An East Bay Stand Down Gives Medical Care To Homeless Veterans In Tent City

Altruistic Helping Hands Assists Habitat For Humanity In Helping Homeowners

MARITIME STRATEGY HUMANITARIAN ENDEAVORS
Hello Readers,

That’s right, it’s that time of year. Time to spend time with friends and family and cherish those who are close to you. Time to be thankful for all you have and show appreciation to those who have given to you.

In the spirit of this time of giving, this issue of TNR focuses on the humanitarian efforts of some of your fellow Navy Reservists. It is important we remember humanitarian work falls under the Chief of Navy Operations priorities and is part of our Navy’s Maritime Strategy. Your Reserves have been advancing the Maritime Strategy and improving their communities by building eco-friendly homes with Habitat for Humanity and providing care for homeless veterans. They’ve deployed with USNS Mercy (T-AH 19) to provide health care to the residents of Papua New Guinea and provided humanitarian aid pallets to the people of the Republic of Georgia.

Whether it be at home in the U.S. or in various locations overseas, Navy Reservists are out in full force making the world a better place. TNR salutes all who strive to improve their communities and other communities around the globe. Might we all take a cue from your examples and reach out to our own communities, both during the holiday season and throughout the year.

While many feel this is a joyous part of the year, we should remember not all people see this as a time of happiness. There are many who see this as a time of loneliness. There may be a military member who could use some company during this time. A simple invite to a holiday dinner can do wonders for a service member who is alone for the holidays. Just as it’s important to lean on each other for support on war’s battlefield, it is equally important to support each other through peaceful times when some may not be able to make it home to see family. Help each other out. The gift of friendship is far greater than any monetary item you can purchase.

So, from all of us at TNR, we wish you a truly enjoyable holiday season and a wonderful new year.

Mass Communication Specialist 2nd Class Ryan Hill
TNR - EDITOR

U.S. Navy photo by
Mass Communication Specialist 1st Class
Daniel R. Mennuto
Eco-Friendly Humanitarians

Present day Reservists lend a helping hand to those who honorably served before them.

Reservist Capt. Larry Jackson’s Middle East journal entries continue describing his nearby surroundings...it’s a dump!

Hospital ship USNS Mercy (T-AH 19) gives an outstanding humanitarian effort during Pacific Partnership 2008.

For Reserve Cmdr. Theodore Beatty, giving back has become an activity emulated by his children.

Iowa Reservists do their part to help out both their community and the environment.

“A great soul is like the diamond, which is hard and rare and beautiful and useful to the world.”


American, author, editor, pastor, teacher

December 08

Vice Adm. Dirk J. Debbink
Chief, Navy Reserve

Rear Adm. John Messerschmidt
Commander, Navy Reserve Forces Command

Lt. Adam Bashaw
Force Public Affairs Officer

US Navy photo by
Mass Communication Specialist Seaman
Ernest Scott

Our Cover:
Lt. Cmdr. Sugat Patel, a doctor embarked aboard the USS Kearsarge (LHD 3), provides medical care to a Dominican child.

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CHANGE OF ADDRESS...Selected Reservists with address changes need to provide updates to the NSIPS (Navy Standard Integrated Personnel System) via their NOSC Personnel Office.

The Navy Reserve News Stand, a Web site featuring Navy Reserve news and photos, plus links to Navy fleet pages, can be viewed at www.news.navy.mil/local/nrf

RC Phone Directory

02...Sailors Matter
03...Career Counselor Corner
04...Money Matters
06...Culture Of Fitness
07...Profiles In Professionalism
08...NG Tech Talk
09...Diversity
10...Spiritual Navigation
16...Back To Basics
30...Navy Reading Program
32...RC Phone Directory

Quotes Of Note
“Greatness is not found in possessions, power, position, or prestige. It is discovered in goodness, humility, service, and character.”

American, author, editor, pastor, teacher

Vice Adm. Dirk J. Debbink
Chief, Navy Reserve

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Lt. Adam Bashaw
Force Public Affairs Officer

Mass Communication Specialist 2nd Class
Ryan Hill
Editor-in-Chief

Mass Communication Specialist 2nd Class
Leslie Long
Staff Writer

Bryan Bordelon
Creative Director / Graphic Designer

East Bay Stand Down

Georgia Aid

Book Writing for Charity

A Captain’s Log: FOUR
Here are some other scenarios: a young working mother struggles to put clothes on her family’s back. Elsewhere, an elderly man has to make the painful choice of paying for medication or having enough, if any, food to eat. The difference between these scenarios and the former is happening abroad, while the latter is occurring right here on American soil.

Our humanitarian efforts are defined in the Chief of Naval Operations Maritime Strategy. The ideas of freedom from suffering and oppression from religious and racial discrimination are pillars the United States was built on as well as being at the heart of humanitarianism. To this end, the Navy does more than talk the talk. In the Navy, these words are put into action everyday throughout the world.

But what about here at home? As the holiday season approaches the tendency to become wrapped up in preparations for the holidays can alienate us from what is really important about the season. Also, amidst all the economic turmoil going on, it’s easy to forget that there are other Americans having an even tougher time just surviving day to day. Taking time to find opportunities to be a humanitarian right in your own backyard can be a wonderful gift itself. This could be something as simple as setting up a clothes drive for women and children’s shelter or collecting food donations for a local food bank. Including family members can turn these efforts into family traditions that give the holidays a deeper meaning.

However you choose to be a humanitarian during the holidays, a genuine desire to improve the lives of others right here in America is key. Sailors across the country are eager to show their spirit for public service in the community. The Navy has shown its humanitarian side all around the world. It is now time to show our goodwill and compassion here at home.

"Humanitarianism is defined by the efforts to promote both human welfare and social reform for all of mankind.”
Last month in Career Counselor we discussed the Projected Rotation Date. This month we discuss another acronym important to Reservists - IAP.

What is IAP?
“IAP stands for ‘in assignment processing,’” said Personnel Specialist 1st Class Marc A. Heitter, assigned to Navy Operational Support Center (NOSC) Fort Worth manpower. “Reservists are IAP while waiting for a billet assignment.”

How do Reservists become IAP?
Several circumstances can put personnel into IAP status. One is when Reservists first start drilling and are waiting for a job assignment. Another is when there’s no appropriate billet available, such as there being no jobs open for the Sailor’s rate. Other circumstances are transient in nature, such as a Reservist returning from mobilization.

How does IAP status affect Reservists?
“Being IAP isn’t a ‘bad thing.’ It only means the Sailor doesn’t have a hard billet within a unit,” explained Heitter. “A member can be IAP and still assigned to a unit.”

“Assigning members to hard billets is important to the command,” added Chief Personnel Specialist (AW) John D. Long, assigned to Commander, Navy Reserve Forces Command Enlisted Assignments. “A unit could invest assets in an IAP member - like special uniforms and training - only to have that Sailor transfer soon after.”

“Reservists shouldn’t be IAP for more than 90 days,” said Heitter. “IAP Reservists should apply for a billet in Career Management System/Interactive Detailing (CMS/ID). Otherwise, Force assignment coordinators will find a billet and cut orders for him. The Reserve system isn’t designed to carry IAP Reservists indefinitely.”

How to check who’s IAP?
“The status of every Reservist is available on the unit’s Reserve Unit Assignment Document (RUAD), which is a report pulled from the Reserve Headquarters System (RHS) database,” Heitter explained. “The RUAD is usually printed out every month for each unit by NOSC manpower and put in the unit’s binder.”

The RUAD lists all unit billets and personnel and shows if they are assigned locally, cross-assigned in, cross-assigned out or IAP. The IAP personnel usually appear at the end of the report.

Another place to check IAP status is in the Fleet Training, Management and Planning System (FLTMPS) report titled “Reserve Unit Assignments (RHS) by TRUIC.”

This report contains basically the same information as the RUAD and is accessible online. Unit leaders can request a FLTMPS account at https://ntmpsweb.ntmps.navy.mil/fltmps/.

What should IAP personnel do?
“Once a Sailor is determined IAP, he should seek advice with his unit or command career counselor and use CMS/ID to search for an open billet,” advised Long. “The Reservist can apply for up to five jobs in CMS/ID at a time, looking first at billets in the local area. If none are available, he can look for billets in the region and then beyond the region.”


Further guidance:
Guidance concerning IAP is found in the COMNAVRESFORINST 1001.5 series posted on the private side of the Navy Reserve Web site or check with the NOSC manpower department.
A natural disaster can cause a great deal of emotional and financial distress. The specific hardships include destruction of personal possessions, financial records and lost work time while dealing with bankers, insurance adjusters and building contractors. The financial impact of a natural disaster is even worse when people are living paycheck to paycheck and have few cash reserves to fall back on. While we cannot prevent natural disasters from happening, sound financial preparedness can help prevent a natural disaster from becoming a long-term financial tragedy.

Every family should have some type of emergency fund. A family is not considered financially secure without an emergency fund of ready cash available in the event something disastrous occurs. The “emergency” or “contingency” fund is a cash reserve set aside to cover financial emergencies such as job loss, unexpected car repairs, medical expenses, etc. Most financial planners recommend funding it to cover approximately three to six months of essential living expenses or a comparable amount that provides you peace of mind.

What items are considered essential expenses? Essentially any item you need to pay to keep a roof over your head, food on the table, your children in school, your insurance up-to-date, and your car running. The savings should be used only for real emergencies and should be kept in liquid form.

Liquidity refers to how easy or difficult it is to turn an asset into cash. The general rule of thumb is to keep the money in a savings account or money market account because it is readily available on short notice and not subject to market fluctuation, like stocks or bonds. Please keep in mind, anytime you withdraw money from the emergency fund, pay yourself back based on a predetermined schedule as you would any other bill.

SPENDING PLAN BUDGETING
Another important tool for financial preparedness is a spending plan. A spending plan is a financial blueprint for spending and saving money. It is a realistic side-by-side comparison of what you earn (income) with where the money goes (savings and household expenses).

Spending plan is another term for budget. However, there are subtle distinctions between the two. First, a spending plan represents a more positive connotation because it includes the word spending. All people spend money. The word plan also emphasizes control of your money. Conversely, the word budget, is often perceived negatively and discourages people from taking financial control.

Spending plans can provide several advantages. First, they force people to make spending choices and prioritize needs and wants. Also, they can help individuals live within their income and avoid high-cost debt. In addition, savings can be included for big ticket financial goals such as a new home or car. Many consumers also report that spending plans significantly reduce financial anxieties, feelings of abandonment and family disputes about money. An emergency fund and a spending plan can provide peace of mind, especially during a crisis.

To prepare a spending plan, it is first
LIQUIDITY refers to how easy or difficult it is to turn an asset into cash. Keep money in a savings account or money market account because it is readily available on short notice and not subject to market fluctuation, like stocks or bonds.

necessary to know what you earn and spend. Household earnings include net (after-tax) income benefit payments (e.g., social security, unemployment, and disability), child support or alimony, public assistance, self-employment income and other income sources. Add all income from all family members together to obtain a total of monthly household net income.

Once you total your monthly income, do the same for expenses by tracking your spending for an entire month. Using your spending records as a guide, make a list of fixed expenses such as housing, car loan payments, and insurance premiums. Next, make a list of variable expenses such as clothing, food, transportation and gifts. Finally, make a list of periodic expenses and divide the annual cost by 12 to arrive at a monthly cost. For example, a $1,500 annual property tax bill would cost $125 monthly.

Spending plans should balance the financial bottom line. Simply put, income should equal expenses, including savings. It may take several attempts to get the numbers to balance. As you adjust expenses, make small cuts in several categories rather than large cuts in only one or two areas.

In conclusion, despite its negative connotations, a budget is just another tool that can work to point your personal finances in the right direction. Most importantly, accepting the limits of your income is the best way to take control of your spending, live within your means and, ultimately, reach your financial goals.

NAVRESPRODEVVCEN has two new courses! Reserve Pay Administration (RPA) and Reserve Personnel Management (RPM).

RPA is designed to teach all aspects of Reserve pay - including Pay Policy and the inner workings of NSIPS.

RPM is designed to teach all aspects of Reserve personnel management - including Personnel Policy and Billet assignment.

Questions? Please contact:
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504-678-9247

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You’ve seen them at the gym. Guys with bulging biceps who are curling dumbbells in front of the mirrors with their bellies blocking the rack where your needed weights are. If you look closely, these guys have poorly developed glutes and legs. We call them mirror muscles: big arms and maybe a chest but not much else. Sorry gentlemen, big biceps will do nothing to negate the metabolic damage inflicted by a 45-inch waist.

Then there are the women who don’t lift weights because they don’t want to get bulky. Or they spend time on the adductor weight machine flapping their legs open and closed in rapid succession with little or no weight hoping to get the fat off their thighs. Sorry ladies - that’s called spot reducing, and it doesn’t work!

What does work is full-body, multi-joint movements. Multi-joint movements are more efficient than single-joint movements because you are training larger muscle groups. This results in more work done for each repetition. These movements train coordination and movement strength your body needs not only in athletics, but in every day life as well.

The six basic multi-joint exercises that mimic human movement are:

1. **Squat** - it uses virtually all the muscles in your lower body, especially the quadriceps.
2. **Deadlift** - uses virtually all the muscles in your body, especially your hamstrings and glutes.
3. **Lunge** - works the same muscles as above, but also loosens the hip flexors, which tend to get tight from sitting a lot.
4. **Push** - most common is the push up, bench press, shoulder press or dit. Works chest, shoulders and arms.
5. **Pull** - pull up, chin up and lat pull down. Works back and shoulder joints.
6. **Twist** - works the abdominals, obliques (sides) and lower back and will help in developing the six-pack muscles.

As always, with any exercise, do your research before attempting anything new. Seek out an expert with the knowledge and experience to help you learn proper lifting techniques.

You have a duty as a Sailor in the U.S. Navy to maintain your physical health and readiness. Gone are the days when a Sailor could survive as a three-miler; you know, someone whose only exercise for the year are the spring and fall Physical Fitness Assessment. This physical obligation should be a life long commitment, not an annual New Years declaration.

**Spot Reduction**

Spot reduction is the flawed belief that if you have fat over a particular body part (stomach, arms, thigh/butt), exercising that particular part will make the fat there go away. The body doesn’t work that way. Fat is metabolized by the liver and it takes the fat away depending on how your body stores it. That area may get stronger as you work it, but then you have muscle and fat (i.e., bulky).

If the first place you gain fat is in the belly then it’s the last place it will go away. If you increase your muscularity through weight training, you need to reduce your overall body fat and burn more calories by doing cardiovascular exercises.

**Don’t Wait... To Hit The Weights**

[right] Store Keeper 2nd Class Rafael Alexander, a native of Honolulu, Hawaii, lifts weights using the bicep curl machine in the weight room of the guided-missile cruiser USS Lake Erie (CG 70).

[U.S. Navy photo by Mass Communication Specialist 2nd Class Michael Hight]
**Profiles in Professionalism**

We have many talented people in our Navy. Each month we highlight our stellar Sailors and some of the unique careers, skills and services they are providing to the fleet. E-mail the editor, ryan.hill@navy.mil, for the submission form if you'd like to nominate a Sailor. Please include a high-resolution (300 dpi) 5"x7" digital photo of the candidate.

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**Hometown:** Lockbourne, Ohio  
**Brief description of your job:** I run a dental office and coordinate all of the marketing and advertising, as well as helping people achieve the best smiles.  
**What has been your greatest Navy achievement:** Reenlisting in the Navy Reserve and being awarded Sailor of the Quarter as a second class petty officer.  
**Who has been your biggest influence since joining the Navy:** Cmdr. Johnnie Draughn, he inspired me to go further than I thought I was able to do.  
**What do you enjoy most about the Navy:** Supporting my country and those fighting for our freedom, and being part of something that my children can be proud of.  
**Most interesting place visited since joining the Navy:** Corfu, Greece  
**Current hobbies:** I am very involved in the Boy Scouts with my three sons. I also enjoy reading, hiking and spending time with the people I love.

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**Hospital Corpsman**  
2nd Class  
Andrea Hanson

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**Hometown:** Patterson, Calif.  
**Brief description of your job:** Personnel specialist duties.  
**Why did you join the Navy:** For the travel, work experience and schooling.  
**What has been your greatest Navy achievement:** Surviving Hurricane Katrina while stationed in PSD Gulfport, Miss., and my most recent tour in Iraq.  
**Who has been your biggest influence since joining the Navy:** My father. He was in the Navy for 12 years and is now in the Air Force.  
**What do you enjoy most about the Navy:** Being able to travel for PCS.  
**Most interesting place visited since joining the Navy:** Iraq.  
**Current hobbies:** Playing Sony Playstation 3, basketball, spending time with my newborn son and family.
Welcome to another installment of Tech Talk. This time, I will give you a little gouge on phishing e-mails.

We’ve all seen and received e-mails telling us that our bank account or credit card will be shut off or needs verification if we don’t click on the link in the e-mail.

We have received the e-mail that solicits help getting the sender’s father/mother/brother/cousin out of some third-world country. This e-mail generally comes with a promise of some of the trapped person’s vast fortune if you help them out. Most of these are easy to identify as phishing - mainly by the atrocious grammar in the e-mail. However, phishers are getting more clever in their attempts. Since the Navy has mandated e-mails will be delivered as text files instead of html files, it is easier to identify bogus links in e-mails for NMCI users. Recently, a number of our Sailors got an e-mail purported to come from Bank Of America about their account. Since a number of Sailors have a government travel card issued by Bank Of America, it may have seemed legitimate. However, examination of the e-mail text can reveal the fake link. In an html e-mail, the sender can insert a hyperlink for the user to click on. It has two parts: the display text and the actual Web site the link sends you to. This particular e-mail has a link that appears to be from Bank of America: https://www.bankofamerica.com/privacy/update.jsp.

However, since the e-mail has been converted to text from html, you can actually see the real link: http://zdra.cz/ostatni/small/Online.BankofAmerica.com/2008/customer-service/.

The first portion of the link, zdra.cz, is the actual Web site. The “cz” indicates the site is in the Czech Republic.

If you are using Outlook at home, you can see the actual text of the html e-mail by right clicking in the body of the e-mail and selecting “View Source.” This will display the text of the Web document, including the actual Web link.

I also get a lot of e-mails forwarded to me from people who have received spam or a phishing attempt asking what they should do about it. The best thing to do about spam or phishing e-mails is to delete them. NEVER reply to them. All you are doing is confirming that your e-mail address is a valid one. NEVER click on any hyperlink in a spam or phishing e-mail. They can be coded to take you to whatever site the sender wants. That could result in malware being downloaded to your computer and that can put all your personal data at risk.

NMCI maintains an anti-spam list. You can find details about it and how to forward spam to it on the “Homeport” Web site.

On the .mil side of the house, new Department of the Navy chief information officer instructions direct that all e-mails that contain a file or a hyperlink must be digitally signed. This provides the receiver with the assurance that it is a legitimate e-mail from the sender shown in the e-mail header.

As always, remember:

1. Antivirus and firewall software is available free to all Navy personnel at https://infosec.navy.mil.
2. If you need a CAC reader, you can get one through your NOSC.
3. Software and instructions for the CAC reader are on the Navy Reserve Web site, CNRFC N64 CAC/PKI page.

Thanks for all your help out there.
There are thousands of religions in the world. Roughly 84 percent of the world’s 6.7 billion people claim a religious affiliation. At the top of the list is Christianity, followed by Islam, Hinduism, Chinese traditional religion and Buddhism. The United States is not a direct mirror since the majority claims a Christian faith group. Despite this, the U.S. still has diversity in its affiliations. The Navy does as well, with 109 different faith groups reported.

Why do we care?
December seems a good time to address that question, as many religions celebrate important moments this month.

Muslims are required to make the Hajj - a one-time pilgrimage to Mecca - during the 10-15 days of Dhu al-Hijjah. In 2008, the Hajj is in early December.

Buddhists mark Bohdi Day - known as the “Day of Enlightenment” - Dec. 8. On Bohdi Day, Buddhists remember when founder of Buddhism Prince Gautama sat under a fig tree and waited for enlightenment.

In the United States, Dec. 25 is a national holiday for Christmas, which originates from the words “Christ” and “mass.” Mass is a church service held to celebrate the birth of Christ and is the cornerstone of the Christian faith.

Dec. 22-29 marks the Jewish celebration of Hanukkah, which is the “Festival of Lights.” This celebration commemorates the re-dedication of the Jerusalem Temple.

Every day this month and throughout the year we see signs of different religious practices. You might see a prayer room set aside for Muslims or someone crossing themselves for a prayer. You could see incense and fruit at the foot of an idol in the door of a favorite restaurant. Visual signs of faith are important to many, but more important is what is happening at a spiritual level.

For many, spirituality is directly related to matters of the spirit or soul, and connected to a belief in God. For others, spirituality goes beyond faith and religious practice to encompass the nature and purpose of humanity. Many find a healthy spirit exists in those who are at peace with themselves and their situations.

Does spirituality matter?
Absolutely! Whether you find your peace in worship activities or by communing with nature, you will be able to function your best when your body and spirit are both healthy. This is important for you, your shipmates, and your family and friends.

With a healthy body and spirit you will be better focused and connected to the things that matter. You’ll be able to move forward with the speed and agility necessary in today’s Navy. To be a strong Navy, we need to have everyone taking care of the things that matter, including their own spiritual needs. Support your shipmates by encouraging them to pursue practice of their individual faiths.

Learn about upcoming observances so you can be both respectful and supportive. Encourage discussion and introspection leading to self-awareness and spiritual peace. Chaplains, religious specialists and civilian religious and spiritual leaders can help guide those with questions and concerns.

“"The tears of faithfulness to your beliefs cleanse your spirit to envision the road ahead. Everything is possible for the person who believes.”
~ Adlin Sinclair

Chaplain Care is a site that offers guidance on family issues, spirituality and more. It contains a Chaplain locator, and advertises community service projects. www.chaplaincare.navy.mil
Len Sweet - pastor, seminary professor, and author - said he saw empathy on one of his hospital visits when he visited an eight-year-old girl who was dying of cancer. The disease, its treatment and her suffering disfigured her little body. As he entered the room bracing himself for the injustice of what he was about to see, he was surprised to witness the presence of her grandmother lying in bed beside her embracing the tiny little suffering girl. Sweet observed that although the grandmother couldn’t stop what was happening to her granddaughter’s body, she was sharing in her suffering and her presence was somehow relieving some of what the little girl was going through.

What does empathy look like in the United States Navy? In short, it looks like the approximately 80,000 officers and enlisted personnel of the Navy Reserve. In October of 2007, U.S. Navy strategy saw its first major revision in 25 years as maritime leaders made plans to focus more on humanitarian missions.

Whether it is disaster relief, refugee assistance or providing emergency medical and dental aid, it is the hope our humanitarian missions can be a way to possibly prevent future conflicts.

For Navy Reservists this has meant an increase in opportunities to care for those who are suffering both outside and inside the United States. This past year Navy Reservists helped with civilian reconstruction projects in Afghanistan and Iraq, brought medical supplies and ran a clinic for the poor in Peru and Columbia, and fought wild fires in California. This gift of humanitarian service to those in need is something that can make every Navy Reservist stand a bit taller.

When Navy Reservists are involved in humanitarian efforts, we represent the compassion of the American people. We have the opportunity to correct misconceptions about America and, by bringing stability to unstable regions, we might even prevent future wars.

It can be a bit surprising to think the answer to a suffering person’s prayer for help might be a Navy Reservist. I can only imagine the relief in a disaster victim’s mind when they see America’s Sailors bringing courage, skill, compassion and relief in the form of food, medicine, security and reconstruction. As a Navy Reservist, that is another example of what empathy looks like.

“In the case of disaster relief, we as a Navy, as a nation, have been doing disaster relief, disaster response, for centuries now. It is part of who we are as those who go to sea.”

~Adm. Gary Roughead
Chief of Navy Operations
07 January 2008
Whatever the reason, the Sailors of Naval Operational Support Center (NOSC) Des Moines are adding one more: a concern for the environment. They recently volunteered to help build the state’s first-ever Habitat for Humanity eco-friendly home.

“This opportunity was a no-brainer,” said NOSC Des Moines Commanding Officer, Lt. Matthew Smith. “The Navy has a commitment to the environment as well as the community. This allowed a number of our Sailors the chance to practice their in-rate skills, while also doing something for the community and being environmentally friendly at the same time.”

The Habitat for Humanity eco-friendly home receives its rating through the use of star-rated windows and doors, recycled materials and insulation, and the
addition of more energy efficient heating and utility appliances. It also provided 17 Sailors from NOSC Des Moines a much sought after opportunity to give back to their community.

"With all the flooding [in Iowa during June], I tried to volunteer, but it was amazing because you couldn’t find a place to volunteer. I just kept getting passed around and wasn’t able to help," said Chief Electronics Technician Randy Hummel. "Just to help a family out is worth it, plus this way I get to practice some construction skills."

Habitat for Humanity provides self-help homeownership opportunities for low-income working families. They allow families to commit 400 hours of "sweat-equity" toward the purchase of a new home built with volunteer labor. A family can purchase the new house upon completion for the value
of the materials and land without being charged for the volunteer labor or the allowance of profit. Each home is sold through Habitat for Humanity with a 20-year, no-interest loan. What makes this home even more financially beneficial is its eco-friendly status.

“Any time you’re dealing with energy efficiency, the costs are going to drop,” said Bert Houge, Greater Des Moines Habitat construction manager. “The utility bills aren’t going to be as high, which will allow the family to use more of their income toward financial stability.”

Because of the potential financial savings in the long run, Habitat for Humanity is taking an interest on a national level.

“We’re going to be a guinea pig here. We’re going to try to do more, and more, and more of these [eco-friendly homes] and find out what practices work and which ones don’t,” Houge said. “Once this house is finished, one of the other construction managers and I will head south to discuss eco-friendly projects with other Habitat agencies.”

For some Des Moines Sailors, the reason for volunteering wasn’t due to the financial benefits of an eco-friendly home or the chance to practice construction skills.

Some Sailors just volunteered for the joy of it.

“It seemed like fun to me,” said Yeoman 2nd Class Amber Wright. “I’ll admit, I did have a little fear coming out here because I’ve never really done manual labor before. But it’s a lot of fun, and it’s really cool to be out here with your shipmates and give back to the community.”

It’s that eagerness for having a great time which enhances the Habitat for Humanity staff’s enjoyment of working with their local citizen Sailors.

“The eagerness to learn how to do it - we find that in a lot of volunteers, but these guys are still getting things done,” Houge said. “The other thing is 90 percent of the volunteers we get have no training at all - they can’t read a tape measure - but these guys coming out here know how to do it and they’re great at following directions.”

Experienced or not, the 17 NOSC Des Moines Sailors were able to see the final culmination of their work at the end of October. All of the volunteers were invited back to the house for a chance to participate in the official presentation of Habitat for Humanity’s first eco-friendly home to the new owners.

After 20 years of construction efforts, Greater Des Moines Habitat for Humanity has helped 100 families acquire new homes. Now they can add their first eco-friendly home to that list, thanks to the help of some local Sailors. TNR
The tent city was up in a day. As Navy, Army and Air Force medical teams waited for patients to arrive, civilian organizations stood ready to provide food, clothing and essential services. No disaster had taken place, but the training from this event helped prepare forces for real world relief scenarios.

The event was the East Bay Stand Down (EBSD). The goal of the Stand down: to help homeless veterans in San Francisco.

Within the nine San Francisco Bay Area counties, the U.S. Department of Veterans Affairs (VA) estimates there are more than 7,000 homeless veterans. A significant number of these veterans, especially combat veterans, have had little or no contact with the VA for either monetary or medical benefits. Nor have they had any contact with other agencies offering assistance. Typically, a homeless veteran must negotiate a complicated path of one service agency to the next.

“Stand down” is a term used during war to describe the practice of removing combat troops from the field and taking care of their basic needs in a safer area. The Stand down - one of 96 stand downs nationwide - brought deserving Bay Area veterans into a safe encampment site at the Alameda County Fairgrounds in Pleasanton, Calif. The Stand down provided the veterans with free medical, dental, legal, employment and spiritual assistance.

Twenty-six Navy nurses, dentists and corpsmen from Navy Reserve Naval Hospital Camp Pendleton Detachments E, H, and G set up camp for the Stand down. Once set up, they provided medical and dental care to nearly 500 needy and homeless veterans from the San Francisco Bay area.

“This is the perfect training...
opportunity for the military’s humanitarian missions" said Capt. Lorrie Sammons, senior military executive for the Stand down and member of the hospital’s Det H. “We equip and set up just the same way we would going into a disaster site with displaced populations in need of basic health care, and the extra benefit is we can help veterans who once served in uniform.”

Navy support for the Stand down is performed as part of the Department of Defense’s (DoD) Innovative Readiness Training (IRT) program. Through IRT, military units receive training by taking part in real-world, community-based projects. IRT is a DoD program that gives combat support and combat-service support units the opportunity for real-world training in their occupational fields. While doing this, they also provide support to under-served civilian communities. One of the primary considerations for DoD participation in this project is whether or not the military can accomplish mandatory training requirements from their respective mission essential task lists.

“What we are doing is good training,” said Hospital Corpsman 3rd Class Teresita Jenkins, a Reservist with Det H and three-time veteran of the Stand down. “The experience of giving and servicing the community feels good, and seeing the look on the vets’ faces makes me feel good.”

Along with providing a field environment for medical training, modern high-tech mobile dental trailers offered veterans immediate dental care. This included fillings, extractions and root canals.

“These facilities are similar to what we have on ships or overseas facilities, so it gives our Sailors great training,” said Lt. Cmdr. Phillip Abeldt, dental department head of Det H. “Many humanitarian missions overseas provide only oral surgery, but here we are able to deliver more services and increase oral health, which increases a patient’s overall health.”

A total of 170 military personnel played a part. Along with the Navy medical units, Army, Air Force and Coast Guard personnel provided care to veterans. While working in a unique inter-service environment, military medical personnel worked closely with a variety of civilian community service providers.

“This is a fantastic experience,” said Air Force Maj. Charlene Watkins, a Reservist from the 349th Aero Medical Staging Squadron. “It’s been great to be able to integrate with Navy forces towards a mutual goal of caring for our nation’s veterans.”

“I appreciate the vets and it breaks my heart when they say ‘we thought people forgot about us,’” said Jenkins. “I tell them, ‘You are not forgotten.’”
Folding the American flag is a time honored military tradition - one used in a number of ceremonies and arrangements including retirements and funeral processions. There is often high profile attention shown towards the national ensign during these military honors. Due to this, it is of utmost importance the folding of the American flag is done in a proper manner, respectful of the traditions and history it represents. This month’s Back to Basics goes over the correct method of folding the national ensign, and some of the reasons it’s folded in such a manner.

A properly proportioned flag will fold 13 times on the triangles, representing the 13 original colonies. When finally complete the triangular folded flag is emblematical of the tri-corner hat worn by the Patriots of the American Revolution. When folded no red or white stripe is to be evident leaving only the honor field of blue and stars.

The colors of the Flag symbolize:
- **Red** - valor, zeal and fervency
- **White** - hope, purity, cleanliness of life and rectitude of conduct
- **Blue** - color of heaven, reverence to God, loyalty, sincerity, justice and truth

The stars in the union, one star for each state, symbolizes dominion and sovereignty, as well as lofty aspirations.

**Flag Names:** “Old Glory”, “Stars and Stripes” and “Star Spangled Banner.”

George Washington’s Flag interpretation:

“We take the stars from Heaven, the red from our mother country, separating it by white stripes, thus showing that we have separated from her, and the white stripes shall go down to posterity representing Liberty.”

Sailors reverently fold the American flag during a retirement on board Naval Air Station Whidbey Island, Wash.

U.S. Navy photo by Mass Communication Specialist 2nd Class Chris Perkins
1. Fold the lower striped section of the flag over the blue field.

2. Fold the folded edge over to meet the open edge.

3. Start a triangular fold by bringing the striped corner of the folded edge to the open edge.

4. Fold the outer point inward parallel with the open edge to form a second triangle.

5. Continue folding until the entire length of the flag is folded into a triangle with only the blue field and margin showing.

6. Tuck the remaining margin into the pocket formed by the folds at the blue field edge of the flag.

7. The properly folded flag should resemble a three point hat.
When it comes to the Navy’s humanitarian assistance efforts, Military Sealift Command (MSC) hospital ship USNS Mercy (T-AH 19) has led the way in 2008. The Mercy crew wrapped up four months of humanitarian and civic assistance at the end of September.

Mercy provided medical and dental assistance and conducted engineering projects for the Republic of the Philippines, Timor-Leste, Federal States of Micronesia, Vietnam and Papua New Guinea. This mission reached thousands of people throughout the Western Pacific, where more than 90,000 patients were treated, 14,000 dental patients were seen and approximately 1,300 surgeries were conducted.
FAR LEFT: USNS Mercy (T-AH 19) anchored off the island coast of Weno, part of Chuuk State in the Federated States of Micronesia.

U.S. Navy photo by Mass Communication Specialist 2nd Class Mark Logico


U.S. Navy photo by Mass Communication Specialist 1st Class A. Nick De La Cruz

BELOW: Henao Iduhu, the Gaire Community Representative; The Honorable Leslie Rowe, Ambassador of the United States; and Capt. William A. Kearns, Pacific Partnership mission commander, join in a ribbon cutting ceremony.

U.S. Navy photo by Mass Communication Specialist 3rd Class Joshua Valcarcel
Pacific Partnership 2008 brought together host and partner nation civilian medical personnel, as well as military medical and construction personnel. The staff and crew of the MSC-operated Mercy is comprised of both active and Reserve Navy personnel, members of the U.S. Public Health Service, preventive medicine personnel, Seabees and members of the Air Force and Army.

Partner nations who participated in the mission include Australia, Canada, Chile, Japan, the Republic of Korea and New Zealand. Also participating in the deployment were several non-governmental organizations (NGOs) that provided medical, dental, construction and other humanitarian services ashore and afloat in Southeast Asia and Oceania.
The Mercy team was also joined by volunteers from NGOs such as Operation Smile, Project Hope, University of California Pre-dental Society, East Meets West and International Relief Teams. Community outreach and improvement included 26 engineering projects ranging from the construction of a waste-water treatment facility in the Philippines to the construction of a community center in Papua New Guinea.

Many Reservists who volunteered took time to deploy with Pacific Partnership to make a difference in the lives of others. The mission was a success, not only for the patients treated and the engineering projects completed, but for the friendships built between Sailors and people of the region.

Pacific Partnership is a humanitarian civic assistance mission considered to be at the core of the maritime strategy of the U.S. Navy. **TNR**
Reservists Join Combined Effort to Rush Aid Into Georgia

When Hurricane Katrina decimated New Orleans and the Gulf of Mexico in 2005, Navy Fleet Logistics Squadron 59 (VF 59) rushed aid to the victims of the storm. Three years later, VF 59 - located out of Naval Air Station Joint Reserve Base Ft. Worth, Texas, was at it again.

This time they teamed with Italian employees of the 3rd Battalion of the 405th Army Field Support Brigade on Camp Darby, Italy. The mission: to quickly construct and deliver humanitarian aid pallets for the people of the war-torn Republic of Georgia.

In what could have been a logistical nightmare, instead was a well coordinated effort between NATO allies to provide much needed aid to the Georgian people, said Alberto Chidini, U.S. Foreign Disaster Assistance disaster coordinator.

“Our reaction time was almost zero,” said Chidini. “Because we have humanitarian aid pre-positioned at Camp Darby, this allowed us to react fast and get the pallets built and get them on the plane and on their way to those who need it a few hours later.”

Navy Reservist Aviation Mechanic 2nd Class Monica Fruge is a 14-year veteran with Flight Logistic Squadron 54 located out of Naval Air Support
Co-pilot Lt. Cmdr. Keith Powell (rear) and aircraft commander Lt. Cmdr. Daven Wilson from the Lone Star Express, Fleet Logistics Squadron 59, out of Naval Air Station Joint Reserve Base Ft. Worth, Texas discuss with Italian employees from 3rd Battalion, 405th Army Field Support Brigade, Camp Darby, Italy and Italian Airmen from 46th Air Brigade, Pisa, Italy about the logistical movement of U.S. Agency for International Development humanitarian aid bound for Georgia.

Aviation Structural Mechanic 2nd Class Paul Hubner (left) and flight engineer, Chief Aviation Structural Mechanic (AW) Sean Harper of Flight Logistic Squadron 54, check their calculations ensuring safety.

Payload master, Aviation Structural Mechanic 2nd Class Paul Hubner guides an Italian 46th Air Brigade Soldier driving a conveyor of humanitarian aid pallets into a C-130.

Chief Aviation Structural Mechanic (AW) Sean Harper (left) and Aviation Structural Mechanic 2nd Class Paul Hubner, Flight Logistic Squadron 54, the Revelers, push Georgia bound USAID humanitarian aid into a C-130 at the Pisa Airport in Italy August 19.

Aviation Mechanic 2nd Class Monica Fruge, Flight Logistic Squadron 54 located out of Naval Air Support Belle Chase in New Orleans, Louisiana double checks the lock to make sure the USAID humanitarian aid bound for Georgia is secure.

Belle Chase, La. She arrived in Sicily the afternoon before the delivery to do her two week drill with the Reserve. She learned immediately not to unpack because she was to get ready for the humanitarian aid mission to Georgia.

“I had helped out with delivering aid to Hurricane Katrina victims, so it feels great to be able to help out the people in Georgia,” said Fruge. “One of the things I like most about being a crew member with the C-130 is because our plane is so versatile, you never know what mission you’ll get to go on next.”

VF 59 operations officer, Lt. Cmdr. Daven Wilson said he understands first hand what it’s like to need humanitarian aid.

“My family was displaced by a hurricane in Florida, so I know that time is of the essence to get today’s aid to Georgia as soon as possible,” said Wilson. “We had a plane leave Texas [that] brought aid to Georgia the next day. All of this wouldn’t have been possible without excellent coordination on such short notice.”

“Whatever the mission is, whatever the requirement is, we try to do it to the best of our ability whether it’s some place safe or some place dangerous,” added Fruge. “Being a Reservist in the Navy allows me to have the best of both worlds: serving my country with the camaraderie of the squadron and being able to be with my family in Pearland, Texas.”

Frue’s aircraft commander, Cmdr. Michael Casey, added he was really proud of his team and their ability to react swiftly.

“This mission is an outstanding one and my whole team is glad we are able to help out,” said Casey. “It makes you feel privileged to be able to help out on a mission with such a far reaching impact.”

Navy Reservists helped deliver more than 26,000 personal hygiene kits and 4,200 wool blankets to the people of Georgia.
PULLING WEEDS TO PICKING STOCK: THE BEATTY BOY’S GIFT

story by
Mass Communication Specialist 3rd Class
Amie Irwin

photos by
Maren Beatty and
Cmdr. Theodore Beatty
Throughout the month of December, many Navy Reservists volunteer for a variety of humanitarian efforts. For Navy Reserve Cmdr. Theodore Beatty, staff officer at Navy Operational Support Center Kitsap, Wash., humanitarian work is an affair for the entire family. Beatty’s sons have taken a unique approach to achieve their humanitarian goals.

While other teenage boys were playing video games or surfing the web, the Beatty boys were working on their stock portfolio and a manuscript for their now published book, “Pulling Weeds to Picking Stocks.” Beatty’s sons hope to use this book to raise $25,000 in support of the Marine-Law Enforcement Foundation.

How 16-year-old David and his 14-year-old brother Devin came to be interested in Wall Street, book writing and buying a $25,000 seat at a gala benefit ball for a military organization is a long story that started some years back.

Theodore has a Masters degree in finance and has always made a point to discuss the subject with his boys. He created a mock account online for them to try their hand in the financial world. Beatty’s wife Maren owns a small business and also stresses the importance of finance and the principles it can teach their sons.

“The book the kids wrote was amazing.”

“Kids will learn more by doing and not by just being told,” Maren said.

Soon after, the boys decided it was time to make some real cash to fund their new hobby. They began pulling weeds and finding other odd jobs around the neighborhood. Once they had some cash they started playing the market in their own division of their parent’s stock portfolio.

“We started doing research to decide what companies and commodities would be best to invest in,” David said.

Maren said her and her husband invested the boy’s money according to the boys’ choices and direction. She wasn’t surprised when they were successful.

“It’s like learning a second language,” Maren said. “When families are bilingual, you’re not surprised when the kids can speak a different language.

Theodore was not surprised either. He believes the boy’s interest and success in finance is probably due to a larger foundational value in their home.

“We spend a lot of time together,” Theodore said. “We’ve moved around a lot so we’re very close. We try to share with them things they can’t learn in school. We discuss everything with them and listen to what they have to say.”

Maren also points out that they maintain high expectations of their children.

“We expect our children to do the same as we do,” Maren said. “Everything they do represents our family. We tell them the quality of school work you produce speaks of the kind of person you are.”

David agrees his parents’ approach has certainly affected him and the way he looks at the world.

“The stock market is intriguing,” David said. “It’s taught me you have to be careful what kind of choices you make. You can apply it to anything. You can choose to double check your answers on a math test or not to and you have to be prepared for the outcome.”

In February 2007, the Beatty boys took a pause in the business of their
daily lives when they lost their grandfather. The boys grandfather was a retired Marine and his funeral was to take place at Arlington Cemetery. The funeral brought a new and important influence into the boys’ lives. Peter Haus, president of the Marine-Law Enforcement Foundation, oversaw the funding for the entire extended Beatty family to fly to Virginia to say goodbye to their loved one.

“I was very touched and humbled that Mr. Haus would do that for our family.” David said.

The boys continued on with their routine of school work and business ventures following the funeral, but they would not forget the kindness of Mr. Haus.

One summer day, the boys were bored. Maren suggested they write down everything they knew. David and Devin objected to the idea at first. They would eventually change their minds and with their 8-year-old brother Deric, decided to get to work. Their work would eventually become a manuscript for a book about finance and decision making. With typical over-achieving fashion they decided they wanted to get it published and decided to enlist the help of their new friend Haus, who had worked in finance on Wall Street for several years.

“The book the kids wrote was amazing,” Haus said after reading the manuscript. “[They] have that upbringing that gave them the initiative to write a book.”

“I didn’t think it would go anywhere at first,” said Theodore.

The book did go somewhere. Maren sent the manuscript to four publishing companies. Three out of the four came back with offers to publish the book.

Soon the book was up for sale online and there was no doubt in the boys mind what they wanted to use the proceeds for. They came to their mother with a plan to buy a $25,000 seat at the 14th Annual Marine Corps-Law Enforcement Gala Dinner, March 26, 2009 at the Waldorf Astoria Hotel in New York City.

“I was shocked,” Maren said. “It was the most touching moment of my life. The boys had found what they wanted to do. They wanted to be Americans.”

To David and his brothers it just made sense.

“We can get loans and whatever
we need to do to go to college,” David said. “So we wanted to use the money for the foundation. We want to stand up for our country and give the best we could to help the people in this country.”

The Marine Corps-Law Enforcement Foundation helps provide for the education of children of Marines and law enforcement professionals who lost their lives while serving their country. They also provide funds to cover travel expenses for family members in the event of a funeral, as in the case of the Beatty family. Haus says the organization never expects a payback. Their goal is simply to help ease the pain of a tragic event in the life of a family. Haus was pretty shocked when he heard David’s voice on a radio show explaining he and his brothers were selling their book in the hope of raising money for the foundation.

“I’m a pretty tough old guy. I’m an old Marine,” Haus said. “But I had to pull the car over when I heard the broadcast. My eyes filled up with tears.”

Sales of the book “Pulling Weeds to Picking Stocks” went up considerably after the broadcast. More important though was the overwhelming positive response of those who heard it.

“I’m really proud of them. They really care,” Theodore said. “They just really want to do good things. They take after me as a patriot. They have always admired that I’m in the Navy.”

The Beatty boys still have a long way to go to buy the $25,000 seat at the gala dinner. But they know just like pulling weeds and picking stocks they’ll meet their goal: one book at a time. TNR

“We want to stand up for our country and give the best we could to help the people in this country.”
building has sustained. Anyhow, whenever I walk out my hooch, I see the palm tree and behind it, Believers' Palace.

The palm tree is a date palm, and the birds love the thing. This is nice, since most of the flying things one hears here are helicopters. On the down side, the birds wake me up at dawn everyday...even on Fridays, the one day I can go in late. But then, if the birds didn't wake me, the morning calls to prayer probably would, and it's really nice to have a little nature here among the concrete and metal.

The Green Zone is the ultimate in gated communities. And within the Green Zone are even more gated compounds, often referred to as forward operating bases, or FOBs. My FOB is near the Presidential Palace, formerly the Embassy and headquarters of the Coalition Provisional Authority. My office is on another FOB just less than a mile away, and I catch the bus to and from work each day. It sounds weird to say this about working in a war zone, but I have a great commute. We go against traffic coming into the Green Zone, and even with the checkpoints, it only takes 10 minutes before I'm getting off of the bus to walk the 50 yards to my desk.

The weather is nice now; so, the 50-yard walk is quite pleasant. But in the three weeks that I've been here, we've gone from needing to run the heat to needing to run the air conditioner. The high temperature today was in the 80's, with nearly no humidity. Summer will be brutal. But it was so nice today that at lunch, I changed into my workout gear and walked to another FOB that has a couple of pools. Ignoring the sign that said the water temperature was 62 degrees, I found a chair and deposited my gear, and then dove in.

It was all I could do to finish the first length. My right shoulder cramped as soon as I hit the water, and when my torso entered, I had to fight back the urge to gasp. I got to the other end, and waited while my body got numb, and then I swam some more. What I really wanted to do was get out and lay in the sun, but there was a group of Lithuanian soldiers cavorting in the diving end, and patriotism demanded that I at least try to make a go of it. I managed to stay in 15 minutes before getting out, exhausted and with my heart racing.
The damned Lithuanians were still there when I left to go back to the office.

I made my first visit to the compound where the Iraqi equivalent of the Joint Chiefs of Staff is located. It’s still in the Green Zone, but we put on full battle rattle and loaded our weapons, as it’s in a sketchy part of town—kind of like the Navy Yard in DC when I worked there years ago.

What a dump—literally; we passed a burning pile of trash that was about the size of half a soccer field. A generator outside the building we were going to had a leaking fuel line, and the concrete pad and soil surrounding it were stained black with diesel. Inside the building, the hallways were mostly dark. It took me a while to realize that many of the fluorescent lights in the rooms and hallways had experienced transformer fires; so, there were burn marks on the ceilings, and the lights were out. The Iraqis have to quit working before it gets dark because they don’t have any lights.

I am trying to think about what this means, and I have come to a couple of conclusions. It’s amazing what these men—there appear to be few if any women in the Iraqi military—are willing to put up with to protect and defend their country. They don’t put a high value on neatness.

I’ll address number one in another e-mail, but as for number two, I have concluded that war is simply not an environmentally friendly undertaking. This may sound like a statement of the blazingly obvious, but I think it’s easy for us in the United States to overlook this. We see sterile clips of the war on CNN, and then we go back to mowing our lawns.

Here in the Middle East, however, the effects of war are enduring and prominent. In Kuwait, we drove along the legendary “highway of death” from Gulf War I. On either side of the road lay the skeletons of bombed out tanks, trucks, armored personnel carriers, and so on from Sadam’s invading army after the coalition campaign to free Kuwait began. I suspect that part of the reason this detritus remains is due to the danger of unexploded ordnance. And I suppose there’s no real reason to clean it up, since it’s in the desert and nobody wants the land.

At the air base where we caught the C-17 to Baghdad, each of the incredibly fortified concrete hangars had sustained heavy damage, also left over from the first Gulf War. Ten-to-fifteen-foot thick concrete slabs and huge steel doors lie about, pretty much where they landed back in 1991. (As a young lieutenant, I helped plan the Desert Storm air campaign, and I found myself experiencing a strange sense of déjà vu as I saw these places that I had seen but had never been to.) Here in Baghdad, I still get déjà vu, though not quite to the extent I did in Kuwait. There is a lot of damage, but unlike Kuwait, where the desert destruction has remained unaltered in the ensuing decades, the Coalition presence here has radically changed the landscape. I can only imagine how things used to look before we put in thousands of trailers to house our troops and the contractors who are so important to supporting us here. And the concrete T-walls, many topped with concertina wire, severely limit what one can see. Even though I live just a short walk from the Tigris, I haven’t seen it, and I doubt I will unless I’m peering through the thick armored glass of a Humvee or looking down from a helicopter.

It’s going to take a long time to clean up.

For the next year, the palm tree in front of my hooch will be my connection to nature and an embodiment of hope for a better time in the future when there will be more palm trees and fewer walls, fewer bombs, and less barbed wire.

---CONTINUED NEXT MONTH---
The books and additional publications of interest in the Navy Professional Reading Program were selected by the Program’s advisory group based on criteria for the program. The selection of these books and publications should not be construed as an explicit or implicit endorsement by the U.S. Navy for these particular books and publications, or the authors' or publishers' views or interpretations. Authors and publishers may submit other books for consideration for inclusion on future program lists to Accelerate Your Mind, Naval War College, 686 Cushing Road, Newport, RI 02841-1207.

**Leading Petty Officer Collection**

- American Government
- Billy Budd and Other Stories
- Caine Mutiny
- Crisis of Islam: Holy War and Unholy Terror
- Last Stand of the Tin Can Sailors: The Extraordinary World War II Story of the U.S. Navy's Finest Hour
- Not a Good Day to Die: The Untold Story of Operation Anaconda
- Sand Pebbles
- Shackleton's Way: Leadership Lessons From the Great Antarctic Explorer
- Sheriff: America's Defense of the New World Order
- Tipping Point: How Little Things Can Make a Big Difference
- To the Shores of Tripoli: The Birth of the U.S. Navy and Marines
- Victory at Yorktown: The Campaign That Won the American Revolution

**Senior Leader Collection**

- 1776
- Art of the Long View: Planning for the Future in an Uncertain World
- Dying to Win: The Strategic Logic of Suicide Terrorism
- Goodbye, Darkness: A Memoir of the Pacific War
- Great Wall at Sea: China's Navy Enters the Twenty-first Century
- Leadership
- Moneyball: The Art of Winning an Unfair Game
- Pursuit of Victory: The Life and Achievement of Horatio Nelson
- Rethinking the Principles of War
- Rise and Fall of Strategic Planning
- Scenarios: The Art of Strategic Conversation
- Second World War, Volume 1: The Gathering Storm
**Division Leader Collection**
- *Freakonomics: A Rogue Economist Explores the Hidden Side of Everything*
- *Golden Thirteen: Recollections of the First Black Naval Officers*
- *Good Shepherd*
- *Innovator’s Dilemma: The Revolutionary Book That Will Change the Way You Do Business*
- *Longitude: The True Story of a Lone Genius Who Solved the Greatest Scientific Problem of His Time*
- *On the Origins of War: And the Preservation of Peace*
- *Recognizing Islam: Religion and Society in the Modern Middle East*
- *Savage Wars of Peace: Small Wars and the Rise of American Power*
- *Shield and Sword: The United States Navy in the Persian Gulf War*
- *Two Souls Indivisible: The Friendship That Saved Two POWs in Vietnam*
- *White-Jacket: or, The World in a Man-of-War*
- *World is Flat: A Brief History of the Twenty-First Century*

**Department/Command Leader Collection**
- *Cruel Sea*
- *Eagle Against the Sun: The American War With Japan*
- *Execution: The Discipline of Getting Things Done*
- *Fate of Africa: From the Hopes of Freedom to the Heart of Despair*
- *From Beirut to Jerusalem*
- *Imperial Grunts: The American Military on the Ground*
- *Implementing Diversity: Best Practices for Making Diversity Work in Your Organization*
- *Jefferson's War: America’s First War on Terror, 1801-1805*
- *Leadership: The Warrior's Art*
- *Master and Commander*
- *One Hundred Years of Sea Power: The U.S. Navy, 1890-1990*
- *Thinking in Time: The Uses of History for Decision Makers*

**Junior Enlisted Collection**
- *7 Habits of Highly Effective People*
- *D-Day, June 6, 1944: The Climactic Battle of World War II*
- *Declaration of Independence and Other Great Documents of American History, 1775-1865*
- *Ender's Game*
- *Flags of Our Fathers*
- *Kite Runner*
- *Life in Mr. Lincoln's Navy*
- *Lincoln on Leadership*
- *Passage to India*
- *Sailor's History of the U.S. Navy*
- *Starship Troopers*
- *Time Management From the Inside Out: The Foolproof Plan for Taking Control of Your Schedule and Your Life*
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**Photo Submissions:**

- **Due 5th of the month.**

High-resolution 300 dpi photos. Set camera on the highest setting (TIFF, FINE and/or HQ). Shoot photos of action supporting the story. Posed shots or “grip-n-grins” are the least desirable. If the story is about people receiving awards, show what we do that garnered said award. Send us the original image. DO NOT tinker with it in Photoshop™ or other image-editing software. We will edit it to fit into our page layout requirements. Include cutline identifying the subjects and what they're doing in the photo. Also credit the photographer.

**Story Submissions:**

- **Due 5th of the month.**

Monthly columns: at least 500 words. More is okay, we'll edit it.

**Feature stories:** at least 600-700 words and need supporting photos. Feature-based stories will compel the reader to read the entire story. We do not want a straight-news story written in inverted pyramid newspaper style.

**Questions and Suggestions:**

Please contact the editor at ryan.hill1@navy.mil or call (504) 678-1240.
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