he added, "as well as our values, to advance our security and our prosperity."



Navy photo

Navy SEALs climb a caving ladder during visit, board, search and seizure training. The second priority is to re-evaluate the military force-planning construct — the assumptions and scenarios for which U.S. military forces organize, train and equip themselves.



Navy photo
Distressed persons are transferred from the amphibious transport dock ship USS San Antonio (LPD 17) to Armed Forces of Malta offshore patrol vessel P52.

Ship rescues 128 in raft

Navy News Service

The amphibious transport dock ship USS San Antonio transferred 128 men to a Maltese offshore patrol vessel last month after responding the day prior to a call for help from the Maltese government.

A Maltese patrol aircraft spotted a raft being rocked by winds and seas yesterday in the Mediterranean Sea.

The Maltese government con-

tacted several ships in the area and the U.S. 6th Fleet, headquartered here, and requested help in rescuing the 128 men aboard the raft.

The San Antonio was a little more than 60 nautical miles away when directed to assist, and the ship's sailors transferred the men from their raft, using two 11-man, rigid-hull inflatable boats.

The crew then provided them with food, water, medical attention and shelter until they were transferred to the Maltese vessel.

Officials announce deadlines for holiday mail delivery

American Forces Press Service

Military Postal Service Agency officials recommend that parcel post packages for service members overseas be mailed by Nov. 12 for delivery by the holidays.

Officials at MPSA, an extension of the U.S. Postal Service, have published a chart at <http://hq-dainet.army.mil/mpsa/xmas.htm> that shows deadlines for various mailing options, broken down by the APO/FPO/DPO numbers of

various destinations.

USPS is offering a discount on its largest Priority Mail Flat Rate box at \$14.85.

The price includes a \$2 per box discount for military mail being sent to APO/FPO/DPO destinations worldwide, officials said.

Priority Mail Flat Rate boxes are available free at local post offices, or can be ordered from USPS online.

Postage, labels and customs forms also are available online.

Priorities

From Page 12

The priorities include institutional reform, force planning, preparing for a prolonged military readiness challenge, protecting investments in emerging capabilities, balancing capacity and capability across the services, and balancing personnel responsibilities with a sustainable compensation policy.

During his first weeks in office, Hagel said, he directed a Strategic Choices and Management Review that over several months identified options for reshaping the force and institutions in the face of difficult budget scenarios.

"That review pointed to the stark choices and tradeoffs in military capabilities that will be required if sequester-level cuts persist, but it also identified opportunities to make changes and reforms," Hagel said.

"Above all," he added, "it underscored the reality that DOD still possesses resources and options. We will need to more efficiently match our resources to our most important national security requirements. We can do things better, we must do things better, and we will."

Addressing the six priorities that will shape future defense efforts, the secretary began with a continued a focus on institutional reform.

Coming out of more than a decade of war and budget growth, he said, there is a clear opportunity and need to reshape the defense enterprise, including paring back the world's largest back office.

This summer, Hagel announced a 20-percent reduction in headquarters budgets across the department, beginning with the Office of the Secretary of Defense.

"Our goal is not only to direct more of our resources to real military capabilities and readiness," Hagel said, "but to make organizations flatter and more responsive to the needs of our men and women in uniform."

The second priority is to re-evaluate the military force-planning construct — the assumptions and scenarios for which U.S. military forces organize, train and equip themselves.

"I've asked our military leaders to take a very close look at these assumptions [and] question these past assumptions, which will also be re-evaluated across the services as part of the [Quadrennial Defense Review]," the secretary explained.

"The goal," he added, "is to ensure they better reflect our goals and the shifting strategic environment, the evolving capacity of our allies and partners, real-world threats, and the new military capabilities that reside in our force and in the hands of our potential adversaries."

Hagel said the third priority will be to prepare for a prolonged military readiness challenge. In managing readiness under sequestration, he added, the services have protected the training and equipping of deploying forces to ensure that no one goes unprepared into harm's way.

This is the department's highest responsi-

bility to its forces, the secretary said, and yet already, "we have seen the readiness of non-deploying units suffer as training has been curtailed, flying hours reduced, ships not steaming, and exercises canceled."

The Strategic Choices and Management Review showed that sequester-level cuts could lead to a readiness crisis, and unless something changes, Hagel said, "we have to think urgently and creatively about how to avoid that outcome, because we are consuming our future readiness now."

The fourth priority will be protecting investments in emerging military capabilities — especially space, cyber, special operations forces, and intelligence, surveillance and reconnaissance, the secretary said.

"As our potential adversaries invest in more sophisticated capabilities and seek to frustrate our military's traditional advantages, including our freedom of action and access ... around the world," he said, "it will be important to maintain our decisive technological edge."

The fifth priority is balance across the services in the mix between capacity and capability, between active and reserve forces, between forward-stationed and home-based forces, and between conventional and unconventional warfighting capabilities, Hagel said.

"In some cases we will make a shift, for example, by prioritizing a smaller, modern and capable military over a larger force with older equipment. We will also favor a globally active and engaged force over a garrison force," he explained.

The services will look to better leverage the reserve components, with the understanding that part-time units in ground forces can't expect to perform at the same levels as full-time units, at least in the early stages of a conflict.

In other cases, the services will seek to preserve balance, for example, by controlling areas of runaway cost growth, the secretary said.

The sixth priority is personnel and compensation policy, which Hagel said may be the most difficult issue.

"Without serious attempts to achieve significant savings in this area, which consumes roughly now half the DOD budget and increases every year, we risk becoming an unbalanced force, one that is well-compensated but poorly trained and equipped, with limited readiness and capability," he said.

Going forward, the department must make hard choices in this area to ensure that the defense enterprise is sustainable for the 21st century, the secretary said.

Hagel said Congress must permit meaningful reforms as it reduces the defense budget, and the department needs Congress as a willing partner in making tough choices to bend the cost curve on personnel, while meeting its responsibilities to its people.

"Even as we pursue change across the Department of Defense," the secretary said, "the greatest responsibility of leadership will always remain the people we represent, our men and women in uniform, their families, and our dedicated civilian workforce."

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