

# T N R



2018  
**RESERVE SAILOR  
OF THE YEAR**

---

Top Sailor credits  
mentorship  
in victory

VOLUME 2019 | ISSUE 2

**FUTURE CAPABILITIES**

**CALL OF DUTY WORLDWIDE**

**THE TIP OF THE ICEBERG**





WASHINGTON — Cover, Personnel Specialist 1st Class Angelita Baggoo listens as Chief of Navy Reserve Vice Adm. Luke McCollum announces her as the 2018 Reserve Sailor of the Year. Above, RSOY finalists and senior Reserve enlisted leadership visit the Lincoln Memorial during a monument run at the National Mall. Navy photos by Mass Communication Specialist 1st Class Christopher Okula

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While only one of these five finalists would be selected as 2018's Reserve Sailor of the Year, the candidates talked and laughed and reflected like old friends, despite living ostensibly in competition for the better part of a week.



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"The faster a trained and equipped Sailor can deploy and take up a weapon, the more lethal the Reserve force becomes."



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"They perform more than twice the days that a normal Reservist would drill in a year. We literally would not be able to do this mission if we didn't have Reserve personnel in this organization ..."



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Warfighting domains have evolved and brought to light new challenges in the fight to maintain global security and a need for a new 2nd Fleet — and this time it may also reshape the future of the Reserve force.

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# TNR

### LEADERSHIP

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Chief of Navy Reserve  
Commander, Navy Reserve Force

**Rear Adm. Thomas W. Luscher**  
Commander, Navy Reserve Forces Command

**Rear Adm. Scott D. Jones**  
Commander, Naval Air Force Reserve  
Deputy Commander, Naval Air Forces

**Lt. Adam Demeter**  
Force Public Affairs Officer

**Chief Mass Communication Specialist Blake Midnight**  
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This is an authorized quarterly Department of Defense publication for members of the DoD. Contents of "The Navy Reservist" (TNR) are not necessarily the official views of, or endorsed by, the U.S. Government, the DoD or the U.S. Navy. The editorial content of this publication is the responsibility of the Commander, Navy Reserve Forces Command public affairs office. Provide all feedback and questions to: [cnrfc\\_pao@navy.mil](mailto:cnrfc_pao@navy.mil).

**SUBMISSIONS:** TNR is always looking for submissions that display the work Navy Reserve Sailors are doing around the force. If you would like to submit a photo or story, email us at [cnrfc\\_pao@navy.mil](mailto:cnrfc_pao@navy.mil). Instructions and submission criteria will be provided to help guide your entry.

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TNR Magazine, COMNAVRESFORCOM (N00P)  
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## Aligning the Active and Reserve Force



Navy photo by Mass Communication Specialist 1st Class Kleynia R. McKnight

Recently, the United States and countries around the globe celebrated the 50th anniversary of the first moon landing. In 1961, one of our most famous Navy Reservists, President John F. Kennedy, appealed to Congress, saying, “I believe that this nation should commit itself to achieving the goal before this decade is out of landing a man on the moon and returning him safely to the Earth.”

The speech came at a time when America and the Soviet Union were locked in a battle for dominance — each trying to prove its superiority in space.

Fifty years later we, the Navy, find ourselves in a similar competition with Russia and now also with China, all in a maritime domain — the oceans, seas, waterways and seafloor.

The future of the United States depends on the Navy’s ability to rise to this challenge. And that’s where we come in. The Navy Reserve plays a vital role in the Navy’s mission of being the primary forward deployed force — protecting the American homeland and our economic prosperity by defending freedom of the seas. In the Chief

**The Navy Reserve plays a vital role in the Navy’s mission of being the primary forward deployed force — protecting the American homeland and our economic prosperity by defending freedom of the seas.**

of Naval Operation’s “A Design for Maritime Superiority 2.0,” our way ahead is vectored with an urgency to restore readiness. Readiness is not just a call for Sailors, but the entire team working together to build strategic depth to increase Navy lethality.

**IN ACTION** In response to Design 2.0, the Navy Reserve released six key initiatives to better align the force with fleet and warfighting roles. Everyone will play a part in one or more of the following initiatives.

**Reserve Capabilities Review** — A senior level review of Navy Reserve units to determine their best strategic employment to meet fleet requirements.

**Full-Time Support (FTS) Rebalance** — A realignment to execute a flexible, agile and more lethal Navy Reserve with FTS billet control and alignment focuses on force posture and shifts maximizing Reserve readiness.

**Manning Initiatives** — Align processes, policies and systems to recruit, onboard, train, qualify, promote and retain Reservists to field a more lethal force.

**Distributed Mobilization** — A process to significantly increase the efficiency and capacity of Reserve mobilizations.

**Individual Ready Reserve Management** — Aimed to design, shape, proactively manage and strengthen the Navy Reserve’s strategic depth.

**Ready to Win (R2W)** — A plan to simplify and enhance Navy Reserve business processes and improve Sailor productivity with an emphasis on Reserve input to increase job satisfaction.

For a deeper dive I invite you to review my recently released CNR Strategic Priorities EXORD with your leadership and discuss with your team.

The EXORD outlines our strategic initiatives, establishes offices of primary responsibility, identifies supporting offices and organizations, and serves as formal tasking to complete these objectives. Read the EXORD ALNAVRESFOR message at MyNRH.



*Luke M. McCollum*  
**Vice Adm. Luke M. McCollum**  
 Chief of Navy Reserve

In December, I paid a visit to Navy Historian and retired Master Chief, Jim Leuci, who showed me around the Naval History and Heritage Command museum in Norfolk. He showed me a video taken during the Navy Reserve Centennial that caught my attention. It was a brief interview of the first Force Master Chief of the Navy Reserve, Richard P. Johnson. My conversation with Leuci started me on a journey to heavily consider my sense of heritage in regards to my position and duty as the 16th Force Master Chief of the Navy Reserve. I wanted to understand the conditions, environment and circumstances that led to the creation of my office. More importantly, I wanted to compare the challenges of enlisted Sailors in the Navy Reserve back then and now. So, I found FORCM1 Johnson and his wife Gladys in Oak Harbor, Washington, and paid a visit.

I was lucky enough to have an entire day to spend with Johnson and his wife. We were able to connect at his home where he lives — less than three miles away from where he retired from his last Navy command, Patrol Squadron SIX NINE (VP-69). Johnson was selected as the first FORCM in 1972 and reported to New Orleans, Louisiana, which was then the location of Navy Reserve Forces Command. He stated the office and responsibilities had very humble beginnings. During the day, I was able to glean many pearls of wisdom from our conversations.

You can read some of our discussion on the following two pages of this magazine. There were so many meaningful and informative exchanges with Johnson, which I will continue to share. But I wanted to provide the readers of this quarter’s TNR with the most important takeaway for me.

In the mission, vision and guiding principles of a chief, there is a performance attribute designed to connect each chief with history. In our glorious Navy, the CPO mess is responsible for ensuring future generations of Sailors develop and hone a keen sense of heritage. In our collective charge, it is vital that each takes the time in our hectic world to reflect on the conditions of the past in order to develop context and perspective.

In my sense of heritage journey with FORCM1, it was critically important for me to do a significant amount of reflection on the responsibilities of my position as Force Master Chief. It allowed me to mature some thought processes surrounding key projects, and it also provided me a profound moment of kinship and pride in Johnson’s legacy.

## Sense of Heritage



Navy photo by Force Master Chief Chris Kotz

**In our collective charge, it is vital that each takes the time in our hectic world to reflect on the conditions of the past in order to develop context and perspective.**



*Chris Kotz*

**Master Chief Petty Officer**  
**Chris Kotz**  
 Navy Reserve Force Master Chief

Master Chief Johnson never intended to depart the Navy Reserve at his retirement — he continued quietly working in the background at Naval Air Station Whidbey Island as an engineer, directly involved with the construction of many buildings and hangars. Today, he serves as a volunteer at the PBY Naval Air Museum and Memorial Foundation and is a real pillar of Oak Harbor, Washington.

My charge to you: what are YOU doing to develop your sense of heritage?



# LOOKING INTO THE PAST FORCE TO FORCE

By Retired Master Chief Petty Officer James L. Leuci

Today's Navy Reserve command structure can be traced directly to the reorganization and consolidation of the Naval Reserve in 1972.

To create a new leadership design in sync with the organization of the regular Navy, then Secretary of the Navy John Warner established the official top post for the Reserve force's senior enlisted leader.

The next year, Master Chief Aircraft Maintenceman Richard P. Johnson, became the first Master Chief Petty Officer of the Naval Reserve (MCPONR). The position title changed over the years to eventually become what is now known as the Force Master Chief of the Navy Reserve (FORCM).

Earlier this year, Johnson met with current FORCM Chris Kotz to compare the past and present. Kotz was eager to get a glimpse of Johnson's legacy and broaden his own understanding of the history of the force. Here is some of their conversation:

## KOTZ: "WOULD YOU SHARE A LITTLE BIT ABOUT YOUR FAMILY?"

JOHNSON: Gladys and I have been married since we were 21. This October will be 65 years. We have three children; two boys and one girl; and we have 29 grandchildren and 27 great grandchildren.

## WHAT WAS GOING ON IN THE RESERVE WHEN YOU WERE SELECTED TO BECOME THE FIRST FORCE MASTER CHIEF?

The Naval Air Reserve had reorganized into squadrons. So, the squadrons were self-sustaining and were a mirror image of what the fleet was. The only difference was being part TAR (Training and Administration of the Reserve — now known as Full-Time Support staff) and part Reservists. But the surface side was completely different. They still had big manpower pools and you never knew where you were going to be the following year for your two weeks of active duty. Quite frankly, in my view, it was very disorganized.

## WHEN YOU BECAME MCPONR, YOUR CHIEF OF NAVAL RESERVE WAS VICE ADM. DAMON COOPER. WHAT WAS YOUR RELATIONSHIP WITH HIM AND HOW WERE YOU SELECTED FOR THE TOP RESERVE POSITION?

Herb McCully, master chief at the Naval Air Reserve in Columbia, Illinois, kept badgering me to put in for this position — we had known each other for many years. I had just been transferred to VA-205 in Atlanta, Georgia, and was trying to develop the people there to the way I was brought up. We made a lot of success in a lot of areas and we became, from what I was told, one of the top squadrons — and that was from being the bottom one. Herb called me while I was there and said, "you have to put in for this job." I put in for it and Vice Adm. Cooper eventually selected me. There were three interviews. My reply when he asked me "What do you want to do?" was, "I want to make things better for the enlisted people." That was my goal. I don't know if that's the reason he selected me — I don't know, but he did select me.

## THERE IS MUCH TALK ABOUT YOUR FIRST OFFICE IN NEW ORLEANS. CAN YOU GIVE ME SOME PERSPECTIVE ON YOUR FIRST DAY IN OFFICE, WHERE DID YOU REPORT, WHAT DID IT LOOK LIKE, AND HOW DID IT HAPPEN?

When I moved, we were housed in a four-level concrete building — a warehouse. Nothing had been done inside. My first office was in this concrete mausoleum, but there was a wooden WWII desk there that I still have. There was no phone, I had a typewriter, and I had no help. That was day one. I literally said, "What am I going to do now?"

## HOW DID YOU GO ABOUT PROMOTING THE NEW LEADERSHIP DIRECTION FOR THE NAVY RESERVE, AND HOW WERE THE CHANGES RECEIVED?

It's the same with a lot of old timers. They are so used to what they are doing that they figure that's how it's always going to be. I was telling an assembly at a Reserve center how the Reserves were going to change. I said, "As these units are formed, you're going to have to take a look at them and say 'I have some expertise in this field,' or 'This is my civilian job and I can do this in a Navy Reserve unit.'"

## YOU MENTIONED CIVILIAN SKILLS. EVEN TODAY WE ARE LOOKING TO UTILIZE RESERVE CIVILIAN SKILLS TO MAKE OUR NAVY STRONGER. HOW DID YOU LEVERAGE RESERVE CIVILIAN EXPERTISE?

One place I visited was a ship maintenance facility that was primarily active duty with some Reserves assigned. The Reserve Sailors worked for the shipyard in their civilian capacity. The chief I talked to said that if it wasn't for the Reservists they could not function.

## SO TODAY WE CALL THAT SURGEMAIN. THOSE SAILORS REPORT TO SHIPYARDS AND PROVIDE HOURS TO THEM TO MEET THE MISSION AND STAY ON SCHEDULE. THAT IS A GREAT PIECE OF HISTORY. SURGEMAIN AS IT STANDS TODAY IS CRITICAL TO OUR NATIONAL INFRASTRUCTURE — CRITICAL IN MAKING SURE SHIPS GET IN AND OUT OF DOCKS ON TIME.

One of the things these people did was the training for junior people coming in from the school. School is great, but you have to have the hands-on training to see some of the problems that you are faced with.

## AS FORCE MASTER CHIEF NUMBER ONE, WHAT WOULD YOU SAY WAS THE GREATEST LEADERSHIP CHALLENGE FOR YOU WITHIN THE NAVY RESERVE CHIEF MESS?

I think I should start off by saying that when I came in the Navy it was under locks and shawls, and a lot of people don't know what that is. It was the precursor to the UCMJ. The way I could explain it was that the CO had the hammer — so all issues were handled at the lower levels. That's how I was brought up in the Navy. If it went beyond the CO or even got to the CO it was a serious issue. That was my outlook on leadership. I was fair, I would listen to people, I would take it under advisement and then make my decision. But a lot of people's decisions had to be made on the



Richard Johnson enlisted in the inactive Naval Reserve in 1950, while he was still in high school. In 1957, he entered the TAR and came on active duty.

His first duty stations had him assigned to naval air stations located in Niagara Falls, Grosse Illinois, New Orleans, Whidbey Island, Washington and Atlanta.

Johnson was qualified as a flight engineer on various platforms including DC-3, C-47 and C-118 aircraft. In 1972, Johnson was selected by Vice Adm. Damon Cooper as the first Master Chief Petty Officer of the Naval Reserve. Johnson continued to

spot whether people liked it or not, based on my experience. And that's the way that I conducted myself from the time I was a leading first class — that is the way I operated. I expected things to be done. You were a volunteer; you signed a contract, that's the contract — nothing else. I was fair.

## ONE OF MY GOALS IS TO REALLY UNDERSTAND THE CHALLENGES OF OUR DRILLING RESERVE SAILORS FAMILIES. DID YOU HAVE ANY APPRECIATION OR UNDERSTANDING OF FAMILY CHALLENGES DURING YOUR TOUR AS THE FORCE MASTER CHIEF?

Only my personal experience, and that was when I was on active duty. We pretty much did things ourselves, even when I retired. There were no programs. One day I was on active duty and the next day I was not. So, I had to take it upon myself to get whatever was needed to be done.

## YOU HAVE IN YOUR POSSESSION SOMETHING OF NAVY HISTORY FOR THE FORCE MASTER CHIEF AND THAT IS A DESK.

My WWII desk was my first desk at Naval Reserve HQ in New Orleans. It's completely wooden. It has cigarette burns, pieces of wood have fallen off, but it's still in really good shape.

To me it holds how I started out. Things don't make that much difference to me; it's what I can do for people.

That has always been my goal. Regardless whether if anyone else knows it, I know what I did and didn't do. My life has been, to me, has been complete and I hopefully have provided a legacy if not anything else.

## I WANT TO TURN IT OVER TO YOU. WHAT ADVICE DO YOU HAVE FOR ME AND THE NEXT RESERVE FORCM?

My advice is to never forget the enlisted troops. It's not about me, it's about what I can do for them, and that's how I have conducted my life. My life has been about service to the people."







# BY THE NUMBERS

Since 1915, the Navy Reserve has been in the business of supporting the Navy total force mission: to recruit, train, equip and organize to deliver combat ready naval forces to win conflicts and wars while maintaining security and deterrence through sustained forward presence.

We do this through delivering strategic depth and operational capability to the Navy, Marine Corps and Joint Forces.

Originally, the Navy Reserve was designed as a strategic asset in which Reserve Sailors maintained a minimum level of readiness so they could mobilize in the event of a major conflict.

This strategic construct is still in place. However, since 9/11, the Navy's more than 100,000-member Reserve force is more operationally integrated into the fleet, serving side-by-side with active duty counterparts on a daily basis.

On any given day, 20% of the Reserve force is providing direct operational support to the total force. Reserve Sailors consistently provide more than 75%

of all Navy individual augmentation requirements worldwide with over 3,000 currently mobilized.

Throughout all 50 states and around the world, the Navy Reserve force delivers real-world capabilities and expertise to support the Navy mission — building a more lethal, warfighting culture focused on great power competition.

## READY TO WIN S•E•L•R ACTION UPDATE

The Navy's mission requires the entire Reserve force to focus our actions at every level to SIMPLIFY our business processes, ENABLE our people, LEVERAGE our skills and relationships, and bring all our RESOURCES to bear as fast as possible. Throughout the TNR, look for the S•E•L•R ACTION label for examples of the Navy Reserve Ready to Win focus areas in action.

### 10,204

Full-Time Support (FTS)

8,642 Enlisted  
1,562 Officer

### 49,256

Selected Reserve (SELRES)

36,519 Enlisted  
12,737 Officer

### 51,707

Individual Ready Reserve (IRR)

48,815 Active Status Pool (ASP)  
2,892 Voluntary Training Unit (VTU)

AS OF AUGUST 2019 TOTAL RESERVE FORCE: 111,167

### 6,845

FTS Operational Support

### 2,952

Mobilized to Active Duty

### 2,042

Active Duty for Training

### 2,525

Annual Training

### 874

Active Duty Operational Support

TOTAL SELRES/FTS PERFORMING OPERATIONAL SUPPORT: 15,238 (26%)



Builder 2nd Class Melvin Taylor, a Reservist assigned to Naval Mobile Construction Battalion 14, drives in a stabilizer during the timber tower training course offered by Naval Construction Group 2 at Naval Construction Battalion Center Gulfport, Mississippi, May 7, 2019. Navy photo by Mass Communication Specialist 1st Class Jessica Dupree



# BLUF Reserve Retirement

Retirement. One of the more evocative words in the English language. For some of us, it conjures up images of rocking chairs, gray hair and grandchildren. For others it marks the end of one stage of life and the beginning of another. For Reservists, retirement is often the goal as it represents the finish line of a long journey filled with adventure, challenges, camaraderie and likely a few great sea stories.

But how and when does a Reservist retire? You may have heard the term gray area retiree, but felt as foggy about its meaning as the term implies. You may at times have wondered: When will I receive retirement pay? How will I provide for my health insurance when I am retired? If so, you are not alone.

For many, the process and timelines by which to retire from the Reserve have seemed a mystery, and the related benefits mired in even more confusion. By directive in NAVADMIN 243/14, Reserve Sailors are to receive their retirement counseling from career counselors via career development boards (enlisted) and commanding officers via mid-term counseling (officers).

When the time to retire arrives, the member should engage with their unit, NOSC career counselor and leadership triad. They should seek retirement mentorship as well as formal Reserve retirement counseling.

Another important step toward understanding Reserve retirement is attending a Reserve Retirement Counseling Session (RRCS) or Reserve Retirement Awareness Workshop (RAW).

RRCSs are held at select NOSCs during scheduled drill weekends and are open for all Sailors. Sessions are member-focused and designed to educate and inform Sailors who are considering retirement.

RRCSs benefit members who are new to the Reserve and need to better understand career management aspects that directly relate to eventual retirement, members who are approaching retirement eligibility with 17 or more qualifying years on record, and members who have already reached retirement eligibility and are working to submit their retirement requests.

Senior officer and enlisted leadership, career counselors and anyone involved in counseling and mentorship would also greatly benefit from the sessions and are encouraged to attend.

Reservists should leverage scheduled IDT to attend, but may also work with their chain of command to identify other possible sources of funding.

RAW workshops are three-day events held bi-annually at select locations. They are available to pre-registered attendees and are designed to provide guidance to Reservists who are close to retirement (within 5-10 years), are close to being eligible to retire (15 or more qualifying years of service), and career counselors interested in gaining a greater

understanding of retirement processes as they mentor their unit Sailors.

Gray area retirees (Reserve Sailors who have completed their Reserve requirements for retirement but are not yet age-eligible for pay) who are unsure of the next step, timelines, or current processes to apply for retired pay are also welcome and encouraged to attend.

Spouses may also attend along with the Reserve member.

RESFOR, RCC, NOSC and unit career counselors are encouraged to attend and would benefit most from the process-oriented presentations during the first day of the seminar as well as the human centered design event on day two.

Reservists should work with their chain of command to identify AT, IDT or ADT funding options.

For more information, please see the Reserve retirements section of the Navy Personnel Command website at:

<https://www.public.navy.mil/bupersnpc/career/reservepersonnelmgmt/ReserveRetirements/Pages/default.aspx>

*RESERVE RETIREMENT COUNSELING SESSION (RRCS)		*RESERVE RETIREMENT AWARENESS WORKSHOP (RAW)
<b>NOSC</b>	<b>DATE</b>	<b>NAVY PERSONNEL COMMAND (PERS 9)</b>
Memphis	02-03 NOV 2019	NSA Mid-South Conference Center (Pat Thompson Center) Millington, Tennessee
Norfolk	16-17 NOV 2019	
Denver	11-12 JAN 2020	05-07 NOV 2019
Fort Worth	11-12 JAN 2020	05-07 MAY 2020
Jacksonville	11-12 JAN 2020	Be on the lookout for more information on RRCS and RAW events including registration via GovDelivery emails and through your NOSC or program office.
San Diego	11-12 JAN 2020	
St. Louis	07-08 MAR 2020	
Memphis	02-03 MAY 2020	
Chicago/Great Lakes	06-07 JUN 2020	
Norfolk	06-07 JUN 2020	
Washington DC	TBD	
Everett	19-20 SEP 2020	

*\*All dates are tentative and subject to change. Refer to link in article for more information.*

# BLUF The Life of an Additional Drill

One basic thing most Reserve Sailors understand is the obligated and entitled amount of time they'll spend in uniform any given year. What works out to one weekend a month and two-weeks a year is the combined total of 48 Inactive Duty Training (IDT) periods and 12-14 days of Annual Training (AT). But what happens when those entitlements are expended? Are there other drill options available to continue to serve through the rest of the year?

A common answer would be to utilize Active Duty for Training (ADT) — orders much like AT except funded through the gaining command. But there is another process for utilizing additional drills that remains shrouded in mystery for many Reserve Sailors. In order to increase your arsenal of acronyms and build up your Reserve support opportunity portfolio, here are three underutilized drill options for Reserve Sailors.

The first of these are additional flight training periods (AFTP). As the name implies, these drills are only available to the aviation community and only for the performance of flight duties. For that reason, they're not distributed outside of aviation commands.

The other two are Additional Training Periods (ATP) and Readiness Management Periods (RMP). Both of these are distributed to all commands, via the Executive Committee (EXCOM) process. ATPs are utilized in the same way as regular drill periods to accomplish any training not covered through the entitled 48 IDTs.

Although funded the same way, RMPs are used specifically for administrative functions to support training and readiness of the unit itself. Specific details on how each of these drills may be used can be found in the RESPERSMAN, 1570-020.

So where do those additional drills come from and how can individual

SELRES use them? Most Reservists — with the notable exception of aviation units — have their additional drill allotments distributed via the EXCOM process.

The EXCOM consists of nine senior full-time support officers who manage the distribution of discretionary personnel funds. Twice each year, the team meets to discuss fund distributions that are fair and equitable to the entire force. Following the meetings, funds including ADT, IDTT and additional drills are distributed to each of the Reserve force's operational pillars according to their business rules. The pillar leads, in turn, distribute funds down to their subordinate Operational Support Officers (OSOs).

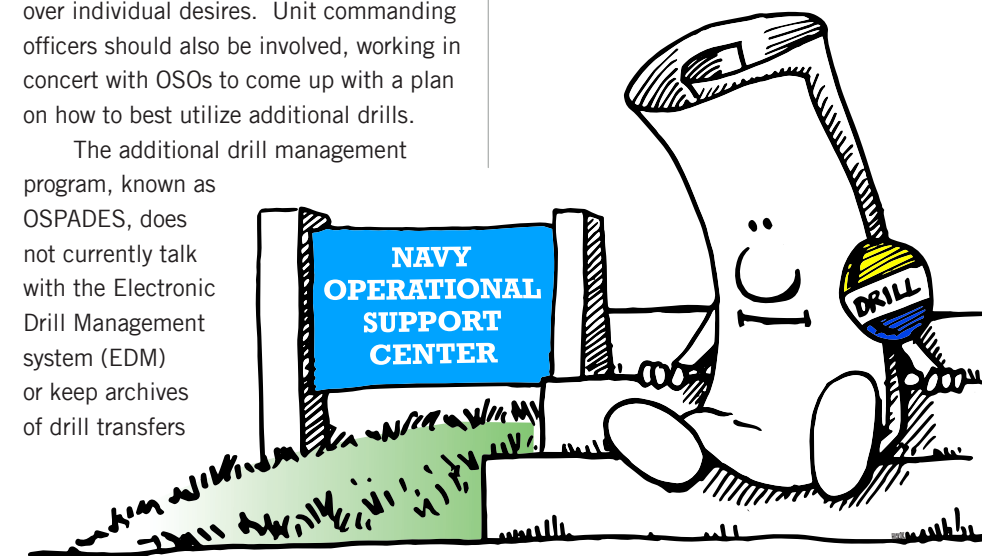
So now that you know how additional drills are generated, the obvious next question arises — how do I use them? Unlike IDT periods, which are entitlements, additional drills are discretionary. For that reason, OSOs use them to provide additional support to their operational command.

Members may certainly ask their OSOs for additional drills, but should also understand that OSOs have their own prioritization plan to support. It is their obligation to ensure additional drills are distributed based on mission requirements over individual desires. Unit commanding officers should also be involved, working in concert with OSOs to come up with a plan on how to best utilize additional drills.

The additional drill management program, known as OSPADES, does not currently talk with the Electronic Drill Management system (EDM) or keep archives of drill transfers

(future iterations will address this). For that reason, it is incumbent upon each NOSC to ensure Sailors requesting additional drills have the consent of the drill owners, who are usually the OSOs. Currently the RESPERSMAN requires OSOs to submit, in writing, memos delineating transfers of additional drills to specific Reservists. A revision to this requirement is in development. As a general practice, emails are equally as effective in communicating drill transfers and can serve as an enduring record. The communication should state exactly what transfer is taking place. For example, "Petty officer Doe is authorized to perform two ATPs from the USFF account." NOSCs should not process additional drills in EDM without this communication.

Additional drills are a valuable addition to your Reserve support portfolio. They provide a great deal of flexibility, especially for local drillers conducting short term or emergent support. Additional drills can also be combined with IDTT periods to provide additional training. Just like other discretionary options, however, communication between the supported command (the OSO), unit leadership and the individual is the key to success.





# Profiles in Professionalism



## Personnel Specialist 1st Class **Ashley Scott**

Commander Navy Reserve Forces Command, Norfolk

Administrative work is pretty straight forward. But Personnel Specialist 1st Class Ashley Scott, a full-time support Sailor attached to Commander Navy Reserve Forces Command, also has a side job that is pretty straight forward — it even has gutters to keep everything in line.

Scott grew up in a Navy and bowling family and represents her fellow Sailors and her CNRFC team as a member of the All-Navy bowling team.

At the end of this year's Armed Forces Bowling Championship, on July 24, Scott left with multiple awards placing 1st in the singles category and 2nd place in the individual all events category, besting the military's top-ranked women bowlers.

In her spare time, Scott mentors youth of the Hampton Roads, Virginia, area through a Saturday morning bowling league and also serves as the group's treasurer.

In her day job at CNRFC, Scott helps Reserve Sailors apply for Montgomery GI Bill and Post-9/11 GI Bill benefits. She spends her days answering questions and educating Sailors about available benefits, how to access the funds, and how Sailors can turn the education benefits over to their dependents.

"On average our office fields between 10 and 25 phone calls a day, which doesn't include the many emails our office receives on a daily basis," Scott said. "It's rewarding work."

"Through the All-Navy bowling team I'm able to represent all Sailors in a fun and productive way," Scott said. "When I finish my Navy career I'd like to think I left a legacy; something for others to use positively."



## Navy Reserve Force Safety Manager **Cecilia Daley**

Commander Navy Reserve Forces Command, Norfolk

Handling bombs, missiles and rockets in the ordnance field, retired Master Chief Cecilia Daley can affirm the importance of following all of the rules and regulations. Daley joined the Navy in 1976 through the delayed entry program as an aviation ordnanceman. After graduating AO 'A' School and then through years of mastering her trade, she became the first female master chief aviation ordnanceman in the Navy. Through a career working side-by-side with explosives, it makes sense when Daley says safety was always imperative to the completion of any of her missions.

Daley has been in the business of safety for a long time. Clocking in 23 years of active duty service with the Navy, including being named among the first group of women assigned to USS Dwight D. Eisenhower (CVN 69) in 1994 when combat ships first became open to women, she survived and succeeded in what was and is still known as a male-dominated rate, often setting the precedent for others to follow.

Although retired from the Navy and away from the exploding parts, she has continued her focus on proper procedure as the Reserve force safety director for the past 10 years.

Communicating, listening, providing guidance and making policies are her starting points for promoting safe and healthy workplaces. "Think before you act," she said. "Have a plan. Identify, assess and consider potential dangers, and make good decisions when implementing risk management."

Daley says she strives to inspire all those she works with to ask one question, "What would Mrs. Daley do?" The answer for her is always the same, "Think safety first."



## Mass Communication Specialist 1st Class **Christopher Okula**

Navy Reserve Public Affairs Support Element West, San Diego

Imagine screaming above the ocean in a multirole fighter jet, edging back from Mach 1 as you prepare to experience G-forces six times greater than Earth gravity as a test aircraft less than 50 feet off your wing prepares to deploy an experimental weapon for the first time. But you're not the chase pilot. You're a photographer strapped into the rear ejection seat of an F-16 Fighting Falcon, with millions of dollars of developmental test effort weighing on your ability to get the shot.

That was a day in the life of Mass Communication Specialist 1st Class Christopher Okula, a Philadelphia native cross-assigned to the Navy Reserve Public Affairs Support Element, West, in San Diego.

Every day has been unique in Okula's civilian occupation as an aerial photographer on Edwards Air Force Base in California. He is as likely to be riding shotgun in a fighter jet as he is to be rigging cameras around a space capsule inside a C-17. Looking back, Okula never dreamed his Navy background would take him to such heights.

Okula joined the Navy in 2003 as a journalist. His ambition then, he says, was to amass enough experience to fuel a career as a novelist or a screenwriter. "Things didn't go the way I planned. But they ended up far better than I'd hoped," he said. "I credit my Navy experience for that, and the Navy Reserve for keeping me sharp."

Exchanging active duty in 2009 for the Navy Reserve, Okula became a full-time student at the Brooks Institute in Ventura, California. Upon graduation he worked at several jobs in radio and the entertainment business, but when a friend told him about a niche opportunity as a photographer in the flight test community, that changed everything.

"My key to success has been remaining open to opportunities and saying 'yes' whenever possible," he said. "I tend to think that I'm just the world's luckiest person — but my work for the Navy Reserve has no doubt instilled in me the habits necessary to get me where I am today."

Okula volunteered to cover the 2018 Reserve Sailor of the Year program. His photos and writing are featured on the cover of this issue and on pages 16-21.



## Chief Information Technology Specialist **Estefani Gonzales**

Commander Navy Reserve Forces Command, Norfolk

Estefani Gonzales didn't plan to join the military. Raised in Grand Prairie, Texas, she was the only one of seven sisters and two brothers to move away from home in the suburbs of Dallas.

After a school visit by a Navy recruiter, Gonzales made an almost impulse decision that would shape her life and her relationship with her family. "I didn't really think about it," she said. "I just, in the moment, decided to enlist in the Navy."

After boot camp, she found herself stationed overseas without an official career occupation as an undesignated Seaman Apprentice. "I wasn't so much interested in a specific career as I was with serving my country in the Navy," she said, though a career purpose quickly came into focus. After her first year in, she met Construction Electrician 1st Class James Boothe who helped her find the drive and determination to strike for and excel in the information systems technician rate.

Gonzales didn't get the chance to go to the formal IT 'A' school and learned her new career entirely on the job. Before she knew it, her enlistment had come to an end.

"My family didn't have an understanding of what I was doing or how important it was for me to serve," she said. "But before I knew it, it was over and I couldn't share it with them." It would be two more careers and almost 15 years before they understood.

After separation, Gonzales became a Navy contractor with Hewlett Packard and then after a four-year break in service, she joined the Navy Reserve. Last year, Gonzales transferred into a full-time support capacity with the Reserve and was selected for chief petty officer. The promotion finally gave her the opportunity to share her Navy life with her family.

"It was the first time my family was able to be a part of my Navy career," she said. "My mom and two sisters came out and pinned my anchors on. It was equally a homecoming and one of the greatest days of my life."

Gonzales works at CNRFC as a key management infrastructure manager, managing COMSEC accounts for 98 NOSCs and RCCs.



# AROUND THE FORCE

From 123 Navy Operational Support Centers and over 1,000 Reserve units, here is a snapshot of the Navy Reserve force delivering strategic depth and operational capability around the world.



## GULFPORT, Miss.

Builder 2nd Class Luke Jacobsen, assigned to Naval Mobile Construction Battalion (NMCB) 14, nails in a wall during a troop housing training course hosted by Naval Construction Group 2 at the Gulfport Naval Construction Battalion Center, May 8, 2019. More than 120 Reserve NMCB 14 Seabees participated in the course to maintain mobilization readiness qualifications.

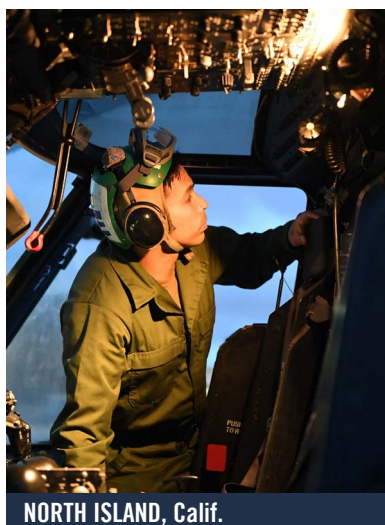
Navy photo by Mass Communication Specialist 1st Class Jessica Dupree



## CHARLOTTE N.C.

Chief Mass Communication Specialist Gina Danals and husband David Danals, a Navy veteran, spent nearly 100 hours painting a mural of naval history in the NOSC Charlotte chief's mess.

Navy photo by Chief Mass Communication Specialist Gina Danals



## NORTH ISLAND, Calif.

Aviation Technician Airman Brandon Guevara, working with Helicopter Sea Combat Squadron (HSC) 85, inspects an MH-60S Sierra helicopter at Naval Air Station North Island, California.

Navy photo by Mass Communication Specialist 1st Class Melissa K. Russell



## SAN DIEGO, Calif.

Reserve Sailors assigned to Coastal Riverine Group (CRG) 1 practice takedown techniques during a combatives training session. The training is part of a standard readiness requirement for CRG 1 Sailors who regularly deploy as members of tactical convoy teams providing security for coastal riverine forces operating in and around Djibouti, Africa.

Navy photo by Chief Boatswain's Mate Nelson Doromal



## BOISE, Idaho

Hospital Corpsman 2nd Class Ellenjoy B. Santorum, a medical department representative from NOSC Boise, participates in the command's SAPR Chalk It Up awareness event.

Navy photo by Yeoman 1st Class Trista L. Karnes



## MILTON, Fla.

Cmdr. Lena Kaman assumed command of Helicopter Training Squadron (HT) 8 at Naval Air Station (NAS) Whiting Field, June 7.

As a full-time support officer, Kaman is the first Navy Reservist to command a training squadron at Whiting Field. Known as the busiest aviation complex in the world, Whiting Field is considered the backbone of naval aviation training.

The squadron is the Navy's oldest active helicopter training squadron graduating an estimated 168 naval aviators who fly more than 26,000 hours every year.

"It is a unique opportunity to be the first FTS officer to command a helicopter training squadron," Kaman said. "I have the opportunity to be a mentor and to pass along my knowledge and experience to all those affiliated with the Reserve in the entire air wing."

"To me personally, to be selected for command is a huge responsibility to the student naval aviators, their families and our nation, to ensure we provide them with the best and safest training possible," she said. "I have a high level of respect for that responsibility. We're about training warfighting aviators, but we're also about developing leaders."

Navy photo by Lt. Alek Hoffman



## WINTER PARK, Fla.

Chief petty officer selectees from NOSC Orlando paid a visit to Ima Black, the wife of Master Chief Petty Officer of the Navy (MCPON) Delbert Black.

A Pearl Harbor survivor from Orr, Oklahoma, Black served as the first MCPON from 1967 to 1971.

Mrs. Black served as a Women Accepted for Volunteer Emergency Service (WAVES) during WWII and rose to the rank of petty officer first class. She and Black met after the war and were married for 50 years until his death in March 2000.

She told the selectees about the christening ceremony for USS Delbert D. Black (DDG 119) in Pascagoula, Mississippi, and how she was honored to break a bottle of champagne across the bow of the Arleigh Burke-class destroyer named for her husband. "It was a wonderful day and the champagne flew everywhere," said Mrs. Black. "I was so grateful that the Navy let me take part in the ceremony."

Mrs. Black also shared about MCPON Black's first office in the former Bureau of Naval Personnel in Washington, D.C. "It was on the third deck back in the corner," she said. "There was a desk, a chair and a file cabinet. Remember there were no computers back then so you had to use carbon paper to have copies of everything. You know what carbon paper is don't you? You get it all over your hands."

The selectees took Mrs. Black out to lunch where she shared more memories and wrote a note in each of the selectee's charge books.

Navy story and photo by Chief Mass Communication Specialist Mark R. Richardson





### TOLEDO, Ohio

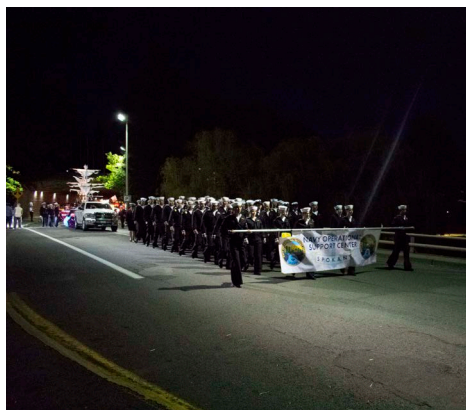
Sailors from Naval Operational Support Center Toledo held a day-long team-building and military skills course at Oak Openings Metropark in Whitehouse, Ohio, July 14, 2019.

Over 90 sailors received training on basic military knowledge and tactical skills before dispersing into nine teams to race through a 12-station course putting their newly refreshed skills to the test.

Honorary judges for the event included Reserve Force Master Chief Chris Kotz, his executive assistant Senior Chief Personnel Specialist Jai Perez, and command master chiefs of the east and west coast Reserve surface forces; Keith Metcalfe, Naval Surface Force Atlantic and Bill Sherman, Naval Surface Force Pacific.

**SELECT ACTION** "This is exactly the kind of out-of-the-box thinking that generates out-of-the-box readiness," said Kotz. "The military skills challenge event NOSC Toledo designed was outstanding. It's this kind of collaborative thinking that will engage and inspire our Sailors to take ownership of their own readiness. It was a five-star event. Kudos to the NOSC leadership."

Physically, the teams performed field skills such as injured personnel drags



### SPOKANE, Wash.

Sailors assigned to NOSC Spokane march in the 2019 Armed Forces Torchlight Parade held in Spokane, Washington, May 18. The parade was part of the Spokane Lilac Festival and celebrated 81 years of honoring military service in the Pacific Northwest.

Navy photo by Mass Communication Specialist 1st Class Daniel Stevenson

### PACIFIC OCEAN

Vader 500 from the Star Warriors of VAQ-209 employs a live AGM-88 missile off the coast of the U.S. during a training exercise. The Star Warriors are currently in work-ups for their upcoming 2020 deployment. VAQ-209 is the Navy's only Reserve EA-18G squadron and is based out of NAS Whidbey Island, Washington.

Navy photo by Cmdr. Cameron Dekker



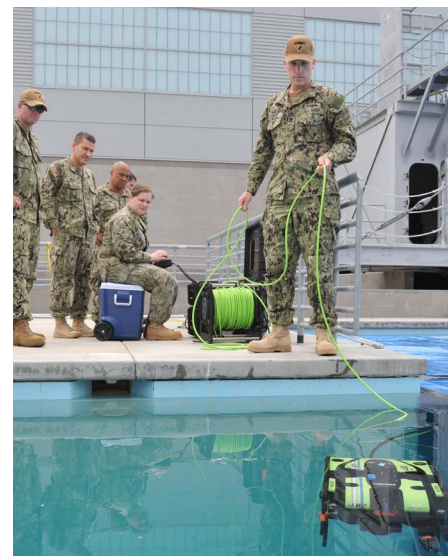
and litter carries, combat tourniquet applications, hand-to-hand combat skills and physical fitness expertise. Mentally, teams displayed knowledge of shipboard signaling, basic life support, and military ranks and tradition.

Military skills were incorporated including close order marching drill, ceremonial flag folding, presentations and land navigation.

Hospitalman Apprentice Kirsten Lewisfondren said the event was not what she expected. "It was more physical," she said. "I was expecting more of a Q&A format that would not have been as interactive," she explained, also adding the park's tree climb event helped her try something outside her comfort zone. "I loved it," she said. "I'm afraid of heights, but I forced myself to do the rope tree climb. I feel very accomplished."

"We set out to have a fun day not at the NOSC," said Cmdr. Brandon Worl, NOSC Toledo commanding officer. "We wanted team building and to increase everyone's knowledge of skills they once learned or perhaps had not acquired up to today. I believe we hit the mark on those things."

Navy story by Chief Mass Communication Specialist Linda J. Andreoli. Photos courtesy NOSC Toledo



### LONG BEACH, Calif.

Reserve Sailors assigned to Space and Naval Warfare Systems Command's unmanned maritime vehicles team operate an intermediate response vehicle in collaboration with Naval Information Warfare Center Pacific to enhance underwater maritime capabilities.

Navy photo by Lt. Cmdr. Gustavo Perez



### TRAVIS AIR FORCE BASE, Calif.

Navy Cargo Handling Battalion FOURTEEN Air Cargo Company (NCHB-14 ACC) conducted a four-day training exercise (TRAINEX) 1906 at Travis Air Force Base, Feb. 28.

The joint service on-the-job training exercise covered air cargo equipment, ground support equipment, material handling equipment and heavy material handling equipment, passenger services, basic life support, and Global Air Transportation Execution System. The evolution also consisted of working with the Air Force's 60th Aerial Port Squadron (APS) and the 144th Fighter Wing.

"Working together with the 60th APS, we have developed a symbiotic relationship which has been demonstrated in this TRAINEX," said Senior Chief Yeoman Edwin Jacala, NCHB-14 ACC senior enlisted leader. "This relationship and training truly support joint operations by providing cross training for both commands' service members which in turn enhance the mission and enable higher levels of success for both Commands."

At the conclusion of the exercise, NCHB-14 ACC loaded breakbulk, hazardous material and luggage in excess of 500,000 pounds and built and broke down nearly 1.5 million pounds of pallets. Six Sailors left with technical loader operator licenses, and 16 Sailors qualified in basic life support with the automated external defibrillator.

The Reserve staff left with a significant appreciation of the benefits from the exercise. "If NCHB-14 ACC was like a typical Navy Reserve unit performing drills in a Navy operational support center, the path to qualification would be extremely difficult without regular access to resources and training opportunities available by being co-located and working hand-in-hand with the 60th APS," said Chief Logistics Specialist Jesse Williams. "This training, for the NCHB-14 ACC Sailors, was an invaluable opportunity ... This will allow them to support a variety of expeditionary cargo missions and operations."

The company's need for robust training was echoed by Chief Hospital Corpsman Carl Brush. "If you want somebody who's well versed in multiple positions and has the licenses required to be flexible, that could easily take two years," he said.

NCHB-14 ACC Air Company Commander, Lt. Cmdr. Heydee Mena said, "I believe the training plan, environment and execution proved to be an extremely beneficial training platform for our Sailors in further developing their technical expertise and creating a depth of skills among our members to become qualified watchstanders that are able to deploy and fulfill any future air cargo mission or exercise."

Navy story by Lt. Cmdr. Heydee Mena. Navy photo by Aviation Structural Mechanic 3rd Class Phi Nguyen



### STEAD, Nev.

Sailors from Expeditionary Medical Facility Camp Pendleton's Reno Detachment worked with Nevada National Guard's Medical Evacuation Company during exercise Reno Response 2019, June 13 to 14. The exercise developed joint operations capability in triage, trauma care and helicopter evacuation techniques and procedures.

Top, Hospital Corpsman 1st Class Ernesto Carillo is air lifted via harness. Bottom, Reno Sailors and Nevada National Guard members perform a litter carry.

Navy photos by Lt. Cmdr. Bobby Hsu





# RESERVE SAILOR of the YEAR





Navy photos by Mass Communication Specialist 1st Class Christopher Okula

**By Mass Communication Specialist 1st Class Christopher Okula**

**F**ive Sailors strode together on a gray and breezy morning across U.S. Navy Memorial Plaza, where a bronze statue of The Lone Sailor stands watchfully over a granite map of the world.

While only one of these five finalists would be selected as 2018's Reserve Sailor of the Year, the candidates talked and laughed and reflected like old friends, despite living ostensibly in competition for the better part of a week.

Over the course of four days, finalists endured a packed schedule that led them throughout the National Capital Region, where they soaked up political and military history, met with some of the Pentagon's top brass, and tested their mettle as candidates for the title of Reserve Sailor of the Year.

As they stood before the board of master chief petty officers convened for the purpose of selecting a Sailor from this crop of contenders, each finalist was posed a series of identical questions – one of which stood out for 2018's Reserve Sailor of the Year, who recalled the question during her acceptance speech at the selection ceremony on April 11. "Who are your mentors?"

According to Dr. W. Brad Johnson, an associate professor of psychology at the U.S. Naval Academy, mentorship is a developmental relationship that permits Sailors an opportunity to

become invested in the career progression and development of a protege, while providing functions such as counsel, challenge and support.

A study reported in the Journal of Vocational Behavior shows that mentored individuals enjoy several advantages over their non-mentored counterparts. Mentorship was shown to result in more rapid career progression, greater productivity and professional confidence, less job-related stress, and eventual mastery in one's field.

The arguments for mentorship were so compelling that the Navy instituted mandatory formal mentorship programs across the fleet — with mixed results. While those with mentors are statistically more satisfied with their careers and are more likely to mentor others, it was eventually determined that matching mentors with proteges was more effective when practiced on a voluntary basis, and the Navy adjusted to suit.

As the Navy adapts its mentorship strategy going forward, Navy Reserve Force Master Chief Chris Kotz, who presided over the selection board for 2018's Reserve Sailor of the Year, said the need to emphasize mentorship is no less pronounced.

"Every master chief in this room had a mentor that guided them to be the best that they can possibly be," Kotz said. "It's a tremendous privilege and a very difficult thing to square — that one day you're a Sailor looking up. And then, the next day, there's a Sailor looking up at you. It's our charge to train the next

generation of leaders to be the leaders for the next generation. Our Navy is built on that tradition."

That leadership development has been forged through Navy history as mentorship is as rooted in Navy tradition as ratings themselves.

By the late 1700s, an unrated Sailor, once proven able in the duties of basic seamanship, was then selected for training in a more specialized trade. A ship's gunner selected a gunner's mate. A boatswain selected a boatswain's mate. These selections were voluntary, and formed the basis of a mentor-protege relationship that would eventually lead to the Navy's rating system, and the formal enlisted rank of petty officer.

While each of the finalists for 2018's Reserve Sailor of the Year exhibited the mentorship qualities that the selection board was looking for, one Sailor expressed consistently how mentorship represented the central theme of her career, beginning with her decision to join the Navy — Personnel Specialist 1st Class Angelita Baggoo.

"I have mentors for everything," Baggoo said. "I have mentors for how to lead, I have mentors for in-rate training, I have mentors who can help me find humor sometimes in tough situations. I have mentors to challenge me to seek greater opportunity when they see me becoming too relaxed."

"Mentorship plays a huge part in the success or failure of any Reserve Sailor's career."

When she first enlisted in 2007, Baggoo, who is originally from Trinidad and Tobago, received mentorship in the form of encouragement from her sister.

"When I joined the Navy, my family couldn't understand it at first — our being from a different country," Baggoo said. "But my sister has never given me any reason to doubt anything that I've chosen to do."

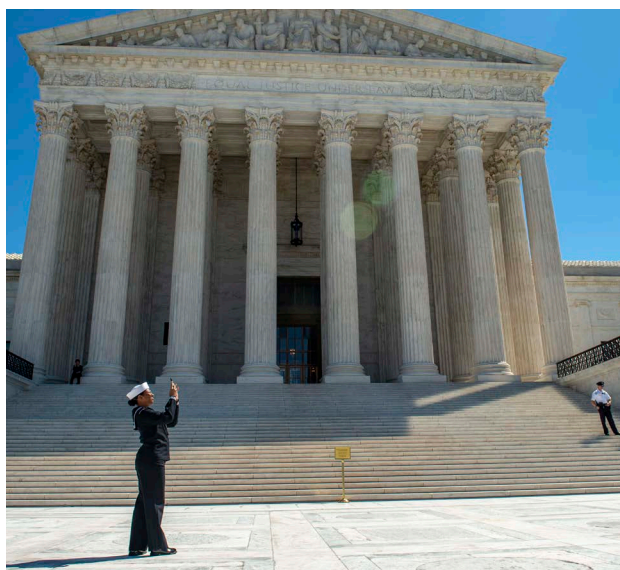
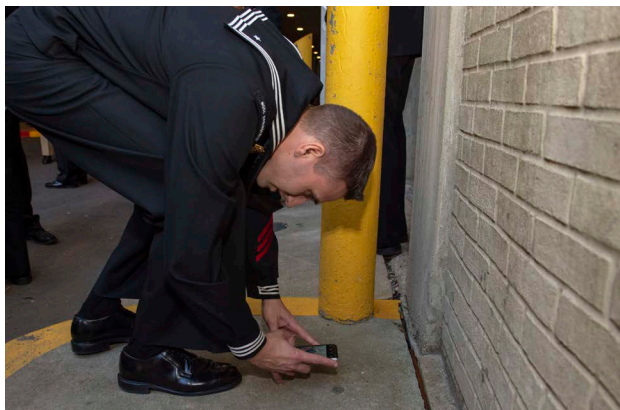
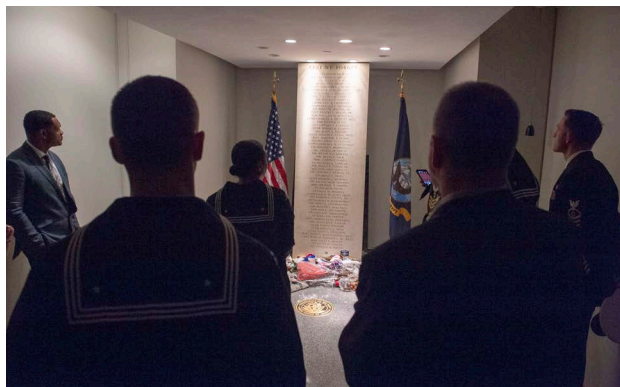
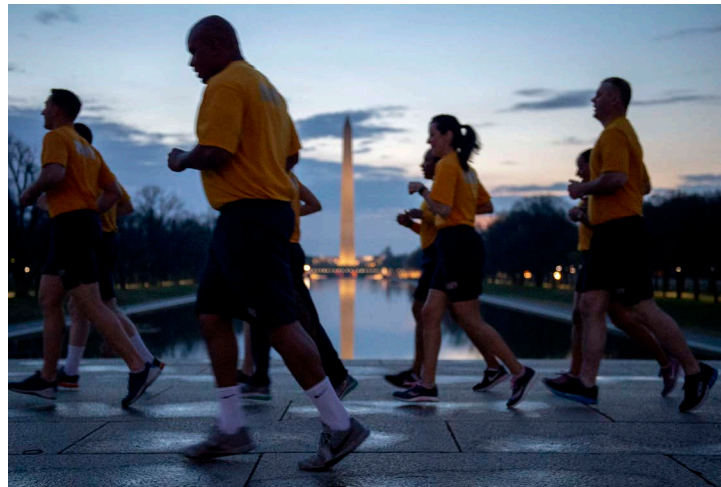
Baggoo took that supportiveness, and parlayed it into a career built upon helping others adapt and overcome.



WASHINGTON — Above, finalists for the 2018 Reserve Sailor of the Year, from left, are Personnel Specialist 1st Class Angelita Baggoo, assigned to Expeditionary Combat Readiness Center, Personnel Specialist 1st Class Mary Dube, assigned to Fleet Logistics Support Squadron (VR) 55, Master-at-Arms 1st Class Justin Monson, assigned to Reserve Component Command Northwest, Electrician's Mate 1st Class Christopher Harris, assigned to NR SurgeMain, Augusta, Ga, and Hospital Corpsman 1st Class Reginald Oden, assigned to the 4th Light Armored Reconnaissance Battalion, 4th Marine Division. Opposite page, the finalists arrive at the Navy Memorial for the RSOY announcement ceremony. Left, Chief of Navy Reserve Vice Adm. Luke McCollum speaks at the RSOY ceremony. Below, the finalist visit the Vietnam Memorial during a monument run at the National Mall.







From top left, 2018 Reserve Sailor of the Year finalists take a photo at the U.S. Navy Memorial's Lone Sailor statue. RSOY finalists participate in a monument run at the National Mall. RSOY finalists visit a 9/11 memorial wall in the Pentagon. Personnel Specialist 1st Class Mary Dube reads a Pentagon history display with her husband. Master-at-Arms 1st Class Justin Monson takes a photo of a coin marking the spot where the nose of the aircraft crashed into the Pentagon stopped. RSOY finalists and senior Navy leadership pose outside the home of Chief of Navy Reserve Vice Adm. Luke McCollum. Personnel Specialist 1st Class Angelita Baggoo takes a photo at the U.S. Supreme Court building during a tour of the Capital Region.

“Now that I am Reserve Sailor of the Year, my job is to make sure that I reach back and teach sailorization as I have learned it — to be a mentor to those that are coming behind me so that they can mentor others, and continue that path and that progress,” she said.

“As long as you’re a person who wants to achieve, you’re always going to hit barriers and roadblocks. A lot of the time, overcoming those barriers comes down to mentorship.”

Baggoo, who works in her civilian career for the Office of Personnel Management, is also pursuing dual-master’s degrees in organizational leadership and management from Colorado State University Global.

Her education will only supplement the leadership skills the Navy has granted her, she said, and she will continue to encourage Sailors to take better advantage of opportunities to mentor other Sailors, even in unfamiliar waters.

“I believe that Selected Reserve Sailors don’t see enough of the world outside of our own units,” she said. “I encourage Sailors to seek boundaries beyond the NOSC. Take a mobilization, see what

the active component does. Seek more on-the-job training and really understand what the Navy is about.”

“I want Reservists to think outside the box,” she said. “Continue learning, continue growing, and continue seeking advancement and expansion within the Navy for as long as you have the ability to be in uniform.”

Above all, Baggoo said she wants junior Sailors to understand that mentorship is an opportunity that will always be there for them, if they’re willing to seek it.

“You junior sailors are the ones that really make everything turn,” she said. “You turn this whole wheel. So never hesitate to reach up and ask for help — because your leaders will always reach back with their hands outstretched to you. You’ve just got to look up and reach out.”

Baggoo, who lives in San Diego with her husband, Phillip DeBerry, returned to Washington D.C., May 16, to participate in the Chief of Naval Operations Sailor of the Year ceremony at the U.S. Navy Memorial where she was meritoriously advanced to chief petty officer. ⚓

**“I believe that Selected Reserve Sailors don’t see enough of the world outside of our own units**

**... Seek boundaries beyond the NOSC. Take a mobilization, See what the active component does.**

**Seek more on-the-job training and really understand what the Navy is about.”**

— Personnel Specialist 1st Class Angelita Baggoo





# FUTURE CAPABILITIES

By Capt. Michael Leachman,  
Navy Reserve Chief Technical Officer

**F**or our Reserve force, efficiency to lethality is everything. The faster a trained and equipped Sailor can deploy and take up a weapon, the more lethal the Reserve force becomes. But lethality can be approached in multiple ways. You, for example, through your civilian background or military training may have the requisite knowledge needed to build technological advancements. In that scenario, the faster you can get to a research center could result in expedited developments allowing the Navy to stay ahead of adversaries.

Any way you look at it, improving efficiency improves lethality, and both improve our ability to maintain our nation's military advantage, which is the

core of Great Power Competition.

Balancing a diverse group of highly skilled Reservists to fill Navy mission requirements is complicated, though. It takes time to find the right people — Sailors with the right skills who are able to put their civilian lives on hold to answer the Navy's call — and then more time is added to get those people out the door.

Ideally, we would like to say any Sailor in the Navy Reserve is 100% ready to answer the nation's call at any time. But let's talk about the elephant in the room, the incredible number of obstacles — processes, websites, administrative requirements and levels of chain of command — a typical Reservist has to manage in order to maintain readiness and the ability to go on orders. These tasks shape my primary responsibility as the chief technical officer for the Navy Reserve. My team develops the future

capabilities of the force by modernizing our information systems, minimizing unnecessary administrative burdens, and simplifying the way we do business.

To illustrate the unique obstacles facing our community, take a Sailor being notified of his selection for a mobilization. Right now, the process is quite manual. For most Sailors, we actually call the member to notify them they've been tagged for a mob, and then they receive a set of orders sent to their navy.mil email address. Issues quickly arise as the member logs into their email away from a Navy computer system. Even though they are connected through an Outlook server, they won't be able to access the orders because emails containing privacy act information must be encrypted. The Sailor now has only one option, to drive to their local Navy Operational Support Center.



Photo illustration by Chief Mass Communication Specialist Stephen Hickok



A couple things have transpired for the Reserve member in this illustration. One is that most NOSC's are going to close around 1630. That means the member probably has to take time off work to leave early. And unless they made the drive on the next drill weekend or could reschedule drill time — the trip didn't just cost them time, but money, just to get a copy of their orders.

Scenarios like this aren't just an inconvenience. They can actually affect mission readiness by slowing down the process of bringing Sailors to the fight. As odd as it sounds, being able to access everyday administrative processes efficiently increases the lethality of the Navy Reserve.

We want to take the manual processes a member uses and decouple them from the NOSC and make them digital. This isn't to say that we're planning to get rid of brick and mortar Reserve centers. It's really about making it as easy as possible for Reserve members and NOSC staffs to accomplish readiness requirements.

#### DIGITIZING MANUAL PROCESSES

Many services our members utilize are directly associated with the NOSC, meaning the member has to originate services at the NOSC. There are some services the NOSC can perform on the member's behalf, but most require a visit to the counter to request a service typically involving filling out a form. The point is that these administrative tasks are mostly manually processed. It may even mean an email is printed and then scanned in to start a routing process.

A common misconception is that email is an automated process. It's actually very much manual as emails travel from person to person. There's a problem that lies in working solely by email, in that there is no real way of tracking down an email without getting in touch with the specific people addressed in the email. Whether visiting a NOSC service desk or by sending an email, the receiver ends up a possible single point of failure.

Take for instance, a request chit. You fill it out, sign it, and turn it in to your chain of command. The Navy now has five working days to get the chit back to you. What if you turned the chit in during your drill weekend? Five days later, you're not at the NOSC. There's a good chance you won't see it again until you show up for the next drill weekend. All you know in the meantime is that you don't have your chit back, and to find out who has it you will have to ask someone to stop what they're doing and go find it. And if it's lost, you'll have to start all over again.

Not only does the process take time, we also have no visibility on the location or status of the chit. Now what if we fully automate the request chit by extending it to the members mobile phone? The member could log into R2S using his mobile device, fill out, and digitally submit the request. Then instead of the NOSC informing the member of the chit's status, the app will inform the member. Status notifications will be automatically delivered to the member along the process. The notification may say it's at the senior enlisted leader level, but hasn't been approved yet. Now, at least you'll know who's desk it's on.

Through digitizing standard processes across the more than 180 Navy Reserve Activities, including the 123 NOSC's, we can be sure each location is following the same procedures and each

## “As odd as it sounds, being able to access everyday administrative processes efficiently increases the lethality of the Navy Reserve.”

— Capt. Michael Leachman  
Navy Reserve Chief Technical Officer

Reserve Sailor is given the same levels of access and support. Once processes are standardized through computer-based systems, we can pull analytics off transaction points. There will be a viewable history with time stamps available for every step of official business transactions. Automated, mobile processes will be an incredible benefit to the force, because we will actually be able to see our processes working, find areas to improve, and update as necessary.

#### CUSTOMER RELATIONSHIP MANAGEMENT

Automating a service, like a request chit, uses a digital tool called Customer Relationship Management, or CRM. A good example of what a CRM process looks like, is the recently deployed Navy Reserve Electronic Lodging app. NREL is a custom built solution allowing Sailors to request lodging for a drill-weekend digitally, from a smartphone.

Before NREL, according to the official berthing instruction, Sailors were required to go to the NOSC, head over to the supply office and fill out a request for berthing. There, the supply logistics specialist consolidated the lists, arranged them by date, and contacted the approved hotels to secure reservations. It was a very manual process with lots of steps and paperwork.

With NREL, very simply, the member opens R2S and selects berthing for the dates they want — it's all populated inside the system. The supply office then sends the reservation to the hotel. Through the digitized process we now have metrics available outside the paper logs of an individual NOSC. Here at Reserve headquarters we can see across the force who is using lodging and we can dig down into the details of every transaction along the process.

Some users may not see a huge advantage in requesting lodging through an app. And no system will ever be perfect, but through metrics available in CRM and digitized processes we can see across the entire Reserve force where bottlenecks are, where staffing levels need to change, and how services are being utilized.

#### THE CLOUD

Another important tool we are using to develop efficiency is cloud computing. As a Reserve force we have a great need for the ability to do work remotely. As you're reading this, the My Navy Reserve Homeport is transitioning to Microsoft SharePoint 2016. The new platform enables the collaboration of the force through document and content storage and allows you to work better in regards to the content you generate while at work or from your mobile platform

**S-E-L-E-R ACTION** In the updated MyNRH platform every Reserve member will have access to the Navy computer software environment. You won't need an individual copy of Microsoft Office installed on your personal device, it's all available in the cloud. So if there's any reason you are unable to reach your drill location, as long as you're authorized to telework, you can use your home computer to do your Navy work — all in a secure environment in the cloud with the exact same services available on any NOSC computer.

Looking at the myriad of systems Sailors have to engage with, our goal is to create user-friendly ways we can equip our members with ready and relevant information. It shouldn't be cumbersome or laborious to get the information needed to stay administratively ready to deploy.

At this point, you are probably thinking that all sounds nice, but it still takes a half-hour at times to log into any given Navy system. I wish we could say that's a future capability we have in development, but that challenge is one of the biggest issues in the IT world.

For IT workers there are two opposing forces. You have security on one hand and convenience on the other. We constantly try to find the happy medium between the two, but at times it's quite difficult. All of the systems Sailors are required to use have to err on the side of caution when it comes to information security. Sure, if enemy forces intercepted your request chit it probably wouldn't affect us negatively in the realm of Great Power Competition, but aggregated information presents a problem.

If the entirety of a single system was compromised it could be a big concern in regards to operational security and the safety of our Reserve Sailors. We want to be careful how we manage data being used for the mission and how we handle data being used to help us manage the force. We see that on our side, but if you're looking at it from the member's perspective, sometimes what you see is a hard system — and that may be by design.

When we think of our solutions, security is first. But after that, it's all about enabling the force to get work done seamlessly. There's a long road ahead of us, but as long as we stay the course, we'll get there. In the meantime, I'm always reminding our staff to work from the Reserve Sailor's perspective. We have to continue to ask the right questions about how to get the task done. How do we get this member on orders, how does this training or administrative requirement get accomplished, and how do we do it in the minimum number of steps possible — that's efficiency to lethality. ⚓

**R**eserve applications are not intended to replace all Navy Reserve business conducted in-person and through a NOSC. But with a focused commitment to bringing as much capability to mobile devices as possible, our work in the future will be simpler, quicker and enable readiness at a pace in line with the Navy's call for a flexible, agile and ready Reserve force. Here are several examples of how we are doing just that. Some are already available and some are coming soon. But don't just hit refresh waiting for the next great app — visit the Idea Portal at [www.R2W.navy.mil](http://www.R2W.navy.mil) to let us know what you think and submit your own ideas for ways to Simplify, Enable, Leverage and Resource the Navy Reserve of the future.

#### ZipServe

ZipServe combines the AdPortal and the Mobilization Portal into a one-stop shop allowing Reserve members to search for and apply for ADT, E-AT and mobilization opportunities. Keep an eye out for this helpful tool as it's scheduled to go live early next year.

#### e-MUSTER

e-Muster is scheduled to arrive next year. There are several incremental capacity steps, but at it's end goal this new system will effectively eliminate the need for paper copies of AT/ADT/IDTT orders. Working essentially like EDM, the gaining command will log in and muster the Reserve member which will trigger every step of the pay process automatically.

#### NREL

Navy Reserve E-Lodging is online and if you regularly schedule lodging at your NOSC, you have most likely already used it. NREL is available from your mobile device app store or visit the Navy App Locker at [www.applocker.navy.mil](http://www.applocker.navy.mil)

#### MyNRH

MyNRH is where Navy Reserve business is done. As you logon going forward you will see a major increase in usefulness as the site has been updated to use SharePoint 2016. Increased collaboration tools and complete access to Microsoft Office are in the works and being rolled out across the site now.

#### R2S

R2S is the gateway to your Navy Reserve life. Through the R2S app you have access to orders, email, documents, schedules and much more. Log onto MyNRH and click the R2S icon to register for an R2S account. Your first CAC card reader is on us. Visit the Navy App Locker at [www.applockernavy.mil](http://www.applockernavy.mil) to download the R2S app.



# Call of Duty Worldwide

By Mass Communication Specialist 2nd Class Patricia Rodriguez

**A**rmy Reserve Master Sgt. Steve Segin is sound asleep in Afghanistan during a three-month deployment when a loud noise paired with a bright light suddenly wakes him up. Startled, he quickly rolls over and forces his eyes open. Groggy-eyed and half asleep, he's not sure what to expect, but given the environment he's in, Segin was prepared for the worst.

As his eyes follow his ears' guide to the side table, he realizes it's his cell phone ringing. Relieved, he glances at his clock and sees the time is 0200. That's odd, he thinks to himself, who would call me this early?

Bringing the phone into view, he sees it's his son Cole calling. Oh great, it must be an emergency, he thinks. I hope everyone is okay. Did someone get hurt? Did they get in a fight? If someone is in jail, I swear ... he cautiously answers, "Hey Cole."

"Hey Dad," said Cole.

Segin braces himself mentally for a solid blow and asks, "Yes?"

"Can you order Dominos? The special; two cheese pizzas, a lava cake and a 2 liter of Pepsi?" said Cole.

Segin rolls his eyes as the call ends and he enters the number in his phone contacts for Dominos, orders the pizza, and goes back to sleep.

In a few short hours, Segin will awake again to continue his tour in Kabul, Afghanistan as a member of the Joint Enabling Capabilities Command (JECC) providing public affairs expertise to Operation Resolute Support.

Reserve members like Segin make up 70% of JECC billets.

"The only reason that this organization can succeed is because of the support of the Reserve component personnel," said Air Force Lt. Col. Elizabeth Mathias, functional lead for the JECC public affairs functional group. "They perform more than twice the days that a normal Reservist would drill in a year. We literally would not be able to do this mission if we didn't have Reserve personnel in this organization willing to participate and support our global mission."

The JECC, made up of the Joint Planning Support Element (JPSE) and the Joint Communication Support element (JCSE), provides rapid deployable planning and communication experts to assist combatant commanders with joint task forces in a crisis.

"It's the only organization of its type in DoD and it fills a very

unique niche," said JPSE Commander Army Col. David Hardy. "The thing that is most unique about the organizational structure is that it's made up of active, Reserve, National Guard, and civilians."

Reservists cover all the joint functions; operations, intelligence, logistics, knowledge management, public affairs and communications.

"The JECC has been around for 10 years and been involved in basically every major operation in those 10 years; but also in smaller events that don't command national attention," said Mathias.

Unit members deploy in support of three global event categories; contingencies or military operations, humanitarian assistance and disaster recovery, and defense support of civil authorities.

In support of the various global mission requirements, members choose one quarter every 18 months to be on the JECC Alert Force (JAF) where they are considered short-notice deployable.

"We typically get three weeks to two months' notice but in our JAF quarter, we're ready to go in 72 hours," said Navy Cmdr. Jennifer Meeks, JPSE plans directorate.

"You come in small teams, assume and conduct a mission, and then when the mission's complete, you punch out, head back, and prepare for the next one," said Segin.

In order for Reservists to deploy within three days' notice, there are certain requirements that must be met and kept current.

"We have to stay green; we have to have all of our shots, we have battle rattle lockers so we can get deployed anywhere in the world," said Meeks. Members must also complete weapon qualifications, computer training, deployment training and medical requirements for various regions of the world.

"Training is quarterly, members participate in training events with global combatant commands throughout the year," said Mathias. "Each activity gives us the opportunity to build relationships at the combatant commands and to use our skills in support of a real scenario through those exercises — so that within the training year if something happens, we know everyone and we know what to do."

"Members of the JECC get to travel and get to participate in real world missions in addition to being part of the only rapid deployment asset," said Segin. "They are the tip of the spear, the first ones on the ground, they can help shape that narrative right off the bat."

"This isn't a place for you to learn your skills ... you've got to be at the top of your game before you get here because you're required to be the best," said Segin.

The JECC's secondary element, JCSE, is a joint and total force communications unit rapidly providing all communications support such as combat radio, tactical internet, digital phone and video services, for four separate joint force headquarters simultaneously to any emerging or contingent operation across the globe.

"Day-to-day we are the only communications unit that provides recurring, tailored communications support, both exercise and real-world, to every Geographic Combatant Command and special operations command," said Air Force Col. Patrick A. Wampler, Striker 6 Commander, JCSE (Airborne).

Most recently, JCSE has supported humanitarian efforts for U.S. Southern Command aboard the USNS Comfort with both afloat and ashore communications and hurricane response to Hurricane's Irma and Maria in 2017.

"Unlike other communications entities in the DoD, we have the capability and capacity to support communications-on-the-move, including our maritime partners, while also providing stable connectivity to teams once they're ashore," said Wampler.

During the JCSE hurricane response, the command executed three high-visibility emergent missions simultaneously; support of civil authorities in Puerto Rico, support of U.S. Southern Command, Department of State and the host nation as part of humanitarian assistance and disaster relief efforts to the island of Mauritania; and Network and Logistics support to Air National Guard elements during their response to 32 missions as part of hurricane impact mitigation operations.

"When someone asks for JECC folks, they know they're going to get highly qualified, talented and confident practitioners and that's what's expected," said Segin.

As a Reservist attached to the JECC, requirements and qualifications are expected to be met year-round, extensive training is kept up to date, and short-fused deployments to support global missions alongside various branches of the military are anticipated. JECC reserve members carry a little bit more weight than a traditional Reservist, and therefore, so do their families. Sudden separation from a parent can be hard to adjust to, but with the help of modern technology, a rapidly-deployed father in Afghanistan, like Segin, can still order his son pizza and lava cake for dinner; even if it is two in the morning. ⚔

**"This isn't a place for you to learn your skills ... You've got to be at the top of your game before you get here because you're required to be the best."**

— Army Master Sgt. Steve Segin



Left, Army Master Sgt. Steve Segin on deployment in Kabul, Afghanistan. Above, members of the JECC public affairs team and other media pose for a photo during exercise Saber Guardian in Bulgaria. Right, Navy Lt. Alexander Cornell du Houx, a JECC public affairs planner, talks with a Romanian Marine Infantryman during Saber Guardian. Photos courtesy of the JECC. Background, Marine Corps photo by Sgt. Anthony L. Ortiz





# THE TIP OF THE ICEBERG

How the newly reestablished U.S. 2nd Fleet is changing the Reserve force

By Commander, U.S. 2nd Fleet Public Affairs

The U.S. 2nd Fleet served as a protector of the Atlantic Ocean spanning more than six decades. The fleet was a stalwart presence, implementing the Navy's maritime strategies, patrolling the Atlantic against Cold War rivals, executing the Cuban Missile Crisis, and supporting multinational disaster relief operations.

As global dynamics in the new millennium shifted, 2nd Fleet was pulled from their historic role and disestablished in 2011 to refocus Navy efforts in response to rising threats in the Middle East and Asia.

But now, once again, warfighting domains have evolved and brought to light new challenges in the fight to maintain global security and a need for a new 2nd Fleet — and this time it may also reshape the future of the Reserve force.

The Navy reestablished 2nd Fleet in August of last year and is now working to command and control forces in support of a new strategic focus on missions in the Atlantic, North Atlantic and Arctic regions.

“The United States’ military focus has shifted from violent extremist counter-terrorism to Great Power Competition against motivated, capable well-funded adversaries,” said Rear Adm. John Mustin, deputy commander of the newly reinstated 2nd fleet. “Russia has captured our attention with sustained maneuvers throughout the Mediterranean, unsanctioned interventions in Georgia and Ukraine, and provocative maritime patrols along our Eastern Seaboard. Further, the security environment within the North Atlantic and Arctic regions has rapidly evolved as rising temperatures open additional sea routes for passage, and nations jockey for access to sea-based natural resources.”

Even though international threats in the region appear to be a sign of history repeating itself, Mustin stresses 2nd fleet is not returning to Cold War dynamics.



“When I was commissioned as an ensign 29 years ago, GPS, smartphones, Google and social media didn’t exist,” Mustin said. “New threats, technology and domains have emerged over the last decade. Consider advancements in enhanced electronic warfare, unmanned autonomous systems, cyber-attacks, the ubiquity and speed of information, machine learning, quantum computing, artificial intelligence and more. Not only have the competitors in this competition changed, but the very rules and character of the competition have changed.”

Shaping a fleet from the ground up has given 2nd Fleet’s leadership the ability to create an operational team free from what Mustin calls “The burden of ‘We’ve always done it this way.’” That freedom has inspired a significant aspect of the reconstruction; a new look at how active and Reserve forces are integrated.

“We’re not rebuilding the 2nd Fleet of yesterday,” said Mustin. “Instead, we’re creating a team of lean, agile and expeditionary warfighters — a 2nd Fleet that is fit for its time but fit for its purpose as well. It means that we need to evolve the way that we attack the problems, the way we view the problems, the way that we’re structured, and the way that we operate.”

operational requirements. Mustin explains that by using flex-drill opportunities — where Sailors can be assigned as needed without arranging Reserve support around a unit drill period — and other creative constructs for support, both fiscal and temporal, there will be a persistent Reserve presence.

“We’ll be standing watch beside and integrated into the active-duty watchbill,” he said. “Some members will be Reserve and some will be active-duty — and no one will ever know the difference.”

The redesign is just the tip of the iceberg, according to Mustin, who says the changes are a small sample of what’s being put into practice throughout the larger Reserve force.

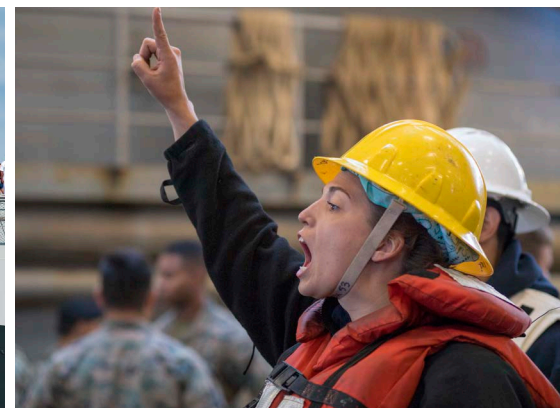
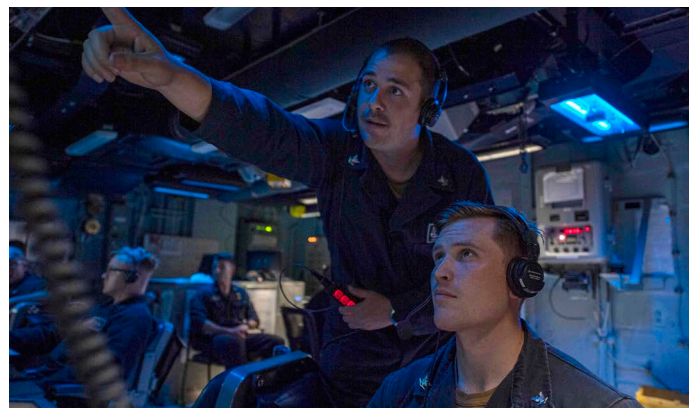
“You talk about requirements and it’s not active or Reserve, it’s a Navy requirement,” he said. “If the Reserve force can deliver against that requirement better than the active-duty can, then by all means we’re going to double down and create opportunities to fill those needs.”

Mustin says the Navy needs Reserve officers and enlisted who are thirsty for operational level of war billets. But he says the term operational is also being defined theoretically.

In guidance provided to 2nd Fleet, Chief of Naval Operations

**“If the Reserve force can deliver against that requirement better than the active-duty can, then by all means we’re going to double down and create opportunities to fill those needs.”**

— Rear Adm. John Mustin, Deputy Commander, U.S. 2nd Fleet



Across the Atlantic, 2nd Fleet is rebuilding a stalwart presence implementing the Navy’s maritime strategies in a new era of Great Power Competition. From left, Navy photos by Mass Communication Specialist 3rd Class Nicholas R. Boris, Mass Communication Specialist 2nd Class Michael H. Lehman, Mass Communication Specialist 2nd Class Sonja Wickard, Mass Communication Specialist 3rd Class Louis Thompson Staat, and Mass Communication Specialist 2nd Class Michael H. Lehman

As the first assigned Reserve member of the fleet, Mustin says his Reserve Sailors will be seamlessly integrated into providing operational support alongside the active-duty warfighting team. New members are being offered more than the standard plank owner status — historically available to crew members present at the commissioning of a Navy ship or command — Mustin says new members will have a front row seat in defining how Reserve component roles are being redefined and executed.

“Our way forward includes redesigning how Reserve Sailors integrate with active staff members to improve our warfighting effectiveness, and it places tremendous authority in their hands,” Mustin said. “Our Reserve Sailors will participate in multinational exercises, demonstrate interoperability and integration with our partners, and contribute to the strongest defense to adversaries in the Atlantic.”

The construct is unique from drill-weekends spent at a local Reserve center and two weeks at a training exercise — a standard Reserve work schedule familiar to most augmentation units.

The new design aligns with 2nd Fleet’s 24/7/365

Adm. John Richardson directed the new fleet to collaborate with the Naval War College and warfare development centers in order to become a hub for concept development and implementation. Richardson says the purpose is to maneuver in thought, or to continually reassess practices to ensure that as the Navy operates around the world it is prepared to compete, fight and win.

Mustin has taken the concept to heart. “This year marks the 75th anniversary of D-Day — a campaign in which Allied forces joined together to change the course of history,” he said. “We were ready to fight and win then, and we are equally ready now. But we also recognize that we won’t win tomorrow’s wars with today’s weapons, tactics and thinking. At 2nd Fleet we’re leaning forward to define command and control, operations and Reserve component integration of the future fighting fleet.”

“We’re a hundred years into being a Reserve force and at this point we know that there are some things we need to do differently,” Mustin said. “We’re going to make sure the value of every dollar dedicated to the Reserve force provides maximum utility to make our Navy better.” ⚓

## THE NEW RESERVE FORCE: OPEN FOR BUSINESS

By Rear Adm. John Mustin, Deputy Commander, U.S. 2nd Fleet

The world has changed. The days when Reserve Sailors spend a weekend a month at a Reserve center completing administrative requirements and catching up on general military training are over. We know our Reserve force can, and should, do more. At 2nd Fleet we’re aggressively pursuing motivated Sailors who want to make a difference — operationally, strategically and procedurally. We need Sailors who want to contribute to the Navy in a meaningful way and make a lasting impact. We’re on the frontier of new Reserve access and capability, tapping into enabling technology enhancements and simplified processes, freeing up precious bandwidth so our Reserve Sailors can devote more time to mastering what they are

paid to do — provide strategic depth and operational capability to the total force.

2nd Fleet is open for business. While our initial operational interests focus on intel, operations, logistics, plans and strategy, we will always welcome the best in our force. If you’re dedicated, motivated, at the top of your game — the cream of the Reserve crop — then you’ll fit in with the team we’re building.

But no matter where you are, or what your area of expertise is, take this advice to heart. The Reserve force is changing, and we need your help in leading the charge.

There are opportunities regardless of your rate, or how senior you are, to provide meaningful support to the total force. If you’re up for a challenge, and think you have what it takes, we have a place for you.



# NAVY RESERVE FORCE

## PHONE DIRECTORY

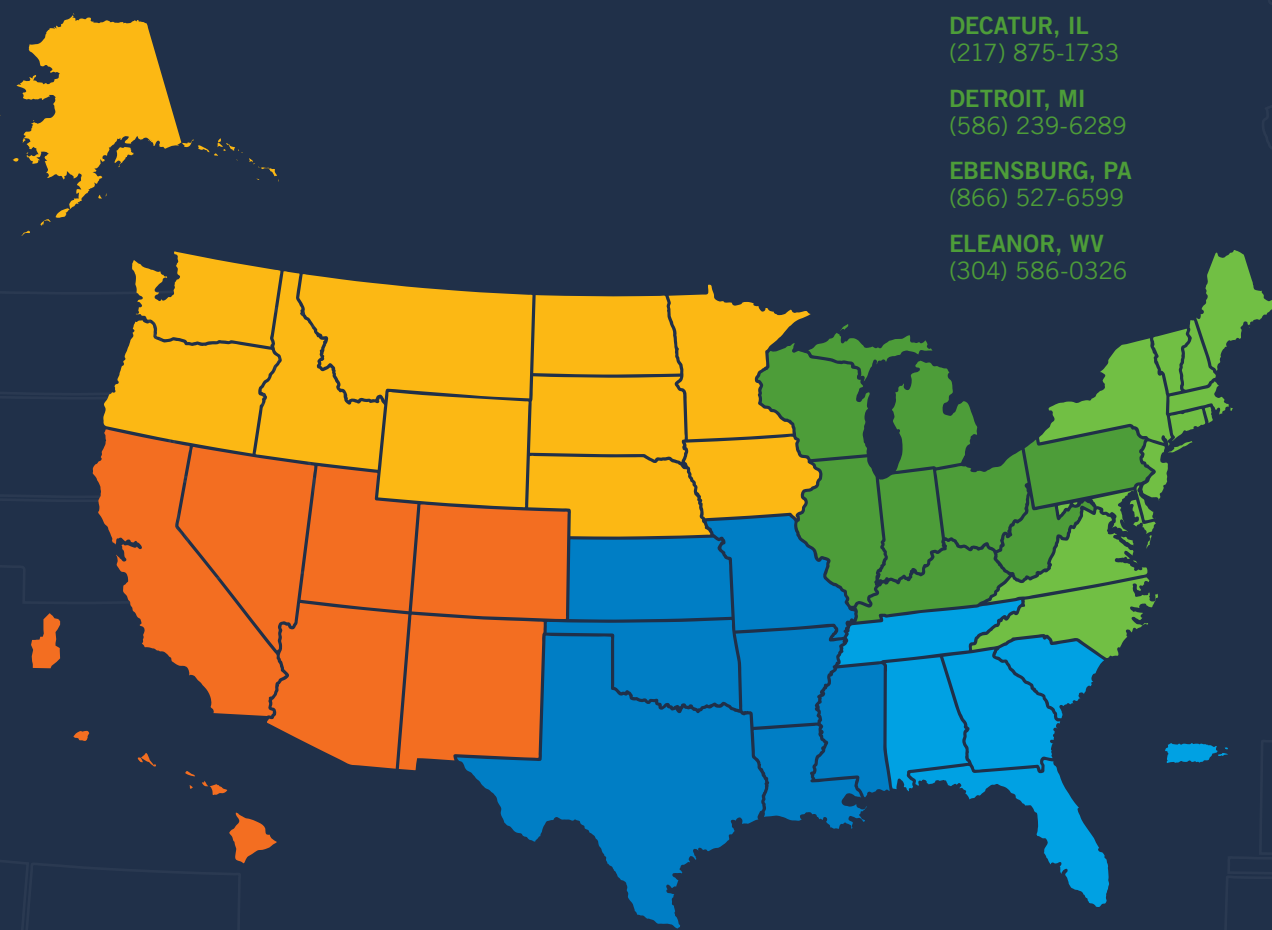


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Prevailing in a complex and competitive world requires bold action to Simplify, Enable, Leverage and Resource the power of the Navy Reserve.

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