As our Nation observes the 10-year anniversary of the 9/11 attacks, we have the opportunity to remember the fallen and honor those who have stepped forward to serve. We are humbled by the dedication of our fellow Navy Reserve Sailors, all of whom have either enlisted or reenlisted since 9/11 knowing mobilization and deployment into a war zone was possible and probable.

Our Reserve Component Sailors have answered the call, and our Navy has truly embraced Total Force thinking. As our CNO, Admiral Gary Roughead, has testified before Congress, we are today one Navy, with an Active Component (AC) and a Reserve Component (RC). The Navy knows it can count on the Reserve Component to deliver a ready and accessible force that provides valued capabilities. What does this mean for the future of the Navy Reserve?

While we have no crystal ball, we do know we live in a world with many threats to peace, stability, trade, and prosperity. Naval power is particularly well-suited to addressing these threats. While demand for our Navy’s capabilities is unrelenting, our budgets are finite. Because Navy Reserve provides capabilities at exceptional value, RC Sailors will play an important role in helping the Navy deliver the right capabilities at the right time for the right cost. We can help preserve vital capabilities and take on entirely new missions.

There is no magic formula to determine the Total Force mix of AC and RC Sailors; each mission and capability has different requirements. Fortunately, our force is flexible. Today’s Navy Reserve provides both a strategic and an operational force. Depending on the mission, we are able to mirror or complement the AC.

We mirror the AC and provide rotational forces for those missions where it makes operational and fiscal sense – our 12 Reserve Seabee Battalions, which rotate in cycle with our nine Active counterparts, is an example of mirroring. We complement the AC by providing unique capabilities in other areas, such as our VR (Fleet Logistics Support) squadrons. And on an even higher level of integration, both components can augment one another, with RC Sailors serving as part of AC units, and AC Sailors augmenting Reserve units.

The correct Total Force mix varies with each of the Navy’s wide variety of missions and required capabilities. As new missions emerge and current missions evolve, Total Force mix solutions are carefully and continuously examined. What does this mean for our Navy Reserve Sailors?

It means if you keep learning and stay engaged, you can have an exciting and rewarding career. You will have the opportunities to serve with both strategic and operational units as an integral part of a Total Force team. When the Navy calls you, it will be for real and meaningful work essential to our national security.

Our vision of the Navy Reserve is to be a provider of choice for essential naval warfighting capabilities and expertise, strategically aligned with mission requirements, and valued for our readiness, innovation, and agility to respond to any situation. We are achieving our vision and a vital part of our Total Force because our Sailors are Ready Now – Anytime, Anywhere!
Letter from the Editor

Shipmates,

As you see from this month’s front and back covers of TNR, we are remembering a day 10 years ago that none of us will ever forget. On September 11, 2001, eight of our Reserve brothers and sisters lost their lives. Since then, 26 more have paid the ultimate sacrifice serving our nation in overseas contingency operations.

I remember 9/11 vividly, as I am sure you all do. The terrible tragedy of that day has impacted Americans in many different ways. The first memory I have of that day is watching the news while at my civilian job. I stood there with hundreds of my co-workers as we shared our thoughts and emotions on that most tragic of days. Yet, my emotions had a different perspective because I was also in the Navy. I didn’t know what that day would lead to, but I knew the military would be involved.

This issue is unlike any TNR I have been associated with over the past four years. It is our small way to honor and remember 34 Navy military who have paid the ultimate sacrifice serving in Iraq and Afghanistan.

While this letter will be brief, I can’t sign off without thanking a past four years. It is our small way to honor and remember 34 Navy military who have paid the ultimate sacrifice serving in Iraq and Afghanistan.

Sincerely,
Jim

The Navy Reserve Magazine

Mass Communication Specialist 2nd Class Ryan Hill will be transitioning into the Navy Reserve after nine years in the active component. MC2 Hill was the editor-in-chief prior to my coming aboard and has been the editor ever since. He is also an expert at producing video and audio products for Navy Reserve Public Affairs. His talents, sense of humor and friendship will be missed. I am thankful that he decided to affiliate with the Navy Reserve. In fact, he will be joining the Reserve unit I just left, Navy Public Affairs Support Element-East. Fair winds and following seas Petty Officer Hill and thank you for your service!

Sincerely,
Jim

Editor-in-chief

Jim Vorndran
The Navy Reserve Magazine

CULTURE OF FITNESS

Changing Attitudes Now For a Better Tomorrow

Written by Lt. Wl. Wooten and Chief Hospital Corpsman Tremaine Luster

The year is full of opportunities to give gifts with birthdays, anniversaries and holidays. This year, try giving your family and friends something different, something worthwhile, and something that will last for years. Try giving them a healthier you!

There are invariably many ways with which we all can become healthier. One way is to control our diets. Not specifically to lose weight, but to adopt a healthier lifestyle. The goal here is to strive for longevity and add good years to your life. The life expectancy for men is 74.7 years and 80 years for women. This is a long time to have to suffer for poor habits that can be controlled today. Some ways to control our diet are to consume more colorful fruits and vegetables, learn how to establish portion control, and to become a more nutritionally educated consumer.

Special care needs to also be paid to the preparation of our food. A small amount of butter is fine on steamed vegetables, but don’t overdo it. Hopefully, incorporating these and other small changes can help prevent heart disease, diabetes, hypertension, high cholesterol and obesity.

Another way in which we can become healthier is to break the harmful habit of smoking tobacco. Curbing the nicotine habit may prove beneficial to increasing your overall level of activity. This will allow you the energy to play ball with your son, throw a frisbee with your daughter, or roll around in the yard with your grandchildren without being totally out of breath. The negative effects of this drug are widely known but many of us still choose to ignore them. Smoking cessation classes are a valuable tool a smokers can use in their quest to becoming a healthier person.

As most of us know, the Navy has placed strong emphasis on physical fitness. Staying physically fit plays a vital role in maintaining your health as you continue to age. In the days of fast food, video games, and internet, many of us are living a sedentary lifestyle that is very difficult to change. It is time for people to create an environment of fitness within their households so their spouses, partners, and children benefit from the advantages of being active. Some advantages include a better ability to deal with stress, a sense of accomplishment, improved self confidence, and a sense of togetherness when partnered with a friend or family member. Activities can include walking to your local grocery store, taking the stairs at work, or signing up for that special dance class you always wanted to take. Small steps lead to big things so don’t be discouraged if your goal is not achieved quickly. Perseverance is key when dealing with setbacks, no matter how difficult the goals appear to be.

Even though we all get caught up in our careers, we must remember family is the most important part of our lives. So, the next time you decide to give a gift to a loved one, remember you are more important than any material possession. Time, affection, and dependability are more important to family than many realize. We all should continue to inspire, continue to evolve, and continue to motivate through our actions.
LEADERSHIP

Managing the Active and Reserve Force Mix
Written by Cdr. Stephen P. Ferris

Throughout the last decade, the Navy Reserve has changed from a purely strategic force to an operational Reserve, with on-going global involvement in exercises and operations. One major challenge for unit leadership is how to facilitate the active and Reserve Force mix and ensure Reservists are successful when mobilized. There is much leaders can do prior, during, and following mobilization to improve the quality of the active/Reserve mix.

Prior to Mobilization

Liaison: It is critical unit leadership establish contact with commands their Reservists will be supporting. What skills will they need? What missions the Reservists will be asked to support? What are the command’s future needs? This is an important information gathering effort by leadership.

Modify/Accelerate/Customize Training: Unit training programs should be modified based on what leadership learns from its liaison with the supported commands. This might mean accelerating existing training, adding new training modules, or eliminating obsolete training. Leadership might need to customize its training to focus on pre-deployment training.

Brief/Teach Sailors: Leadership must communicate to Sailors the missions they will support.

During Mobilization

When someone is deployed there are a number of things leadership can do to enhance the quality of the deployment. Maintaining contact with Reservists and families can enhance morale, identify potential problems, and provide useful advice when issues emerge. Leadership should also solicit feedback from their Sailors while deployed. Determine what training was useful, what might help Sailors be mobilization ready, and what recommendations Sailors can offer from the field.

Post Mobilization

Responsibilities for managing the force mix do not end with the return of the mobilized Sailor. Leadership needs to debrief the returning Reservist and learn what requires improvement. This debrief should be structured in stages.

Individual: What can the individual do personally to better serve on active duty? What preparations can the individual undertake to endure the demands of deployment? The emphasis at this level of inquiry is solely on the individual’s efforts.

Unit: What can the unit do to better prepare its Sailors for active service? This involves a discussion of all activities, personalities and resources within the unit. This is an opportunity to learn a unit’s strengths and weaknesses.

Navy Operational Support Center (NOSC): Leadership should not shirk from asking hard questions about the quality of support provided by the Sailor’s NOSC. The emphasis is on process improvement. Leadership needs to learn from its returning Sailors what NOSC processes are effective and which require changes. It is important to learn why a process needs improvement and what the elements of a solution are.

Navy: Leadership must ask its Sailors what are the lessons learned for the gaining command or the Navy at large. Leadership can assess this feedback and provide Sailors with guidance on how to forward their comments in a constructive manner. The focus should be on process improvement of command or Navy wide activities.

Improving the quality of active and Reserve Force mix is a fundamental responsibility of leadership. It is a continuing process, even when the unit has no Sailors mobilized. The result will be a more effective and capable total Navy Force.

GETTING IT TO THE SAILOR

SharePoint and You
Written by CNRRC N65

“ONE OF THE PRIMARY KNOWLEDGE MANAGEMENT TOOLS IN OUR COMMAND IS SHAREPOINT. WE USE IT PRETTY EXTENSIVELY THROUGHOUT NAVAL INTELLIGENCE RESERVE COMMAND.” -- SHAWN SMITH, KNOWLEDGE MANAGEMENT OFFICER

Better Collaboration

Team sites provide a place for people to work together on documents, critical tasks, and events. This allows teams to share thoughts in interactive areas. They can post timelines, documents for review, links, references, and anything else required for collaboration between team members, regardless of location. Allowing site access to team members assures only they will have access to it. You can scale a site to match present day needs and then modify it to include more people and larger parts of an organization. Due to the ease of creating and maintaining collaborative sites, information technology specialists are not required. With minimal training, anyone can create a collaborative website. This training is available in three forms: in person at each region, via video teleconferences, or through the SharePoint training site on the CNRRC NHR portal.

Improved Reporting and Integration

SharePoint allows you to quickly assemble dashboards using the data sources available across SharePoint and other Microsoft Office applications. You can then store that content in SharePoint sites. Dashboards are easily designed to provide red/yellow/green status, key performance indicators, and charts. SharePoint is easily integrated with non-Microsoft enterprise systems and legacy reporting tools.

SharePoint allows your unit to reduce training and maintenance costs, save time and effort, and focus on higher mission priorities. A SharePoint designed homeport, properly installed and maintained, will help to quickly respond to changing mission requirements.
Defense Travel System

Written by Yeoman 1st Class (SW/AW) Audrey Jennings

The Navy Reserve is the first Reserve component in history to implement the Defense Travel System (DTS). The Navy Reserve completed implementation in April. DTS benefits include the ability for members to make their own travel arrangements, including flights, hotels and rental cars. DTS has a faster turnaround time for payment of vouchers, which is typically three to five days after the voucher has final approval.

The following reasons can prevent vouchers from being processed in a timely manner:

1. Missing records to substantiate travel claims in the DTS trip record. Records needed include endorsed NROWS orders, final Schedule Airline Ticket Office itinerary, all lodging expenses (itemized daily), rental car receipt, and all original receipts for individual reimbursable expenses of $75 or more. For outside the contiguous United States travel, the currency conversion rate must be supplied.

2. Reserve Sailors ordered to a U.S. installation (as opposed to a geographic location like a town or city) need to provide a certificate of non-availability (CNA) if lodging is not being provided by the government.

3. Claiming expenses that are not authorized on the NROWS order. Some types include laundry, haircuts, rental car GPS, and prepayment of gas.

4. Not attaching the reimbursement letter (CNRFCINST 1571.1 series appendix 4, Guidance for Ticket Reimbursement) when an airline ticket is purchased without prior approval from N33.

Keep Your DTS Profile Up to Date

If your DTS profile does not match your NROWS profile, the voucher will be rejected in DTS. (This can happen when one profile has a maiden name and the other has a married name). Also, it is important you ensure your electronic funds transfer (EFT), home address, and government travel charge card (GTCC) information is current in your DTS profile. If this information is not kept up to date, travel reimbursements may be affected. You should periodically check your profiles in order to update other information like rank, organization, phone number, emergency contact and other traveler information.

When should I update my profile?

1. When your GTCC expires or is reissued.
2. After a move or permanent change of station PCS
3. When receiving a promotion or getting a new job.

Steps for Updating Your Profile Information in DTS

1. From your DTS homepage (after login), hover over “Traveler Setup” on the top menu bar and select “Update Personal Profile.”
2. On the “My Profile” screen, click on each section to verify your information (My Preferences, My Additional Information, My TSA Information, My Account Information).
3. Save changes, and then select the “Update Personal Information” button at the bottom of the screen.

Reaping the Benefits from your NEX and Commissary

Written by Cmdr. CAROLINE S. TETSCHNER

When I first joined the Navy Reserve in the late 1980’s, I was issued a commissary paper “pink card.” This, along with my military I.D., entitled a Reserve member to two commissary visits a month. Without the card, a Reserve member could not shop at the commissary. Today, Navy Reserve Sailors enjoy unlimited visits to their commissary and Navy Exchange (NEX), including on-line shopping at their NEX.

Commissaries – They’re Not Just On-Base Anymore. Commissaries offer a Guard and Reserve “on-site sales program” which provides the grocery benefit to Reserve members and their families who are geographically removed from an existing commissary. In other words, the commissary comes to you. These portable sites are not just for the Reserve members, they’re for any authorized shoppers including dependents (with a valid I.D. card). A recent personal visit on their website www.commissaries.com showed on-site sales through the end of summer in such cities as: Chattanooga, Tenn., Riverton, Utah, Topeka, Kan., and Niagara Falls, N.Y. The savings at these military grocery stores are substantial. Commissary shoppers save roughly 30 percent from a typical grocery bill. For a family of four, this amounts to around $2,000 savings per year. However, there is a small difference. Because the items in commissaries are generally much less expensive compared with civilian counterparts, commissaries are mandated by congress to charge their patrons a five percent “upcharge,” or surcharge fee tacked onto the grocery bill. For a family of four, this amounts to around $100 savings per year. However, there is a small difference. Because the items in commissaries are generally much less expensive compared with civilian counterparts, commissaries are mandated by congress to charge their patrons a five percent “upcharge,” or surcharge fee tacked onto the grocery bill. For a family of four, this amounts to around $100 savings per year. However, there is a small difference. Because the items in commissaries are generally much less expensive compared with civilian counterparts, commissaries are mandated by congress to charge their patrons a five percent “upcharge,” or surcharge fee tacked onto the grocery bill.

Navy Exchange – Shop Anytime *and* Support MWR. The Navy’s “department store” counterpart is our Navy Exchange or NEX. Located wherever there’s a major Navy installation and onboard 157 ship’s stores, NEX’s are Navy Exchange or NEX. Located wherever there’s a major Navy installation and onboard 157 ship’s stores, NEX’s are Navy exchanges run under the auspices of the Naval Supply Systems Command. A denim benefit to shopping at your NEX, whether at the bricks and mortar store or on-line, is a portion of what you spend goes directly back into the Navy community. NEX’s contribute 70 percent of their profits to support Navy Morale, Welfare and Recreation (MWR) quality of life programs, which contribute to military and family readiness. One of the best benefits Navy Reserve families have is access to the NEX web-based store, www.myNavyExchange.com. Recently revamped, the on-line outlet offers electronics, baby items, Navy uniforms, Navy pride items and other department store goods.

Yet one of the biggest consumer benefits to shopping at the NEX, is items are generally much less expensive, especially compared to your high-end department stores. For instance, the NEX carries many name brand items including so-called luxury brands such as Coach purses. I recently comparison shopped for a particular style Coach handbag at my local department store versus on-line at NEX. The exact same bag that sold for $150 at the civilian store, was available for $99 at the NEX Website. In addition to the year-round savings, NEX also does not charge any sales tax. So while, most of us have to wait for that one or two weeks a year our local stores offer “back to school tax-free savings,” NEX’s offer this benefit year-round. For most of us, that’s an additional five to eight percent savings! It all adds up.
We have many talented people in our Navy Reserve. Each month we highlight our stellar Sailors and some of the unique careers, skills and services they provide to the fleet. To nominate a Sailor, e-mail the editor, james.vondran@navy.mil, for a submission form. Please include a high-resolution (300 dpi) 5”x7” digital photo of the candidate.

**Brent Reinig**
**Aviation Structural Mechanic 1st Class**

**Hometown:** Charleston, S.C.
**NOSC:** Norfolk
**Units:** VFC-12

**Brief description of your Navy job:** I perform aircraft systems servicing, and quality assurance inspections pre-flight, post-flight, conditional, and special.

**Brief description of your civilian job:** I am a production manager for Boeing on the new 787 Dreamliner, commercial airplane. I am responsible for systems installations in the mid-body fuselage, including electrical racks, hydraulic, environmental control ducts, and various electrical components.

**What has been your greatest Navy achievement?** One of my greatest Navy achievements was providing operational support on the flight deck of the USS Harry S. Truman (CVN 75). I provided support to the jets of VFA-105 for Freedom and Enduring Freedom.

**Who has been your biggest influence since joining the Navy?** There is not one single person—of all my family has provided guidance and support throughout my Navy career. They know I am making a sacrifice as a Reservist to ensure we can continue to enjoy the same freedom our active duty Sailors and service members are defending every day.

**What do you enjoy most about the Navy?** The travel opportunities. The thrill of working with a very dynamic and diverse team on the flight line. I also enjoy the quick paced environment the flight schedule offers.

**Most interesting place visited since joining the Navy?** My career has taken me to a variety of ports overseas and several bases stateside. Each offered their own adventures. Above all, I would have to say my recent trip to Joint Base Elmendorf-Richardson in Alaska was the most interesting. The area offered diverse culture, great food, and an abundance of outdoor activities.

**Current hobbies:** In my free time I enjoy spending time with my family.

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**Kim Heidemann**
**Intelligence Specialist 1st Class**

**Hometown:** Anchorage, Alaska
**NOSC:** NOSC Anchorage
**Units:** Operational Support Unit

**Brief description of your Navy job:** My job consists of mentoring junior Sailors; assisting Sailors with NRQWS, CMS, NHC, CANTRAC, and other programs that are utilized in the Navy world.

**Brief description of your civilian job:** I am an administrative Secretary in the Mathematical Sciences Dept. at the University of Alaska, Anchorage. I provide information about the degree programs and inform students of academic policies, services, and procedures.

**What has been your greatest Navy achievement?** My greatest Navy achievement, so far, has been the opportunity to work as a program advisor for Iraqi law enforcement in Baghdad, Iraq.

**Who has been your biggest influence since joining the Navy?** Intelligence Specialist 1st class Bethany Marcum was the first person I spoke to when I joined. She was very enthusiastic and had a great attitude.

**What do you enjoy most about the Navy?** Meeting people from all around the world. The last two years I had the opportunity to participate in several different Navy exercises and schools.

**Most interesting place visited since joining the Navy?** I found Baghdad to be interesting because I had the opportunity to learn about the customs of the people I worked with throughout my tour. The environment was so different than what I’ve ever experienced before. It was the first time I’d lived in a desert location with the unbearable heat. The architecture was impressive because of the intricate details that were worked into the designs of some of the massive buildings and palaces. Although I don’t speak Arabic, Listening to prayers, throughout the day, was also very interesting. Meeting people from around the world (i.e. British, Australians, Italians, Czechs, Georgians, and the local population) was a bonus.

**Current hobbies:** I enjoy traveling, reading, movies, and outdoor activities like hiking, boating, swimming.

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**Reserve Chiefs Press for More DOD Call-Up Authority**

Written by Donna Miles, American Forces Press Service

Reserve-component leaders made the case for legislative changes that would give Defense Secretary Leon E. Panetta more flexibility in using Guard and Reserve members to support theater security cooperation and other military missions around the world.

Testifying before the House Armed Services Committee’s military personnel subcommittee, the Army, Navy, Air Force, Marine Corps and Coast Guard leaders cited the Reserve components’ vast experience supporting a broad array of contingency missions.

Particularly in light of looming budgetary constraints, they said, it’s foolhardy not to enable the Defense Department to take full advantage of these capabilities.

DoD has asked for authority to mobilize up to 60,000 Reserve-component members immediately for 365 days to support unnamed operations other than war.

Under current law, Guardsmen and Reservists must use annual training days for these missions. This, officials said, limits not only what operations they are able to support, but also how effective the engagement can be.

Air Force Gen. Craig R. McKinley, the National Guard Bureau chief, said changing current call-up authorities will provide DoD “assured access” to Reserve-component forces. “This proposal would ensure the secretary of defense can support combatant commanders’ needs for missions other than war,” he told the panel.

State adjutants general are staunch supporters of the plan, Army Maj. Gen. Raymond W. Carpenter, Chief of the Army National Guard, told the panel.

“It will allow for the continued critical contributions of our soldiers and units and the effective use of soft power that is theater security and cooperation in the hope of reducing the possibility of a mobilized military response in the future,” he said.

The proposal “signifies a fundamental shift in the use of the Reserves,” noted Vice Adm. Delk J. Debbis, chief of the Naval Reserve. It recognizes, he said, the “high level of expertise resident in our Guard and Reserve forces,” as well as Reserve-component members’ desire to “continue performing real and meaningful work within the … total force.”

Lt. Gen. Jack C. Stultz, the Army Reserve chief, said the measure also will help retain members not content to sit on the sidelines.

Reservists say they want three things: predictability so they can balance their civilian and military responsibilities, meaningful training, and relevant missions. Stultz told the panel.

“Use me. Don’t put me back on the shelf,” he said his soldiers tell him. “And that’s why this access issue is such a key issue. … We’ve got to continue to use them in a meaningful way, or otherwise we’ll lose them and we can’t afford to lose that national treasure.”

In light of the Reserve components’ increasing role in global operations — a role likely to expand if Congress makes the legislative changes requested — Air Force Reserve Chief Lt. Gen. Charles E. Stenner Jr., said it’s critical that these forces have sufficient manpower and resources to stay mission-ready.

“In a time of constrained budgets and higher costs, in-depth analysis is required to effectively prioritize our needs,” he said. “We must all appreciate the vital role that Reserve components play in supporting our nation’s defense and concentrate our resources in areas that will give us the most return on our investment.”

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**COMPARTMENTS**
Lt. Cmdr. Robert R. Elseth

After graduating from the Ohio State University in 1987, Lt. Cmdr. Robert Elseth received his commission. He was first assigned to the engineering department on the USS Claude V. Ricketts (DDG 5) from May 1988 to October 1989. He then served as the gunnery officer on the USS Donalt B. Beary (FF 1086) from November 1989 to June 1991. Both ships were stationed at Norfolk, Va. Bob qualified as a surface warfare officer in April 1990. He subsequently served as an instructor in boiler water/feedwater at the surface warfare officer school in Newport, Rhode Island from July 1991 to August 1994.

While at Surface Warfare Officer School, he was recognized as the 1994 junior officer of the year for Newport Naval adhore commands. He then served in the Naval Command Center, standing duty when the Sept. 11th attack occurred. Following nuclear power school training, he served on the submarines USS John Rodgers (DD 1085) from November 1989 to June 1991. Both ships were stationed at Mayport, Fla.

Elseth left active duty in July 1997 to spend more time with his family. He continued to serve in the Navy Reserve in the Supervisor of Shipbuilding Conversion and Repair Detachment 306, from February 1998 to September 2000. For his last year in the unit he served as the executive officer. He then served in the Naval Command Center beginning in October 2000.

Elseth was active in his church as a Sunday school teacher and coach girls’ soccer. In 2000, along with friends, Elseth was a founding partner of Delta Resources Inc., a defense consulting firm. In 1991, Patrick left active duty to pursue a career in chemical engineering. He worked for a few firms, including Brach’s Confections, Inc. and the Alberto Culver Company in Chicago. Shortly before Sept. 11th he received an M.B.A from the University of Chicago. He completed a course of study at the Naval War College in International Relations and Strategic Studies in 1999. His decorations include the Navy Achievement Medal (two), the Navy and Marine Corps Commendation Medal, the Navy Commendation Medal, the Meritorious Service Medal, and the Purple Heart (posthumously awarded).

Patrick was a man of many interests, well traveled, and a student of history. He had visited many countries in Europe and Asia, and enjoyed meeting people and learning about different cultures. Most importantly, he loved spending time with his family. He was a loving, devoted and loyal husband, father, son, brother and uncle. Patrick believed strongly in family, God and country. He gave his life for those beliefs. He is sorely missed by his family, friends and fellow countrymen.

Patrick is survived by his wife of 15 years, Masako; his two children, Mitchell, and Casey, and his mother, Joan Miller of Glenwood, Ill.; his mother-in-law, Toyoko Iida of Tokyo, Japan; his step-mother, Joyce Murphy of Pinehurst, N. C.; two brothers, John J. Murphy of Flossmoor, Ill., and David J. Ames of Evanston, Ill.; stepbrother and sister-in-law, Rodger Miller and Debrues Williams of Crete, Ill.; three sisters and two brothers-in-law, Kathleen M. Schweikart and Jay Schweikart of Naperville, Ill., and Susan G. Johns and Christopher Johns of Louisville, Ky. and Gayentine L. Murphy of Pinehurst, N. C.; sister-in-law and brother-in-law, Takako Fukuda and Yuji Fukuda of Tokyo, Japan; four nephews and five nieces, Sachiko Fukuda, Makiko Fukuda, Nasako Fukuda, Celia Johns, Timothy Schweikart, Reece Johns, Jamie Schweikart, Orion Johns and Joseph Schweikart; his godfather, Dr. William Slavin and his godmother, Mrs. Mark Salenk; two uncles; two aunts; and numerous cousins, friends and military colleagues.

Lt. Cmdr. Patrick J. Murphy

Lt. Cmdr. Patrick Murphy was performing a three-week assignment with the Navy Command Center, standing duty when the Sept. 11th attack occurred. Following nuclear power plant training, Patrick served on USS Sand Lance (SSN 660) as leader of electrical, reactor control and damage control divisions.

Lt. Cmdr. Ronald J. Vauk

Lt. Cmdr. Ronald James Vauk, 37, was a resident of Mount Airy, Md. Vauk died Sept. 11, 2001 at the hands of terrorists as he was performing his duty as watch commander in the Naval Command Center at the Pentagon.

He was born Jan. 25, 1964 in Nampa, Idaho; the youngest of the nine children of Dorothy and Huber (Cubby) Vauk. He attended St. Paul’s Catholic School and Nampa High School, graduating in 1982. He earned an appointment to the United States Naval Academy, graduating with a commission and a B.S. in political science in 1987. After nuclear power school training, he served on the submarines
Lt. Darin H. Pontell
Lt. Darin Howard Pontell, a 26-year-old native of Columbia, Md., was finishing his 12-hour shift when terrorists attacked the Pentagon.

“Darin was one of those people who you hope to run across in life,” said his wife, Donna. “He was thoughtful and generous and wanted to make everyone around him happy. He would do whatever it took to make his family and friends smile.”

A dedicated officer, Darin was determined to settle his country.

He received his commission from the U.S. Naval Academy in 1998. Designated as an intelligence officer, he reported to the Navy and Marine Corps Intelligence Training Command in Dam Neck, Va.

After completing his training, he received orders to Carrier Air Wing Seven as the collections officer. Stationed in Norfolk, Va., he deployed to the Mediterranean Sea and the Persian Gulf aboard the USS Dwight D. Eisenhower (CVN 69). While deployed, Darin assisted in strike planning and was responsible for providing intelligence information to the pilots carrying out dangerous missions.

In his naval career, he received the Armed Forces Expeditionary Medal, the Naval Commendation Medal, the Navy Achievement Medal, and the National Defense Service Medal. He was posthumously awarded the Purple Heart Medal.

In his 26 short years, he could always be relied on to bring a warm, infectious smile that would brighten any room. Married to Devora Sue Petrillo. He met her 20 years earlier on his first day at William Fremd High School. That’s where the 35-year-old was headed when she boarded American Airlines Flight 77. She was on her way to the University of California at Santa Barbara (UCSB) to the job of women’s gymnastics coach. She had accepted the post in August 2001, knowing the school intended to phase out the team after the upcoming season. That didn’t deter the tenacious five-foot-two gymnast and lawyer. She summed it all up. She wrote: “New Job. New City. New State. New Life.”

That’s where the 35-year-old was headed when she boarded American Airlines Flight 77. She was on her way to the University of California at Santa Barbara (UCSB) to the job of women’s gymnastics coach. She had accepted the post in August 2001, knowing the school intended to phase out the team after the upcoming season. That didn’t deter the tenacious five-foot-two gymnast and lawyer. She summed it all up. She wrote: “New Job. New City. New State. New Life.”

For the subject line of Mari-e Rae Sopper’s last email to her family and friends summed it all up. She wrote: “New Job. New City. New State. New Life.”
High School in Palatine, I1. She was only 15 at the time, but she was brazen (“Bulldheaded,” says her mother, Marion Krinke). Sopper walked into the gym and told Petrillo what he should do to turn around the ailing gymnastics team. Then she helped him do it. She was named an All-American in four events, the school’s athletic year of the state and the state’s outstanding senior gymnast of the year. She garnered more honors at Iowa State University.

Sopper earned a law degree from the Denver University School of Law while working as an assistant coach at the Colorado Gymnastics Institute. In 1996 she moved to Washington, where she joined the Navy Judge Advocate General's Corps (JAG) as a lieutenant. She defended Sailors in appeals of criminal cases for four years.

The year before the attacks of Sep. 11th, she worked in the franchise litigation section at the law firm of Schmeltzer, Aptaker & Shepard. In her spare time she worked as an assistant gymnastics coach and choreographer at The George Washington University. The UCSIB job finally fulfilled her desire to work in gymnastics full time.

On the morning of Sept. 11, as she left for California, she exuded joy.

Her former JAG colleague, Jim Bailey, drove her to Dulles International Airport. He helped her unload her luggage and her kitty crate. He got in his car, honked and she turned around and waved. “She gave her a hug and said, ‘Call me when you get to Santa Barbara.’”

We feel renewed devotion to the principles of political, economic and religious freedom, the rule of law and respect for human life. We are more determined than ever to live our lives in freedom.

Naval Material Conditions

Material Conditions (NWP 3-20.31) establish the fighting integrity of the ship and maintain its survivability. The determination of the material condition set at any time is the responsibility of the commanding officer, who may authorize modifications of any material condition.

One of the most important features of ship survivability is the ability to configure the ship to simultaneously allow the survivability system to function and the ship to be operated. Standard configurations representing varying degrees of closure and known as “material conditions” set the ship according to the degree of threat to the ship and the current operational directives. Some fittings that are required to be open or closed for specific purposes carry special markings indicating how they are to be set during various material conditions. Some fittings are defined as closable openings in overheads, decks and bulkheads for access by personnel. Fittings are covers, valves, caps and plugs for access other than for personnel and for control of fluid flow. They may be on or in piping and ventilation systems, or in overheads, decks and bulkheads. For brevity, where context allows, the term fitting is used to include the meaning of both fitting and closure, and the term compartmentation is used to include both structural and fluid system segregation.

**WILLIAM:**
WILLIAM fittings are vital sea suctions. Collective Protection System zone ventilation fittings valves (serving vital equipment in manned spaces) and valves that must be closed to maintain mobility and fire protection. WILLIAM fittings are set during all material conditions. They are secured only to control damage, contamination or to repair equipment served.

WILLIAM fittings are marked with a black W.

Circle WILLIAM fittings, like WILLIAM fittings, are normally open, but are secured for protection in attack. Circle WILLIAM fittings are marked with a black W in a black circle.

**X-RAY:**
X-RAY provides the least tightness and the greatest ease of access throughout the ship. It is set when the threat to the ship is minimal, during working hours when in port, or when there is no danger of attack or bad weather.

When condition X-RAY is set, all fittings marked with a black X are closed.

**YOKE:**
YOKE is set when at sea, or in port during wartime.

Condition YOKE provides a greater degree of watertight integrity than condition X-RAY, but to a lesser degree than the maximum condition.

When Condition YOKE is set, all fittings marked with black Xs and Ys, Circle X and Circle Y are closed.

A modified condition YOKE is sometimes used at sea when cruising independently in good weather and calm seas and in port in peacetime. In the modified condition, YOKE fittings above the waterline are left open to improve ventilation and habitability.

All other X-RAY and YOKE fittings are closed.

**ZEBRA:**
ZEBRA provides the greatest degree of subdivision and tightness to the ship. It is set immediately and automatically when general quarters is sounded. It is also set when entering or leaving port during wartime, to localize damage and control fire and flooding, or at any time the Commanding Officer deems it necessary. Modified Material Condition ZEBRA allows movement around the ship for special conditions such as: Underway Replenishment (UNREP); Vertical Replenishment (VERTREP); Air Operations; Amphibious Operations; transit of known or suspected hazardous navigation areas.

Condition ZEBRA is the maximum state of readiness for the ship’s survivability system.

Condition ZEBRA is set:
- Immediately and automatically when general quarters is sounded;
- When entering or leaving port in wartime;
- To localize damage and control fire and flooding when the crew is not at general quarters;
- At any time the CO deems the maximum condition of survivability should be set.

When condition ZEBRA is set, all fittings marked with black Xs and Ys, Circle X, Circle Y, Circle Z, red Zs and DOG Zs are closed.

Circle ZEBRA fittings are closed when condition ZEBRA is set. They may be opened with the permission of the CO during extended periods of general quarters for the preparation and distribution of battle messing, to provide access to limited sanitary facilities, to ventilate battle stations, to transit from squadron ready rooms to the flight deck and to allow limited access throughout the ship. Open Circle ZEBRA fittings must be guarded so they can be closed immediately. Circle ZEBRA fittings are marked with a red Z in a red circle.

DOG ZEBRA fittings are secured when condition ZEBRA is set and whenever the ship is darkened, regardless of the material condition that is set. During Darken Ship they are closed to prevent light inside the ship from showing outside. DOG ZEBRA fittings are marked with a red Z in a black D.
This joint military Innovative Readiness Training (IRT) mission was different. Set in the southwestern Alaska wilderness, it brought the cohabitation of Blackhawks, remote tundra, Reserve military force, and pesky mosquitoes.

Over the summer, the treeless tundra of Nelson Island is where Reserve personnel from the Navy, Marine Corps, Army and Air Force called home. Their assignment was to build an infrastructure for a new village, its name, Metanvik, means “getting water from a spring.”

The project started two years ago when Alaska needed to relocate the small Yup’ik village of Newtok, which lies beside the Ninglick river.

Erosion, flooding, and rising waters are forcing the village to relocate to higher ground, nine miles upstream. These elements have already destroyed much of the village.

According to the U.S. Army Corps of Engineers, the Ninglick River is eroding toward Newtok village at a rate of 72 feet a year.

Additionally, Newtok residents lack running water, flushing toilets and proper sanitation.

“I think it will be a good move with much healthier living conditions. We will have a better water resource, firmer ground, running water and flushing toilets,” said Grant Kashatok, site administrator and educational leader of Newtok.

Traveling by air or water is the only way to reach this isolated village of approximately 350 people.

“It’s beautiful here,” said Boatswain’s Mate 1st Class Angela Lyford, a selected Reservist (SELRES) assigned to Navy Operational Support Center (NOSC) White River Junction, Vt. Lyford was a coxswain for the small boat team. “It’s so remote you almost feel like you’ve stepped back in time.”

The first wave of troops arrived to set up camp. They faced the Alaskan elements without the comforts of fresh meals, running water, hot showers, beds or heat.

“Officers and enlisted mixed together to get the basics set up. It’s hard work but good training,” said SELRES Cmdr. Amy Rohs, senior medical officer, from the Operational Hospital Support Unit (OHSU) Great Lakes. “When we arrived we were so cold, you could either laugh or cry. We laughed.”
“Officers and enlisted mixed together to get the basics set up. It’s hard work but good training,” said SELRES Cmdr. Amy Rohs, senior medical officer, from the Operational Hospital Support Unit (OHSU) Great Lakes. “When we arrived we were so cold, you could either laugh or cry, We laughed.”

This attitude set the tone for the exercise. The Reservists worked hard, and they had fun doing it.

“We’ve been through some rough times together with the weather. Enduring the rain and wind together created a bonding experience,” said Reserve Marine Capt. Chad Hailey, project manager, assigned to 6th Engineer Support Battalion.

The luxuries they may have previously taken for granted were nonexistent. A steel chair sitting alone on a hill served as their headquarters. Army Corpsman Gary Moseley, assigned to NOSC Fort Worth, OHSU. “I’ve made a lot of lifetime friends,” said Diaz. “You really have to rely on each other out here.”

Within 36 hours of the team’s arrival all tents were set up including everything they needed,” Anderson said. “We made something good for them to eat to help keep up morale.”

Roughly 85 joint Reserve personnel traveled to Metarvik during this year’s IRT. Some stayed for the duration, while others were on rotating shifts throughout the exercise.

Each branch has played a key role in different aspects of the IRT making the experience mutually beneficial for all.

“This is a huge project and everyone is working together,” said Hailey. “We couldn’t do it without the joint environment. We need each other. Each branch brings their own set of skills.”

Air Force Airmen ran the chow hall, showed movies, constructed a rock quarry and installed underground pipes. Reserve Sailors supported on-site medical and dental facilities, medivac, and small boat operations.

The highlights for me was making the brownie cake for a shipmate’s birthday,” said Willis. “I love the challenge, so I like being able to help the Newtok community. The IRT is mutually beneficial. It provides training for the military and helps the Newtok community.”

“We really appreciate what the military has been doing. We are grateful to have their help,” said Kashatok. “We couldn’t have done it without their help. It’s win-win for Newtok and the military.”

Malteses assigned to 6th Engineer Support Battalion

For many of the Reserve members, it was a rewarding experience to have the chance to work in a unique environment many others don’t get to experience.

“The experience was everything we’ve learned to achieve a real world goal.”
USS Carl Vinson (CVN 70)

The sun rises behind the starboard quartermaster of the nuclear power aircraft carrier USS Carl Vinson (CVN 70) as she steams at more than 20 knots into the Strait of Hormuz. The Strait is one of the most congested and challenging waters our Navy sails. A haze of wind-blown sand and smoke from nearby oil platforms hang in the air while helicopters from Carrier Air Wing 17 circle the ship in protective cover. With her Strike Group partner USS Bunker Hill (CG 52) less than a mile away, she slaloms through fishing boats, smuggling boats, and enormous merchant vessels to arrive at her final destination in the Arabian Gulf.

On the bridge, the officer of the deck monitors a constant flow of radio communications, look-out reports, navigational data, changing weather conditions, and shipping traffic to navigate the vessel safely through the congestion while avoiding potential threats. Meanwhile, the conning officer scans the radar, nearby traffic, and visual bearing of the Bunker Hill, ordering frequent course and speed changes to stay in formation. This can seem like controlled chaos to some people, but to the highly trained officers and Sailors of the Carl Vinson, it’s just another part of the workday at sea. What makes this bridge scene different from most U.S. Navy warships is on this particular morning, both the officer of the deck and his conning officer are not the usual active duty surface warfare officers; they are full time support (FTS) officers. Cmdr. Christopher Valdivia and Lt. Cmdr. Amy Hunt are two of only a handful of officers who have the opportunity to serve in billets at sea. Piloting the ship through the Strait of Hormuz is just one of the memorable experiences they have encountered during their 2011 Western Pacific deployment.

“Since I was young, I knew I wanted to be in the Navy,” said Hunt. “I was commissioned through Navy Reserve Officers Training Corps and became a Navy nurse corps officer. I left active duty to join the Reserve and learned about the opportunities for FTS officers while serving as a Canvasser Recruiter (CANREC) for Navy Recruiting District (NRD) New England. I have never looked back.”

Hunt is serving in her first FTS billet, having laterally transferred to the human resources community during her recruiting tour. She volunteered for shipboard assignment as the training officer, one of only 15 department heads.

“It’s a challenging yet rewarding position, and I learn something new each day. I asked to stand watch on the bridge because it’s the defining experience of a naval officer. I will be qualified as officer of the deck before we return to San Diego,” said Hunt. A former sailboat captain, Hunt has a love for the sea, and jumped at the opportunity to serve on a ship.

“I wanted to ensure I made my service matter, and the experiences I take back to the Reserve after this tour will broaden my understanding of the Navy’s total force mission,” Hunt said.

Valdivia had already served on the Carl Vinson from 1997 to 2000 as a nuclear power trained division officer. He left active duty shortly after that tour, and affiliated with the Navy Reserve to serve as a CANREC for NRD Minneapolis. After two years of recruiting, he returned to the fleet as chief engineer on a destroyer, and later converted to FTS.

“I had a great tour in recruiting, and respected the people who made the decision to return to the Navy Reserve after leaving active duty, Valdivia said. Our Reserve Sailors have so much to offer to the fleet, I wanted to help translate that to my active duty counterparts so they would understand what Reserve Sailors can bring to the fight.”

Valdivia is now serving as the ship’s auxiliaries officer, responsible for millions of dollars of engineering equipment, and also serves as the ship’s surface warfare training officer.

“Getting orders back to an active carrier as an FTS officer provided me yet another chance to share my experiences in both the active and reserve component. That continuum of service defines who I am today and has made me successful.”

Together, Valdivia and Hunt also co-chair Carl Vinson’s “Green Machine,” an advisory group set up to make their ship one of the most environmentally friendly ships on the waterfront. They collaborate not only with working groups of Sailors on the ship, but also outside associates like Commander, Navy Installations Command, Naval Sea Systems Command, and Naval Facilities Engineering Command Southwest, as well as the ship’s Family Readiness Group in San Diego.

“We will be promoting our initiatives in some of the Navy’s environmental periodicals soon, so keep an eye out for our environmental accomplishments,” said Hunt.

As just two of the many FTS officers serving away from home, both Valdivia and Hunt are examples of how the active duty and reserve component have successfully integrated on a deployed warship.

“We know we are lucky to be given this opportunity to serve at sea as FTS officers,” said Valdivia. “I hope we have shown our active duty shipmates we bring valued capabilities to our mission overseas. My goal is to surprise people when they find out I am an FTS officer. We’ve set the bar pretty high for the rest of our fellow officers, and we want to continue to represent the Navy Reserve as best we can.”
THE SETTING: AN AMERICAN AIR FORCE BASE IN ALASKA. ON THE TARMAC ARE SIX AIRCRAFT PAINTED IN FOUR DIFFERENT SHADES OF BLUE WITH A RED STAR ON THE TAIL.

Written by Mass Communications Specialist 2nd Class Ron Kuzlik
The setting: An American Air Force Base in Alaska. On the tarmac are six aircraft painted in four different shades of blue with a red star on the tail.

Contrary to what one might think these aircraft are not MiG 29s from a Russian Air Force base across the Bering Sea. They are U.S. Navy F/A-18C Hornets, all-weather multi-mission supersonic fighter aircraft. These aircraft are from the Fighting Omars of Fighter Squadron Composite (VFC) 12, a Reserve adversary squadron based at Naval Air Station (NAS) Oceana, Va.

For two weeks, 27 officers and 76 enlisted of the Fighting Omars made the trek north to Joint Base Elmendorf-Richardson near Anchorage, Alaska. There they joined more than 6,000 other, active, Reserve and National Guard Soldiers, Sailors, Airmen, Marines and Coast Guardsmen during exercise Northern Edge. Designed to improve teamwork among the services, Northern Edge is Alaska’s premier joint training exercise designed to practice operations, techniques and procedures.

Northern Edge trains joint forces at sea, in the air and on land, to respond to multiple crises throughout the Asian Pacific region. The Gulf of Alaska, with a large interior landmass of more than 2,400 square miles and weather conditions that range from fantastic to horrible, make this the perfect training site for this exercise.

As an adversary squadron, the Reserve Sailors of VFC-12 provide “Red Air,” or portray the bad guys to the “Blue Air,” good guys. The Fighting Omars use the radio call sign “Ambush.”

“We were there to provide the most realistic threat replication possible,” said Lt. Cmdr. Matt Maloney, VFC-12 maintenance officer and Northern Edge detachment officer-in-charge (OIC). “The majority of our F/A-18s are painted to resemble non-U.S. aircraft. Our pilots are specially trained in the capabilities of the aircraft, weapons, and tactics of various foreign air forces. Northern Edge allowed us to exercise our threat simulation capabilities to the fullest, and also to train and work alongside our Air Force counterparts.”

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During Northern Edge, VFC-12 pilots logged 118 sorties while flying 334.5 mishap-free flight hours.

“The squadron performed very well. We had no safety-of-flight issues, no injuries on or off duty, and completed 98.5 percent of scheduled Northern Edge sorties,” Maloney said. “We met or exceeded all internal squadron goals during the detachment. Our tactical performance will be formally evaluated through the coming weeks while exercise data is analyzed. The feedback we received regarding our tactical performance during the event was very positive.”

Selected Reserve (SELRES) pilot, Cmdr. Dan Smelik of Norfolk, Va., completed 14 years of flying in the active component, and has been a Reserve Sailor for the past three years. He has more than 2,400 hours flying in the F/A-18C Hornet with 485 carrier landings. He is currently a Boeing 737 first officer with a commercial airline.

“The most rewarding part of playing the adversary role is knowing we provide fleet aviators with the most advanced threat replication they will ever see, short of actual combat against next generation aircraft,” Smelik said. “VFC-12 pilots are some of the world’s most skilled aviators, averaging more than 2,000 hours in the F/A-18 Hornet. Nearly every pilot in the squadron has served in combat operations overseas and has graduated from the Navy Fighter Weapons School. “The squadron travels continually throughout the year providing support for multiple exercises, and we pride ourselves on facilitating professional adversary training.”

VFC-12 Command Master Chief (AW) Bill Brunner said there are many factors that makes VFC-12 function so well.

“Because we’re always providing adversary training for the active duty squadrons, we have the ability to offer our Sailors extended annual training (AT) and other opportunities that might not otherwise be available,” Brunner said. “The challenge we face is getting all of our Sailors qualified when we see them only two days a month on the drill weekend. These extended ATs allow Sailors to earn their qualifications.

“We focus on the so-called ‘Brilliant on the Basics’ and we have a very successful command mentor program. We match junior Sailors with mentors who bring a wealth of knowledge and life experience with them. Each Sailor is not limited to having just one mentor. In fact, if a Sailor has a couple different mentors with different skill sets, then everybody in the squadron benefits. E-4 and below are assigned a mentor, and E-5s and E-6s choose a mentor. It’s not unusual for full time support (FTS) or active component Sailors in the squadron to be mentors to SELRES Sailors”, said Brunner.

Aviation Structural Mechanic 1st Class (AW) Brent Reinig has been in the Navy for 13 years. He spent eight years on active duty and immediately transitioned to the Navy Reserve. He currently works for Boeing as a production manager on the 787 Dreamliner.

“It’s a great working atmosphere at VFC-12. The interaction between the FTS and SELRES is really beneficial. The senior Sailors are more familiar with the organization and structure of the Navy, regardless of whether it’s active duty or Reserve component,” Reinig said.

“The chief’s mess and the wardroom are committed to making the most of the experience for the Sailors in the squadron. Some people will be in the Navy for only one tour, and yet others will make the Navy a career. “The command is very supportive of the sacrifices that we have to make when we attempt to balance our commitments between our civilian careers, the Navy and our families.”

During the VFC-12 detachment to Northern Edge, a change of command ceremony was held where squadron executive officer Cmdr. John Mooney relieved Capt. Zach Henry as commanding officer.

“We are looking forward to sustaining the excellent performance that we have already been doing. The squadron is in awesome shape, at the top of the curve, and we are looking forward to continuing this tradition of excellence,” Mooney said.
Deployments bring plenty of great experiences. Riding in a helicopter for the first time was awesome. Getting to sit on the ramp of a Chinook while my feet dangled over the side was scary... and awesome. The anxious feeling you get when you are leaving the wire in a convoy—also pretty darn cool. The sinking feeling you get when you load your weapon in hopes there will be no reason to take off the safety—just scary.

One of the best experiences by far was watching First Class Petty Officers become Chief Petty Officers. This process has always been special and eye opening, but nothing compares to watching a person get their anchors in the middle of a war zone during a time when our nation needs leaders the most.

Our regiment had one person selected to become a Chief Petty Officer—Information Systems Technician (IT) 1st Class Teresa Alvarez.

I first met Alvarez during a mock physical readiness test. She was the one I could barely see, running far ahead of me. And she never looked back.

Although not a lot can be discussed in this column about the transition process of going from first class petty officer to chief petty officer, I can say her induction was seamless. And trust me when I say this—the Seabees really know how to put these events together.

When all was said and done, Alvarez put on a uniform with anchors and everyone called her chief. But she felt like a chief far before putting on the anchor. And just like that day on the pavement, she never looked back.

She started right away, earning a paycheck she wouldn’t see for months. She was selected to be the coordinator for the Sailor of the quarter and Sailor of the year selection, morale, welfare, and recreation advisor and secretary of the base-wide chief petty officer’s association. She also volunteered to teach an aerobics class on base six days a week. And she made time to watch four seasons of Dexter with me (which I couldn’t have made it through deployment without). All of this in addition to doing her job, which at times would keep her at work well past 10 p.m.

When she would get home at night, her day still wasn’t over. She would open up a video chat so she could talk—quietly—to her 5-year-old daughter Amaya. And then, finally, sleep.

I don’t know how she did it all. But I can promise you she would not do it for any awards or accolades. I can honestly say she would have done it whether she had been promoted or not, which is why I feel like her promotion was so well deserved.

I know for a fact the Sailors in her division felt blessed to have had her as their chief. So much so that even when she would try to give them time off they would stick around, just to make sure she didn’t need anything. She got them recognized fully and often. She worked hard to get her seabee combat warfare pin, but she didn’t stop there. She made sure that everyone in her division interested in getting the pin got it. She also began nightly classes in her office to help other people in the regiment. It was not something she was ordered to do and not even something she necessarily had time for. But when people would come to her office and ask her for help, she wouldn’t say no.

I once had someone come to me during the induction process and say, “I understand everything you all are telling us. I’ve got it.” And I looked back at that person and said, “If you’ve really got it, you don’t have to ever tell me you’ve got it. I would just look at you and know you’ve got it.”

Alvarez never told me she got it. She never had to.
Acronyms

AA - Authorized Absence
AAFES - Army and Air Force Exchange Service
ABSC - Active Billet Sequence Code
AC - Active Component
ADSW - Active Duty for Special Work
ADT - Active Duty Training
AO - Area of Operations
AOC - Aviation Officer Candidate
AOR - Area of Influence
AOR - Area of Responsibility
APS - Advanced Pay Grade
AT - Annual Training
ATP - Additional Training Period
BUDS - Basic Underwater Demolition School
BUMED - Bureau of Medicine and Surgery
CAC - Casualty Assistance Calls Officer
CAG - Cross-Assigned In
CAO - Cross-Assigned Out
CEC - Civil Engineering Corps
CFC-A - Coalition Forces Command - Afghanistan
CFL - Command Fitness Leader
CITF - Criminal Investigative Task Force
CJSTOFT - Combined Joint Special Operations Task Force
CJTF - Combined Joint Task Force
COS - Close of Business
COLA - Cost of Living Allowance
CMS/SID - Career Management System Interactive Detailing
CNAFR - Commander, Naval Air Force Reserve
CNIC - Commander Navy Installations Command
CNR - Chief of Navy Reserve
CNRC - Commander Navy Recruiting Command
CNRFRC - Commander, Navy Reserve Forces Command
COMRATS - Commuted Rations
CONUS - Inside the Continental United States

COCOM - Combatant Commander
CSG - Carrier Strike Group
DECA - Defense Commissary Agency
DDC - Direct Commission Officer
DDS - Direct Deposit System
DFAC - Dining Facility
DEERS - Defense Eligibility Enrollment Reporting System
DEMOB - Demobilization
DFAS - Defense Finance and Accounting System
DDO - Department of Defense
DONFMS - Department of the Navy Total Force System
ECRC - Expeditionary Combat Readiness Center
EDS - Expiration Of Service
ESG - Expeditionary Strike Group
ESGR - Employer Support of the Guard & Reserve
ET - Equivalent Training
ETA - Estimated Time of Arrival
ETD - Estimated Time of Departure
FOB - Forward Operating Base
FOUO - For Official Use Only
FTS - Full Time Support
IA - Individual Augmentee
IADT - Initial Active Duty Training
IAG - Information Assurance Group
IAP - In Assignment Processing
IDT - Inactive Duty Training
IDDT - Inactive Duty Training Travel
IED - Improvised Explosive Device
IG - Inspector General
IMPAMIS - Inactive Manpower and Personnel Management Information System
IRR - Individual Ready Reserve
ISAF - International Security Assistance Force
JCS - Joint Chiefs of Staff
JRB - Joint Reserve Base
JSASG-I - Joint Services Action Group - Iraq
JSOC - Joint Special Operations Command
JSTG - Joint Special Operations Task Force
JTF GTMO - Joint Task Force-Guantanamo Bay
JTF HOA - Joint Task Force Horn of Africa
MCAG - Maritime Civil Affairs Group
MESF - Maritime Expeditionary Security Force
MILPERSMAN - Military Personnel Manual
MNF - Mobile Inshore Undersea Warfare
MNF-I - Multi-National Forces Iraq
MNSTC-I - Multi-National Security and Training Command - Iraq
MOB - Mobilization
MRE - Meals Ready to Eat
MTT - Military Transition Teams
NAF - Naval Air Facility
NAS - Naval Air Station
NAT - New Accession Training
NAVELSG - Naval Expeditionary Logistics Support Group
NAVSTA - Naval Station
NAVET - Navy Veteran
NC - Non-Commissioned Officer
NCS - National Call to Service
NEC - Navy Expeditionary Classification (or Code)
NECC - Navy Expeditionary Combat Command
NEX - Navy Exchange Service
NMPS - Navy Mobilization Processing Site
NOBC - Navy Officer Billet Classification (or Code)
NOE - Notice Of Eligibility
NSC - Navy Operational Support Center
NPO - Not Physically Qualified
NR - Navy Reserve
NRIP - Navy Reserve Intelligence Program
NROTC - Naval Reserve Officer Training Corps
NRW - Navy Reserve Order Writing System
NSA - Navy Support Activity
NSIPS - Navy Standard Integrated Personnel System
NSPS - National Security Personnel System
OCNR - Office of the Chief Navy Reserve
OCONUS - Outside Continental United States
OCS - Officer Candidate School
OIC - Officer In Charge
OJT - On the Job Training
OLA - Office of Legislative Affairs
OPNAV - Office of Chief of Naval Operations
OPSEC - Operational Security
OPTEMPO - Operational Tempo
ORM - Operational Risk Management
OSSC - Office of Security Cooperation - Afghanistan
OSO - Operational Support Officer
PAYS - Navy Pay and Personnel Procedures Manual
PCS - Permanent Change of Station
PDFRC - Pre-Deployment Family Readiness Conference
PFA - Physical Readiness Assessment
POC - Point of Contact
POV - Privately Owned Vehicle
PRC - Presidential Reserve Callup
PRD - Projected Rotation Date
PRIMUS - Physician Reservists in Medical Universities and Schools
PRT - Physical Readiness Test or Provincial Reconstruction Team
PSD - Personnel Support Detachment
RBSC - Reserve Billet Sequence Code
RC - Reserve Component
RCC - Reserve Component Command
RCCDCS - Reserve Component Common Personnel Data System
RCB - Reserve Cargo Handling Battalion
RESFOR - Reserve Force Squadron
RHS - Reserve Headquarters System
RIAC - Reserve Intelligence Area Commander
RIPPO - Reserve Intelligence Program Officer
RTB - Reserve Transition Benefits
RTS - Reserve Training Support System
RUAD - Reserve Unit Assignment Document
RUIC - Reserve Unit Identification Code
RWW - Returning Warrior Workshop
SAU - Squadron August Unit
SELRES - Selected Reserve
SNC - Staff Non-Commissioned Officer
SOP - Standard Operating Procedure
TOC - Tactical Operations Center
TRUC - Training Reserve Unit Identification Code
TSC - Combatant Commanders Theater Security Cooperations
UA - Unauthorized Absence
UCMU - Uniform Code of Military Justice
UMA - Uniform Maintenance Allowance
USC - United States Code
VTU - Volunteer Training Unit
YRPS - Yellow Ribbon Program Specialists
NEVER FORGET

Sept. 11, 2001