



TNR

THE PATRIOT

LT JOE CARDONA GETS THE JOB DONE

VOLUME 2022 - ISSUE 1

SECOND TO NONE

-

TO BOLDLY GO

-

WARRIOR TOUGHNESS



THIS PAGE MSRON 11 CONDUCTS SMALL ARMS LIVE-FIRE QUALIFICATION EXERCISE

SEAL BEACH, Calif. (Dec. 9, 2020) Hull Technician 2nd Class Jerome Ewing, from Bangor, Wash., a Navy Reserve Sailor from Navy Reserve Center (NRC) Kitsap, assigned to Maritime Expeditionary Security Squadron (MSRON) 11, fires an M4 carbine rifle during small arms live-fire qualification exercise provided by Maritime Expeditionary Security Group (MESG) 1 Training Evaluation Unit. The Maritime Expeditionary Security Force is a core Navy capability that provides port and harbor security, high value asset security, and maritime security in the coastal and inland waterways. (U.S. Navy photo by Chief Boatswain's Mate Nelson Doromal Jr./Released)

COVER THE PATRIOT: LT JOE CARDONA (Photo courtesy of the New England Patriots/David Silverman)

TNR

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TNR tells the story of the U.S. Navy Reserve through articles, news and photos showcasing the contributions of Navy Reserve Sailors delivering real-world capabilities and expertise in support of the Navy mission. Find more news and information at www.navyreserve.navy.mil

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FROM THE TOP

STEAMING INTO THE NEW YEAR

Shipmates, as the year and this joyful holiday season come to a close, I thank you for your service and your valuable contribution to our Navy, and our great nation, in 2021. You delivered, even in an exceptionally challenging year, what has become the hallmark of the Reserve Force for more than a century...excellence. You should all be very proud.

As I reflect on this past year, I am energized by what we accomplished. I am particularly proud of the generational modernization of our Reserve Force along the “Design,” “Train,” and “Mobilize the Force” lines of effort as outlined in the Navy Reserve Fighting Instructions. By thinking creatively, and moving out aggressively, we have quantitatively, and consequentially, increased our warfighting readiness. Concurrently, we have significantly improved our ability to measure our contribution to a more lethal Fleet. Despite this great work, I am eager to welcome 2022 with a renewed emphasis on the many additional critical initiatives that will make us more ready...more trained, proficient, and confident...to deter our adversaries and to join any potential future conflict on ‘day one,’ if needed.

Among our many accomplishments in 2021, we began a generational reshaping of the Force. We divested less-consequential legacy capabilities to underwrite increases in strategic, mission-essential capacity and competencies that directly support our fleet commanders. We rightly emphasized a return to critical warfighting missions, including future-ready competencies like space, cyber, unmanned, command and control at Maritime Operations Centers, waterfront fleet maintenance, Naval Special Warfare, and our expeditionary logistics forces, to name but a few. And we did it all in a COVID-impacted environment.

We also declared Initial Operating Capability (IOC) for the game-changing Adaptive Mobilization concept, ensuring decentralized, rapid activation at scale. And, we successfully demonstrated the process in several real-world executions. Today, in response to a crisis, we can confidently execute a mass mobilization with precision and speed, ultimately delivering our Force of 50,000, trained and ready, when and where needed.

As we steam into 2022, we are preparing to launch additional innovative policy, training, and technology



“I challenge you to continuously evaluate your contributions to shaping our culture, and by doing so, driving the future success of our Force.”

enhancements to improve our Force-wide readiness. Even as we continue hard work on our existing initiatives, stay tuned for

the addition of a new line of effort, “Develop the Force,” that complements our Design, Train and Mobilize LOEs. This effort, aimed at improving Sailor quality of life issues, is critical to you, individually, and to our collective strength as a Force. I am fully committed to making improvements that foster your continued professional growth, take better care of you and your families, and minimize administrative distractions so you can focus on your preparedness and wellness. It is time for us to work smarter, not harder.


As we focus on these new imperatives, we cannot lose sight of the crucial importance of a resilient Force. Each of you are precious and valued members of our Navy Reserve team. Together, we must create and maintain a culture of excellence... including a culture of wellbeing, a culture of safety, and a culture of warfighting readiness. Creating and sustaining such a culture is not easy work, and it is not someone else’s job. We each contribute to this effort by our decisions every day. So, I challenge you to continuously evaluate your contributions to shaping our culture, and by doing so, driving the future success of our Force. Along those lines, if you think a Shipmate is struggling, or you notice behavior out of the norm, do something about it. Reach out, offer support, and connect them with the resources that can help, such as the Military Crisis Line, a Chaplain, the Psychological Health Outreach Program (PHOP), Sailor Assistance and Intercept for Life (SAIL), or simply their chain of command. Remember, Shipmates look out for Shipmates.

Team, 2021 is in the rearview mirror, and we are moving out on the strategic imperative to modernize even more aggressively in 2022. It won’t be easy, and none of us can do it alone. Your hard work, your creative ideas, and your commitment to your trade craft — being a professional, warfighting ready sailor — have a direct impact on our Navy, and our national defense. Thank you for your patriotism, your hard work, your sacrifices, and your sense of urgency over the past year. You are doing great, and I am counting on you to make 2022 a year we can all be proud of.

You and your families make our Navy the most powerful maritime force the world has ever known. But we still have more to do.

Now, let’s get busy.




Vice Adm. John B. Mustin
Chief of Navy Reserve
Commander, Navy Reserve Force



“Our Navy has tremendous superiority, from our culture and heritage to the most technologically advanced equipment and weaponry. But our most important asset is our Sailors - each one of you.”

be intellectually fit, spiritually fit, emotionally fit, and physically fit. I want to focus especially on the health aspects of emotional fitness given that we’ve lost Shipmates to death by suicide. Sadly, each time this happens, a family hears the heart-breaking news that their loved one has died, our Navy loses a beloved Sailor and friend. This is a tragic loss for those left behind. It’s an emotional impact many will never recover from.

Suicide is a health concern, and it is preventable. As human beings we all go through moments of sadness

and happiness, and every emotion in between. Sometimes the emotional despair is so great that some, seeing no other way out, look to suicide to end this pain. There may be relationship and financial issues. Those with alcohol or substance abuse are twice at risk of taking their life. Safety protocols of COVID-19, such as isolation, further magnify feelings of loneliness.

Be there for your Shipmates, and help them connect with personnel and resources when they are going through a rough time.

Remember that one small act can save a life.

If you are going through these health concerns yourself, I encourage you to seek help. You have our personal commitment to get you all the help that you need. Suicide is final, but with the right help, this moment of pain shall also pass. We care about you and need you.

Regardless of what faith we hold individually, there is a fundamental belief that each one of us is here for a reason. Each one of us is loved, valued and important to our nation, family and friends, and to our Navy family. I can’t stress this enough: Each one of us in uniform is the Navy, and the loss of one Sailor is a tremendous loss to their family, the Navy, and it impacts our nation’s warfighting readiness.

The challenges posed in the great power competition facing our nation and the world from near-peer adversaries must be superseded by a highly-trained, disciplined and modernized maritime force. You are this force.

I am excited and privileged because I get to work with each one of you Warfighters in the modernization of our Navy Reserve Force, to support our nation’s defense and continue the hallmark of excellence our Reserve Force has earned each day for over a century — and it starts with taking care of ourselves.

Keep pushing forward Shipmates!

Shipmates, welcome to 2022! I hope you and your families had a happy and restful holiday season. I am privileged to be your U.S. Navy Reserve Force Master Chief and excited about working with each one of you at this pivotal moment in the history of our Navy Reserve. As we start the new calendar year, let me start by asking a question:

What is the mission of the Navy Reserve?

Our number one mission is Warfighting Readiness, period. That’s what it has been since the Navy Reserve Force was established more than one hundred years ago. Warfighting Readiness means that each Reserve Sailor is ready to deploy when our nation calls us to service.

Everything we do must support this mission. Now, many things have changed in as many years, and the world has changed. To meet these new challenges, Vice Adm. John Mustin, Chief of Navy Reserve, has implemented the modernization of the Force along four lines of effort: Design, Develop, Train, and Mobilize the Force. Under this modernization effort Navy Reserve capabilities have been assessed to accomplish this. For legacy systems that do not, we need to modify, eliminate or replace those capabilities.

I’m excited because I get to work with each one of you in this seminal moment of our Navy Reserve. I mean each of you because our nation needs every Sailor to make this happen.

Our Navy has tremendous superiority, from our culture and heritage to the most technologically advanced equipment and weaponry. But our most important asset is our Sailors — each one of you. The health, welfare and wellness of each one of you is important. This is why we have added a fourth line of effort to the Navy Reserve Warfighting Instructions, “Develop the Force”, which aims to improve Sailor quality of life.

It is important that each Sailor is fit. We need to





Master Chief Petty Officer Tracy Hunt
Navy Reserve 17th Force Master Chief

BOTTOM LINE UP FRONT

Seizing the Next Cycle: Advancement Readiness Equals Mission Readiness

Advancement Season is upon us. It's one of the most sacred times in a Sailor's career. It's the highlight of a tour for a Commanding Officer, Executive Officer, or Command Senior Enlisted Leader. A mark of true accomplishment, where Sailors are rewarded for years of hard work in a symbolic act of tacking the crow.

I remember past cycles where I would close my door after viewing the TRIAD results on BUPERS Online, sometimes because my Sailors set a new personal record at the Command on our advancements, and other times, because our results were admittedly lacking. Why aren't our Sailors studying? This is a leadership issue. I need to speak with the Wardroom and the Chiefs' Mess on drill weekend. More recently, I struggled with the notion that Sailors weren't completing PMK-EE, or were missing a periodic evaluation to complete their advancement worksheet. They were losing the opportunity to test before the exam even kicked off.

A couple of cycles into my Command tour, my Senior Enlisted Leader, ITC (SW/AW/IW) Rudy Gonzalez Jr., gave me 3 stacks of paper: the profile sheets of our Sailors—those who failed, those who passed, but did not advance, and those who advanced. He gave me a thorough overview of where his concerns were, and where mine should be.

First, ITC went over the failures. I found the review to be fairly cut and dry. Our Sailors who failed were not prepared for the exam (or were not proficient test-takers). Many were quality Sailors — good people who seemed to have it together on nearly every front. The leadership messaging was clear — study harder and good things will follow. In the Enlisted Community Management shop, failures drive what we call 'eligible-limited' advancements. This means we have more quotas than we have test-passers. Essentially, we leave opportunities on the table, and quotas are reduced down to match the number of test passers.

The second stack was a little more complicated. These Sailors had passed, but quotas were limited to some degree. The Sailors had respectable evaluations, decent exam scores (some stellar) — maybe even an award or two that helped boost their final multiple score. Unfortunately, the Navy Reserve only had room for a limited number of Sailors within that rate and paygrade.

There are two points of emphasis to share with this second group of Sailors. First and foremost, it's not necessarily the Sailors' fault that the needs of the Navy limited advancement — particularly in those rates that see zero quotas in an exam cycle. The messaging remains steady: that they should study hard and always remain prepared to prove their in-rate knowledge; that they are trained for their billet and prepared to mobilize. It is also important to note that as we design the Navy Reserve Force for future warfighting requirements, we may see shifts in vacancy across communities to better align with mission objectives. Vacancy drives advancement, but vacancy can certainly shift over time as we grow and evolve.

Warfighting readiness starts with in-rate knowledge. Passing without advancing is not a call to relax our level of effort.

In fact, I would implore Sailors to control the two main factors that they can control —sustained, superior performance and sustained, superior in-rate knowledge.

The third stack was one that I perceived to be a group of Sailors who had done their part and whose hard work aligned well with the needs of the Navy. These were wins in my mind. And as Chief Gonzalez pointed out, many were wins. But some Sailors were beneficiaries to growth of their communities. The Sailors did their part, but the timing was also fantastic. Some Sailors could have very well ended up in the second stack if not for the needs of the Navy.

We are not just building a Navy of world-class petty officers; we are building future chief petty officers. Leaders owe it to our enlisted force to help them understand when they have hit a home run and when they have struck out; and to understand when the needs of the Navy have prevailed, and when the needs of the Navy have aligned.

If you advanced this cycle, congratulations on a job well done. Take the time to review your profile sheet and understand what your next steps are for your next advancement exam, or for our new E-6s, your first promotion board. The process of reviewing your profile sheet is invaluable, and is an art behind the science of becoming a member of our Chiefs' Mess or Wardroom.

For those that did not advance, there's always next cycle. Looking ahead to the spring Navy-wide Advancement Cycle, stay

Warfighting readiness starts with in-rate knowledge. Passing without advancing is not a call to relax our level of effort.

focused on your pre-requisites to sit the exam. Study hard. Knock out your PMK-EE (due December 31, 2021). And keep the press on your performance. Good things are sure to follow.

For our Navy Reserve unit leadership, take advantage of talent management tools at your disposal — e.g. Meritorious Advancement Program and evaluations. Let your Sailors know what it means when they fall into one of the three stacks. Review profile sheets, and let them know with specificity where they stand. If they struck out, find out why. Find out their study habits. Find out their proficiencies. Find an in-rate opportunity for orders or drilling with their gaining Command. Make sure they're ready for next cycle.

Additional inputs from:
ISCM N. E. Ferguson, USN
PSCM N. N. Maher, USN
BUPERS-352 Navy Reserve Enlisted Community Management

Story by Cmdr. J. D. Wainwright
Reserve Enlisted Community Manager



PHOTO BY MC2 Jan David De Luna Mercado

ADVANCEMENT CHECKLIST

- FIND AN IN-RATE MENTOR TO ASSIST IN CREATING A STUDY SCHEDULE
- FIND AN IN-RATE PEER FOR ACCOUNTABILITY IN EXECUTING A STUDY/PREP PLAN
- COMPLETE PMK-EE PRIOR TO THE DEADLINE LISTED IN THE CURRENT MESSAGE
- COMPLETE ENLISTED LEADERSHIP DEVELOPMENT COURSES IN CURRENT PAYGRADE AS REQUIRED (NAVADMIN 254/21)
- UTILIZE PROFILE SHEET TO IDENTIFY AREAS OF PROFICIENCY AND OPPORTUNITIES FOR IMPROVEMENT
- SEEK IN-RATE BILLET ASSIGNMENTS (LOCALLY WHENEVER POSSIBLE)
- SEEK IN-RATE ACTIVE DUTY OR MOBILIZATION OPPORTUNITIES
- MAXIMIZE TIME WITH YOUR GAINING COMMAND FOR ACCESS TO CLASSIFIED TRAINING MATERIALS
- SEEK ADVANCED SCHOOLS FOR TRAINING, ESPECIALLY THOSE REQUIRED FOR A SAILOR'S SPECIFIC BILLET
- DOWNLOAD THE NAVY APP LOCKER (FMS CALCULATOR, RECORDS MANAGEMENT, PMK-EE)
- COMPLETE RATING SPECIFIC NAVEDTRA COURSES
- ENSURE AWARDS AND EDUCATION ARE UPDATED IN YOUR RECORDS TO REFLECT FMS POINTS
- STUDY HARD, VERIFY YOUR WORKSHEET IN NSIPS PRIOR TO THE EXAM, AND SHOW UP FOR THE EXAM ON TIME
- DOWNLOAD YOUR PROFILE SHEET AND REVIEW IN ITS ENTIRETY (TEST SCORE, PNA POINTS, FINAL MULTIPLE). ANY ERRORS SHOULD BE ADDRESSED IMMEDIATELY
- COMMUNICATE WITH ESO(S)
- COMMUNICATE WITH CHAIN OF COMMAND ON INTENTIONS, AND DOCUMENT ON CDB AND MID-TERM COUNSELING



ARMY-NAVY FOOTBALL GAME

The U.S. Naval Academy football team runs out on to the field during the Army-Navy football game held at the MetLife Stadium, East Rutherford, New Jersey, Dec. 11, 2021. The game marked the 122nd meeting between the U.S. Naval Academy Midshipmen and the U.S. Army Black Knights. Navy prevailed, 17-13. (U.S. Navy photo by Chief Mass Communication Specialist Diana Quinlan)

INTREPID VETERANS DAY CEREMONY

Vice Adm. John Mustin, Chief of Navy Reserve, Office of the Chief of Naval Operations, gathers with former USS Intrepid crew members during the Intrepid Veterans Day Ceremony at Intrepid Sea, Air & Space Museum. Veterans Day honors our nation's veterans for their service and sacrifice. (U.S. Navy photo by Mass Communication Specialist 3rd Class Xiaoming Zheng)



VAQ-209 JOINT EXERCISE NORTHERN LIGHTNING

EA-18G Growlers assigned to the "Star Warriors" of Electronic Attack Squadron (VAQ) 209 fly over Camp Douglas, Wisc. during Northern Lightning 2021. Northern Lightning is a full-spectrum Counterland training exercise hosted at Volk Field Air National Guard Base. The goal of the exercise is to provide a tailored, cost effective and realistic combat training for the Department of Defense Total Force. (U.S. Navy photo by Cmdr. Pete Scheu)

FY22 CHIEF PINNING

Chief Personnel Specialist Christopher McCollough receives his cover during Commander, Navy Reserve Forces Command's chief pinning ceremony. CNRFC had nine Sailors advance to the rank chief petty officer. (U.S. Navy photo by Mass Communication Specialist 2nd Class Raymond Maddocks)





NPASE WEST PRT

Commander Christopher Lopez, Officer in Charge, Navy Reserve, Navy Public Affairs Support Element West, performs the plank portion of the Navy Physical Readiness Test (PRT) at Naval Air Station North Island, Coronado, Calif. Dec. 12 2021. The PRT is conducted twice a year for Active Duty and Reserve Sailors to assess their fitness levels. (U.S. Navy Photo by Mass Communication Specialist 2nd Class Quentin M. Todd)



MSRON 10 OF CAMP LEMONNIER PATROLS GULF OF TADJOURA

U.S. Navy Master-at-Arms 1st Class Veronica Orozco, a Navy Reserve Sailor assigned to Maritime Expeditionary Security Squadron Ten (MSRON-10), Bravo Company, mans the crewman position on a patrol boat prior to launching for a tour of MSRON-10's area of responsibility. Camp Lemonnier, Djibouti serves as an expeditionary base for U.S. military forces providing support to ships, aircraft and personnel that ensure security throughout Europe, Africa, and Southwest Asia. The base enables maritime and combat operations in the Horn of Africa while fostering positive U.S.-Africa relations. (U.S. Navy photo by Mass Communication Specialist 2nd Class Jonathan Word)

CNARF SUPPORTS FIRST CMV-22B OSPREY CARRIER STRIKE GROUP DEPLOYMENT

Sailors assigned to Fleet Logistics Multi-Mission Squadron (VRM) 30, Detachment 1, board a C-40 Clipper assigned to Fleet Logistics Support Squadron (VR) 61 at Brown Field Municipal Airport Aug. 7, 2021. The VRM-30 detachment is currently deployed with Carrier Strike Group (CSG) 1 as the first CMV-22 Osprey detachment embarked for a CSG deployment. (U.S. Navy photo by Mass Communication Specialist 1st Class Chelsea Milburn)

NEPLO SURGES MEDICAL TEAMS BACK INTO COVID-19 HOTSPOT

STORY BY NEPLO PUBLIC AFFAIRS
PHOTOS BY MC2 MICHAEL H. LEHMAN

When COVID-19 began to surge again, states turned to the federal government for another round of pandemic medical support. Then in August, the Federal Emergency Management Agency requested support from military medical teams to serve the communities whose hospitals were being hit the hardest. The Navy was the first to be sent back into a hotspot.

Setting a 20-person medical team up for success in Lafayette, Louisiana, meant surging experts in defense support to civil authorities.

"The medical team is familiar in a hospital environment, but they may not be fully familiar with interagency integration and the structure of the Army," said Navy Capt. Sam Germann, the Navy Emergency Preparedness Liaison Officer (NEPLO) for Louisiana. "That's where my role as a liaison and NEPLO comes in. I can help them get connected to the right people to solve any issue they have."

NEPLOs are an agile community in the Navy Reserve who work to connect Department of Defense resources to federal emergencies.

Earlier this year, NEPLOs assisted in coordinating the federal vaccination response.

"We were tracking all of the teams from the different military services that deployed to mass vaccination sites earlier this year," said Navy Capt. David Diamond, who supports the National Response Coordination Center at FEMA as a NEPLO.

"NEPLOs are known for being problem solvers because the nature of our business is helping Americans on their worst days."

After administering almost 5 million shots, the the Department of Defense's support to the COVID-19 vaccination mission ended this past summer.

The COVID-19 resurgence medical response in August was a part of several mission assignment requests from FEMA to the DoD for medical teams to support hospitals by providing COVID-19 care. When the mission assignments were approved, U.S. Army North surged support forward.

"This is the second time Department of Defense medical assets have deployed to support Louisiana during the pandemic," said Lt. Gen. Laura J. Richardson, the previous commanding general of U.S. Army North.

With resources available from every service, U.S. Army North tapped the Navy to take on the mission at Ochsner Lafayette General Medical Center.

"This demonstrates the Navy's continuing capability to surge very quickly for the fight against COVID-19,"

said Diamond.

Not only did the medical team in Louisiana have a NEPLO there to support them, NEPLOs from the Naval District Washington unit reported for duty to manage the requests.

Navy Capt. Joe Carnell worked alongside Diamond in the NDW NEPLO unit.

"In the NRCC, the 'r' is the important piece for NEPLOs. It's about response," began Carnell. "At FEMA headquarters, we coordinate the mission assignment and track movement of

the resources sent to help. We help line it up, and send it out the door. We operate at the Command and Control level, while the deployed NEPLOs manage the day-to-day coordination on the scene."

That dual capability of NEPLO support as a part of the process and responding to the crisis on site show the versatility of the NEPLO community.

"NEPLOs are known for being problem solvers because the nature of our business is helping Americans on their worst days," said NEPLO director Navy Capt. John Saccomando. "We have to be experts at understanding the DoD resources available, the process needed to access the resources, how to get them to the site and get them in the fight."

Since the Navy medical team's surge in August, U.S. Army North dispatched more medical teams from other services to meet the needs of the nation. "The teams are on the front lines making a huge difference," said Diamond, working from FEMA headquarters in the NRCC. "As bad as COVID-19 is, it is good to know the role our Navy team had in making a difference and saving lives of people who otherwise wouldn't have been able to get medical treatment."



PROFILES IN PROFESSIONALISM



STEELWORKER 1ST CLASS JACLYN BEDILLION

Steelworker 1st Class Jaclyn Bedillion has many responsibilities. She is a mother, a wife, a homeschool teacher to her oldest son and a professional freelance photographer. On top of all of this, Bedillion is a Navy Reserve Sailor committed to helping active duty Sailors make a smooth transition to the Navy Reserve Force.

When Bedillion transferred to Amphibious Construction Battalion Two, she noticed many Sailors coming off of active duty and transitioning into the Navy Reserve Force who were struggling to make the adjustment. She decided to start a program called “Indoc Company” to help incoming Navy

Reserve Sailors adjust to their new role.

“The goal of this program is to make sure these newly-minted Reserve Sailors are set up for success,” said Bedillion. “Whether they go to a new unit or they stay here, they will always be a ‘basically trained Navy Reserve Sailor.’”

According to Bedillion, the goal of Indoc Company is to familiarize new Navy Reserve Sailors with programs not used in the active duty component, such as Navy Reserve Order Writing System (NROWS) and Enhanced Drill Management (EDM). The program also provides a sustained indoctrination process to equip new Navy Reserve Sailors with simple, practical solutions for managing their Navy Reserve careers.

“Indoc Company is modeled after Navy Reserve Center indoctrination, but Indoc Company provides continuous

“That’s where my passion for helping these Sailors comes from, because I know how frustrating it can be.”

assistance to resolve issues and answer any lingering questions,” said Bedillion. “We also direct Sailors to specific resources, such as where to get ID cards, how to apply for a government travel credit card, and how and where to get uniforms.”

Bedillion spends much more time working on Navy-related matters between drill weekends than the average Navy Reserve Sailor. As the point of contact for new Sailors reporting to her unit, she is always on the clock.

During the day, she is very busy with her family, but she finds time to field emails, answer questions and get necessary contact information for incoming Sailors. Most of her work, however, is done at night. This is when she takes calls from Sailors and answers whatever lingering questions they may have.

“In the past, I had some of the same problems these new Navy Reserve Sailors are facing now,” said Bedillion. “That’s where my passion for helping these Sailors comes from, because I know how frustrating it can be.”

Bedillion, currently assigned to Navy Reserve Center Norfolk, will soon transfer to a new unit and NRC, where she hopes to implement her program again.

“I would love to see it standardized,” said Bedillion. “We have so many Sailors that have trouble with the transition, and this program can help them get used to the Navy Reserve process.”

LIEUTENANT MIKE COOK

Some of the most demanding positions aboard any ship in the U.S. Navy include executive officer, damage control officer, security officer, safety officer, training officer, anti-terrorism officer, and department head.

Aboard most Navy ships, someone is responsible for each of those jobs, and they often have strong backup, like a deputy or assistant, and a team of Sailors to help carry out all related tasks. That’s not the case on USNS Yukon (T-AO 202). On the fleet replenishment oiler, Navy Reserve Lieutenant Michael Cook does it all.

“As the USNS Yukon Chief Mate, I fill the role of executive officer for most ship-wide evolutions and am also the ship’s damage control officer, security officer, safety officer, and training officer,” said Cook. “I have a critical assignment in almost all operational evolutions the ship performs.”

Getting it all done — safely and effectively — requires adept multi-tasking skills.

“The many collateral duties I’m responsible for guarantee that there is always at least one program under my purview that

“Watching a well-developed, whole-of-ship plan to accomplish the ship’s mission come to fruition is extremely satisfying.”

needs extra attention,” said Cook, who was born and raised in Scituate, Mass. “There’s no shortage of work to do, and time spent focused in one area may preclude making progress for a bit elsewhere, but it all gets done, thanks in large part to the team on Yukon.”

The chief mate is essential to Yukon’s readiness. Cook ensures the ship is trained and equipped to execute its mission. As the training officer, he drafts ship-wide training schedules and monitors personnel training qualifications to maintain Yukon’s dual compliance with U.S. Coast Guard and U.S. Navy training standards — requirements that ensure the crew is adequately trained to safely accomplish its mission.

Cook is used to staying busy, juggling many important tasks and seeing them through to completion. He started working for Military Sealift Command immediately after graduating from the Massachusetts Maritime Academy in Buzzards Bay, Mass., with a Bachelor of Science in marine transportation six years ago. Since then, Cook has served as the chief mate aboard MSC’s submarine tender USS Emory S. Land (AS-39) and as the cargo officer aboard the ammunition ship USNS Cesar Chavez (T-AKE 14).

Through one of the leadership development opportunities offered by MSC, Cook spent 10 months enrolled in the U.S. Naval War College’s College of Naval Command and Staff in Newport, RI. He graduated from the program with a master of arts in defense and strategic studies. The course workload sharpened his ability to effectively lead from the front, as well as manage and monitor Yukon’s critical programs.

“I oversee the inventory and inspection of lifesaving,

damage control, cargo, force protection, and deck gear, and restock materiel shortfalls when they arise, so that Yukon has the authorized allowance of equipment onboard,” said Cook. “During cargo and ship maneuvering events, and drills, I assume a leadership station either on the navigation bridge or in the [helicopter] control tower, or I supervise from the deck plates.”

In addition to meeting all of his Yukon responsibilities, Cook also meets his U.S. Navy Reserve commitments. His most recent tour on active duty was as the ordnance officer for Task Force 53 in Bahrain. He often transfers his MSC experience to his active duty assignments and vice versa.

Cook said the process of planning, preparation and execution is something he takes great pride in.

“Watching a well-developed, whole-of-ship plan to accomplish the ship’s mission come to fruition is extremely satisfying,” said Cook. “Whether the operation be an underway replenishment, a complex navigational transit, or a major maintenance evolution, when Yukon pools its resources and talent together toward a common goal and succeeds, it justifies the countless hours of hard work that went into planning and training for that event.” #ReadyOnDayOne





MASTER-AT-ARMS 1ST CLASS ANDREA NAVAR

U.S. Master-at-Arms 1st Class Andrea Navar, a Navy Reserve Sailor from San Diego, Calif. assigned to Amphibious Construction Battalion 1, is bringing her experience and training to Camp Lemonnier, Djibouti (CLDJ), driven by her desire to improve her fellow service members' war fighting readiness.

Navar has given 17 years of service to the Navy, including four and a half years of active-duty service. Even though this is her first mobilization as a Navy Reserve Sailor, she has found herself at the tip of the spear before.

"I spent two solid years in Afghanistan as a private contractor," says Navar. "My role in Afghanistan was to teach Afghan women how to be police officers and the basics of Anti-Terrorism Force Protection."

During operations in Afghanistan by U.S. and coalition forces, Afghan women had seen an increase in human rights and independence. However, with the recent withdrawal, women still living there may see hard fought freedoms reduced under the new Taliban regime.

"Not a day goes by that I don't think about my interpreters and my students. The classes for the women's police program lasted about eight weeks. On their last day, which was my birthday, they said 'Miss, Miss, we'll protect

you from the Taliban, let's go to the Bazaar."

Fast forward nearly a decade and Navar is again in a deployed environment, this time in Northeast Africa.

While deployed here to CLDJ, Navar has taken the initiative to oversee and implement improvements to the base's Mobile Laser Shot system, eventually upgrading it to a Firearms Training Simulator (FATS) system. She is the Firearms Training Simulator and Small Arms Marksmanship Instructor. These systems are virtual firearms training environments that allow trainees to experience a range environment indoors. This saves countless man-hours, ammunition and heat-related stress due to the hot

"My role in Afghanistan was to teach Afghan women how to be police officers and the basics of Anti-Terrorism Force Protection."

Djiboutian environment.

"The time to train is not during an emergency," says Navar. "I'm hoping the system will provide muscle memory for my fellow MAs, not just for this deployment, but hopefully going forward in their future careers. Also, with a FATS machine, we can do joint service training as well, because it also has Army, Air Force, and Marine Corps training on it to help not just the security department, but to help the command as a whole."

Navar has made a commitment to improving the skills of her fellow service members, and she has continually improved her own skills and knowledge while she has been deployed.

"MA1 Navar hit the ground running," says Master-at-Arms 1st Class Sheana McAnerny, CLDJ's Security Department Leading Petty Officer. "She obtained her patrolman and dispatcher qualifications quickly making herself a valuable member to her section by being malleable to any situation presented."

If the sharpening of her and her fellow Sailors' military skills was not enough, Navar has also steadfastly sought to improve the overall quality of life of those around her here at Camp Lemonnier and the community surrounding it.

"She became a member of the Command Resilience Team where she assisted in fostering an environment of inclusion and diversity throughout CLDJ," says McAnerny. "She has volunteered 30 hours at the Camp Lemonnier USO, five hours with the Friends of Africa, attended cultural awareness and local French classes."

Navar managed to do all of this on top of finding the time to complete immigration cases in pursuance of her attorney certification with the Provisional Licensure Program for the California State Bar.

As a member of the U.S. Navy stationed at Camp Lemonnier, Navar knows she is a part of a service tradition of unforgettable experiences through leadership development, world affairs and humanitarian assistance. Her efforts will have a lasting effect on her life, personally, and the lives of the many Sailors who will follow.

CULINARY SPECIALIST SECOND CLASS YUANKUN XIA

U.S. Navy Reserve Sailor, Culinary Specialist 2nd Class Yuankun Xia from St. Augustine, Fla., is supporting the Littoral Combat Ship (LCS) community as a search and rescue (SAR) swimmer during many shipboard qualifications and operations at sea.

SAR swimmers are vital to the readiness of U.S. Navy ships and serve aboard all units underway. They are trained to recover individuals from the water within minutes and provide life-saving support in an emergency.

Xia has been assigned active-duty orders to Commander, Littoral Combat Ship Squadron (COMLCSRON) One as a SAR swimmer for the last seven months and supported operations aboard USS Freedom (LCS 1), USS Independence (LCS 2), USS Kansas City (LCS 22) and most recently, aboard USS Mobile (LCS 26).

"I remember the first time I saw two guys in their SAR gear; it immediately got my attention."

"I stayed busy with keeping up my qualifications and supporting several LCSs," said Xi. "I take a lot of pride in being a SAR swimmer and really loved being able to support so many crews."

Becoming a SAR swimmer requires Sailors to meet demanding physical qualifications, use teamwork, be knowledgeable, and have the ability to work under pressure. What keeps Xia going is the moment he realized he wanted to become a SAR swimmer while he was on his first ship and during his first deployment.

"I remember the first time I saw two guys in their SAR gear; it immediately got my attention," said Xia. "I asked them what the process was to join, and with some help from the ship's chief boatswain's mate, I was able to join."

Candidates are first required to pass a physical fitness test consisting of push-ups, sit-ups, pull-ups, a 500-meter swim, and a one-and-a-half mile run. After passing the initial trial, candidates attend a four-week-long Surface Rescue Swimmer School in San Diego, Calif.

After successfully completing the course, candidates are sent to their specific platform they will be operating aboard to learn how to respond to emergency situations such as helicopter crashes, pilot recovery, man overboard and medical emergencies.

Xia's first assignment as a SAR swimmer under COMLCSRON One was to assist USS Freedom (LCS 1) during its deployment in December of 2020.

"CS2 was vital in contributing to our success during completion of our pre-deployment underway training," said Captain Lawrence Repass, commanding officer of USS Freedom (LCS 1). "Having a Reserve Sailor integrate seamlessly as a Freedom crewmember demonstrated how Active-Duty and Navy Reserve Sailors can work together to support any mission."

Xia served aboard Mobile during its certification and sail-



around from Mobile, Ala. to San Diego, Calif. Xia participated in multiple man overboard drills, boat recovery drills and boat crew training events.

"CS2's hard work and enthusiasm were a great asset to Mobile," said Boatswain's Mate 1st Class Jerry Huang, the deck division leading petty officer aboard Mobile. "He completed all the ship's required SAR certifications in addition to maintenance checks and boat operations, and even stayed with the ship for the sail around."

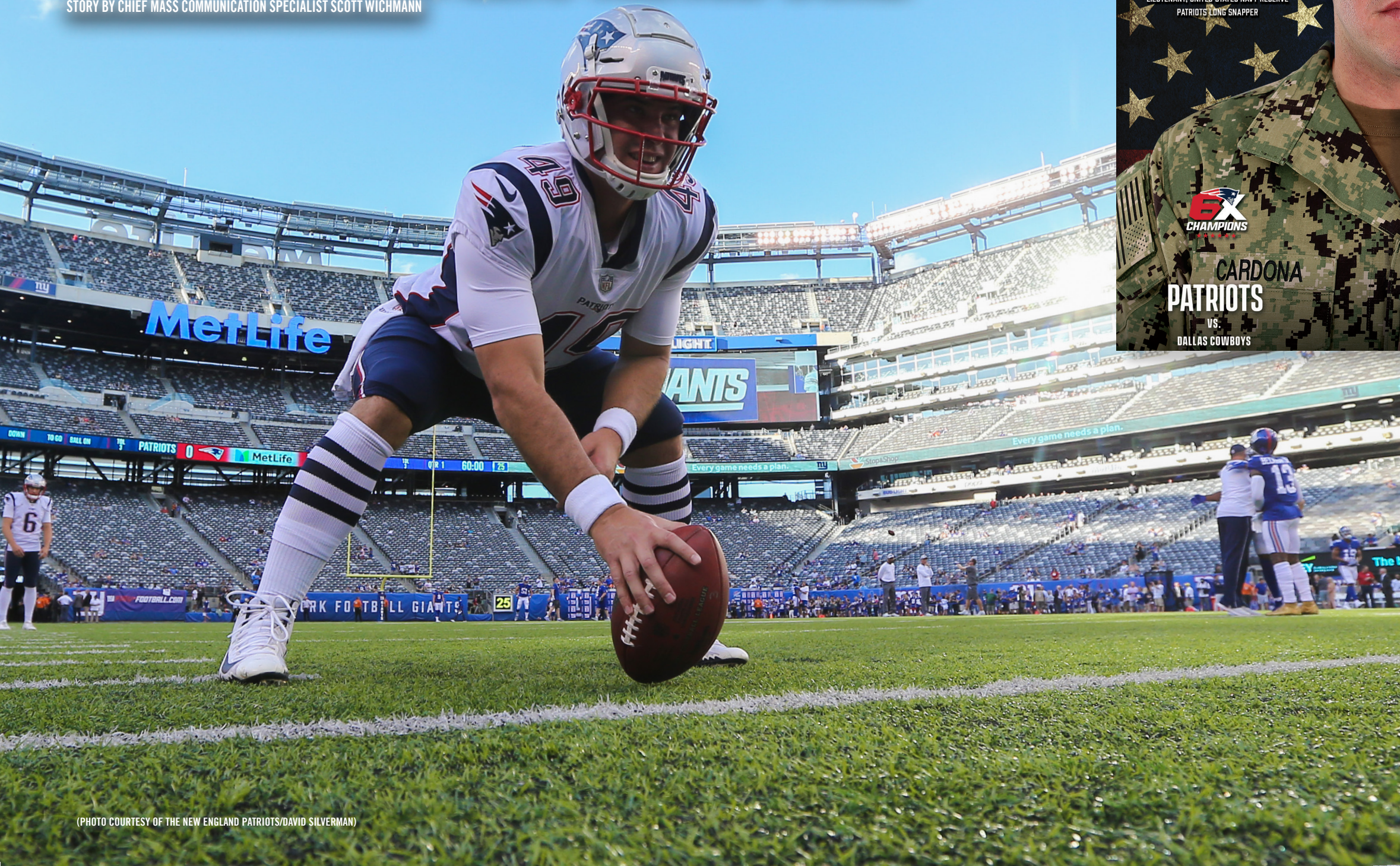
Xia's contributions to the squadron led the way for his fellow Navy Reserve Sailors to become SAR qualified as well. The goal is to increase the number of qualified Navy Reserve Sailors who are able to provide support and training for LCS ships when needed along the waterfront. Their presence and assistance promotes cooperation and cohesion.

The LCS is a fast, agile, mission-focused platform designed to operate in near-shore environments, winning against 21st-Century coastal threats. The LCS is capable of supporting forward presence, maritime security, sea control, and deterrence.

THE PATRIOT

LT JOE CARDONA GETS THE JOB DONE

STORY BY CHIEF MASS COMMUNICATION SPECIALIST SCOTT WICHMANN



(PHOTO COURTESY OF THE NEW ENGLAND PATRIOTS/DAVID SILVERMAN)



(GRAPHIC COURTESY OF THE NEW ENGLAND PATRIOTS)

Many Navy Reserve Sailors have pressure-filled civilian careers. Every Sunday, Lieutenant Joe Cardona finds the fortunes of his co-workers — both literally and figuratively — in his hands.

For seven years, Cardona has handled long-snapping duties for all punts, field goals and extra points for the six-time Super Bowl Champion New England Patriots while effectively managing a career as an officer in the Navy Reserve.

Cardona has made a dual-hatted commitment unrivaled by anyone in professional sports.

“Something I’ve had to learn along the way is that my teammates deserve the best out of me and so do my Sailors,” said Cardona. “It’s a huge responsibility and a lot of pressure, but ultimately pressure is a privilege.”

The Navy has been omnipresent in the Cardona household as far back as Joe can remember.

“My dad joined the Navy out of high school,” said Cardona. “He was an aviation electronics technician and served aboard aircraft carriers. [He] did seven years on active duty, spent seventeen years in the Navy Reserve and is a civilian DoD tech. rep. to this day. He works out of North



(PHOTO COURTESY OF THE NEW ENGLAND PATRIOTS/DWIGHT D. DARIAN)

Island in Miramar [California] on avionics, and [he] trains Sailors and Marines on those platforms.”

While growing up in San Diego, Cardona played football, often staying after practice with his father to add skills such as punting, kicking and long-snapping to his toolkit to make him a more versatile player. Eventually, his love of both the game and the Navy — and his unique skillset — opened the door for him to play football for the U.S. Naval Academy.

“Obviously, my Dad worked with plenty of Naval Academy grads,” said Cardona. “When I was offered an opportunity to attend the Naval Academy, I jumped at it because I knew that it was the best opportunity I could ever ask for, to get to go to a great institution but also become an officer in the Navy.”

While at the Naval Academy, Cardona became only the second freshman to start at long snapper in the history of the Navy football program. He was a four-year player at the position, lettered four times, and was regarded as one of the top long snappers in the country. Cardona’s consistency and reliability at the position put him on the radar of New England Patriots head coach Bill Belichick, whose father, Steve, served as an assistant football coach at the Naval Academy for 34 years.

In 2015, after graduating from the Naval Academy with a degree in economics, Cardona was drafted with the 166th overall pick by the Patriots in the fifth round of the NFL draft. On his first day with the team, Cardona said he stepped into an instantly recognizable organizational culture.

“It reminded me a lot of going to the academy and getting ‘Reef Points,’ our information book,” said Cardona. “On day one at the academy, you’ve got to know rates and ranks, you’ve got to know your chain of command all that stuff, and it was the same deal here. You’ve got to know your teammates, where they’re from, what they did, some of their accolades; you had to know the coaches, what their positions were. This all comes in a binder full of information, and it’s your job to internalize and learn it so you know it on the first day.”

Cardona said he soon discovered “The Patriot Way,” (a well-known moniker given to the organization’s team-first approach) closely aligned with the Navy’s “Ship, Shipmate, Self” motto, summed up through Belichick’s simple, oft-repeated sideline command: “Do your job.”

“There are definitely some parallels there,” said Cardona, of the Patriots’ operational philosophy. “Just the overall professionalism that’s expected with the Patriots, it mirrors a Navy command in a lot of ways.”

In the high-stakes world of the National Football League, every inch is ferociously contested, every point is treated as life-and-death, and field position is a team’s oxygen. With the Patriots excellence is the expectation, and victory is only made possible by players doing the little things with precision and consistency, something about which Cardona is obsessive.

“With Joe, it all boils down to trust and attention to detail,” said Patriots punter Jake Bailey, who also serves as the team’s holder on field goal and extra point attempts. “Joe is a very detail-oriented person. He does his best to make

sure every single snap is perfect, every block is perfect, and that allows me to do my job to the best of my ability. Joe is a very dependable guy on this team.”

The complexities of Cardona’s role as a long snapper involve dexterity, keen awareness, speed, toughness and an almost robotically consistent ability to deliver the football to a spot 15 yards behind him in the optimal position for a punt or a kick in less than a second.

“Nothing starts without the snap,” said Patriots Special Teams Coach Cam Achord. “For a long snapper, it starts with accuracy, making sure you’re getting the ball to the spot, as we say, ‘with laces,’ with consistent control, spin and velocity at the same level every time, so Jake can catch it at the same spot.”

Achord said Cardona’s pre- and post-snap responsibilities are key, particularly on punts, which require a quick protection assessment, precision and quickness on the snap, eye control and proper footwork.

“He has to protect the punter or the kicker, not just snap the football,” said Achord. “On punts, he has to identify the protection — meaning who he’s going to block — then focus on where Jake’s at, and put the ball right on his hip. And Joe may have to snap it right or left, depending on where Jake’s lined up.”

“Post-snap, his eyes have to come up, he’s got to be ready

to identify and engage his man,” continued Achord. “So he’s got to get up, snap the ball, quickly find the guy and engage. He also has to have good footwork moving to the left or the right, depending on where the rush is coming from.”

Achord said the 6 ft. 3 in., 245-lb. Cardona routinely brings his eyes up after the snap to identify and engage some of the NFL’s biggest and fastest rushers, furiously barreling down on him intent on blocking a Patriot punt, field goal or extra point attempt.

“It’s a unique position,” said Achord. “The long snapper is the one guy on the field not looking at the guy they’re blocking. And you don’t really think about it much, but a long-snapper still has to face off against 300-lb. linemen. You’re blocking linebackers, you’re blocking defensive ends, you’re not just engaging a guy my size.”

The long snapper is also often identified by opposing special

teams units as a potential point of failure to be targeted, but to the casual fan, Cardona’s consistent effectiveness is often hidden in plain sight.

“I think you see most punt rushes attack the snapper,” said Belichick in a September 2021 press conference. “It’s a pretty tough position. Nobody knows or cares who the snapper is until it’s a bad snap, and all of a sudden, then it’s a front page story. So there’s a decent amount of pressure on that player as well, not just to snap, but to block in punt

“My teammates deserve the best out of me, and so do my Sailors,” said Cardona. “It’s a huge responsibility and a lot of pressure, but ultimately, pressure is a privilege.”



(PHOTO COURTESY OF THE NEW ENGLAND PATRIOTS)

protection.”

According to Cardona, no amount of external pressure, whether physical or otherwise, can match the level of pressure he routinely places on himself — both on the gridiron and in the Navy wardroom.

“On the field, one thing I’ve always done is put myself in the mindset of maximum pressure,” said Cardona. “I’ve gone through the mental reps of doing it in the biggest moments and putting the most pressure on myself when it’s just a practice rep, so when I know it’s real life, and it’s pressure-filled, I’m prepared. I think if we work towards that as individual service members and we work toward that standard, we’ll be that much more prepared to face any adversary.”

To ensure they are effectively prepared for the things they can’t control, Cardona and the kicking team routinely subject themselves to adverse conditions to make a high degree of difficulty the norm.

“We practice in [cold weather] all the time, so we’re very well versed in it,” said Patriots place kicker Nick Folk. “We try to make it as hard on ourselves in practice as we can; we’ll put water on the ball, we do anything we can to make it as hard as we possibly can so we’re ready for all those conditions.”

“Sometimes the wind is coming, there’s inclement weather,” said Achord, “but Joe still maintains that consistent velocity, he does a really good job of spinning the ball so Jake

can catch it in the same spot.”

“I’m always confident going out there with Joe because we’ve been at it in practice, in games, time and time again,” said Folk. “You always feel really confident when Joe has the ball in his hands and Jake is holding, so I think the three of us have a pretty good routine, a pretty good understanding of what’s going on.”

Over seven full seasons, Cardona has never missed a game, a testament to both his durability and mastery of a unique skill position.

“Joe has a lot of toughness and reliability, he shows up every day for us,” said Achord. “It’s great to be able to put a guy on the field who really knows what he has to do, understands his assignment and knows his role. As a coach, that’s really reassuring.”

For his fellow teammates, Cardona’s accomplishments speak volumes.

“Joe has won two Super Bowls,” said Bailey. “That carries enormous weight around here.”

Part of Cardona’s job on punt coverage is also to get downfield after the kick and weave his way

through the chaotic, high-speed traffic of blockers to tackle the kick returner. In three Super Bowls, Cardona has eight total special teams tackles, a testament to a relentless work ethic which has produced results on the biggest stage in professional sports — success he routinely tempers with a heavy dose of perspective.

“I’ve been very fortunate to be able to play in some very high-pressure football moments,” said Cardona. “Ultimately, I like to keep in mind in those moments, you know, ‘Hey, this is nothing compared to what a lot of my fellow service members have faced along the way,’ and I use that as kind of an example to provide a little perspective. I get an opportunity to embrace this pressure. It’s good for me to practice in it and perform under it so that one day, if called upon, my Sailors can depend upon me in the same way.”

As a supply corps officer, Cardona has provided vital logistics support to both Special Operations Command Central (SOCCENT) and United States Special Operations Command (SOCOM). Currently assigned as logistics officer for Navy Reserve Expeditionary Medical Facility Bethesda, Maryland, Cardona has been directly responsible for providing much needed medical supplies and support to the fight against COVID domestically at critical hotspots such as New York City, USNS Comfort and elsewhere.

To his unit leadership, Cardona is a solid officer who leads from the front, demands accountability, gets results and demonstrates a great deal of humility despite his key role

“It’s the preparation for the biggest moments... that will carry you through when you’re called upon to do something that’s extremely difficult, and there’s a lot of pressure upon you.”

on a perennially championship-contending, high-profile, professional football team.

“Humility best sums up LT Cardona,” said Cmdr. Aleksei Razsadin, Commanding Officer, Navy Reserve Center Newport, Rhode Island. “Even during football season, he can be seen at NRC Newport providing leadership to staff and SELRES alike. No one around him even suspects he’s a football player. They just see an exceptionally skilled Naval Officer who inspires and leads by example.”

Cardona said he’s able to make his Navy Reserve career work alongside his professional career using lessons he learned at the Naval Academy and has since sharpened in both the wardroom and the locker room.

“Best practices for managing the workload required of us really come down to the lessons imparted to us all on day one: compartmentalizing,” said Cardona. “Doing one thing at a time while balancing a full workload. Giving that total effort every single time. Nothing can receive less focus than something else.”

For Cardona, readiness is the whole ballgame.

“Ultimately, I think readiness comes down to the preparation you put in so that you can handle moments of giant responsibility,” he said. “It’s easy to be given an assignment that’s down the road and you have a lot of time to prepare for it. But you can’t always tell when the biggest moments are going to come at you. Ultimately it’s the preparation for the biggest moments, the moments with the highest amount of urgency that will carry you through when you’re called upon to do something that’s extremely difficult and there’s a lot of pressure upon you.”

When Cardona returns from duty, takes off his Navy uniform and dons his blue number 49 Patriots jersey, his quiet leadership still sets a tone, even in a locker room filled with some of the NFL’s biggest superstars.

“Joe is a tremendous leader and someone everyone looks up to,” said Bailey. “Whether it’s briefing the team on Veterans Day or Memorial Day or talking about the importance of service, he offers us a lot of perspective. Joe carries a lot of respect in this locker room.”

“I have a great deal of respect for him and that part of his life,” said Folk. “He takes it very seriously. It’s really interesting to see a person kind of have two careers in the NFL, you know, football and something related to public service. It’s really unique to see it every day. I couldn’t commend him enough for what he’s done for this football team and for this country and the way he respects and responds to everything he’s asked to do on that Navy side. He just does it with the most class. He puts all the time he can into both professions, and he does them really well.”

Bailey agreed.

“To be honest, I haven’t given much thought to the fact that he’s always a phone call away from possibly being deployed,” said Bailey, “but if a call like that came, I know for him there’s no higher honor than being called to serve. For now, we’re lucky to have him, and I’m not alone when I say I’m really happy to have him around.”

“He is a true renaissance Naval Officer with capabilities that span from Supply, to Public Affairs, to Human Resources,” said Razsadin. “He is a national treasure and true Patriot — both on and off the field.” ❧



(PHOTO COURTESY OF THE NEW ENGLAND PATRIOTS)



(PHOTO COURTESY OF THE NEW ENGLAND PATRIOTS/DAVID SILVERMAN)

TO BOLDLY GO: LT DENIZ BURNHAM

STORY BY CHIEF MASS COMMUNICATION SPECIALIST SCOTT WICHMANN

For Navy Reserve Lieutenant Deniz Burnham, the sky is no limit.

Burnham, executive officer of SurgeMain Alameda, a Naval Sea Systems Command (NAVSEA) Reserve unit supporting naval shipyard operations in Alameda, California, was recently selected by NASA to join the 2021 Astronaut Candidate Class. She reports for duty in January 2022.

At the time of her selection as a NASA astronaut candidate, Burnham, a former intern at NASA's Ames Research Center in Silicon Valley, had spent more than a decade in the energy industry where she managed drilling optimization projects and emission reduction strategies for drilling rigs.

Burnham holds degrees in chemical and mechanical engineering and is an experienced leader in the energy industry. She has managed onsite drilling projects and emissions reductions strategies throughout North America, including in Canada, Texas, and Alaska.

However, it is Burnham's lifelong love of aviation that set her up on a career course that is truly out of this world.

"From a very young age, I had a true love of aviation," said Burnham in a 2019 podcast interview. "I would draw little pictures of helicopters."

For Burnham, a private pilot who holds helicopter, fixed wing (land and sea), and instrument ratings, and also flies both paramotors and paragliders, space flight seems to be the next logical step in an evolving aeronautical odyssey.

"I learned to fly paramotors first," said Burnham. "Then I did paragliding; then I did my seaplane rating, and then I got my helicopter license."

Burnham and her fellow astronaut candidates will report for duty at Johnson Space Center in Houston, Texas, to begin two years of training. Astronaut candidate training falls into five major categories: operating and maintaining the International Space Station's complex systems,



(PHOTO COURTESY OF NASA-JOHNSON SPACE CENTER/ROBERT MARKOWITZ)



(PHOTO COURTESY OF NASA-JOHNSON SPACE CENTER/ROBERT MARKOWITZ)

training for spacewalks, developing complex robotics skills, safely operating a T-38 training jet, and Russian language skills.

Born at Incirlik Air Base in Turkey, Burnham frequently moved as a result of being raised in a military family. She graduated from Vanden High School in Fairfield, California, and earned a bachelor's degree in chemical engineering from the University of California, San Diego in 2007.

She began her career as a field engineer on a remote oil rig in Prudhoe Bay, Alaska, and as a lead field engineer, she was responsible for all aspects of the measurement and logging while conducting drilling operations at rig sites throughout the Arctic.

In 2011, Burnham was selected for a 15-month intensive training and evaluation program in preparation for an on-site leadership position as a drilling well site leader. She trained in various locations throughout Wyoming and Texas

and went on to lead on-site operations for about nine years on drilling rigs in Texas, Canada and Ohio.

As a graduate student, Burnham completed an internship with the NASA Ames Research Center as part of the Deployable Autonomy Technologies group, earning a master's degree in mechanical engineering from the University of Southern California, Los Angeles in 2017.

Burnham and her fiancé, Shaun Little, enjoy exploring the outdoors and riding motorcycles.

Upon successful completion of her two-year training course, Burnham could be assigned to missions like performing research aboard the ISS, supporting commercial company aircraft launches and possibly even deep-space missions on NASA's Orion spacecraft and Space Launch System rocket to future destinations such as the moon, Mars and beyond. ✨

#TBT: NAVY OFFICER COMMANDS SHUTTLE

The Space Shuttle Atlantis lifts off from Kennedy Space Center for the last time July 8, 2011, during NASA's final space shuttle mission. The final mission was commanded by U.S. Navy Capt. Christopher J. Ferguson.



SECOND TO NONE: NAVY RESERVE SAILORS CRITICAL TO 2ND FLEET SUCCESS

STORY BY COMMANDER, U.S. 2ND FLEET RESERVE PUBLIC AFFAIRS
AND COMMANDER, NAVY RESERVE FORCES COMMAND PUBLIC AFFAIRS

(U.S. NAVY PHOTO BY MASS COMMUNICATION SPECIALIST SEAMAN T'ARA TRIPP)

Chief of Navy Reserve Vice Adm. John Mustin's number one priority is warfighting readiness, providing strategic depth to the Navy in an era of strategic competition, including to U.S. 2nd Fleet. There are currently 130 Navy Reserve billets at 2nd Fleet, more than double the number in 2019. These billets are wide-ranging and diverse for officers and enlisted, mirroring Active Duty manning in all functional areas.

Since U.S. 2nd Fleet was reestablished in 2018, Navy Reserve Sailors have surged to support its demanding tempo of exercises and operations, as well as those of sister command and critical allied partner NATO Joint Force Command Norfolk's (JFCNF).

Vice Adm. Daniel Dwyer, commander of U.S. 2nd Fleet and JFCNF, recognizes that alliances and partnerships are an incredible force multiplier and asserts that Navy Reserve Sailors are vital to that equation.

“Our Active Duty and Reserve team work seamlessly together, and I am consistently impressed by the professionalism, expertise, and technical acumen our Reserve brings to the fight,” Dwyer said. “My priority is to build authentic relationships,

which are key to how we fight, and Reserve Sailors are an important piece of that integration.”

2nd Fleet was reestablished with the vision to create a force able to confront the very real resurgence of strategic competition in the North Atlantic and Arctic regions. The Navy recognized early in the process that allies and partners would be key to confronting new threats there. For the past three years, 2nd Fleet and JFCNF have been building capabilities together, including a tremendous depth of support with Navy Reserve forces.

“This exponential growth has everything to do with the relationships built between the active and Reserve teams and each other's ability to better understand the needs of each other and the command's mission,” said Navy Reserve Chief of Staff Capt. B.T. Smith. “We rely on and welcome Reserve support because we know that Navy Reserve Sailors deliver capability and deploy alongside us.”

Navy Reserve Sailors have not just participated in, but have been absolutely essential to 2nd Fleet operations and exercises in the past three years. Just a few of the 2nd Fleet events they have supported include Baltic Operations (BALTOPS) 2019; Large Scale Exercise (LSE) 2021, which was one of the largest naval

exercises in history; 12 different East Coast Fleet Battle Problems (FBPs); Exercise Dynamic Mongoose; and Operation Nanook-Nunalivut.

Steadfast Defender is another 2nd Fleet event for which Navy Reserve support is vital. Steadfast Defender 2021 was the first in a long-planned series of NATO exercises designed to ensure NATO forces, including U.S and allied Navies, are able to effectively operate together. 2nd Fleet served as the Maritime Component Command (MCC) during the exercise, meaning it was tactically in control of all assigned maritime units. This was the first time 2nd Fleet acted as MCC in a NATO-led joint and multilateral exercise. Five Navy Reserve Sailors led the way, joining 2nd Fleet Staff aboard the Blue Ridge-class command and control ship USS Mount Whitney (LCC 20) to help command and control the event.

2nd Fleet also relies on Navy Reserve Sailors to help run its Fleet Maritime Operations Center (MOC) inside its three-story Fleet Command Center in Norfolk, overseeing U.S. Navy operations in the North Atlantic. At any given time there, a mass of uniforms can be seen huddled around a cluster of desks, surrounded by television monitors and projection screens,

making decisions that impact the world. The current MOC Director is a Navy Reserve Sailor, Capt. Calvin Foster. He was asked to activate on orders to fill the role because of his extensive experience in the operational level of war.

“U.S. 2nd Fleet operations are vital to the defense of America's eastern coastline,” said Foster. “Critical infrastructure, key lines of communication and control, and protection of major ports and seaways are primary force employment concerns for our Fleet, and we stand ‘ready to fight’ against any adversary who would jeopardize our maritime trade operations.”

2nd Fleet's realm isn't just the ships and submarines on and below the surface of the North Atlantic and Artic Oceans. It includes all battlespaces from the seabed all the way to space, and also includes the cyber and information spaces. 2nd Fleet relies on Navy Reserve Sailors to support maritime operations in every one of these domains.

Do you have what it takes to help 2nd Fleet and NATO deter America's adversaries? Contact 2nd Fleet Reserve Program Director, Mike “Extreme” Tem for current and future mobilization opportunities: Michael.e.tem.mil@us.navy.mil; 757-836-0705 ☎



(U.S. NAVY PHOTO BY SEAMAN SHELBY ROBINSON)

WARRIOR TOUGHNESS

SKILLS FOR EVERY WARFIGHTER

STORY BY NAVAL TRAINING SERVICE COMMAND PUBLIC AFFAIRS

In late 2018, Warrior Toughness training was introduced to Recruit Training Command (RTC) staff, Recruit Division Commanders, and recruits. It has since developed toughness in Sailors throughout the Navy, enhancing their abilities to focus and perform well under pressure. “Warrior Toughness has absolutely transformed the way we train Sailors and how they respond and perform under pressure,” said Rear Adm. Jennifer Couture, commander, Naval Service Training Command. “Through Warrior Toughness at RTC, the Navy’s warfighting spirit is fortified early, so they instinctively use it when needed.”

Recruit divisions trained in Warrior Toughness performed better at Battle Stations-21, the crucible event required to become a Navy Sailor, and had higher graduation rates when compared to those who were not trained, according to the results of an RTC study.

“Their ability to handle the stressful situations that we put

them through as time went on was much better,” said Senior Chief Cryptologic Technician (NAC/IW/AW) Justin Heise, a former Recruit Division Commander (RDC) from July 2017 to January 2021. “You can see that their focus was more in the moment than on things that were way outside of the scope of what they were dealing with.”

Developing Character & Warfighting Spirit

The Chief of Naval Operations’ Design for Maintaining Maritime Superiority, version 2.0, defines toughness as being able to “take a hit and keep going, tapping [into] all sources of strength and resilience.”

Toughness comes from developing and fortifying the mind, body, and soul of every Sailor.

“Warrior Toughness enables us to become a Navy that relentlessly promotes psychological, physical, and spiritual toughness, which leads to maximized character, competence, and connectedness in every Sailor,” said Couture. “When we are all tougher in mind, body, and soul, we undoubtedly become a more lethal warfighting force.”

Chaplains lead soul and character development at RTC designed for recruits of every faith and creed. “The soul is what makes you who you are. It gives you the fuel for what you do,” said Lt. Nathan Grooms, an RTC Chaplain.

“Sailors must know who they are, why they serve, and what they believe in so they can live it out every single day in the Navy,” he said.

Fortifying Mental & Physical Toughness

Recruits also learn several applied exercises to regulate their responses to stressful situations.

Sidebar: Performance psychology skills taught include focused breathing, mindfulness, self-talk, mental rehearsal, energy management, and goal setting.

“We have to be smart on our stress response so that we can respond effectively in high-pressure situations,” said Dr. Jenny Siddiqi, a Clinical Psychologist at RTC.

These applied exercises are introduced early and reinforced throughout training. For example, on day three, recruits learn to recalibrate, a focused breathing technique that lowers the heart rate and allows for better performance. In a slow and controlled manner, recruits learn to inhale for five seconds and then exhale for seven seconds. Once learned, they can use it during any stressful task where focus and high performance are required, said Siddiqi.

On day six, recruits are taught visualization skills shortly before jumping off a 10-foot platform into a pool.

“We have recruits that have never swum before, so they have to get that vivid feel for climbing the tower and jumping into the water,” said Aviation Boatswain’s Mate (Equipment) 1st Class Madnaely Martinez, a Warrior Toughness instructor at RTC.

These simple-to-learn exercises can be done before, and in some cases, during evolutions.

“You can be recalibrating as you are heaving a line. You can be recalibrating as you’re fighting a fire. That’s the beauty of this program and of the recalibrate exercise,” said Martinez.

Beyond Boot Camp

In the Fleet, when we hear “toughness,” many think of “resilience.” We want to distinguish these terms because they are two different concepts that are often confused. Resilience (and

resilience programs) focus on preventing adverse outcomes and recovery after a critical event. Toughness focuses on performance enhancement and character development before and during a critical event. Essentially it is not enough to bounce back from bad things that happen to us; we need to be ready and capable before and when adversity strikes. The way we build toughness is through the Warrior Mindset. It is an unending cycle that, when completed repeatedly, builds and sustains toughness while progressing toward peak performance. Toughness complements technical training to achieve this goal. Toughness is not simply physical and mental, but also spiritual.

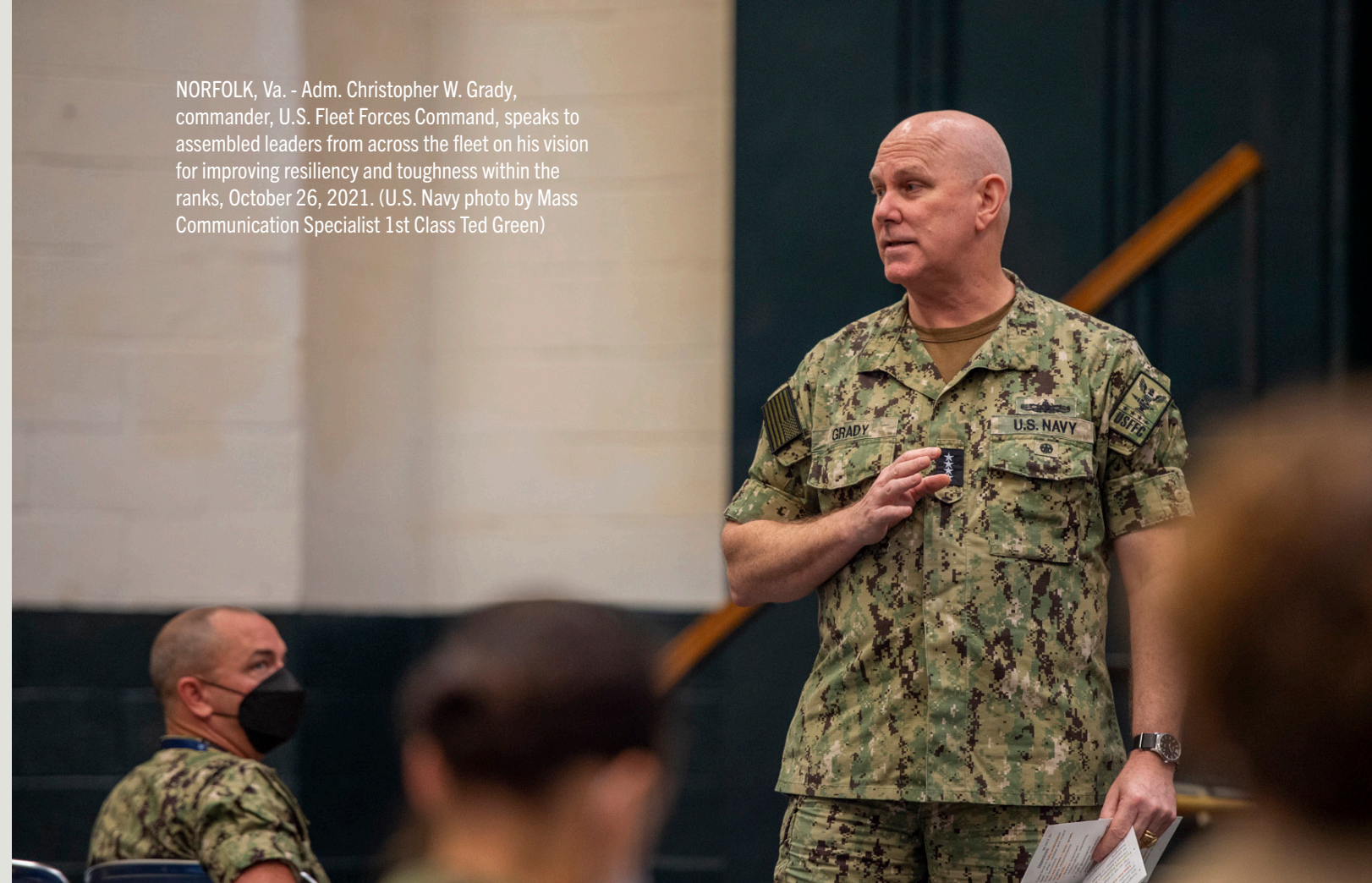
For Heise, a Sailor who returned to operational duty at Navy Information Operations Command Hawaii after serving as an RDC for three-and-a-half years, Warrior Toughness became a conscious and automatic response. While conducting a secure-for-landing inspection during his first flight earlier this year, his EP-3E aircraft suddenly hit turbulence and slammed him to the floor. He then scanned his body for injuries. When he finally looked at his feet, he saw his left foot had turned 180-degrees.

“I crawled to the nearest chair and strapped in,” he said. “And about two seconds later, immense amounts of pain started to kick in, and that’s where the second side of Warrior Toughness kicked in.”

Using box breathing techniques, Heise stayed focused, kept his mind clear for the rest of the flight, and articulated his condition to his flight commander. Once the plane landed, Heise used visualization to exit the plane safely.

“I definitely would attribute the skills that Warrior Toughness taught me to get through that immediate moment, and then being able to stay focused even in the moments that came after, and not giving in to all those fears and thoughts and things that I couldn’t control,” said Heise. ✂

NORFOLK, Va. - Adm. Christopher W. Grady, commander, U.S. Fleet Forces Command, speaks to assembled leaders from across the fleet on his vision for improving resiliency and toughness within the ranks, October 26, 2021. (U.S. Navy photo by Mass Communication Specialist 1st Class Ted Green)



READY ON DAY ONE

STORY BY U.S. NAVAL FORCES SOUTHERN COMMAND/U.S. 4TH FLEET PUBLIC AFFAIRS

U.S. NAVY PHOTOS BY MASS COMMUNICATION SPECIALIST 2ND CLASS JACK D. AISTRUP



RESERVE SAILORS PROVIDE HUMANITARIAN AID AND DISASTER RELIEF IN HAITI

In August, 2021, Navy Reserve Sailors from Naval Reserve, 4th Fleet/United States Naval Forces Southern Command (NR COMUNAVSO) were on annual training (AT) orders to support Blue Flag, an exercise that allows USNAVSO/4th Fleet to certify their Maritime Operations Center (MOC). Blue Flag was suddenly cancelled when an earthquake struck Haiti, and the command was immediately directed to support the Navy's response efforts. The Navy Reserve Sailors were unexpectedly working a real-world disaster.

On August 14, a devastating 7.2 magnitude earthquake struck the southwestern part of the island nation Haiti. The event severely damaged

multiple cities, burying residents in rubble and resulting in an untold number of missing people.

Sailors from Naval Reserve, 4th Fleet/United States Naval Forces Southern Command (NR COMUNAVSO) were tasked with supporting Joint Task Force (JTF) Haiti, a Humanitarian Aid and Disaster Relief (HADR) operation with U.S. 4th Fleet and other DoD organizations.

Navy Reserve Sailors played a critical role in the relief operations.

"The integration has been seamless," said Capt. Richard S. Lofgren, commander of U.S. Naval Forces Southern Command/U.S. 4th Fleet Reserve Component (NR COMUSNAVSO/C4F),



“This support gives our Sailors the opportunity to serve a real-world mission right now and the ability for our folks to not just participate in an exercise during annual training but to be integrated and a part of a team that’s actually saving lives.”

- CAPT. RICHARD S. LOFGREN

remarking on the integration of Navy Reserve and active duty Sailors. “Everybody is wearing the same uniform and has the same desire to help folks out and be part of a bigger team.”

Military members have to be ready to support whatever mission may occur, no matter their backgrounds or what their normal job functions entail.

“Our support is not just expected, it’s wanted,” said Lofgren. “The ability for all of us to bring our experiences from outside the uniform to 4th Fleet and use some of those skills is something that’s really unique and something we’ve been able to share with our shipmates here on the active duty side.”

Navy Reserve Sailors got to be vital members of a team responding to an important real world mission.

“This support gives our Sailors the opportunity to serve a real-world mission right now and the ability for our folks to not just participate in an exercise during annual training but to be integrated and a part of a team that’s actually saving lives,” said Lofgren.

The integration between active duty and the Navy Reserve Force is essential, especially when it comes to the mission and making sure we are successful in what we are striving to accomplish.

“It has been awesome to work with our active-duty counterparts,” said Lofgren. “Our Sailors show the excellence of our Reserve Force, and they do it with a positive attitude, great enthusiasm, and they help support the overall readiness of not just 4th Fleet, but the greater, larger Navy.” ✂



ENLISTED LEADER DEVELOPMENT: CHARACTER-DRIVEN LEADERSHIP TRAINING

Competence and character are the pillars of trust. Trust is an essential component in preparing Navy Reserve leaders at every level to respond effectively on day one of a major conflict. That's why character growth is a vital component in Navy Reserve leadership development.

Character development is the process of continuously strengthening the ability of an individual to consistently act with honor, courage, commitment and respect. This helps build trust. Trust and character lay the framework for Sailorization, unit cohesion and warfighting readiness.

Enlisted Leader Development (ELD) is a key component in the Chief of Navy Reserve's Sailor Development line of effort — building the leadership skills of enlisted Sailors by delivering a character-focused curriculum.

What is Enlisted Leadership Development?

ELD is a discussion-based course focused on self awareness, moral courage, inclusion, ethical decision making, warrior toughness, and more. World-class leadership is our Navy's decisive advantage, and ELD is one tool used to develop effective leaders.

How do Sailors get into a course?

All ELD courses must be taught by two certified facilitators. To find and register for a course, Sailors can use the My Navy Portal at www.my.navy.mil. (My Navy Portal > Quick Links > Enlisted Leader Development).

Is ELD Mandatory?

In accordance with NAVADMIN 254/21, completion of ELD will be a prerequisite for advancement to E6 and E7 beginning calendar year 2025. It will be a prerequisite for advancement to E8 beginning fiscal year 2026.

What course do the Sailors attend?

E-3 and E-4 Sailors attend the Foundational Leader Development Course (FLDC, 3-day course). E-5 Sailors attend the Intermediate Leader Development Course (ILDC, 3-day course). E-6 Sailors attend the Advanced Leader Development Course (ALDC, 4-day course).

When should Sailors attend ELD?

Sailors will no longer attend leadership training immediately before frocking. Instead, Sailors attend the course for their current paygrade (i.e. E-5s attend the E-5 course). This change is intended to give commands flexibility as they find the right time for their Sailors to attend. It is optimal (but not required) to attend 6-12 months after being frocked.

Feedback from recent ELD participants:

- "I believe I was provided lots of tools which I've not been [previously] exposed to, to help me work on my leadership skills."
- "As an experienced first class, I have seen a lot of good (and bad) leadership. This was the first time that I have been asked to explore some of these elements in depth and collect them into my own philosophy of leadership."
- "THIS IS THE LEADERSHIP TRAINING I HAVE BEEN ASKING FOR FOR TEN YEARS!"
- "Opened my eyes like the Matrix. Was able to hear different views and experiences."

Sailor Takeaways From ELD:

- "Being a leader is way more than just being in the position of a leader."
- "You can always add to and improve how you lead. Leadership is innovative and ever changing. We can learn not only from our superiors, but our junior Sailors as well."
- "To be a better leader, I need to be more concise, straightforward, talk about the hard topics sooner rather than later, and not be afraid to approach a situation I thought was previously a confrontational one but really wasn't."
- "Not everyone is the same as you or thinks the same as you, so when trying to understand or communicate with other types of people, I now have tools to use and put to good use!"
- "It opened my eyes and made me a little more aware of other areas I was not before."
- "A lot of the curriculum helped me become more self-aware of things I did not know about myself. The curriculum was taught really well and made me do some self-reflection. Good leaders create good leaders."

MENTAL HEALTH MATTERS

Navy Reserve Sailors face a unique challenge balancing family, a full time career, and their Navy Reserve readiness responsibilities. The load can be heavy, but you do not have to carry it alone. If you or a shipmate are experiencing a mental health crisis, help is available in many forms. For a list of resources available to all Navy Reserve Sailors, visit: <https://navyreserve.navy.mil/Resources/Mental-Health-Resources/>

AVAILABLE RESOURCES:



Military One Source
1-800-342-9647
VETERANSCRISISLINE.NET



National Domestic Violence Hotline
1-800-799-7233
THEHOTLINE.ORG



Veteran's Crisis Line
1-800-273-8255
VETERANSCRISISLINE.NET



Psychological Outreach Program
866-578-7467
FACEBOOK.COM/BUMEDPHOP



DoD Safe Helpline
1-877-995-5247
SAFEHELPLINE.ORG



National Suicide Prevention Hotline
1-800-273-8255
SUICIDEPREVENTIONHOTLINE.ORG



Rape, Abuse, & Incest National Network
1-800-656-4673
RAINN.ORG



Chaplain Hotline for Reserve Sailors
757-322-5650
NAVY311.NAVY.MIL

"Mental health is absolutely critical to wellness and shouldn't be ignored, and it shouldn't be hidden. No matter your situation, there are shipmates ready to do whatever they can to help you find hope. Reach out; ask someone for help. Don't let stigma stand in your way. To all of our leaders out there, no matter your rank, let me be clear: talk to your people, listen to them, be available, and encourage them to seek help if they need it."



**CHIEF OF NAVAL OPERATIONS
ADM. MICHAEL GILDAY**



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U.S. Navy photo by Mass. Communication Specialist 2nd Class Livingston Lewis

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