



# TNR

THE NAVY RESERVE

MAY 2012

## Ready Now

"CAN DO" ATTITUDE 10  
MOTORCYCLE SAFETY 12  
SEXUAL ASSAULT AWARENESS MONTH 14

TAKING AIM 18  
PROTECTING THE FLEET 20  
HIGH SPEED SEABEES 23





# Ready Now!



Like a cockpit display, the Navy Reserve Readiness Module (NRRM) provides key information in an easy-to-use format. It's up to leaders to use that data to ensure the Navy Reserve remains Ready Now.

Volume 4, Issue 5

Ready Now

May 2012

Shipmates,

Our Navy Reserve force motto is "Ready Now. Anytime, Anywhere." Our motto is not merely a tagline, catchphrase or slogan but a goal we strive to achieve everyday. Being "Ready Now. Anytime, Anywhere" is our pledge to our shipmates, our Navy and our Nation. To honor this pledge, our actions must match our words.

Being "Ready Now" starts with individual readiness. We must meet Navy standards for physical, medical, dental, family and personal readiness. Our training must be current. Our military records must be in order.

There's a lot of data to track – and fortunately we now have the right tool for the job. The Navy Reserve Readiness Module (NRRM) is a powerful tool delivering on-demand readiness information available to all levels of leadership. Using up-to-date information from authoritative databases, NRRM can identify exactly who is ready, who is not, and what needs to be done to be ready.

For unit leaders, using NRRM can help Sailors achieve and maintain readiness. It helps us make the most valuable use of our Sailors' time. Because NRRM tracks our entire Force, we can quickly, accurately and confidently report exactly how many Sailors are Ready Now – and we can slice and dice that data many ways: by unit, NOSC or region, by rating or designator, or by qualifications (NOBC, NEC, AQD).

This visibility has helped improve the readiness of our Force. If you're not already using NRRM, you can request an account by logging onto the Navy Reserve Homeport and selecting NRRM under the "Applications" link. NRRM is such a great tool that this Navy Reserve system will be adopted Navy-wide. Like all great tools, it is both easy to use and helps you get the job done better and more efficiently. And while NRRM is a great tool, it's just a tool. It's up to each leader to put NRRM to work. As we track our readiness as a Force, we take a great deal of pride because YOU are "Ready Now!" In the end, being ready is about Sailors, not systems.

When Sailors are ready, our units are ready, our Force is ready. When we are Ready Now, we are aligned with the [Chief of Naval Operation's Tenets](#): "Warfighting First. Operate Forward. Be Ready." And as the President and Secretary of Defense wrote in their 2012 [Defense Strategic Guidance](#), our readiness and ability to make sustained contributions to national security has been vital in the decade since 9/11, just as it has in decades and generations in the past. The challenges facing the United States today and in the future require our continued readiness. The readiness of every Sailor matters!

Being ready is living up to our heritage and our Navy Ethos. Being ready is living the commitment expressed in our Navy Core Values. Ensuring we are ready is each Sailor's first obligation; helping every Sailor be ready reflects the very best of who we are as a Navy. It's how we all honor the promise of our Navy Reserve Force motto: **Ready Now. Anytime, Anywhere.**

VADM Dirk Debbink  
Chief of Navy Reserve

FORCM (AW) Chris Wheeler  
Navy Reserve Force Master Chief



# TNR

Vice Adm. Dirk J. Debbink  
Chief, Navy Reserve  
Commander, Navy Reserve Force

Rear Adm. Buzz Little  
Commander, Navy Reserve Forces Command

Rear Adm. John Sadler  
Commander, Naval Air Forces Reserve  
Deputy Commander, Naval Air Forces

Cmdr. Tom Cotton  
Force Public Affairs Officer

Ed Buczek  
Deputy Force Public Affairs Officer

Jim Vorndran  
Editor-in-chief

Mass Communication Specialist 1st Class (SW/AW)  
Corey Lewis, Public Affairs Leading Petty Officer

Mass Communication Specialist 2nd Class  
Leslie Long, Creative Director

The Navy Reserve is an authorized publication for members of the Department of Defense (DoD). Contents are not necessarily the official views of, or endorsed by, the U.S. Government, DoD or the U.S. Navy. This monthly magazine is prepared by the Public Affairs Office of Commander, Navy Reserve Forces Command, Norfolk. Contributors may send news and images by mail to: The Navy Reserve, COMNAVRESFOR (N00P), 1915 Forrestal Drive, Norfolk, VA, 23551-4615 or by email to [james.vorndran@navy.mil](mailto:james.vorndran@navy.mil).

The Navy Reserve is always looking for good action photos of Navy Reservists (minimum 300 dpi) that tell a story of Reserve training or support to the fleet. Please provide full identification of all individuals in the photograph, including their respective rating, rank and command. Photos should also include a visual information record identification number or VIRIN. Information about VIRINs is available online at [www.navy.mil/photo\\_submit.asp](http://www.navy.mil/photo_submit.asp). Submissions should be received eight weeks prior to publication month (i.e. October 1st for the December issue). Material will not be returned.

NEWS ONLINE ... The Navy Reserve current and past issues can be accessed online at <http://www.navyreserve.navy.mil>. Navy Reserve News Stand, a Web site featuring Navy Reserve news and photos, plus links to Navy fleet pages, can be viewed at [www.news.navy.mil/local/nrf](http://www.news.navy.mil/local/nrf).

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

This Issue: May 2012

## COMPARTMENTS

02

> Letter from the Editor

03

> Getting IT to the Sailor

04

> Leadership

05

> Spiritual Navigation

06

> Career Counselor Corner

08

> Profiles in Professionalism

16

> Back to Basics

30

> Navy Reading List

32

> RC Phone Directory

## FEATURES

10

> "Can Do" Attitude

12

> Motorcycle Safety

14

> Sexual Assault Awareness Month

18

> Taking Aim



20

> Protecting the Fleet

23

> High Speed Seabees



28

> Sailor Strong

COVER PHOTO: Equipment Operator 2nd Class Tyrif Wells and Peruvian combat engineers install a new roof at an elementary school. Photo by Sgt. 1st Class Alan B. Owens.



# Letter from the Editor



Shipmates,

This month in TNR I want to ask you to read a very important story. Starting on page 12 we have a story about the importance of motorcycle safety and the training that needs to be completed by riders. It is terrible when we lose a shipmate, and losing one is one too many. Leadership please poll your unit members to see who rides and who needs training. Summer is coming so please get your training done soon.

Also, as you know April was Sexual Assault Awareness month. I hope you all were able to get the training. If you haven't now is the time. But even though April has come and gone, the importance of being able to identify dangerous situations and take the necessary steps to avoid them continues. Learn about staying safe and learn how to find helpful resources if you are a victim. This is about taking care of our shipmates.

TNR this month also has some great stories about the valuable contributions Navy Reservists are making to our total force. On page 23 you will find how Navy Reserve Seabees from Naval Mobile Construction Battalion 23 worked with local communities, governments and militaries to build partnerships throughout Central and South America and the Caribbean recently. I am happy to tell their story and I am confident these Reservists were very proud of their work and will remember this mission for a life time.

Thanks for all you do shipmates. And stay safe.

VR/R/WR



Jim Vorndran  
Editor-in-chief  
The Navy Reserve Magazine

## GETTING IT TO THE SAILOR



# Securing Mobile Devices

Written by Lt. Cmdr. Christine Brashear and Lt. Cmdr. Doug Koch

**The Navy Reserve force is conducting a mobile device pilot project to evaluate the use of mobile devices to access Navy networks. It is apparent how the use of mobile devices would benefit Reservists, who often must complete Navy work away from the Navy Marine Corps Intranet.**

Driven by market demand, mobile devices focus on features and capabilities at the cost of security. Given the popularity of these devices, cybercriminals are developing ways to attack them.

Cybercriminals can remotely take control of your smart phone and listen to your calls. This exploit is easy to carry out through malware. Malware is delivered through a “spear-phishing” attack—usually in a text message from what looks like a mobile phone carrier asking the user to click a link. When the user goes to that site, a remote access tool downloads to the phone, transparent to the user. After the application is installed a microphone activates every time the user starts dialing. There is security software that can thwart this malware.

Cybercriminals can access data on your mobile device, including passwords, personal identification numbers, text messages, call logs and GPS locations. In some cases, they can answer your phone calls without your knowledge. This too, is a reality in a piece of Android malware. This malware exploits Google+, Google’s social network, to hide itself from users. When installed, the malware shows the Google+ nametag—a site that most users trust.

A bug inherent in Android devices allows attackers to install applications. Once implemented, attackers can install anything they want. This gives cybercriminals full access to data, texts, web browsing history and media.

These cases highlight the most severe instances of mobile device vulnerabilities. It is important for you to be aware that there are many more ways attackers exploit mobile devices.

Bluesnarfing is an attack where a user’s device is remotely accessed to create a virtual serial port connection. The attacker can then enter commands as if they had a physical connection to the phone. The attacker can download and change information on the phone, set-up call forwarding, or initiate calls to arbitrary numbers. Bluejacking takes advantage of phones with Bluetooth in discovery mode and allows attackers to send mobile messages.

### Securing Mobile Devices

Enable your screen lock feature with a strong password. Set your timeout period to as short as possible (no more than two minutes).

Do not jailbreak/root your device. Jailbreaking removes the limitations imposed on your device and makes the operating system vulnerable. The tools used to do so often contain malware.

If you store personal information on your device enable encryption.

Install only applications you need, and make sure you download applications only from trusted sources.

Update your mobile device and applications on a regular basis. A device is easier to exploit if the software is old.

Make sure your mobile device uses anti-virus software and firewalls that are up to date.

Many devices automatically connect to Wi-Fi networks without asking you. Always disable Wi-Fi and Bluetooth when not in use and keep Bluetooth auto discovery disabled.

## LEADERSHIP

# Deck Plate Leadership

Written by Cmdr. Stephen P. Ferris



Probably no topic is discussed more in the Navy Reserve than that of leadership. Leadership permeates everything we do and has direct implications for the recruitment, retention, readiness, and mission capability of our Sailors. In this article I would like to review some of the most important principles of leadership and how they relate to Navy Reserve citizen-Sailors.

**Vision:** The idea of vision has been oversold due to business consultants and a plethora of popular management books. The basic idea, however, is sound and very relevant for understanding effective unit leadership. Leadership needs to know the direction it wants to take the unit and what it wants the unit to be like in the future. Leadership must develop explicit goals so it can track progress and be able to measure unit achievements toward that vision.

**Build Consensus:** Consensus means the unit understands and accepts the vision that leadership has articulated. A shared vision brings coherence to a unit's activities and provides a unifying theme for its operations. Leadership should take every opportunity to talk about its vision and to describe it from a variety of perspectives. This message saturation about leadership's vision helps gain acceptance at the deck plate level. This effort will also make it possible for the vision to gain permanence and affect behaviors after the leadership has turned over.

**Allow Time:** Progress will come over time. Leadership should be satisfied with measurable progress toward goal realization. Reward the intermediate successes and learn the reasons behind underlying failures.

**Allow for Human Failure:** There will be failures and setbacks associated with any undertaking. Leadership should recognize that the majority of these errors are those of omission and not of commission. Leadership needs to make allowances for errors, especially early in the implementation of a program or process. Leadership must also develop training programs and adequate feedback mechanisms so mistakes are not repeated.

**Embrace Change:** Leadership recognizes that changes to procedures, policies and mission happen. Technology, politics, economics, and popular culture all drive changes that affect how Sailors behave. Leadership must respond proactively to the many changes that buffet the Navy. But while embracing change, leadership must identify those aspects of Navy culture which are lasting. It then needs to reinforce them. That reinforcement can originate from the Navy's core values of honor, courage, and commitment or it can be derived from the vision crafted for the unit.

**Empower People:** Strong leadership seeks to empower Sailors. It can do this by offering clear guidance and instruction, then let the Sailors do what they do best. Leadership should develop good policy, measure performance fairly, and then drive actual execution to the lowest possible level.

**Communicate:** Leadership must actively communicate with its Sailors. Although this might sound like a truism, too many commands fail to do so. In the absence of regular and clear communication, rumors and misinformation abound. Such an environment has an erosive effect on unit morale and mission capabilities. Communication allows leadership to set expectations, reward accomplishments and correct mistakes.

## SPIRITUAL NAVIGATION

# Chaplains and SAPR

Written by Capt. William Wildhack III, Navy Reserve Force Chaplain



April may have been sexual assault awareness month, but as we move through the summer it's important to remember that sexual assault prevention and response are year-round responsibilities of everyone in the Department of the Navy. As Vice Adm. Dirk Debbink, chief of Navy Reserve, said repeatedly in April, "Sexual assault has no place in the Navy Reserve and will not be tolerated—at any level." That is an enduring message that, sadly, we need to be reminded of from time to time.

When sexual assault does occur, however, help is available. Of course, local sexual assault response coordinators (SARC) and victim advocates (VA) are essential resources. Your Navy chaplains can also be helpful in ways that many others cannot.

The Chief of Navy Chaplains, Rear Adm. Mark Tidd, recently wrote to active and Reserve component chaplains and religious program specialists (RP), commenting that, "while the theme for [Sexual Assault Awareness] month correctly states that 'Preventing Sexual Assault is Everyone's Duty,' chaplains and Religious Program Specialists have a special role in the prevention of and response to sexual assault."

One part of that special role comes from the unique protections regarding confidentiality provided to anyone who speaks with a chaplain (or with an RP when the message is intended to be passed to a chaplain). Secretary of the Navy instruction 1730.9, Confidential Communications to Chaplains, affirms the importance of "the unconstrained ability to discuss personal matters in complete privacy" and declares that the "unique role of Navy chaplains includes a sacred trust of absolute confidentiality." Both commanders and chaplains are required to honor this trust.

Chaplains are ready to listen—bound by confidentiality—and offer help to any victim. Sometimes victims of sexual assault struggle with guilt, shame, fear or mistrust of the system and choose not to come forward, seek help from a SARC or VA, or make either restricted or unrestricted reports of sexual assault. They may find, though, that talking with a chaplain can be very helpful both in dealing with the aftermath of an assault and in finding their way ahead. Perhaps a victim will find strength through that care to come forward and make a formal report, perhaps not. Either way, they will find help.

Building on the trust shown in chaplains, this year's professional development training course for chaplains has been training chaplains in sexual assault prevention and response (SAPR) policies and the provision of pastoral care to victims of sexual assault. U.S. Fleet Forces Command chaplains have led additional training sessions on SAPR in fleet concentration areas, and the Chaplain of the Marine Corps has worked with the USMC SAPR leadership to produce standardized annual training for chaplains and RPs serving with Marines.

Whether a person in need of help is religious or not, or has ever talked to a chaplain before, your Navy chaplains provide care for all service members. They can, as the Chief of Chaplains has said, be "vital to helping individual victims of sexual assault receive the high quality care and support that they need."

If your unit, Navy Operational Support Center or Navy Reserve activity doesn't have a chaplain locally assigned, any local base of any service may have one. Another way to reach a chaplain is to visit ChaplainCare, part of the Navy Anchor Desk, at [www.chaplaincare.navy.mil](http://www.chaplaincare.navy.mil).



CAREER COUNSELOR CORNER

# High Year Tenure

Written by Mass Communication Specialist 3rd Class Andrea Perez  
Navy Personnel Command Public Affairs

The Navy’s High Year Tenure (HYT) program is a force management tool used to size and shape the active-duty and Reserve enlisted force.

HYT sets the maximum number of years an enlisted Sailor may serve based on rank before he or she must advance, separate or if eligible, retire.

“High Year Tenure assists in force management by limiting the number of years a Sailor may serve without showing professional growth via the advancement system,” said Senior Chief Personnel Specialist John Gigliotti, Navy Total Force Policy Advancement Planning for HYT Policy, Office of the Chief of Naval Operations.

By limiting how long Sailors can remain in the Navy, the HYT program increases advancement opportunity for high-performing Sailors across paygrades and length of service.

“HYT policy recognizes Sailor performance by separating Sailors who have not advanced after a set amount of time,” Gigliotti said. This gives other Sailors who are performing at or above Navy standards better advancement opportunities, because the Navy advances Sailors to fill openings in the next higher rank. Actively working towards advancement to the next higher pay grade is critical, because advancing is the only way a Sailor can maximize the length of their career.”

Command master chiefs may exceed 30 years of service with certain provisions, according to Gigliotti.

Continuing beyond 30 years isn’t associated with the advancement system like E1 to E9, but it is associated with incentivizing professional growth and increased responsibility

for senior enlisted leaders in command leadership positions for flag or general officers.

Officers are not subject to HYT, but instead limited to statutory service limits by paygrade. In addition, the Navy uses other force-shaping initiatives to manage the officer community, including the Selective Early Retirement Board and Probationary Officer Continuation and Redesignation Boards.

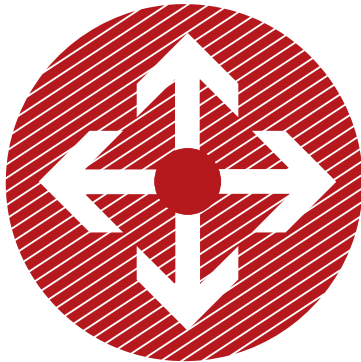
HYT waiver requests are considered on a case-by-case basis for approval. Requests to continue beyond a Sailor’s current HYT date in support of an urgent and immediate operational requirement, in a deployed or soon to be deployed unit, or in an undermanned rating have the best chance of being approved.

All waiver requests for active-duty and Reserve Sailors must arrive at Navy Personnel Command (NPC) ten months prior to the service member’s HYT date.

Gigliotti encourages Sailors to take advantage of every advancement opportunity possible. Command career counselors can advise Sailors on what’s required to be advancement eligible, show them how to study and assist them with getting the study material they need for their rate and pay grade.

MILPERSMAN 1160-120 is a revision of the HYT policy that will incorporate both active-duty and Reserve policy, and will be effective July 1, 2012.

For more information, visit the HYT Web Page on the NPC website at [www.npc.navy.mil/CAREER/RESERVEPERSONNELMGMT/ENLISTED/Pages/HYT.aspx](http://www.npc.navy.mil/CAREER/RESERVEPERSONNELMGMT/ENLISTED/Pages/HYT.aspx) or



call the NPC Customer Service Center at 1-866-U-ASK-NPC or 1-866-827-5672.

Ensuring Sailors are fully aware of the issues that affect their careers is an important element of the continuum of service area of the 21st Century Sailor and Marine initiative which consolidates a set of objectives and policies, new and existing, to maximize Sailor and Marine personal readiness, build resiliency and hone the most combat-effective force in the history of the Department.

The following HYT length of service gates have been established based on pay grade:

- |   |  |
|---|--|
| <b>E1/E2</b> - Active-duty/Full-Time Support (FTS), 4 years; Reserve, 6 years | <b>E6</b> - Active-duty/FTS, 20 years; Reserve, 22 years |
| <b>E3</b> - Active-duty/FTS, 5 years; Reserve, 10 years                       | <b>E7</b> - Active-duty/FTS/Reserve, 24 years            |
| <b>E4</b> - Active-duty/FTS, 8 years; Reserve, 12 years                       | <b>E8</b> - Active-duty/FTS/Reserve, 26 years            |
| <b>E5</b> - Active-duty/FTS, 14 years; Reserve, 20 years                      | <b>E9</b> - Active-duty/FTS/Reserve, 30 years            |

Do *you* want to make a *difference* in people’s lives?

Be a part of **MCAST**.

What we do:

- Deploy to partner-nations around the world
- Conduct civilian-to-military and military-to-military operations in support of regional security and stability goals



Maritime  
Civil  
Affairs  
And  
Security  
Training



What we need:

- Commanders: O-2 through O-4 (1XXX)
  - Communicators: IT, ET, OS
  - Corpsmen: Corpsmen, EMTs
  - Constructionmen: Seabees
  - Coxwains: BM
- \*Other ratings may apply based on civilian qualifications*

For more information please check our website  
[www.mcast.navy.mil](http://www.mcast.navy.mil).

Click the link for MCAST Reserve Recruiting Guidance.



# PROFILE IN PROFESSIONALISM

careers, skills and services they provide to the fleet. To nominate a Sailor, email the editor, [james.vorndran@navy.mil](mailto:james.vorndran@navy.mil), for a submission form. Please include a high-resolution (300 dpi) 5"x 7" digital photo of the candidate.



**Frank J. Rebar III**  
MASTER-AT-ARMS 1ST CLASS (EXW)

**Hometown:** Brick, N.J.

**NOSC:** Fort Dix, N.J.

**Unit:** Navy Reserve Maritime and Civil Affairs Security Training (MCAST) Command TWO Det A (Currently mobilized to active duty and deploying to the Horn of Africa)

**Brief description of your Navy job:** I am a team member on a Maritime Civil Affairs

Security Training Team. I coordinate missions to assist civilian populaces before, during and after combat operations, in addition to natural and man-made disasters, at the request of host nations. I set the conditions for security and stability in the maritime environment, specifically ports, harbors and near shore areas. Also, I have collateral duties on the Reserve side that include unit career counselor, range safety officer and Navy swim tester.

**Brief description of your civilian job:** I have been a Corporal on the Toms River Township Police Department, N.J. for 23 years.

**What has been your greatest Navy achievement?** Definitely becoming Navy

Reserve Maritime Civil Affairs Security and Training Command's Senior Sailor of the Year. It was an honor. Also, being selected to be a Plank Owner of NR MCAST FORT DIX DET.

**Who has been your biggest influence since joining the Navy?** My officer in charge, Lt. Kenneth Hagel Jr. I met him when I first enlisted and he has been my mentor, guiding me ever since. I would go to the end of the earth for him. I also have to give proper credit to a fellow first class, Master-At-Arms 1st Class (EXW) Thomas Hratko who has been a great influence as well.

**What do you enjoy most about the Navy?** Just knowing that I am part of a command that makes a difference in the lives of less fortunate people. I also enjoy all of the specialized training I have received.

**Most interesting place visited since joining the Navy:** I went to San Diego for small-arms-marksmanship instructor school, and had the opportunity to visit family that I hadn't seen for years. I didn't waste any time while I was there.

**Current hobbies:** Scuba Diving, repairing computers, riding my Harley.



**Robert Glenn**  
PERSONNEL SPECIALIST 1ST CLASS

**Hometown:** Valley Center, Kan.

**NOSC:** Wichita, Kan.

**Unit:** Naval Support Activity, Bahrain DET E

**Brief description of your Navy job:**

I am the Reserve command career counselor and oversee the work of seven counselors. We are responsible for career development boards, reenlistments and extensions, billeting, and initiatives to

retain the Navy's best sailors.

**Brief description of your civilian job:** I am a middle school counselor of 450 students. I provide personal and group counseling, enrollment processes, master scheduling, and coordination of state assessments.

**What has been your greatest Navy achievement?** The greatest achievement bestowed upon me was being awarded the Navy Commendation Medal by the commanding officer of the Expeditionary Combat Readiness Center upon completion of my 17 month mobilization.

**Who has been your biggest influence since joining the Navy?** Senior Chief Jim Bridges was my mentor and confidant while I was mobilized. He taught me sailorization, demonstrated deck plate leadership, and instilled confidence in me to persevere. I aspire to be an inspirational leader to others in the same manner he continues to be for me.

**What do you enjoy most about the Navy?** The difficulty of maintaining a civilian and military career is often grueling, but the authentic relationships with shipmates and our shared missions makes serving such an honor and privilege.

**Most interesting place visited since joining the Navy:** Traveling to the Persian Gulf region for annual trainings in Bahrain has been the most interesting due to the cultural differences that exist between their people and Americans.

**Current hobbies:** I enjoy coaching, watching the San Diego Chargers, reading, and completing home improvement projects.

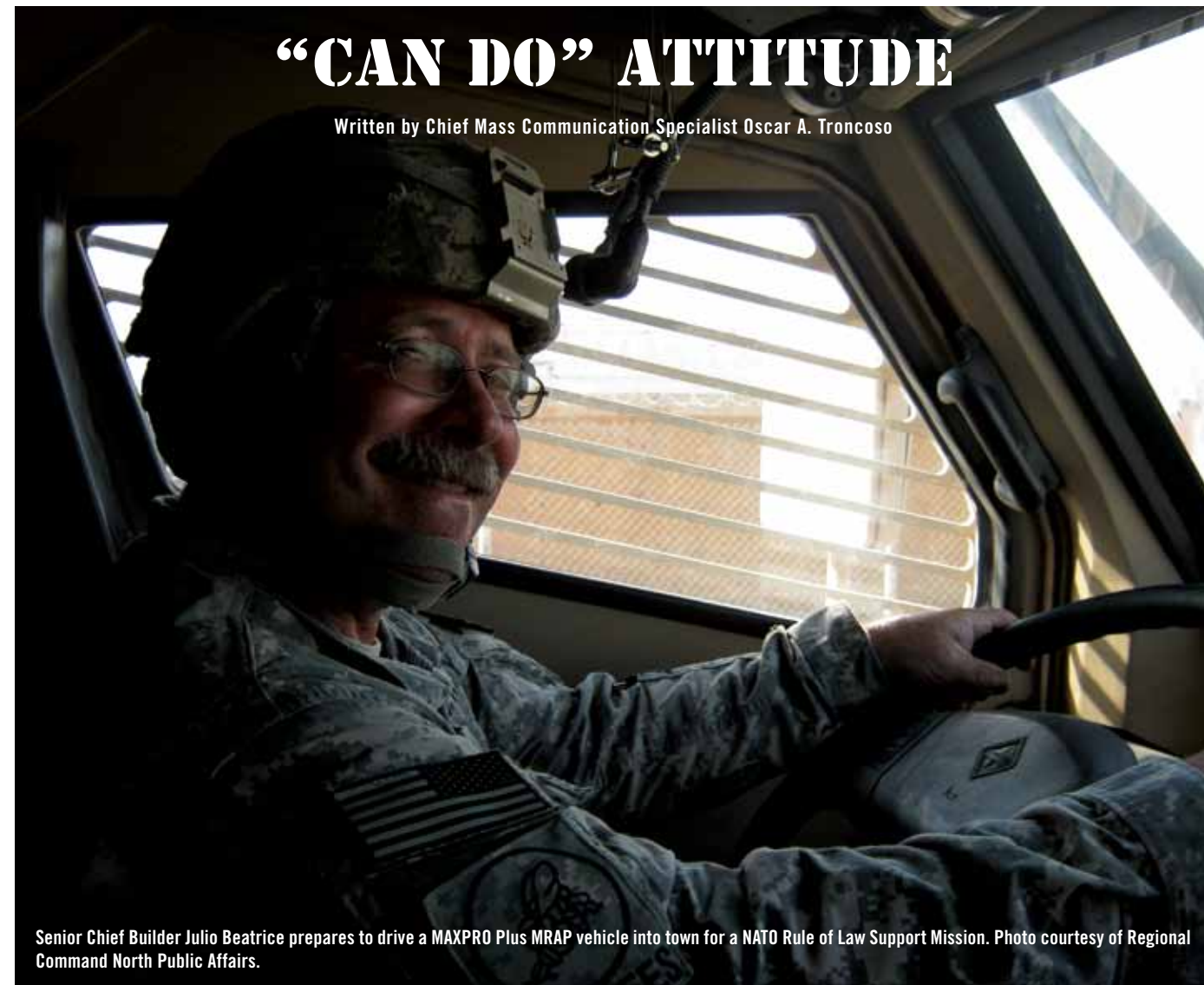
# MEMORIAL DAY





# “CAN DO” ATTITUDE

Written by Chief Mass Communication Specialist Oscar A. Troncoso



Senior Chief Builder Julio Beatrice prepares to drive a MAXPRO Plus MRAP vehicle into town for a NATO Rule of Law Support Mission. Photo courtesy of Regional Command North Public Affairs.

Navy Reserve Senior Chief Builder Julio Beatrice is a Seabee at heart. The Seabee’s “Can Do” attitude has been a way of life for the Reservist, whether it’s in Arizona or Afghanistan.

When his two young nieces, a newborn and a five-year old, needed a father-figure 20 years ago, Beatrice stepped up to accept the responsibility. There was no question in his mind that it was the right thing to do.

“My family was going through some hard times and I stepped in. The youngest was just a little thing,” said the 24-year Navy veteran, holding up his hands sideways about one foot apart to demonstrate the size of the youngest, Amanda. The older niece, Amy, was five years old at the time. “It’s the best thing that I ever did. It kept me straight and narrow,” said Beatrice.

Beatrice chose a career in construction to support his family. The native of Dunkirk, Indiana has lived and worked in Gilbert, Arizona,

for the past 17 years as a Project Supervisor and Estimator at Fisher Shotcrete, a local company specializing in sprayed concrete or mortar for swimming pools, underground parking, canal linings, arched culverts and other such structures.

His civilian experience, coupled with his background as a Navy Builder, has served him well in his role as quality control and quality assurance specialist at Camp Marmal, just outside the city of Mazar-e Sharif, Afghanistan. His team supports Afghan-led projects that serve to facilitate local government by established laws. For example, the construction of an additional courthouse will help to efficiently serve the needs of citizens on a more timely basis. This, in turn, fosters trust and builds confidence between the citizenry and its government.

“The Rule of Law section makes sure that judges, lawyers, and district attorneys are doing things according to Afghan law. It’s to help them enforce their own rules. If they see that the Afghan government is doing what it was elected to do, then they are more apt to follow that law. If they see that they don’t follow it, they may turn elsewhere,” said

Beatrice, who drills with 1st Naval Construction Division Headquarters based in Little Creek, Va.

While a systemic legal process is needed to effectively serve its citizens, it still requires an adequate amount of infrastructure to support and sustain it.

“We have gone to court houses, prisons, detention facilities, orphanages to see what they need. Once we determine this, I make a statement of work, which is the basis for a contract. Then it goes to our headquarters in Kabul for approval and back down here. When they say funds are available, our Contracting Officer puts it out for bid,” explained Beatrice.

According to Beatrice, the project he is most proud of is the construction of a court house in Mazar-e Sharif. Beatrice sees the great potential of a court house, but also emphasizes that the project was requested and built by Afghans themselves.

“It’s really a good, big project. We are here to help the people, to give them a better way of life. Not our way, but a better way for them to make for themselves in their own way,” Beatrice said. Plus, they are doing the work and we’re just helping them. We aren’t dictating to them. That’s a big difference.”

After a contract is awarded to an Afghan company, the construction phase begins. The next step is of particular importance, according to

Beatrice. Civilian jobs may boost the economy, but, more importantly, the work project mandates Afghan contractors to comply with building codes and standards that were part of their approved bids. This is where the Seabee’s expertise comes into play.

“If they say they are going to put six inches of concrete, I check. If they agreed to use certain types of products, it’s my job to follow up on what they said there were going to do. They come to understand that this is a contract and you have to stick with what’s in the contract. It’s what they submitted and agreed to do,” Beatrice said.

Dealing with contractors in Afghanistan is exactly like dealing with American contractors, according to Beatrice, who is now on his third deployment, having served the first two in Iraq in 2005 and 2008.

“It’s no different. You just have to watch and make sure they don’t use cheaper material than what the contract says. They do it back in the states, too” explained Beatrice, who serves in a similar role with Shotcrete as a Project Supervisor that keeps an eye on quality control.

Beatrice returns home in February to continue the never-ending responsibility of parenting he started 20 years ago, having taught Afghans they “Can Do” quality construction work that will, in turn, leave a legacy of improving lives in Mazar-e Sharif.

“We taught them how to build a better product and a better future for their country. It’s really gratifying. It’s well worth it,” said Beatrice.



Senior Chief Builder Julio Beatrice stands outside Balkh University in Mazar-e Sharif on his way to a NATO Rule of Law Support Mission meeting. Photo courtesy of Regional Command North Public Affairs.



# Close the Gap on Training

Written by April Phillips, Naval Safety Center PAO

Opinions are like, well...you know the old saying. And when it comes to motorcycle training, the old saying is true, because everyone has an opinion on it: why it's required, how it should be conducted, and who should be made to attend. In a perfect world, training would be individually tailored to each and every rider's needs, but practically speaking, this is impossible.

More than three years ago, the Navy and Marine Corps tried to do the next best thing with a major restructuring of motorcycle training in an effort to provide the most relevant training to the largest possible group of riders. Current requirements mandate that all Sailors and Marines who ride attend the Motorcycle Safety Foundation (MSF) basic rider course, and then attend follow-on training through the experienced rider course (ERC) (for cruiser riders) or the military sportbike rider course (MSRC) (for sportbike riders.) Because statistics showed that some previously-licensed riders were getting back into biking after a long absence (and with considerably diminished skills) there is also a requirement for recurring training every five years.

"The statistics don't lie," said Don Borkoski, the Navy's motorcycle safety manager at the Naval Safety Center. "Fatalities and injuries are way down, and this isn't a coincidence."

In fiscal year 2010, 13 Sailors and nine Marines lost their lives on motorcycles. Tragic, certainly, but down from 14 Sailors and 14 Marines in 2009, and a high of 33 Sailors and 25 Marines in 2008. Borkoski credits the decrease in motorcycle crashes to a change in the culture. Riders are taking responsibility

for themselves and for mentoring younger riders. Leaders are learning not to treat riders like problem children, and are instead encouraging training on command time and proper use of personal protective equipment. However, he said the positive trend depends on riders doing the right thing to keep the mishap numbers moving in the right direction.

"Most people have done a great job complying with the requirements, but we still have to close the gap with a few non-believers out there. Almost all of the sportbike riders who were killed on their bikes last year did not complete the MSRC. That's huge," he said.

The MSRC is conducted on a range like the other courses, but it does incorporate higher speeds, taking into account the racing characteristics of modern sportbikes. It also delves into the mental aspects of sportbike riding, which are different from that of cruisers.

It's been three years since the new course was unveiled, and the other changes to the instruction took place. That means it's time for a lot of riders who took the courses previously to retake ERC or MSRC. Borkoski said it's important that riders who are due for refresher training to remember this requirement and schedule a course.

"I know that some people who have been riding continuously for the last five years think there's no reason they should have to take a training class again, but even the best riders can learn something new, or pick up on something they may not have caught the first time around," he said. "Besides, it's a day spent outside on your motorcycle. What's wrong with that?"



# Sexual Assault Awareness Month: Navy Sets Zero Tolerance For Sexual Assault

Written by Chief Mass Communication Specialist Maria Yager, Navy Personnel Command Public Affairs

There is no place for sexual assault in our Navy and efforts are underway to eradicate it from our ranks, said the director of Navy’s 2012 Sexual Assault Awareness Month (SAAM) initiative.

The initiative began in April, with training and a sexual assault stand down, but remains a continuing effort to eliminate sexual assault from the Navy.

“We can get this right in our service. We can set the example of what is really acceptable behavior; what is a good professional command climate, how we set the right environment for the right behavior to occur and we can really get to a zero incidence,” said Vice Adm. Scott Van Buskirk, Chief of Naval Personnel and SAAM director.

Approximately 600 sexual assaults were reported in the Navy last year according to Van Buskirk, “But no incident of sexual assault is acceptable in our Navy.”

DoD defines sexual assault as intentional sexual contact characterized by use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. Sexual assault includes rape, forcible sodomy (oral or anal sex), and other unwanted sexual contact that is aggravated, abusive, or wrongful (including unwanted and inappropriate sexual contact), or attempts to commit these acts.

According to Van Buskirk, about half of the sexual assaults reported last year were alcohol related and the Navy is introducing new training to better educate Sailors, Marines and their families to affect behavior and raise awareness.

The Navy focused on four weekly themes during SAAM: Hurts One, Affects All, Prevention is Everyone’s Duty, and We Will Not Tolerate Sexual Assault. Training also included a segment on bystander intervention, a DoD strategy to engage all hands in preventing sexual assault.

Active bystanders take the initiative to help friends, who are not thinking clearly or whose judgment may be clouded from the effects of alcohol or other substances, from becoming victims or offenders of crime.

“Intervention does not mean that you directly intervene to stop a crime in progress, rather, these steps are early intervention before the crime begins to occur,” said Van Buskirk.

Scripts and videos for each of the themes, engagement products, posters and other tools, are available on Navy Personnel Command’s Sexual Assault and Prevention website, <http://www.sapr.navy.mil>.

Van Buskirk said his goal is to establish a baseline of education, training and awareness for the entire Navy that is sustainable year after year until we can eradicate this problem from our ranks.

“Talking about it, being aware about it isn’t enough. We have to stop it. We have to be willing to intervene. We have to be willing to speak up. We have to be willing to act. That is what my expectations are of each and every one of you,” said Van Buskirk.

Sexual Assault Prevention and Response is an important element of the readiness area of the 21st Century Sailor and Marine initiative which consolidates a set of objectives and policies, new and existing, to maximize Sailor and Marine personal readiness, build resiliency and hone the most combat-effective force in the history of the Navy and Marine Corps. The Department of the Navy is working aggressively to prevent sexual assaults, to support sexual assault victims, and to hold offenders accountable.

Due to the nature of Navy Reserve drill schedules the component used a variety of methods to get the messages and resource information to Reservists. The weekly topics and materials were sent out to commanders every Monday, but they also had direct access to all of the materials via the SAPR web site. This allowed them to structure their training based on their drill schedules and operational commitments in order to reach as many Reservists as possible.

A Navy administrative message (NAVADMIN 106/12) and an all Navy Reserve Force message were sent using traditional Navy message traffic delivery. In addition, videos, messages and other materials were posted to the Navy Reserve Homeport as well as Facebook throughout the month to reach as many people as possible. Units and commands were also asked to be creative in the manner in which they delivered sexual awareness training.

While communication and education started in April it didn’t stop as the calendar turned the page. Navy Reserve leadership is committed to maintaining an ongoing focus on sexual assault awareness.

“The Reserve force is aligned with the Chief of Naval Operations message regarding sexual assault awareness and prevention,” Commander, Navy Reserve Forces Command Public Affairs Officer

Cmdr. Tom Cotton said. “In April we refocused our efforts to eliminate sexual violence in our Navy. We will now continue that momentum to engender a higher level of awareness throughout the year.”

Demonstrating Reserve leadership’s commitment to its response to sexual assaults the Navy Reserve verified SAPR program websites and phone number for accuracy.

In addition to getting the word out throughout the year and making sure resources are up to date, the Reserve force is randomly checking how responses are made at Navy Reserve activities.

“Sexual assault can happen on any day, and at any time,” Chief Personnel Specialist Andy Hicks, Force SAPR coordinator said. “Many Navy Reserve activities are far from military provided sexual assault resources, we are making sure responses from NRAs are carried out with the quality we expect.”

Reserve leadership wants Sailors and family members to know regardless of location or drilling status, sexual assault response coordinators and victim SAPR victim advocates are there as an immediate response resource. “As a Reservist, you have direct access to the Navy’s SAPR Victim Advocate response line, whether you are currently drilling or not,”

said Cotton. “These professionals have the access and will get you the immediate help you need, no matter what your location.”

In addition to the SAPR program the Navy Reserve has other avenues to provide help to sexual assault victims.

The Navy Reserve psychological health outreach program (PHOP) has staff located at each regional Reserve component command to provide for any follow-on aftercare, counseling or treatment that might be needed. The teams of clinically licensed professionals provide thorough therapeutic behavioral health screenings which allow a service member and loved one to fully assess their degree of functioning on several levels, including psychological, physical, social, and family well-being. In addition to psychological health services, the PHOP resource specialist also assists with service referrals.

After the initial screening PHOP teams provide comprehensive follow-up which includes linking the client with “good fit” providers that can be military or community based depending on the clients location, socio-economic status, and health insurance eligibility.

“Our goal is to eliminate sexual violence from our Navy,” said Cotton. “The way to do that is through awareness, education, prevention and instilling a climate in which sexual violence will simply not be tolerated.”





# Fool's Gear

**HEAD.** Considered precious by sensible people; *never* exposed by the pros. When fully in view, allows immediate identification of unsafe person not using his or hers. Hand out rider education info on sight.

**EYES, EARS AND FACE.** Exposure leads to irritated eyes, noise-deafening windblast, and distracting impacts from bugs and road debris.

**HANDS.** *Au naturel* (not for long). Known to lock into curled position when exposed to cold; not genetically evolved to withstand abrasion.

**BARE LIMBS.** A phenomenon seen only in riders who think it's other people who crash. Subject to ridicule in riding circles.

**FLIP FLOPS.** Terminology for what sandals, toes and feet do upon contact with road surfaces, shift lever, brake pedal, or footrests.

**BOTTOM LINE.** Fool's gear identifies an unaware rider. Learn how to avoid embarrassment, ridicule and injury, while gaining valuable skills and knowledge by completing an MSF *RiderCourse*™.

**800.446.9227 or [www.msf-usa.org](http://www.msf-usa.org)**  
or contact:

# Cool Gear

**HELMET.** Most important piece of protective gear a rider can use. Protects against head injury, windblast, cold, and flying objects. Full-face helmet recommended.

**FACESHIELD.** "Saves face." Any rider who's been hit in the face by stones, insects, or debris can tell you the benefits.

**GLOVES.** Keep hands comfortable, functional, and protected. There's an infinite variety for all seasons.

**JACKET AND PANTS.** Long sleeves and sturdy trousers resist abrasion and protect against sunburn, dehydration, or hypothermia. Some riders wear padded gear with "body armor" for more protection. Light colors in the daytime and reflectivity at night make it easier for car drivers to see you.

**BOOTS.** Provide protection against foot and ankle injuries and give you a good grip on footrests or road surfaces.

**BOTTOM LINE.** Dress for the ride as well as for the crash. Proper riding gear allows you to enjoy the ride in comfort and helps minimize injury.



**The more you know, the better it gets.**



# Taking Aim

Written by Lt. J.g. Pete Lee, Navy Operational Support Center Alameda, California



Master-at-Arms 2nd Class Scott Kroes draws his M9 service pistol during a weapons qualification event. Photo by Lt.j.g. Pete Lee.



Firing from the kneeling position, Cmdr. Mark Rawlins, commanding officer, Submarine Group (SUBGRU) 9 Security Force Reserve Component Detachment Two, qualifies on the M9 service pistol. Photo by Lt.j.g. Pete Lee.

Twice a year, the armory operated by Navy Operational Support Center Alameda is visited by Reserve Sailors assigned to Submarine Group Nine (SUBGRU9) Force Protection Detachment Two for their semi-annual weapons qualifications.

The training is more than firing the M-9 service pistol and M-16 service rifle's respective qualification courses for the Reserve unit's readiness checks. The team of 45 Sailors also gathered at the California Highway Patrol Academy's shooting range to run combat scenario drills. SUBGRU9 Sailors ran the drills during the day and at night in addition to qualifying on their assigned small-arms weapons.

"We want to be able to provide outstanding support for our active duty counterparts," said Cmdr. Mark Rawlins, who concurrently serves as commanding officer, SUBGRU9 Force Protection Detachment Two and competency lead, Submarine Force Reserve Component (SFRC) Force Protection department. "As soon as we are mobilized for any reason, we need to be integrated and just as ready as the active duty component. Although we have the capability to travel anywhere in the world and perform our mission, this would not be possible without the top-notch, highly-motivated professional Sailors assigned to this unit."

Master Chief Master-at-Arms Jim Donaldson echoed Rawlins' observations about the Sailors of SUBGRU9 Force Protection Detachment Two.

"I'm nothing without these Sailors," said Donaldson, who serves as the training component lead, SFRC Force Protection department. "We create training tailored for the tasks our Sailors have and they know how important the training is in accomplishing the mission. And after returning

from a mission and performing their best, they have a personal sense of accomplishment and usually say 'that was cool'."

Donaldson says the training is not only as real as it gets but a mental exercise as well.

"Training is muscle memory," said Donaldson. "When performing a non-traditional force protection mission to protect national security assets, Sailors must be able to perform and feel as if it wasn't their first time going out. It's easy for highly motivated and dedicated Sailors to build upon their training and personal confidence in their abilities, but to take every exercise as if it was the real-world mission, volunteer to continue training until perfection and perform their regular duties is no ordinary Navy Operational Support Center Sailor. They love it."

For Master-at-Arms 2nd Class Scott Kroes, it is more than training diligently and giving 100 percent every time he steps to the line.

When asked what motivates him to attend drill weekends, Kroes, a kindergarten teacher, said, "You have that special bond when your teammates rely on you, and you rely on them. I wanted to serve my country, but an added bonus was with a strong team that comes together and contributes to our homeland's defense. This unit does exactly that. I think it would be difficult to find the camaraderie, which embodies the brother and sisterhood we have, in any typical unit."

Commander, SUBGRU9 exercises administrative control authority for assigned submarine commands and units in the Pacific Northwest. The group commander provides oversight for shipboard training, personnel, supply and material readiness of Trident submarines and their crews.



# PROTECTING THE FLEET

Written by U.S. Air Force Staff Sgt. Andrew Caya and Commander, Navy Reserve Forces Command Public Affairs

After the small watercraft approached the port side of the U.S. Navy ship, it exploded. Americans watched as media outlets showed footage of the carnage created by a new kind of enemy in a new millennium.

After the terrorist attack on the USS Cole (DDG 67), which left 17 U.S. Navy Sailors dead and 39 wounded in 2000, the Navy needed a special unit to prevent similar assaults on American vessels.

The Navy formed Maritime Expeditionary Security Squadrons to execute the unique mission of protecting U.S. ships around the clock while in port.

Navy Reserve Maritime Expeditionary Squadron 1 provided harbor defense for visiting U.S. naval assets during San Francisco Fleet Week.

Logistics Specialist 1st Class Alma Trujillo, a crewman aboard Patrol Boat 625 assigned to MSRON 1, closely scanned her sector while transiting through San Francisco Bay. Her Reserve unit joined their active duty counterparts in providing protection to the ships participating in the five-day event. The Reservists were there to specifically provide maritime security for the Nimitz-class aircraft carrier USS Carl Vinson (CVN-70).

Providing protection for the Carl Vinson required the boat crews to stay in constant communication with port operations and monitor boat traffic throughout the bay.

Gas Turbine System Technician 2nd Class Gustavo Figueroa did double duty as the coxswain of Patrol Boat 625. When vessels requested to pull alongside Vinson Figueroa was also on the radio coordinating with port operations.

MSRONs deploy to defend U.S. vessels all over the world. MSRONs have stood watch in Dubai, Kuwait, Panama, Oman and Haiti, among other places.

While deployed to these locations in the new era of combating terrorism, the squadrons need to be prepared for anything as they don't have a definitive enemy, so anything can be a threat.

When the squadrons arrive on station, the assets in port need to be defended every minute of every hour of every day. Then when the U.S. vessels are in port, MSRON Sailors are out on the water with weapons at the ready, 24 hours a day, in any weather conditions.

MSRONs are comprised of a mixture of Sailors from many rates, or specialties, across the Navy who train and work together in the defense of other Sailors.

Despite the long hours on the water, inclement weather and constant vigilance for threats, the Sailors enjoy their career path in MSRON 1.

Gas Turbine System Technician 2nd Class Anthony Koll completes a radio check prior to meeting the Nimitz-class aircraft carrier USS Carl Vinson (CVN-70). Photo by Lt.j.g. Pete Lee.



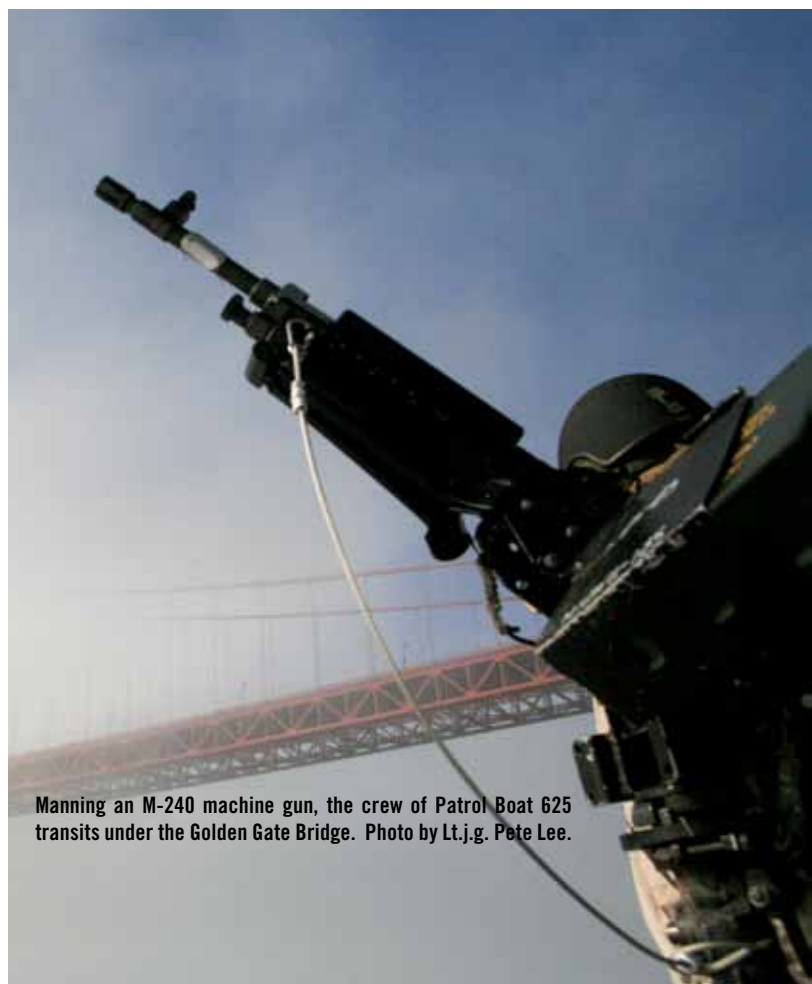




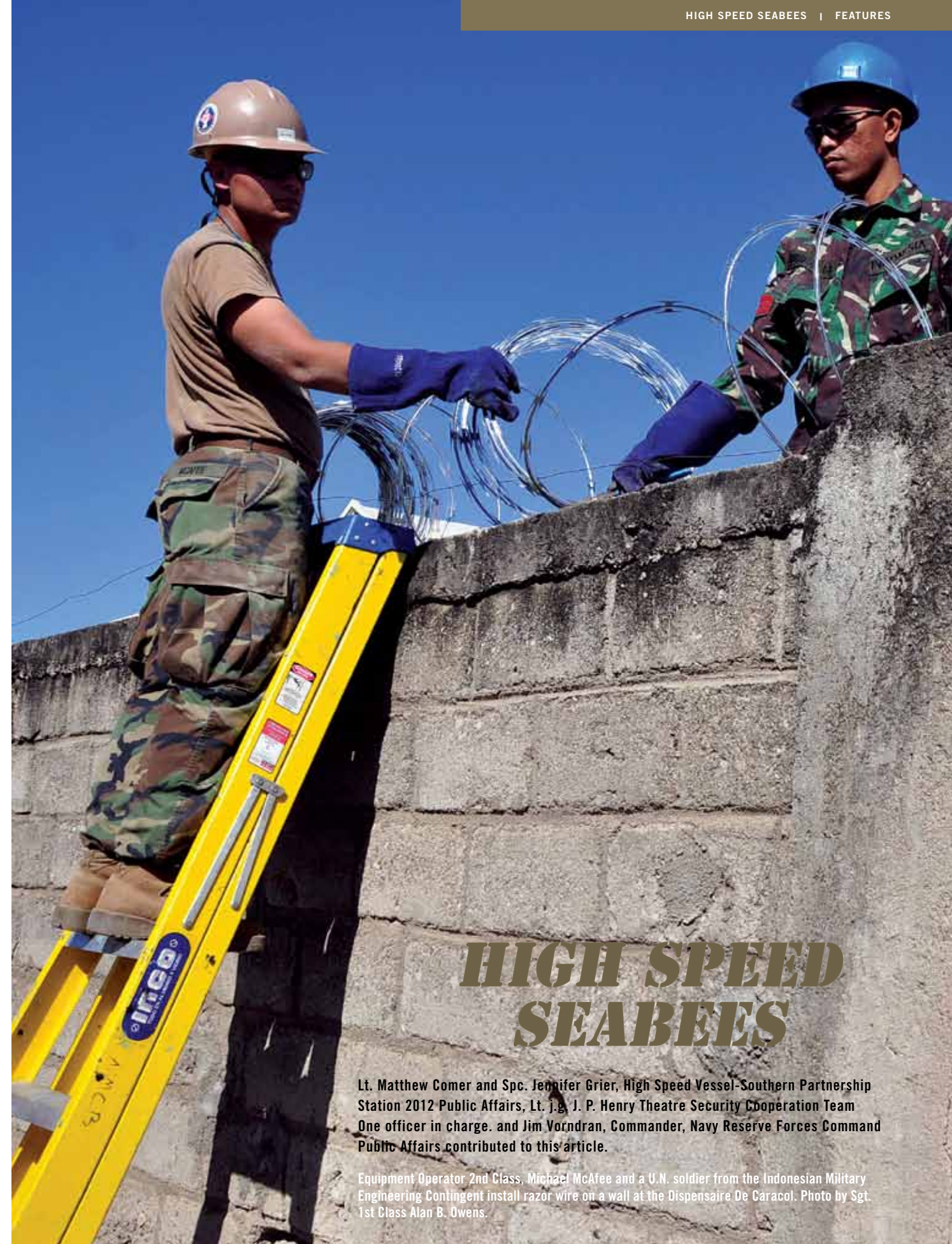
Logistics Specialist 1st Class Alma Trujillo scans her sector while transiting through San Francisco Bay. Photo by Lt.j.g. Pete Lee.



After supporting San Francisco Fleet Week, the Nimitz-class aircraft carrier USS Carl Vinson (CVN-70) exits San Francisco. Photo by Lt.j.g. Pete Lee.



Manning an M-240 machine gun, the crew of Patrol Boat 625 transits under the Golden Gate Bridge. Photo by Lt.j.g. Pete Lee.



## HIGH SPEED SEABEES

Lt. Matthew Comer and Spc. Jennifer Grier, High Speed Vessel-Southern Partnership Station 2012 Public Affairs, Lt. j.g. J. P. Henry Theatre Security Cooperation Team One officer in charge, and Jim Vorndran, Commander, Navy Reserve Forces Command Public Affairs contributed to this article.

Equipment Operator 2nd Class, Michael McAfee and a U.N. soldier from the Indonesian Military Engineering Contingent install razor wire on a wall at the Dispensaire De Caracol. Photo by Sgt. 1st Class Alan B. Owens.





Seabees with NMCB 23 level concrete at the National School of Caracol in Haiti. Photo by Lt. Matt Comer.

**Navy Reserve Seabees from Naval Mobile Construction Battalion (NMCB) 23 serving with five Marine Corps Combat Engineers as Seabee Detachment Swift, completed a four-month mission onboard High Speed Vessel Swift (HSV 2) as part of HSV-Southern Partnership Station (SPS) 2012. SPS is an annual deployment of U.S. ships to the U.S. Southern Command area of responsibility in the Caribbean, Central and South America.**

While on deployment, Swift visited the Dominican Republic, El Salvador, Guatemala, Peru, Panama and Haiti, working with local communities, governments and militaries to build partnerships throughout Central and South America and the Caribbean.

The 18 Reservists from NMCB 23 and Marines from U.S. Marine Forces South completed construction projects in each port stop. The team refurbished or rebuilt nine schools, one medical clinic and two recreation facilities, working with more than 60 partner engineers from Guatemala, Peru and Indonesia. The 12 projects totaled \$81,000 in materials and 1,000 man days of construction.

“The projects NMCB 23 worked on improved the lives of over 18,000 children and adults throughout South and Central America, and the Caribbean,” Lt. j.g. J.P. Henry, Theatre Security Cooperation Team One (TSC 1) officer in charge said.

The Seabees were primarily tasked with rebuilding schools in the communities they visited. Depending on the project, the Reservists needed skills in a variety of areas of the construction industry. They brought expertise in building, plumbing, electrical wiring, roofing, and laying concrete.

“The variety of skills that the SPS team possesses is amazing,” said Cmdr. Garry Wright, HSV-SPS 12 mission commander. “Their capabilities allow us to make lasting bonds with our host-nation partners in a variety of fields. Each interaction will help us to learn more about our professions and to make our partnership stronger.”

After spending almost three months in Guantanamo Bay, Cuba preparing for the SPS12 deployment NMCB 23 embarked the Swift for their first destination. As they approached the Dominican Republic they saw what looked beautiful from afar. The cities appeared mystic and white with bold statues and historic castles hugging the coast. As they moved closer to land, there was what appeared to be a long fishing net with buoys, but they were actually not buoys; but trash caught in a kelp line. The water quickly went from deep blue to mucky brown.

As with all six countries visited during the mission, they found each one had both fascinating similarities and differences to life in the United States.

Once Swift docked the Seabees boarded their bus and rode toward the Dominican Republic project site. With their bus swerving and weaving through heavy traffic they found there was no respect for right of way but by the means of a loud series of horn honks.

During the trip to the school the Seabees and Marines observed their surroundings. They saw young boys standing on the back of pick-up trucks and jumping off as the vehicle was still moving. They saw local beer signs of pink and green around every bend reading “El Presidente.” They also saw beautiful concrete benches arched in rows along the roadside and under magnificent palm tree forests. In many places, broken glass replaced barbed wire for tops to barriers. Billboards were colorfully painted on cinderblock walls. Alley way homes had rusted tin roofs and walls. Every window was covered by a grid of steel security bars. And the sights and sounds at the school were no different.

As part of the three week project, the Seabees and Marines added water storage and distribution piping, repaired toilets and sinks, and performed various electrical upgrades including the addition of new lighting and ceiling fans. During a community relations event, additional personnel from the Swift joined the team. Along with parents, teachers and students they painted buildings, repainted a basketball court, and cleaned the school grounds.

“It is great to see everyone here working together to make the school better,” said Josefina Paulino, principal of Escuela Rafaela Santaella. “I put so much of my passion into this school, and it is great to see that passion in the volunteers here.”

The improvements will affect 1,600 students who attend the primary school, and 500 evening and adult-learning students.

“The kids love the Navy guys so much, we have to tell them to move away so that the guys can get their work done,” Paulino said.

TSC1 operations officer and leading petty officer Utilitiesman 1st Class Patrick Koelle was proud of the work of his team.

“To see how grateful the teachers and administrators are is really rewarding,” said Koelle. “It makes this job all worth it, and I’m very proud of how it all turned out in the end. This shows the hard work my team put into this and leaves a lasting impact with the school that we can all remember.”

With work complete the Swift departed the Dominican Republic for its next destination.

Pulling into El Salvador the SPS team found the views of coves, mountains, islands and volcanoes to be stunning. Unlike the view the smell wasn’t as pleasant. The Swift’s berth in port was next to the largest tuna factory in the area. The team would wake in the middle of the night gasping for fresh air only to inhale deeper breaths of tuna. They never became immune to the smell.

The Seabees were able to get relief from the tuna smell when they traveled to their job site.

NMCB 23 found their next project had a productive work environment. At this school they refurbished the school’s kitchen by adding a wall, roof, and sink with running water. The Seabees also added new roofing and walls to the school house pavilion. They added lighting and power in classrooms and made minor plumbing improvements.

Running water in the rebuilt kitchen will reduce the burden on the school staff who cook for 350 kindergarten through 9th grade students. Before the running water improvement pots had to be filled more than 100 feet away from the kitchen. The old pavilion’s roof was



Equipment Operator 2nd Class Michael McAfee, left, assigned to Navy Mobile Construction Battalion (NMCB) 23 and Guatemalan Army Corps of Engineers soldier Cesar Augusto Ixim cut segments of pipe for a fence being built at Escuela Rural Aldea Magueyes 1. Photo by Spc. Jennifer Grier.



deteriorated and leaked. By replacing the roofing and adding side panels, the pavilion could now serve as an extra classroom or covered dining area.

Of all the projects completed and all the countries visited, one Seabee had reason to consider his time in El Salvador his favorite. Builder 1st Class Antonio Escobar was born and raised in El Salvador and was the TSC 1 linguist.

“It was really a privilege to get back to El Salvador with the U.S. Navy and give back to the country to which I was born,” said Escobar. “It was great to see my family and working with the teachers and students really made me feel like I was part of a community I had been missing for 21 years.”

With El Salvador projects complete the team left the beauty of the country, and the smell of tuna behind for their next phase of SPS in Peru. During the next three weeks NMCB-23 completed renovations on three different project sites. At the different project sites, the Seabees rebuilt a school after demolition, built new roofs, painted, and completed plumbing and electrical maintenance.



Steelworker 2nd Class Rejuny Caswell drills anchor holes into a pre-fabricated wall frame for a wall at Escuela Commodore in Zona De Acapulco. Photo by Sgt 1st Class Alan B. Owens.



Steelworker 2nd Class Barron Montowski re-paints a wall in Escuela Pronoie Nuevo Despertar Mis Primeros Pasitos in Zona De Acapulco. Photo by Spc. Jennifer Grier.

At the Ancon, Peru site, a 16 feet by 48 feet Sea Hut was erected from the ground up and sectioned off into three classrooms. This work was completed in two weeks by a team of three Seabees and 12 Peruvian engineers. The project impacted 1,100 students in kindergarten through 12th grade.

“I like my job,” said Equipment Operator 2nd Class Tyrif Wells, a Seabee from NMCB-23. “This gives me as a Reservist, a good opportunity to apply my job skills and feel like I’m doing something worthwhile, not only for my country, but others as well.”

The renovations conducted by NMCB-23 created improvements that will add to the learning environment of all students. They found dirt floors, no water or electricity and broken doors, roofs and playground equipment at many of the schools.

“The work we did will have a lasting impact on the communities we visited,” said Chief Construction Electrician Andrew Nickerson, assistant-officer in charge of the NMCB 23 detachment. “In each community we met the students and the teachers at our worksites. The friendships we made will stay with us after this deployment.”

At another location during SPS the Seabees partnered with an Indonesian army, navy, and air force construction company to complete improvements in the community.

In Caracol, Haiti the Navy Reservists and five Marines from Swift worked with Indonesian engineers who were part of a U.N. Stabilization Mission in the country. Once again the Seabees made improvements to a school, but also completed work improving a Caracol dispensary.

“We are working with the Indonesians to make the school and dispensary better places for the community to learn and receive medical care,” said Staff Sgt. Garival Perez, Caracol dispensary project lead. “The work we are doing will really have an impact on the community here.”

The projects were budgeted for \$43,000 and all supplies for the sites were purchased in Haiti, impacting a community of 14,000 people.

“The entire mission of HSV-SPS 12 is to build partnership,” said Henry. “With every stop, I am amazed at the impact Seabees, Marines, Sailors and partner engineers, like the Indonesians, can have on the community.”

The work of at the National School of Caracol included a roof replacement, structural repair to the support beams, the pouring of a new concrete sidewalk, and cosmetic improvements. The work was in conjunction with several UNICEF projects, increasing the school’s capacity and will lead to improved learning conditions of the 7th through 9th grade students.

“We are so thankful to the Seabees for the work they have done here,” said Edwardo Lozada Ramirez, Parents’ Organization

president. “Projects like these are important to ensure everyone in the community can receive education.”

At the Caracol dispensary, the work consisted of an addition of a new secured storage shed, the demolition and replacement of cabinets and shelves, the installation of an incendiary pit, the installation of security wire, and painting the building. The improvements will lead to an increase of the dispensaries ability to store and maintain supplies and provide sanitary medical care to the community.

The three-week construction culminated with a closing ceremony attended by the U.S. and Indonesian engineers and Haitian community members.

“It’s great to be here, helping local communities,” said TSC 1 squad leader Utilitiesman 1st Class Bruce Nisbet. “Working with schools really reaches to the heart of the community and impacts several generations of children and parents.”

SPS included many other facets to its mission. While in Peru the team onboard Swift delivered forty pallets of Project Handclasp materials consisting of 244 personal energy transport carts and mixed pallets of soccer gear and clothing for adults and children. The donations were destined for hospitals, schools, and local organizations all over the country.

Project Handclasp is a U.S. Navy program that accepts and transports educational, humanitarian and goodwill material donated by America’s private sector on a space available basis aboard U.S. Navy ships for distribution to foreign nation recipients.



Seabees with NMCB 23 play basketball with children from the Escuela Rafaela Santaella in the Dominican Republic. Photo by Lt. j.g. J.P. Henry





*Navy Reservist Lt. j.g. Jeff Strong is mobilized to Forward Operating Base Airborne, in the Wardak Province of Afghanistan. He is a Human Resources officer with 25 years in the Navy, over 20 of which were spent as a gunner's mate. Assigned as a combat advisor for the 3rd Kandak (Battalion), 1st Brigade, Afghan National Civil Order police, a highly specialized police force with advanced combat training and firepower, Strong also holds the positions of administrative and intelligence officer within Security Transition Team 6 (STT6). Strong serves on a small team composed primarily of U.S Army military police.*

# SAILOR STRONG

## CHAPTER 3: DAILY LIFE

**Life here has changed a lot from when I originally arrived in country and was staged at Bagram Airfield. Being an advisor/mentor/trainer for the Afghan National Civil Order Police 1st Battalion, 7th Kandak is both rewarding and frustrating. I am responsible for advising/mentoring two major departments of theirs: administration and intelligence. The administrative department is led by a young 23 yr old first lieutenant and the intelligence department is led by an older captain. Their rank structure is like our Army though, so a captain is just above a lieutenant, not an O-6 like it is in the Navy.**

It is going well but there is much more I would like to do. It is difficult to make progress when they have no heat, no running water, and no electricity for the majority of the day. There was a brand new facility built for them, but they only receive enough fuel to run the generators for eight hours a day. Now, keep in mind, these generators provide power needed for electricity, heat, and the pumps to supply water. So when they don't run, you have none of those things. They normally run the generators from 6 a.m. to 8 a.m. and 5 p.m. to 10 p.m. They keep one hour of fuel on hand for emergencies. So, as you can tell, they go through the coldest part of the day without heat or electricity.

The buildings are primarily stone, so even when the heaters run, the stone has absorbed so much cold that they never get warm.

You would never believe the things I see here unless you saw them for yourself. For example, the Kandak cooks for more than 600 people on two propane burners about the size of a dinner plate. Each burner has a pot that is about 25 gallons. It is absolutely crazy. But what is crazier still is that they know the food isn't getting cooked all the way, but there is nothing they can do about it. So, they have quite a few people who end up with food poisoning. This causes them huge issues when it comes to going out on missions because they never know who is going to wake up sick from eating only partially cooked food.

It also causes us some issues because hospitality is very important in the Afghan culture. Nearly every time we meet with our Kandak, they invite us to lunch. Obviously we have to consider the information they told us about the food not being cooked thoroughly and figure out how to respectfully decline, or make an excuse to not eat with them, until we get the cooking situation remedied.

The weather here is getting quite a bit colder now. I have heard that the end of winter is absolutely miserable here. We'll see. If this weather is any indication, I believe it. Temps are in the single digits, lots of snow, and now the winds are increasing. All of that and I am living in a tent... without insulation...7,300 feet up in the Hindu Kush mountains. This means several mornings I wake-up to find that my toothpaste has frozen overnight. Seems funny to think about, but not funny when you want to brush your teeth. I can say that at least I have access to a shower, a plastic toilet, and warm food most of the time, so I am still better off than many others here, both military and civilian.

I wanted to let you know that this is a really hard time on all of us right now and especially on the families that we left behind in the United States. I know it isn't easy on anyone, but I want you to know that all of us here recognize that and appreciate the support we receive.

We occasionally get mail, although the weather impacts that quite a bit. I think a lot about those who have been in war zones before us and how much it has changed over the years. I think about the fact that we have laptops, iPads, iPods, Nooks, Kindles, etc... and it makes me feel spoiled. I wrote earlier about living in a tent, but there are some (primarily Marines) here who don't even get to do that. They don't have a shower close or even a bathroom. They live like that because they need to be mobile and undetectable.

I hear people complain when their internet doesn't work or when they can't get a signal for their cell phones and I think about the men and women who fought in wars of the past who sometimes went months cherishing a single piece of paper because that was the last contact they had with their family.

I have also been thinking a lot about the people here and how they live. I can tell you, it is amazing how far the Afghan people walk. I see men, women, and kids walking, most in shoes without socks, in this cold weather, and they go for miles and miles. We were out on a patrol recently and there was a large traffic accident on the main highway. The stopped traffic got so bad people got tired of waiting or ran out of gas, so they just parked their cars on the road and started walking. Keep in mind that it was several miles before they would reach even a village, let alone their actual destination.

At this point there are no requirements to drive a car, so traffic over here is absolutely crazy. Afghans drive anywhere they want, whenever

they want, and as fast as they want. There are very few traffic signs, although there are a couple signs indicating a speed limit due to a high level of foot traffic. Mostly it is just simply: GO! There is no formal driver training, so it does not surprise me that there are traffic issues. People learn how to drive from someone else. I can tell you that there are a ton of motorcycles here and they are driven no matter what the weather. They even have these special, fur mitten-like things that are mounted right to the handle bars to keep their hands warm.

Until I get a chance to write again: stay positive, watch out for your shipmate, and beyond all stay safe.





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



Subject Legend

- Management and Strategic Planning
- Naval and Military Heritage
- ★ Leadership
- ◆ Critical Thinking
- ▲ Regional and Cultural Awareness
- ✦ Joint and Combined Warfare



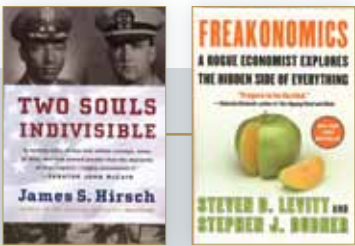
Leading Petty Officer Collection

- American Government ■
- Billy Budd and Other Stories ★
- Caine Mutiny ◆
- Crisis of Islam: Holy War and Unholy Terror ▲
- Last Stand of the Tin Can Sailors: The Extraordinary World War II Story of the U.S. Navy’s Finest Hour ●
- Sand Pebbles ▲
- Shackleton’s Way: Leadership Lessons From the Great Antarctic Explorer ★
- Sheriff: America’s Defense of the New World Order ◆
- Tipping Point: How Little Things Can Make a Big Difference ■
- To the Shores of Tripoli: The Birth of the U.S. Navy and Marines ●
- Victory at Yorktown: The Campaign That Won the American Revolution ✦
- Elephant and the Dragon: The Rise of China and India and What it Means for All of Us ▲



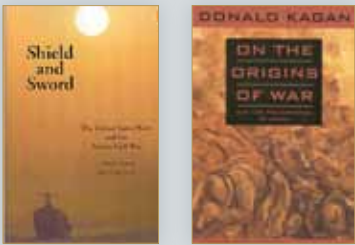
Senior Leader Collection

- 1776 ●
- Art of the Long View: Planning for the Future in an Uncertain World ◆
- Dying to Win: The Strategic Logic of Suicide Terrorism ▲
- Goodbye, Darkness: A Memoir of the Pacific War ✦
- Great Wall at Sea: China’s Navy Enters the Twenty-first Century ▲
- Moneyball: The Art of Winning an Unfair Game ■
- Pursuit of Victory: The Life and Achievement of Horatio Nelson ●
- Rethinking the Principles of War ✦
- Rise and Fall of Strategic Planning ■
- Scenarios: The Art of Strategic Conversation ◆
- Second World War, Volume 1: The Gathering Storm ★
- Aircraft Carriers at War: A Personal Retrospective of Korea, Vietnam, and the Soviet Confrontation ●



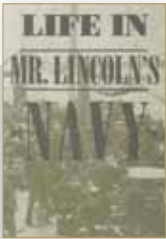
Division Leader Collection

- Freakonomics: A Rogue Economist Explores the Hidden Side of Everything ■
- Golden Thirteen: Recollections of the First Black Naval Officers ●
- Good Shepherd ★
- Innovator’s Dilemma: The Revolutionary Book That Will Change the Way You Do Business ■
- Longitude: The True Story of a Lone Genius Who Solved the Greatest Scientific Problem of His Time ◆
- On the Origins of War: And the Preservation of Peace ▲
- Savage Wars of Peace: Small Wars and the Rise of American Power ✦
- Shield and Sword: The United States Navy in the Persian Gulf War ✦
- Two Souls Indivisible: The Friendship That Saved Two POWs in Vietnam ★
- The World is Flat: A Brief History of the Twenty-first Century ◆
- Forgotten Continent: The Battle for Latin America’s Soul ▲
- Six Frigates: The Epic History of the Founding of the U.S. Navy ●



Department/Command Leader Collection

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



Junior Enlisted Collection

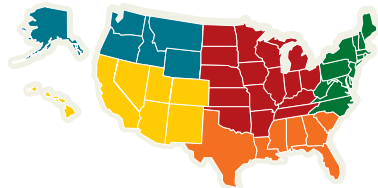
- 7 Habits of Highly Effective People ◆
- D-Day, June 6, 1944: The Climactic Battle of World War II ▲
- Declaration of Independence and Other Great Documents of American History, 1775-1865 ▲
- Ender’s Game ✦
- Flags of Our Fathers ✦
- Kite Runner ★
- Life in Mr. Lincoln’s Navy ●
- Lincoln on Leadership ◆
- Sailor’s History of the U.S. Navy ✦
- Starship Troopers ◆
- Time Management From the Inside Out: The Foolproof Plan for Taking Control of Your Schedule and Your Life ◆
- Lone Survivor: The Eyewitness Account of Operation Redwing and the Lost Heroes of SEAL Team 10 ✦





# RC PHONE DIRECTORY

If any information in this Navy Reserve RC Phone Directory is in error, please Email the editor at [james.vorndran@navy.mil](mailto:james.vorndran@navy.mil) with the correction.



|  |   |   |   |   |
|--|---|---|---|---|
| Chief of Navy Reserve<br>(703) 693-5757  | Norfolk, Va.<br>(757) 318-4500              | Norfolk, Texas<br>(956) 425-0404        | Green Bay, Wis.<br>(920) 336-2444             | Denver, Colo.<br>(720) 847-6205         |
| Office of the<br>Chief of Navy Reserve<br>(703) 693-5757   | Pittsburgh, Pa.<br>(412) 673-0801           | Houston, Texas<br>(832) 380-7400        | Indianapolis, Ind.<br>(317) 924-6389          | Fort Carson, Colo.<br>(719) 526-2964    |
| Commander Navy Reserve<br>Forces Command<br>(757)445-8500  | Plainville, Conn.<br>(860) 747-4563         | Jacksonville, Fla.<br>(904) 542-3320    | Kansas City, Mo.<br>(816) 923-2341            | Guam<br>(671) 339-6724                  |
| Force Equal Opportunity<br>Advisor and EO Hotline<br>Chief Steven Sawyer<br>1-877-822-7629<br>(757) 322-5679 | Quincy, Mass.<br>(617) 753-4600             | Meridian, Miss.<br>(601) 679-3610       | Knoxville, Tenn.<br>(865) 545-4720            | Las Vegas, Nev.<br>(702)632-1455        |
|  | Raleigh, N.C.<br>(866) 635-8393             | Miami, Fla.<br>(305) 628-5150           | Lansing, Mich.<br>(517) 482-9150              | Lemoore, Calif.<br>(559) 998-3778       |
|  | Richmond, Va.<br>(804) 271-6096             | New Orleans, La.<br>(504) 678-8205      | Little Rock, Ark.<br>(501) 771-0880           | Los Angeles, Calif.<br>(323) 980-7131   |
|  | Roanoke, Va.<br>(866) 527-6595              | Orlando, Fla.<br>(407) 240-5939 x 2117  | Louisville, Ky.<br>(502) 375-3329             | Moreno Valley, Calif.<br>(951) 656-1199 |
| Naval District Washington RCC<br>(240) 857-4880  | Rochester, N.Y.<br>(585) 247-6858           | Pensacola, Fla.<br>(850) 452-1341       | Madison, Wis.<br>(608) 249-0129               | North Island, Calif.<br>(619) 545-2610  |
| Region Mid-Atlantic RCC<br>(757) 444-7295  | Schenectady, N.Y.<br>(518) 399-2134         | Puerto Rico<br>(787) 707-2324           | Memphis, Tenn.<br>(901) 874-5256              | Pearl Harbor, Hawaii<br>(808) 471-0091  |
|  | Syracuse, N.Y.<br>(315) 455-2441            | San Antonio, Texas<br>(210) 225-2997    | Milwaukee, Wis.<br>(414) 744-9764             | Phoenix, Ariz.<br>(602) 484-7292        |
| Avoca, Pa.<br>(570) 457-8430   | White River Junction, Vt.<br>(802) 295-0050 | Shreveport, La.<br>(318) 746-9657       | Minneapolis, Minn.<br>(612) 713-4600          | Point Mugu, Calif.<br>(805) 989-7559    |
| Baltimore, Md.<br>(410) 752-4561   | Wilmington, Del.<br>(302) 998-3328          | Tallahassee, Fla.<br>(850) 576-6194     | Nashville, Tenn.<br>(615) 267-6345/6352       | Port Hueneme, Calif.<br>(805) 982-6106  |
| Bangor, Maine<br>(207) 974-1301  | Wilmington, N.C.<br>(910) 762-9676          | Tampa, Fla.<br>(813) 828-1971           | Oklahoma City, Okla.<br>(405) 733-1052        | Reno, Nev.<br>(775) 971-6289            |
| Buffalo, N.Y.<br>(716) 807-4769  | Region Southeast RCC<br>(904) 542-2486 x123 | Waco, Texas<br>(254) 776-1841           | Omaha, Neb.<br>(402) 232-0090                 | Sacramento, Calif.<br>(916) 387-7100    |
| Charlotte, N.C.<br>(704) 598-0447  |   | West Palm Beach, Fla.<br>(561) 687-3960 | Peoria, Ill.<br>(309) 697-5755                | Salt Lake City, Utah<br>(801) 736-4200  |
| Earle, N.J.<br>(732) 866-7288  | Amarillo, Texas<br>1-866-804-1627           | Region Midwest RCC<br>1-847-688-4916    | Rock Island, Ill.<br>(309) 782-6084           | San Diego, Calif.<br>(858) 537-8040     |
| Ebensburg, Pa.<br>(814) 472-5083   | Atlanta, Ga.<br>(678) 655-5925              |   | Saginaw, Mich.<br>(989) 754-3091              | San Jose, Calif.<br>(408) 294-3070      |
| Eleanor, W. Va.<br>(304) 586-0326  | Augusta, Ga.<br>(706) 733-2249              | Akron, Ohio<br>(330) 376-9054           | Sioux Falls, S.D.<br>(605) 336-2402           | Tucson, Ariz.<br>(520) 228-6289         |
| Erie, Pa.<br>(814) 866-3073  | Austin, Texas<br>(512) 458-4154             | Battle Creek, Mich.<br>(269) 968-9216   | Springfield, Mo.<br>(417) 869-5721            | Region Northwest RCC<br>(425) 304-3338  |
| Fort Dix, N.J.<br>(609) 562-1567   | Bessemer, Ala.<br>(205) 497-2600            | Chattanooga, Tenn.<br>(423) 698-8955    | St. Louis, Mo.<br>(314) 263-6490              | Anchorage, Alaska<br>(907) 384-6525     |
| Greensboro, N.C.<br>(336) 254-8671   | Charleston, S.C.<br>(843) 743-2620          | Chicago, Ill.<br>(847) 688-3760         | Toledo (Perryburg), Ohio<br>(419) 666-3444    | Billings, Mont.<br>(406) 248-2090       |
| Harrisburg, Pa.<br>(888) 879-6649  | Columbia, S.C.<br>(803) 751-9251            | Cincinnati, Ohio<br>(513) 221-0138      | Tulsa (Broken Arrow), Okla.<br>(918) 279-3700 | Boise, Idaho<br>(208) 422-6236          |
| Lehigh Valley, Pa.<br>(610) 264-8823   | Columbus, Ga.<br>(706) 322-4670             | Columbus, Ohio<br>(614) 492-2888        | Wichita, Kan.<br>(316) 683-3491               | Cheyenne, Wyo.<br>(307) 773-6500        |
| Long Island, N.Y.<br>(631) 264-2532  | Corpus Christi, Texas<br>(361) 728-5506     | Decatur, Ill.<br>(217) 875-1733         | Youngstown, Ohio<br>(330) 609-1900            | Everett, Wash.<br>(425) 304-4777        |
| Manchester, N.H.<br>(603) 537-8143   | El Paso, Texas<br>(915) 565-3993            | Des Moines, Iowa<br>(515) 285-5581      | Region Southwest RCC<br>(619) 532-1842        | Helena, Mont.<br>(406) 449-5725         |
| New London, Conn.<br>(860) 625-3208  | Fort Worth, Texas<br>(817) 782-1805         | Detroit, Mich.<br>(586) 239-6148        | Alameda, Calif.<br>(510) 814-2605             | Kitsap, Wash.<br>(360) 627-2203         |
| Newport, R.I.<br>(401) 841-4550  | Greenville, S.C.<br>(864) 423-5889          | Fargo, N.D.<br>(701) 232-3689           | Albuquerque, N.M.<br>(505) 853-6289           | Portland, Ore.<br>(503) 285-4566        |
| New York City, N.Y.<br>(718) 892-0312  | Gulfport, Miss.<br>(866) 502-1271           | Grand Rapids, Mich.<br>(616) 363-6889   |   |   |

|   |  |
|---|--|
| Spokane, Wash.<br>(509) 327-3346                | HSL-60<br>(904) 270-6906   |
| Springfield, Ore.<br>(541) 915-2391             | VP-30 SAU<br>(904) 542-3060  |
| Whidbey Island, Wash.<br>(360) 257-2922         | VAQ-129 SAU<br>(360) 257-2276  |
| VP-62<br>(904) 542-4461                         | VAW-120 SAU<br>(757) 444-5072  |
| VP-69<br>(360) 257-6969                         | VFA-125 SAU<br>(559) 998-1841  |
| Fleet Logistics, Support Wing<br>(817) 825-6438 | HSC-3<br>(619) 545-8196  |
| VR-1<br>(240) 857-3410                          | HS-10<br>(619) 545-6600  |
| VR-46<br>(817) 782-3420                         | VFA-106<br>(757) 433-9081  |
| VR-48<br>(240) 857-6814                         | VFA-122<br>(559-998-3482   |
| VR-51<br>(808) 257-3289                         | Operational Support<br>Offices and Reserve Force<br>Operations Allied Command<br>Transformation (NATO)<br>(757) 747-4071 |
| VR-52<br>(609) 754-0908                         | Expeditionary Strike<br>Group Seven<br>011-81-98-954-1605  |
| VR-53<br>(240) 857-9029                         | Bureau of Medicine<br>and Surgery<br>(202) 762-3211  |
| VR-54<br>(504) 678-3061                         | Center for Naval Aviation<br>Technical Training<br>(850) 452-9700  |
| VR-55<br>(805) 989-8755                         | Comptroller of Navy<br>(202) 685-7000  |
| VR-56<br>(757) 433-4065                         | Defense Intelligence Agency<br>(202) 231-4044  |
| VR-57<br>(619) 545-6920                         | Defense Logistics Agency<br>(866) 204-4850   |
| VR-58<br>(904) 542-2380 x110                    | Destroyer Squadron Two<br>(757) 444-1452   |
| VR-59<br>(817) 782-5411                         | Employer Support of the<br>Guard and Reserve (ESGR)<br>(800) 336-4590  |
| VR-61<br>(360) 257-6595                         | Expeditionary Strike Group Two<br>(757) 462-7403 x 110   |
| VR-62<br>(904) 542-8557                         | Expeditionary Strike<br>Group Three<br>(619) 556-1470  |
| VR-64<br>(609) 754-1890                         | First Naval<br>Construction Division<br>(757) 462-8225 x 222   |
| ETD Pacific<br>808-448-9278                     | Fleet Activities Chinhae, Korea<br>011-82-55-540-2852  |
| ETD Sigonella<br>011-39-095-86-5289             | Fleet and Industrial Supply<br>Center Jacksonville, Fla.<br>(904) 542-1000 x144  |
| Tactical Support Wing<br>(817) 782-5295         | Fleet and Industrial<br>Supply Center Norfolk, Va.<br>(757) 443-1610   |
| VAQ-209<br>(240) 857-7828                       | Fleet and Industrial Supply<br>Center Pearl Harbor, Hawaii<br>(808) 473-7928   |
| VAW-77<br>(504) 390-6288                        | Fleet and Industrial Supply<br>Center San Diego, Calif.<br>(619) 556-6234  |
| VFA-204<br>(504) 678-3491                       | Fleet Air Mediterranean<br>011-39-081-568-4184   |
| VFC-12<br>(757) 433-4919                        | Fleet Forces Command<br>(757) 836-3644   |
| VFC-13<br>(775) 426-3644                        |  |
| VFC-111<br>(305) 293-2654                       |  |
| HSC-85<br>(619) 545-7218                        |  |
| HSC-84<br>(757) 445-0861                        |  |

Fleet Intelligence  
Training Center Pacific  
(619) 524-5814

Headquarters  
US Marine Corps  
DSN: 278-9360

Joint Chiefs of Staff  
(703) 693-9753  
(703) 695-1033

Joint Transformation Command  
for Intelligence  
(757) 836-7000

Judge Advocate General  
(202) 685-5190

Logistics Group Western Pacific  
011-65-6750-2645

Marine Forces Reserve  
(504) 678-1290

Strategic Sealift  
Readiness Group  
(800) 535-2580

Military Sealift Fleet Reserve  
Support Command  
(202) 685-5155

Mine and Anti-submarine  
Warfare Command San Diego  
(619) 524-0114

Naval Air Force US Atlantic  
Fleet  
(757) 444-2928

Naval Air Forces/Naval Air  
Force US Pacific Fleet  
(619) 545-2017

Naval Construction Forces  
Command  
(757) 462-3658

Naval District Washington  
Headquarters  
(202) 369-7683

Naval Education and  
Training Command  
(850) 452-4000

Naval Facilities  
Engineering Command  
(202) 685-9499

Naval Health Care  
Newport, RI  
(401) 841-3771

Naval Hospital  
Bremerton, Wash.  
(360) 475-4000

Naval Hospital  
Camp Lejeune, N.C.  
(910) 451-3079

Naval Hospital  
Camp Pendleton, Calif.  
(760) 725-1288

Naval Health Clinic  
Charleston, S.C.  
(843) 743-7000

Naval Health Clinic  
Great Lakes, Ill.  
(847) 688-4560

Naval Hospital  
Jacksonville, Fla.  
(904) 542-7300

Naval Hospital  
Lemoore, Calif.  
(559) 998-4481

Naval Hospital Naples Italy  
011-39-081-811-6000/1

|  |  |
|--|--|
| Naval Hospital<br>Oak Harbor, Wash.<br>(360) 257-9500                                    | Naval Criminal Investigation<br>Service Espionage Hotline<br>(800) 543-6289                    |
| Naval Hospital Pensacola, Fla.<br>(850) 505-6601   | Naval Emergency Preparedness<br>Liaison Officer Program<br>(504) 678-4264                      |
| Naval Hospital<br>Yokosuka, Japan<br>011-81-46-816-5137                                  | Naval Expeditionary Combat<br>Command<br>(757) 462-4316  |
| Naval Inspector General<br>Hotline<br>(800) 522-3451                                     | Naval Expeditionary<br>Logistics Support Group<br>(757) 887-7639                               |
| Naval Medical Center<br>Portsmouth, Va.<br>(757) 953-5000                                | Naval Information Operations<br>Command(NIOC) Maryland<br>(301) 677-0817                       |
| Naval Medical Center<br>San Diego, Calif.<br>(619) 532-6400                              | NIOC Misawa, Japan<br>011-81-3117-66-2834  |
| Naval Medicine Manpower<br>Personnel Training and<br>Education Command<br>(301) 295-2333 | NIOC Norfolk, Va.<br>(757) 417-7112  |
| Naval Meteorology<br>and Oceanography Command<br>(228) 688-4384                          | NIOC Pensacola, Fla.<br>(850) 452-0400   |
| Naval Network<br>Warfare Command<br>(540) 653-5001                                       | NIOC San Diego, Calif.<br>(619) 545-9920   |
| Naval Network Warfare<br>Command<br>(757) 417-6750                                       | Naval Net-Centric Warfare<br>Group<br>(240) 373-3125   |
| Naval Operational<br>Logistics Support Center<br>(717) 605-5790                          | Naval Installations Command<br>(202) 433-3200  |
| Chief of Naval Operations<br>(703) 697-5664  | Naval Munitions Command<br>(757) 887-4834  |
| Naval Operations Office of the<br>Chief of Chaplains<br>(504) 678-1394                   | Naval Personnel Command<br>1-877-807-8199  |
| Naval Operations<br>Office of Naval Intelligence<br>(504) 678-1394                       | Naval Region Europe, Africa,<br>and Southwest Asia<br>011-39-081-568-6777<br>DSN: 314-626-6777 |
| Naval Personal Development<br>Command<br>(757) 444-2996                                  | Naval Region Guam<br>(671) 355-1110  |
| Naval Sea Systems Command<br>(202) 781-1748  | Naval Region Southeast<br>(904) 542-2324   |
| Naval Training Support Center<br>Great Lakes, Ill.<br>(847) 688-3536                     | Naval Region Hawaii<br>(808) 473-4505  |
| Naval Special Warfare Command<br>(619) 437-2848  | Naval Region Japan<br>011-81-46-816-3155   |
| Naval Special Warfare<br>Operational Support Group<br>(619) 522-3232                     | Naval Region Korea<br>011-822-7913-7251  |
| Naval Station Rota Spain<br>011-34-956-82-2222   | Naval Region Mid-Atlantic<br>(757) 322-2800  |
| Naval Supply Systems<br>Command<br>(717) 605-3565  | Naval Region Singapore<br>011-65-67-50-2531  |
| Naval Support Activity, Bahrain<br>011-973-39-14-6793                                    | Naval Region Hawaii<br>(808) 473-1168  |
| Naval Surface Force<br>US Atlantic Fleet<br>(757) 836-3057                               | Naval Region Midwest<br>(847) 688-2884   |
| Naval Surface Forces/Naval<br>Surface Force US Pacific Fleet<br>(619) 437-2950           | Naval Region Northwest<br>(360) 315-5123   |
| Naval War College<br>(401)-841-3304  | Naval Region Southwest<br>(619) 532-2925   |
|  | Naval Support Activity,<br>Washington, D.C.<br>(202) 433-3963                                  |
|  | Office of Naval Intelligence<br>(301) 669-5557   |
|  | Office of Naval Research<br>(703) 696-5031   |
|  | Puget Sound Naval Shipyard<br>(360) 476-7683   |

Sealift Logistics Command Atlantic  
(757) 443-5758

Sealift Logistics Command Europe  
011-39-081-568-3568

Sealift Logistics Command Pacific  
(619) 524-9600

Space And Naval Warfare Systems Command  
(619) 524-7323

Commander Submarine Force US Atlantic Fleet  
(757) 836-1341

Commander Submarine Force US Pacific Fleet  
(808) 473-2517

Submarine Group Nine  
(360) 396-6530

Submarine Group Ten  
(912) 573-3733

Submarine Group Two  
(860) 694-5683

Submarine Squadron Eleven  
(619) 553-8641

US Africa Command  
011-49-711-729-4484

US Central Command  
(757) 836-4180

US European Command  
011-49-711-680-113

US Fifth Fleet  
011-973-724-383

US Fleet Forces Command  
(757)-836-4180

US Joint Forces Command  
(757) 836-6555

US Naval Forces Africa  
011-39-081-568-4634

US Naval Forces Alaska  
(907) 463-2248

US Naval Forces Central Command  
011-973-724-383

US Naval Forces Europe  
011-39-081-568-4634

US Naval Forces Japan  
011-81-46-816-1110

US Naval Forces Korea  
011-822-7913-5795

US Naval Forces Marianas  
(671) 339-7133

US Naval Forces Southern Command  
(904) 270-7354 x4304

US Naval Special Warfare Command  
(619) 522-2825

US Northern Command  
(719) 554-5920

US Pacific Command  
(808) 477-9138

US Pacific Fleet  
(808) 474-8415

US Second Fleet  
(757)443-9850

US Seventh Fleet  
011-81-6160-43-7440 x4090

|  |  |  |
|--|--|--|
| US Sixth Fleet<br>011-39-081-568-4634  | Navy Intelligence Reserve<br>Region Southwest San Diego<br>(800) 873-4139        | Navy Expeditionary Combat<br>Command<br>(757) 462-4316         |
| US Southern Command<br>(305) 437-1261  | Navy Intelligence Reserve<br>Region Southwest Det Denver<br>(720) 847-6240       | Explosive Ordnance Disposal<br>Group One<br>(619) 437-3700     |
| US Strategic Command<br>(402) 294-0246   | Navy Intelligence Reserve<br>Region Midwest<br>(847) 688-6273                    | Explosive Ordnance Disposal<br>Group Two<br>(757) 462-8453     |
| US Third Fleet<br>(619) 767-4296   | Navy Intelligence Reserve<br>Region Midwest Det<br>Minneapolis<br>(847) 688-6273 | First Naval Construction<br>Division<br>(757) 462-3658         |
| US Transportation Command<br>(618) 229-8269  | Navy Intelligence Reserve<br>Region Southeast Det Atlanta<br>(678) 655-6380      | Naval Construction Forces<br>Command<br>(757) 462-3658         |
| Navy Reserve Intelligence<br>Command   | Navy Intelligence Reserve<br>Region Mid-Atlantic<br>(757) 444-1352               | Maritime Expeditionary<br>Security Force                       |
| Reserve Intelligence Command<br>Hqdtcs.  | Navy Intelligence Reserve<br>Region Washington<br>(240) 857-7878                 | Maritime Expeditionary<br>Security Group One<br>(619) 437-9808 |
| Fort Worth, Texas<br>(817) 782-7107  | Navy Intelligence Reserve<br>Region Midwest Det Millington<br>(847) 688-6273     | Maritime Expeditionary<br>Security Group Two<br>(757) 396-0513 |
| Navy Intelligence Reserve<br>Region Northwest<br>(360) 315-6001                    | Navy Intelligence Reserve<br>Region Midwest Det Detroit<br>(847) 688-6273        | Chief of Naval Air Training                                    |
| Navy Intelligence Reserve<br>Region Southeast Det New<br>Orleans<br>(504) 678-3411 |  | CAOSO<br>(361) 961-3386  |
| Navy Intelligence Reserve<br>Region Southeast - Ft. Worth<br>(817) 782-6464        |  | CNRF CNATRA/FRS PM<br>(757) 322-6751                           |
| Navy Intelligence Reserve<br>Region Southeast -<br>Jacksonville<br>(877) 882-7396  |  |  |

## SUBMISSION GUIDELINES

## PHOTO SUBMISSIONS

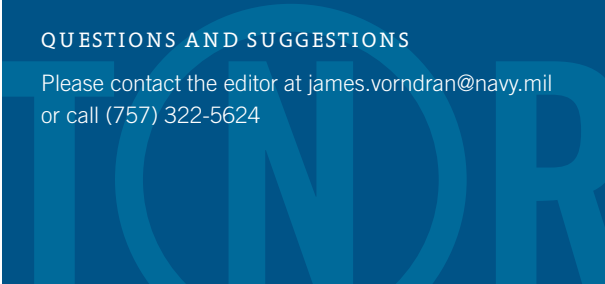
Due 5th of the month. High-resolution 300 dpi photos. Set camera on the highest setting (TIFF, FINE and/ or HQ). Shoot photos of action supporting the story. Posed shots or “grip-n-grins” are the least desirable. If the story is about people receiving awards, show us what they do that garnered said award. Send us the original image. Do NOT tinker with it in Photoshop™ or other image-editing software. We will edit it to fit into our page layout requirements. Include outline information identifying the subjects and what they’re doing in the photo. Also credit the photographer.

## STORY SUBMISSIONS

Due 5th of the month. Monthly columns: at least 500 words. More is okay, we'll edit it. Feature stories: at least 600-700 words and need supporting photos. Feature-based stories will compel the reader to read the entire story. We do not want a straight-news story written in inverted pyramid newspaper style.

## QUESTIONS AND SUGGESTIONS

Please contact the editor at [james.vorndran@navy.mil](mailto:james.vorndran@navy.mil)  
or call (757) 322-5624





**NEW URL! Update your favorites:**

<http://www.npc.navy.mil/Career/StayNavy/Toolbox/>

You know where you want to go.  
**Sailor Career Toolbox**  
The tools you need to get there.

Be sure to bring your Career Toolbox along on your Navy journey to help you successfully navigate through your personal career roadmap.

The Career Toolbox contains the information you need to manage your professional growth, validate your data and help maximize your career opportunities.

It doesn't matter if you are a Navy Recruit, Command Career Counselor or in command leadership position. Wherever you are in your career you will find the latest toolbox tailored just for you in the Career Toolbox.

