

# CNATRA

## HQ COMMUNICATOR

NOVEMBER 2019

### **TW-5 Hosts Fleet Fly-In**

Students get a taste of the Fleet

### **VT-28 Conducts Aerial Change of Command**

Thornton takes the helm as Kollar retires



## / MISSION BRIEF

To safely train the world's finest combat quality aviation professionals, delivering them at the right time, in the right numbers, and at the right cost to a naval force that is where it matters, when it matters.

## / WE ARE TEAM CNATRA

- We are "all in" for the mission
- We are professionals dedicated to improving ourselves, our team, and the naval services
- We lead with integrity, moral courage, and discipline
- We are accountable to the nation, our service, each other, and our families
- Integrity is our foundation

## / ADMIRAL'S SUGGESTION BOX

Got a suggestion? There are several ways to submit your suggestions to Rear Adm. Dwyer or COS:

1. Go to: <https://adss.navy.mil/applications/00sb.aspx>
2. Visit [www.cnatra.navy.mil](http://www.cnatra.navy.mil) and click on "Contact" then "Contact Us" to find a link to the suggestion box.
3. Use the link on the SharePoint portal.
4. Use the suggestion box at the CNATRA quarterdeck.

## / ON THE COVER

Air Traffic Controller 2nd Class Joshua Nichols from Western Grove, Arkansas, visually identifies aircraft at the air traffic control tower onboard Naval Air Station Pensacola July 1. *Courtesy photo.*

## / COMMAND INFO

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## / NOVEMBER IN NAVAL AVIATION HISTORY

**Nov. 3, 1931** - The dirigible USS Akron (ZRS 4) makes a 10-hour flight out of NAS Lakehurst, N.J. carrying 207 people and establishes a new record for the number of passengers carried into the air by a single craft.

**Nov. 4, 1923** - Lt. Alford J. Williams, flying an R2C-1 equipped with a Curtiss D-12 engine, raises the world speed record to 266.59 mph at Mitchel Field, Long Island, N.Y., beating the record set by Lt. Harold J. Brow only two days before.

**Nov. 5, 1945** - Ensign Jake C. West, embarked with VF-51 on board USS Wake Island (CVE 65) for carrier qualifications with the FR-1 aircraft, loses power on the forward radial engine shortly after taking off, forcing him to start his rear engine. Returning to his ship, he makes a successful landing, thus becoming the first jet landing on board an aircraft carrier.

**Nov. 8, 1956** - Navy Stratolab balloon, piloted by Lt. Cmdr. Malcolm D. Ross and Lt. Cmdr. M. Lee Lewis, surpasses the world height record by soaring to 76,000 ft. over Black Hills, S.D. The flight gathers meteorological, cosmic ray, and other scientific data. For this record ascent, the men are awarded the 1957 Harmon International Trophy for Aeronauts.

**Nov. 10, 1943** - PB4Y-1 patrol bombers from VB-103, VB-105, and VB-110, along with British aircraft, sink the German submarine U-966 in the Bay of Biscay off northwest Spain. Spanish fishing trawlers rescue the survivors.

**Nov. 11, 1966** - Gemini 12 is launched with former aviator Edwin Buzz Aldrin and Cmdr. James A. Lovell, Jr., the command pilot. The mission lasts three days, 22 hours, and 34 minutes and includes 59 orbits at an altitude of 162.7 nautical miles. Recovery is done by HS-11 helicopter from USS Wasp (CVS 18).

**Nov. 12, 1912** - Lt. Theodore Ellyson makes the first successful launch of an airplane (A-3) by catapult at the Washington Navy Yard.

**Nov. 13, 2017** - Retired Navy Capt. Thomas J. Hudner Jr., who earned the Medal of Honor during the Korean War, passes away. On Dec. 4, 1950, Hudner crashed his own plane in order to aid downed fellow aviator Ensign Jesse L. Brown, who had been shot down by enemy anti-aircraft fire.

**Nov. 14, 1910** - Civilian Eugene Ely pilots the first aircraft to take-off from a warship, USS Birmingham (CL 2) at Hampton Roads, Va.

# NAS Whiting Field hosts annual Fleet Fly In

By Ramon Rios, Santa Rosa's Press Gazette

MILTON — Lt. Ryan Kilway had the opportunity to fly fixed-wing aircraft and helicopters when he was training to be a pilot. He found that helos were a perfect fit for him.

That is what the Navy intended by having Fleet Fly In week.

Training Air Wing Five at NAS Whiting Field hosted portions of the Naval Helicopter Association Gulf Coast 2019 Fleet Fly In the week of Oct. 21-24.

“I love to fly everything, but helos - helos got me, that’s all I wanted to fly,” Kilway said about his indoctrination flight over eight years ago.

Kilway was back in his MH-60R Sea Hawk helicopter to provide the same experience to student pilots this week.

The Fleet Fly In is designed to provide a week of training and knowledge sharing with student aviators so they can make informed decisions as they move forward in their aviation careers.

It took Kilway two years to earn his wings. After he became a Naval aviator, Kilway picked the H-60 because of its mission - anti-submarine warfare and anti-surface warfare.

The Navy sent the MH-60R and S versions, MH-53, MH-65 and the MV-22 for student pilots to fly and familiarize themselves with the missions of each helicopter.



MILTON, Fla. Lt. Ryan Kilway stands next to the MH-60 he flew in for the Fleet Fly-In at NAS Whiting Field. Photo by Ramon Rios, Press Gazette.

**“I love to fly everything, but helos - helos got me, that’s all I wanted to fly.”**

- Lt. Ryan Kilway

The unique MV-22 aircraft participated in the fly in.

“It is in a class all by itself,” said Lt. Maria Regis, an instructor pilot from HT-8 Squadron at NAS Whiting Field.

Regis said the MV-22 Osprey is a tilt-rotor aircraft that can fly like a fixed-wing airplane or a helicopter.

“Its mission is passenger and cargo transport,” Regis said.

The MV-22 replaced the CH-46 Sea King helicopter to be the primary assault support aircraft for the U.S. Marine Corps. The Navy started transitioning to the Osprey in late 2018 according to a Navy Times article from Nov. 15, 2018. The Navy’s version of the Osprey will be designated CMV-22B and will replace the C2A Greyhound by late 2020.

As groups of student pilots made their way to the various helicopters there was a sense of excitement and anticipation in their expressions.

“Being up there is a lot of fun, it’s an amazing experience,” Regis said with a big smile. 🐟

# Training Squadron 28 Holds Aerial Change-of-Command Ceremony

By Lt. Michael Thomasson and Lt. Michelle Tucker

Cmdr. Ahren “Swacket” Thornton relieved Cmdr. John “Crank” Kollar as commanding officer of the “Rangers” of Training Squadron (VT) 28 during an aerial change-of-command ceremony above Naval Air Station (NAS) Corpus Christi, Oct. 3.

Kollar led the formation of two T-6B Texan II aircraft before a crowd of squadron members, friends, and family below until he passed command of the Rangers to Thornton, who took lead as the new commanding officer. Kollar will retire after 20 years of honorable naval service.

A ground-based ceremony followed during which Kollar thanked the Rangers for their hard work and dedication to the mission of training naval aviators. He asked all service members and veterans to stand, describing them as “humble, respectful, loving, and loved people,” and explained their American patriotism.

“I’m not sure how the dictionary defines a hero, but you need to know that all these people here are my heroes,” Kollar said.

Commodore, Training Air Wing 4 Capt. Kevin Delano, from Sanger, California, served as guest speaker and spoke of Kollar’s unwavering commitment to the Navy, its Sailors, and their families. Delano presented Kollar with a Meritorious Service Medal in recognition of his accomplishments during his tour.

VT-28 is a primary undergraduate flight training squadron in which students learn to fly the T-6B Texan II aircraft. Completion of this rigorous syllabus culminates with students receiving orders to intermediate and advanced training squadrons to continue their training in strike, helicopter, or maritime aircraft.

Kollar assumed command of VT-28 in August 2018. During his tenure, VT-28 was the lead production squadron of student naval aviators in primary flight training. A native of Winnetka, Illinois, Kollar is a graduate of the U.S. Naval Academy and holds a degree in astronautical engineering. He earned his Wings of Gold in November 2002 and served with the “Zappers” of

Electronic Attack Squadron (VAQ) 130 where he deployed aboard aircraft carrier USS Harry S. Truman (CVN 75) in support of Operation Iraqi Freedom and to Marine Corps Air Station Iwakuni, Japan, in 2006 in support of U.S. Pacific Command airborne electronic attack requirements. Kollar graduated from U.S. Navy Test Pilot School in June 2008 after which he reported to Test and Evaluation Squadron 23. There, he crewed with Lt. Cmdr. Thomas Weaver and conducted the world’s first supersonic bio-fuel flight operations.

Kollar served with the “Rooks” of VAQ-137, Joint Functional Component Command Space (JFCC SPACE), and graduated



**CORPUS CHRISTI, Texas** Commodore, Training Air Wing 4 Capt. Kevin Delano presents a Meritorious Service Medal to former Commanding Officer of the “Rangers” of Training Squadron (VT) 28 Cmdr. John “Crank” Kollar during a change-of-command ceremony at Naval Air Station Corpus Christi, Oct. 3. U.S. Navy photo by Anne Owens.



**CORPUS CHRISTI, Texas** Cmdr. John “Crank” Kollar, front, leads a formation flight in a T-6B Texan II aircraft during an aerial change-of-command ceremony above Naval Air Station Corpus Christi, Oct. 3. *U.S. Navy photo by Anne Owens.*

with honors from Johns Hopkins University, earning a Master of Science in complex systems engineering before reporting to VT-28 as executive officer in 2017. He has accumulated over 2,500 flight hours in 29 different aircraft, and more than 240 carrier-arrested landings in the EA-6B and EA-18G.

Thornton, a native of Emporia, Kansas, served as VT-28’s executive officer since August 2018. He said he is proud to take command of the squadron and attributed its success to Kollar’s steadfast leadership and the drive of squadron personnel.

“All of our remarkable achievements would not have been possible without the culture ... planted by those who came before us,” Thornton said. “It was nurtured by each and every instructor and student naval aviator that passed through these doors.”

carrier USS John C. Stennis (CVN 74) in support of Operations Iraqi Freedom and Enduring Freedom. Thornton was named West Coast Hawkeye Pilot of the Year in 2007.

Thornton served with the “Greyhawks” of VAW-120 at NAS Norfolk, where he became an E-2C instructor pilot and earned his landing signals officer (LSO) training qualification. In February of 2011, Thornton reported to Carrier Air Wing I aboard aircraft carrier USS Enterprise (CVN 65), where he completed two combat deployments as a staff-qualified LSO and carrier air group safety officer in support of Operation Enduring Freedom and counter-piracy operations in the North Arabian Sea.

Thornton also served with the “Sun Kings” of VAW-116, where he completed his department head tour. Afterwards, he reported to the

Command and General Staff College at Fort Leavenworth, Kansas, for Joint Professional Military Education training, and simultaneously earned his Master of Science in adult and continuing education from Kansas State University. In June of 2016, Thornton reported to Commander, Naval Air Force U.S. Pacific Fleet in San Diego where he served as part of the Navy V-22 Osprey Integrated Transition Team before reporting to VT-28. He has accumulated more than 3,000 military flight hours and over 360 CVN arrested landings.

Cmdr. Brian “Bearclaw” Higgins, a native of Atlanta, assumed the role of VT-28 executive officer.

VT-28, headquartered in Corpus Christi, shapes the future of Naval Aviation, producing the world’s finest primary student naval aviators prepared to excel in follow-on training and the fleet. 🛩️

# N4 News

## Welcome Aboard!

CNATRA N4 welcomes Tillie Havenhill as our newest N4 Business Acquisition Specialist. Tillie holds a Bachelor of Arts in accounting from California State University, Fresno. With 20 plus years in the accounting and finance world, she comes to us from



Lemoore, California, where she worked as a corporate credit manager for Gary V. Burrows Inc., a subsidiary of Chevron. Her education and business experience background make her a great addition to our Contracts Administration Branch. She is the proud mother of two wonderful, energetic adult children. Her son, Brendon Brown,

serves in the United States Air Force deployed overseas. Her daughter, Hallee Brown, attends Tillie's Alma Mater, and is completing an RN nursing program.



Marisela Thomas, above, Business Acquisition Specialist, was cited, in part, for her exceptional professionalism, personal initiative, and dedication to duty as she went above and beyond her assigned duties by covering several personnel vacancies for multiple contracts while also providing training to our supply technician. She worked with N6 to develop and test the latest release of the N4 budget module to streamline and automate our funding process.

## N4 Civilian of the Quarter and Senior Civilian of the Quarter honored

During the Quarterly N4 Luncheon and Monthly Meeting (pictured below), Capt. Tom Gibbons, CNATRA N4, took the opportunity to honor both N4 nominees for the CNATRA Civilian of the Quarter, Marisela Thomas and the CNATRA Senior Civilian of the Quarter, Ray Castillo with Certificates of Appreciation.



Ray Castillo, above, Quality Assurance Production Manager, was cited, in part, for his exceptional professionalism and personal initiative in finding unique and effective solutions to streamline and expedite our contract quality assurance processes. He was able to update the Corrective Action Request (CAR) Board process by streamlining the Board Member Review process, providing assistance and supporting last minute requests for a T-6 COMBS program site visits. He also coordinated valuable training with NATEC aboard NAS Corpus Christi while continuing to manage his day-to-day duties. 🇺🇸



## CNATRA addresses T-45 Program Management Review

Chief of Naval Air Training Rear Adm. Daniel Dwyer provided opening remarks to kick off the T-45 Program Management Review (PMR) held in Corpus Christi, Texas, Oct. 9.

Dwyer charged all attendees to not only address the T-45 aircraft readiness issues, but also to, “Break down barriers and apply innovative thinking to improve maintenance processes the could streamline Jet Pilot production.” He also addressed the T-45 Service Life Extension Program, designed to extend the service life of CNATRA’s 193 T-45C aircraft from 2025 to 2035.

The PMR was well attended with executives and management personnel from NAVAIR PMA-273, CNATRA N4 personnel, commodores from Training Wings 1, 2 and 6 and their staff personnel, CNATRA Det. officers-in-charge from Kingsville, Meridian and Pensacola, VERTEX, the T-45 CLS provider, and Rolls-Royce, the engine original equipment manufacturer (OEM). 

**RIGHT:** Participants attend the T-45 PMR.



**CORPUS CHRISTI, Texas** Chief of Naval Air Training Rear Adm. Daniel Dwyer kicks off the Program Management Review for the T-45C Goshawk jet trainer aircraft at Del Mar College Center for Economic Development in Corpus Christi, Oct. 9. The semi-annual conference brings together the entire T-45 team to ensure the sustainability of the platform for future years. *U.S. Navy photos by Lt. Michelle Tucker.*

## CNATRA Det Meridian News

Det. Meridian welcomed four new employees since our last update. They each came to us with over 20 years' experience in their selected fields and are a huge force multiplier for Team Meridian.

### Welcome Aboard!

**Joyce Chandler** (Office Assistant)  
Prior to joining "Team Meridian" Joyce worked as a civilian with the Department of Veterans Benefits Administration as a Human Resources Specialist. She is a retired Master Sergeant from the United States Army with over 27 years of service as a Senior Human Resources Sergeant and Transportation Management Coordinator and recently celebrated her 25th wedding anniversary with her husband, John.

**Terry Jensen** (Quality Assurance Specialist)

Terry came from Rolls-Royce Corp where he had worked for the past 17 years as a shop floor mechanic/ lead/ Quality Assurance Specialist. He served 10 years in the Navy as an aviation machinist mate "AD". Terry is married to his wife, Angela, with four children and two grandchildren. In his spare time Terry enjoys spending time in his wood shop making hand crafted pens and wooden flags.

**Cathy Penney** (Industrial Property Management Specialist)

Cathy is new to our team but has supporting the U.S. Navy in Meridian since 1983 as both an active-duty Sailor and contractor. Her career as an I Level Engine Mechanic for A4s and T-2s; both active duty and contract maintenance, QA



**MERIDIAN, Miss.** From left to right: Angela Johns, Joyce Chandler, Cathy Penney, and Terry Jensen. *U.S. Navy photo by Mark Miller.*

Secretary for T-2s, Plane Captain under Lockheed for A4s and Property/IMRL Manager Lead for both Sikorsky and the T-45 Program has brought her full circle to join the CNATRADET Meridian Team. Cathy is married to her husband, John, who is a retired Marine and Navy veteran and a T-45 Aircraft Painter. They are proud Marine, Army, and Air Force parents, have five children and just welcomed their 13th grandchild this year.

**Angela Johns** (Quality Assurance Specialist)

This is her first civilian Quality Assurance Specialist position but spent 21 years in the United States Navy and retired earlier this year as a Senior Chief Aviation Electrician's

Mate. Though new to contractor oversight as a civilian, she gained experience during her Navy tours at Fleet Readiness Center and Air Test and Evaluation Squadron 20 in Patuxent River, Maryland. She has a daughter, Nadia, who is finishing up high school while attending community college in Florida and a crazy dog named Allie. In her free time she likes exploring new places and just enjoying life. She is excited to be part of the CNATRA team and looks forward to finding new adventures in state of Mississippi.

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Sgt Janet Ramirez  
U.S. Marine Corps

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See LCDR Ansel Cox for details.



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[opm.gov/ShowSomeLoveCFC](https://opm.gov/ShowSomeLoveCFC)

# Student Naval Aviators Inspire Texas Junior ROTC Cadets

*From CNATRA Public Affairs*

Navy and Marine Corps officers served as judges for the annual Navy Junior ROTC Drill Meet at Flour Bluff High School in Corpus Christi, Oct. 19.

The officers, mostly student naval aviators assigned to Training Air Wing (TW) 4 and Marine Aviation Training Support Group 22 at Naval Air Station Corpus Christi, volunteered to participate in the event to help inspire students and answer questions about active-duty military life.

Flour Buff High School is part of NJROTC Area 10, which includes more than 61 different high schools from across the Lone Star State. However, the event was open to JROTC units across all military branches and 22 units competed.

“The Drill Meet in Corpus Christi is one with a long tradition,” said retired Cmdr. Bill Hughen, the senior naval science instructor at Flour Bluff High School. “We host some of the best teams in Texas, which are probably the best teams in the country.”

Hughen has taught at various NJROTC units in the Corpus Christi area. Through his work with his students, Hughen said he hopes to instill a greater sense of citizenship and service to future generations of Americans.

For the cadets, this annual competition is the culmination of many hours of hard work and practice. Cadets competed in

physical fitness, armed and unarmed drill, military inspections, and general Navy knowledge. Top performing schools such as Nimitz High School in Houston, East View High School in Georgetown, and Los Fresnos High School met qualification requirements during the event for the state-level competition, which could lead them to the national championship.

Civilian volunteers throughout the community, such as Ruben Candelario Medel, also helped coordinate the event. Medel emphasized the importance of the JROTC program, giving back to the community, and providing an opportunity for children to embrace the spirit of volunteerism and service to country.

“The impact of having active duty personnel out here is huge,” said

Medel. “It’s really important that they [the students] see folks coming together in the community ... Having them out here gives legitimacy to what it is they’re doing. It means the world to these students.”

Ensign Joseph Kim, assigned to TW-4, served as one of the judges.

“It’s important to recognize the responsibility of teaching the next generation of leaders,” Kim said. “It’s programs like JROTC that will help shape young Americans to be disciplined, responsible citizens. Some may even feel the call to serve our nation and join the military.”

TW-4 is one of five training air wings across Chief of Naval Air Training. Its instructors have trained the world’s premier military pilots since 1972. Located at NAS Corpus Christi, TW-4 includes four squadrons – two primary flight training squadrons and two fixed-wing, multi-engine aircraft intermediate/advanced flight training squadrons.



**CORPUS CHRISTI, Texas** Air Force Junior ROTC cadets from John Jay High School in San Antonio salute as they conduct their Armed Regulation Drill performance during the Sea Hornets Drill Meet at Flour Bluff High School in Corpus Christi, Oct. 19. U.S. Navy photo by Ensign Joseph Kim.

## Two-Factor Authentication

Have you noticed how often security breaches, stolen data, and identity theft are consistently front-page news these days? Perhaps you, or someone you know, are a victim of cyber criminals who stole personal information, banking credentials, or more. As these incidents become more prevalent, you should consider using two-factor authentication (2FA), also called strong authentication. This technology may already be familiar to you, as many banking and financial institutions require both a password and one of the following to log in: a call, email, or text containing a code. By applying these principles of verification to more of your personal accounts, such as email, social media, and more, you can better secure your information and identity online!

2FA is defined as a security process that requires more than one method of authentication from independent sources to verify the user's identity. In other words, a person wishing to use the system is given access only after providing two or more pieces of information that uniquely identifies that person. There are three categories of credentials:

1

### Something You Know

- Password
- Passphrase
- PIN

2

### Something You Have

- Security Token
- Security Application
- Verification Text
- Verification Call
- Verification E-mail
- Smart Card

3

### Something You Are

- Fingerprint
- Facial Recognition
- Voice Recognition



In order to gain access, your credentials must come from at least two different categories. One of the most common methods is to login using your user name and password. Then a unique one-time code will be generated and sent to your phone or email, which you would then enter within the allotted amount of time. This unique code is the second factor.

2FA should be used to add an additional layer of security around sites containing sensitive information or whenever enhanced security is desirable. 2FA makes it more difficult for unauthorized people to log in as the account holder. According to the National Institute of Standards and Technology (NIST), 2FA should be used whenever possible, especially when it comes to your most

sensitive data – like your primary email, financial accounts, and health records. If you have the option to enable it, you should take the initiative to do so to protect your data and your identity.

User names and passwords are no longer sufficient to protect accounts with sensitive information. By using two-factor authentication, you can protect your accounts and reduce the risk of online fraud and identify theft.

## Phishing

Phishing attacks use email or malicious websites to infect your machine with malware and viruses in order to collect personal and financial information. Cybercriminals attempt to lure users to click on a link or open an attachment that infects their

computers, creating vulnerability to attacks. Phishing emails may appear to come from a real financial institution, e-commerce site, government agency, or any other service, business, or individual. The email may also request personal information such as account numbers, passwords, or Social Security numbers. When users respond with the information or click on a link, attackers use it to access users' accounts.

## How Criminals Lure You In

The following messages from the Federal Trade Commission's OnGuardOnline are examples of what attackers may email or text when phishing for sensitive information:

- "We suspect an unauthorized transaction on your account. To ensure that your account is not

compromised, please click the link below, and confirm your identity."

- "During our regular verification of accounts, we couldn't verify your information. Please click here to update and verify your information."

- "Our records indicate that your account was overcharged. You must call us within 7 days to receive your refund."

## Simple Tips To Secure It

**Play hard to get with strangers.**

Links in email and online posts are often the way cybercriminals compromise your computer. If you are unsure whom an email is from – even if the details appear accurate – do not respond, and do not click on any links or attachments found in that email. Be cautious of generic greetings such as "Hello Bank Customer," as these are often

signs of phishing attempts. If you are concerned about the legitimacy of an email, call the company directly.

**Think before you act.** Be wary of communications that implore you to act immediately. Many phishing emails attempt to create a sense of urgency, causing the recipient to fear their account or information is in jeopardy. If you receive a suspicious email that appears to be from someone you know, reach out to that person directly on a separate secure platform. If the email comes from an organization but still looks "phishy" reach out to them via customer service to verify the communication.

**Protect your personal information.** If people contacting you have key details from your life – your job title, multiple email addresses, full name, and more that you may have published online

## How Breaches Happen

**43%**

were social attacks  
*(somebody used a social tool, such as email for the attack)<sup>5</sup>*

**51%**

included malware  
*(somebody installed unauthorized software)<sup>5</sup>*

**62%**

of breaches featured hacking  
*(somebody attained unauthorized access)<sup>5</sup>*

**37.6%**

of the breaches used desktops as the conduit to compromising data<sup>6</sup>

**32.3%**

of the breaches used people as a means to compromise data<sup>6</sup>

**27%**

were discovered by third parties  
*(somebody outside of the organization informed them that they were breached)<sup>4</sup>*

**91%**

of cyberattacks started with a phishing email<sup>4</sup>

**66%**

of malware was installed via malicious email attachments<sup>5</sup>

**81%**

of hacking-related breaches leveraged either stolen and/or weak passwords  
*(somebody used unauthorized access to steal credentials and then installed unauthorized software)<sup>5</sup>*



somewhere – they can attempt a direct spear-phishing attack on you. Cyber criminals can also use social engineering with these details to try to manipulate you into skipping normal security protocols.

**Be wary of hyperlinks.** Avoid clicking on hyperlinks in emails and hover over links to verify authenticity. Also, ensure that URLs begin with “https.” The “s” indicates encryption is enabled to protect users’ information.

**Double your login protection.** Enable two-factor authentication

(2FA) to ensure that the only person who has access to your account is you. Use it for email, banking, social media, and any other service that requires logging in. If 2FA is an option, enable it by using a trusted mobile device, such as your smartphone, an authenticator app, or a secure token—a small physical device that can hook onto your key ring.

**Shake up your password protocol.** According to NIST guidance, you should consider using the longest password or passphrase permissible. Get creative and

customize your standard password for different sites, which can prevent cyber criminals from gaining access to these accounts and protect you in the event of a breach. Use password managers to generate and remember different, complex passwords for each of your accounts.

**Install and update anti-virus software.** Make sure all of your computers, Internet of Things devices, phones, and tablets are equipped with regularly updated antivirus software, firewalls, email filters, and anti-spyware. 🐞

## RECOGNIZING EXCELLENCE

### Civilian and Senior Civilian of the Quarter Program

#### 2019 1st Quarter Civilian of the Quarter Marjorie Maldonado

For professional achievement in the superior performance of his/her duties while serving as N4’s Aircraft and Engine Program Analyst from January to March 2019 which resulted in her selection as Chief of Naval Air Training Civilian of the First Quarter.

During this period, she ensured all CNATRA aircraft engines were inventoried and reported correctly in the Navy’s DECK ETR reporting program. This was validated by the Navy’s recently initiated Financial Improvement and Audit Remediation (FIAR) Program. Although typically coordinated at other Aircraft Type Commanders (TYCOMS) by a senior civilian (GS-13 or 14), Ms. Maldonado was assigned this task for CNATRA in addition to her other normal assignments because of her knowledge, organizational skills and leadership ability. Her

communications and coordination with much senior personnel from OPNAV N98, NAVAIR 10.6, the five CNATRA N4 Detachment OICs/AOICs and our CLS contractors was nothing short of remarkable. In working with the Contracting Officers, she initiated the tasking directions for each contractor and provided detailed written explanations of the Engine Audit forms required by FIAR. The FIAR Audit Team validated 100% of CNATRA’s uninstalled engine inventory, a direct reflection on her diligence and attention to detail.

#### 2019 1st Quarter Senior Civilian of the Quarter Jennifer Williams

For professional achievement in the superior performance of her duties while serving as Resource Management’s Budget Analyst, culminating in her selection as the Chief of Naval Air Training Senior Civilian of the First Quarter from January to March 2019.

Ms. Williams was dedicated to her duties, the command, guiding principles of the United States Navy, and the development of the future of Naval Aviation. After her reassignment from the Staff Accountant to the vacant Budget Analyst position within N8 at the end of December, Ms. Williams spent the first quarter learning her new position as well as covering the majority of the Staff Accountant duties until that position could be



backfilled. During this time, she has managed to meet multiple deadlines, answer data calls, provide customer service, and maintain continuity for both positions. Once the new Staff Accountant arrived in the middle of March, Ms. Williams began the process of training the new hire for success.

**2019 2nd Quarter  
Civilian of the Quarter**

**Darlana Craig**

For professional achievement in the superior performance of her duties while serving as Total Force Manpower and Personnel, Program Analyst and Support Assistant, culminating in her selection as the Chief of Naval Air Training Civilian of the Second Quarter from April to June 2019.

Ms. Craig was dedicated to her duties, the command, guiding principles of the United States Navy, and the development of the future of Naval Aviation. Her unequalled drive was demonstrated as she initiated and processed over 100 Request for Personnel Actions, which resulted in civilian personnel receiving promotions, monetary



and time off awards, as well as filling critical job vacancies across the Naval Air Training Command. She flawlessly coordinated the schedule of events for the inaugural Naval Air Training Command Civilian/Senior Civilian of the Year Awards Ceremony lauded by attendees and their families. Additionally, as the Official Representation Funds (ORF) program coordinator, she was an integral in the planning, set-up and execution of the Chief of Naval Air Training Change of Command Ceremony, which hosted over 300 civilian, military, and dignitaries.

**2019 2nd Quarter  
Senior Civilian of the Quarter**  
**John Hoelscher**

For professional achievement in the superior performance of his duties while serving as the Training Department's Knowledge, Data, and Reports Program Manager, culminating in his selection as Chief of Naval Air Training Senior Civilian of the Quarter from April to June 2019.

Mr. Hoelscher was dedicated to his duties, the command, guiding principles of the United States Navy, and the development of the future of Naval Aviation. Displaying outstanding foresight, he was instrumental in the establishment of new norm groups, allowing the waiver of four primary events to keep production moving forward during a severe T-6B parts shortfall. He quickly created a fair Navy Standard Score for those primary students. This process required significant behind the scenes work and was made transparent to the students, instructors, and selection personnel. He was also

an integral member of the Training Command Sierra Hotel Aviation Readiness Program (T-SHARP) transition team, preparing the Naval Air Training Command for a new training management system. His immense knowledge of naval flight training management systems was instrumental to the effort. Specifically, he defined T-SHARP requirements, developed the method of weighting flight events, which led to recommended changes to Navy Standard Score (NSS) calculations and efficiency based syllabus changes. Furthermore, data produced from his detailed analysis of information extracted from these systems was key in decision processes for Aerospace Experimental Psychologist, Pipeline Training Officers, Senior Management, the Naval Academy, Naval Air Warfare Center Training Systems Division (NAWCTSD), Naval Aerospace Medical Institute (NAMI) and other agencies. 🇺🇸



*Congratulations,  
warfighters!*



## N7 MISSION:



To plan, analyze, design, implement, evaluate, and maintain the training that safely delivers the world's finest combat quality aviation professionals.

### ACOS Note: “Happy New (Fi\$cal) Year” from the Training & Standardization shop!

This note is one of two DOC files on my desktop I am drafting today. The other file is our training submission for the FY19 “Naval Aviation Year in Review Summary” for the Commander to staff with CNAF (VADM Miller), who will in turn present to our nation via Congress during his annual update (Naval Aviation’s own “State of the Union”). This has provided me with an opportunity to methodically reflect on what the CNATRA Training & Standardization team has accomplished in the previous 12 months. I assess I would require an entire special edition of *CNATRA HQ Communicator* (using small font) to adequately note each of your significant and specific actions. To keep it succinct for this issue, I’d like to share some highlights (or my bragging notes). Since last October, the N7 department has:

- Successfully initiated a T-SHARP contract set to replace the current (and dated) corporate management system (TIM) by next July 1st. This is a behemoth effort in itself and touches EVERYTHING we do in delivering every syllabus event.
- Provided significant oversight of syllabus delivery on macro (dedicated inspections) and mini (Notes and Waivers) scales while ensuring a standardized product, or “qualified aviator,” is ready to train for combat in fleet aircraft.
- Reduced the cumulative number of TCR’s awaiting work by 50%.
- Analyzed risks and implemented controls to syllabus events impacted by budgetary constraints and aircraft availability while maintaining training standards (quality) and throughput (quantity) to the fleet.
- Reduced or removed restrictive policies and functions in the manner the syllabus is delivered, enabling the cadre of screened Wing and Squadron Commanders (with first-hand awareness of resources) more flexibility in the execution of the Commander’s Intent while maintaining standards and accountability (Training & Administration Manual/ CNATRAINST 1500.4j).

- Partnered with our USAF teammates to energize a modern approach to undergraduate flight training.

Those six bullets represent a significant amount of “man-years” in labor from a small group of dedicated professionals. The results of these efforts are tangible and directly impact the national security of our nation , which is measured not only in quantity, but in *quality*. Just so you know, CNATRA’s quality aviator success rate success rate is [99-100]% (as measured by FRS successful completion). That’s a pretty significant quality-pass rate that would make any lean-six-sigma organization standout in industry.

*\*\*\*YOU are doing it, YOU are making a difference, and YOU are kicking ass. \*\*\**

Deputy Sheppard and myself remain extremely proud to continue to serve with this assembly of professionals. Have a GREAT new fiscal year! -/Bug out

*CAPT “Bug” Hnatt is the Assistant Chief of Staff for Training and Standardization and part-time contributor to “CNATRA HQ Communicator” (covering the Training Beat). His passion is enabling combat victory through naval airpower. He is a member of the Tailhook Association and AARP.*



## Welcome Aboard to:

### **Cmdr. Danny Westphall**

who has taken over as CNATRA's Aviation Training and Standardization Officer (N71). His role is to maintain overall cognizance on standardization and training for all phases of training across all CNATRA Type/ Model/ Series. Changes to curricula are approved by CNATRA, but the N71 authorizes work on specific Training Change Requests. He oversees a regular review and update process for CNATRA training instructions and also ensures consistency in policy, definitions, wording, and format throughout CNATRA publications.



**Ms. Leslie Apostol** who has moved into the International Military Student Officer (IMSO) position. She provides support and assistance to the CNATRA Training Officer (N71) for administration, management and oversight of all Security Assistance (SA) and Security Cooperation (SC) program matters under CNATRA cognizance. She has management oversight responsibility for over 300 International Military Students (IMS) from 15 different foreign countries at five training wings and 17 training squadrons across the NATRACOM.



**Ms. Liz Aguilar** has moved from TW4 site support to a Training Management System And Master Curriculum Guide Insertion position. She will now develop, manage, and coordinate Curriculum Development, Implementation, Revision and Maintenance, using the Training Change Request (TCR) process, and provide curriculum and courseware support for the command's five Training Air Wings (TRAWING) and 16 squadrons.



## N7 SPOTLIGHT

### Fleet Replacement Squadron (FRS) Liaison (N78)

The Liaison Officer is CNATRA's representative to the Fleet Replacement Squadrons (FRS). CNATRA is designated by COMNAVAIRPAC as the COMNAVAIRPAC Deputy for Training (N00T) and is responsible for the review and approval of all FRS training curriculum. The FRS Liaison implements CNAP N00T and CNATRA intent, in concert with policy guidance from higher headquarters for FRS and NATRACOM curricula. Specifically, the FRS Liaison:



- Reviews FRS curriculum in CNATRA's role as Deputy CNAF for Training
- Keeps CNATRA apprised of progress and general results of the training being conducted under COMNAVAIRPAC cognizance. Makes recommendations to COMNAVAIRPAC regarding changes in training methods; facilities, funding and logistic requirements necessary for effective accomplishment of the assigned mission and functions
- Conducts analyses on student performance predictors, and causes of attrition
- Provides feedback to CNATRA squadrons on student performance in the FRS
- Attends FRS curriculum conferences

## **Instructional Systems Design in the NATRACOM**

The NAVEDTRA 134 Navy Instructor Manual Chapter 6's topic is on Instructional Methods. Instructional methods are educational approaches for turning knowledge into learning. Instructional methods are the “how to” in the delivery of training. The methods used in any learning situation are primarily dictated by the learning objectives decided upon by the course designers. In many cases a combination of methods is used to intensify the learning experiences. Some common methods are described below:

### **LECTURE**

The lecture method is an instructional presentation of information, concepts, or principles. Its main purpose is to present a large amount of information in a short period of time.

### **LECTURE WITH AUDIOVISUALS**

A lecture with audiovisuals includes visual and/or audio learning aids. Navy training frequently uses this instructional method of presenting information, concepts, and principles. Most learning takes place through the sense of sight. It follows then that all students must be able to see the visuals being used, which may limit class size.

### **LESSON**

The most often used method of classroom instruction within Navy training is the lesson method. The lesson method is interactive in nature and is primarily used to transfer knowledge or information to the students. This method not only includes audiovisual aids, it involves the use of two-way communication. The lesson method involves exactly what its name implies—teaching a lesson and teaching a lesson involves much more than just presenting information. When using the lesson method, the instructor follow a lesson plan written by curriculum developers. The instructor incorporates questions into your lesson to encourage student thinking and check for understanding throughout the lesson. Even though the instructor has a lesson plan, they must anticipate students' questions. That means the instructor must have a thorough understanding of the subject matter.

### **DEMONSTRATION**

The basic, and most often used, method of instruction for teaching skill-type subjects is the demonstration

method. It covers all of the steps students need to learn a skill in an effective learning sequence. This method always includes – at a minimum – a demonstration step and a performance step and allows the use of other steps as needed.

#### ***Demonstration Step***

Related to every Navy skill, mental or physical, is a body of background knowledge students must know to perform the skill properly. Some kinds of background knowledge can be taught in a standard lecture classroom with adequate provisions for comfortable seating and for the display of training aids.

#### ***Repetition Steps***

When using the demonstration method, the instructor will always provide a demonstration step and a performance step. Generally, one or more repetition steps between the demonstration step and the performance step will be included.

#### ***Instructor Repetition Step***

When using this step, repeat the job without noticeable interruptions, restating the procedure and the important safety factors as you perform the steps. This step has two important purposes: to show continuity (how the procedural steps follow each other under actual operating conditions) and to set standards of ease, speed, and accuracy.

#### ***Student Repetition Step***

In the student repetition step, a student is selected to repeat the job. The procedure is restated, and the important safety factors, as the student performs the steps. This step should motivate the students by proving that they can do the job with the instruction given.

#### ***Group Performance Repetition Step***

When using the group performance repetition step, the instructor repeats the job slowly, one step at a time, while all the students observe and imitate the steps, one at a time. This step is used for teaching simple and non-dangerous physical skills, such as knot tying, sending semaphore, and performing the manual of arms. To use this step, the instructor must be able to readily see the students' movements and they must be able to see yours. This method may be used to teach mental skills, such as solving mathematical or maneuvering problems or completing forms.

### **Coach-pupil Repetition Step**

The coach-pupil repetition step requires the instructor to divide students into small groups. If a group consists of two students, one (as the pupil) performs the job while the other (as the coach) checks the “pupil’s” performance. After the pupil has acquired a certain degree of proficiency, they reverse positions. This step is particularly useful in imparting skills in which performance involves potential danger to personnel or equipment; for example, firing small arms or troubleshooting electronics equipment.

### **Performance Step**

The performance step is the step in which the students practice under instructor supervision until they have attained the required proficiency. During this step, the students apply what they have previously learned as a result of the preceding demonstrations. Consequently, the term application or supervised application may be used to identify the activity in which the students are engaged.

### **ROLE-PLAYING**

Role-playing requires the students to assume active roles in a simulated situation followed by a group discussion. It is particularly useful in teaching the development of leadership, counseling skills, and team dynamics.

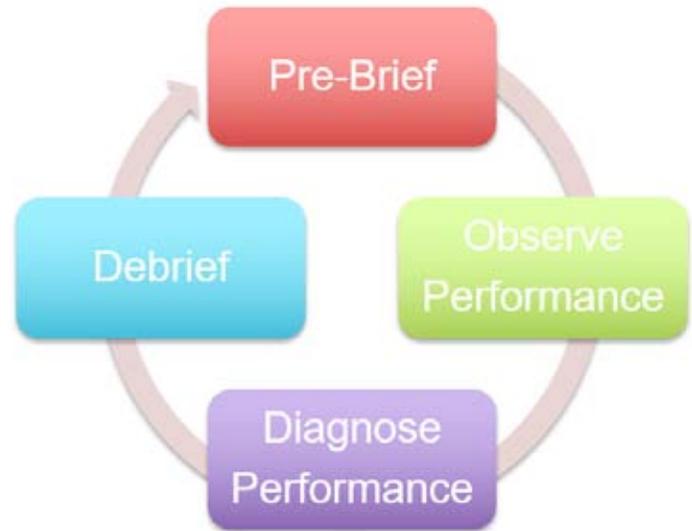
### **TEAM DIMENSIONAL TRAINING (TDT)**

Team Dimensional Training (TDT) is a product of a research effort conducted by the Naval Air Warfare Center Training Systems Division (NAWCTSD) that spanned over 10 years. This effort is known as TADMUS, which stands for Tactical Decision-Making Under Stress. The program launched in the late 1980s because of two tragic incidents at sea which are identified below:

- In 1987, a missile struck the USS Stark and this incident led to a heightened readiness and tension aboard all U.S. military ships operating in the Persian Gulf.
- In 1988, with tensions in the area already high, the USS Vincennes mistakenly shot down an Iranian airbus.

TDT is a process that enables team members to diagnose and correct their own performance problems, thereby enabling them to adapt quickly to

unfolding events, and to learn from and build upon their previous experiences together. The TDT process involves a structured approach, which includes: a pre-briefing observation of team performance, a diagnosis of performance, and a de-briefing. These TDT process terms are explained below (Fig 1).



*Figure 1: Team Dimensional Training Process*

- **Pre-brief:** The purpose of the pre-brief is to focus the observing team on the teamwork process they are about to evaluate. This is where the goals of the drill are discussed. The team also organizes and coordinates any “prompts” which are used to simulate casualties or impose certain conditions on the trainees. Critical procedures and a timeline of events are set and a checklist is created. When the observing team is ready, they impose the drill.
- **Observe Performance:** This step begins when the drill is called away. The observers allow errors to unfold naturally. They record detailed examples of actions of the team.
- **Diagnose Performance:** At this point, the training team discusses their observations taken. The evaluating training team selects, categorizes (safety, procedure, etc.), and prioritizes examples for presentation to the trainees. The last part of this step is to conduct a self-evaluation of the training team itself. Did they plan the drill correctly? Was the timing realistic? What could have been done to improve the training experience for the trainees?
- **De-brief:** In the de-brief, the trainers recap key events with the trainees. By using effective questioning and feedback techniques, the trainers guide the team in the self-critique process. They also help the trainees

set their own goals for overcoming performance and safety issues.

## **GAMING AND SIMULATION**

The most recent generation of learners entering the Navy has grown up playing video games. This generation has no problem learning how to manipulate hundreds of video-game characters in a variety of crises that require split-second decisions. The popularity of these highly complex games demonstrates that individuals can learn just about anything if they are motivated enough to do so.

## **CASE STUDY**

The case study method can focus the attention of the students upon a specific case, which may be hypothetical or real. Collisions at sea, fires, flooding, grounding, and aircraft casualties all make good case studies. The instructor normally presents the class with case studies in printed form. They may also be presented through the use of pictures, films, role-playing, and oral or slide presentations.

## **DISCUSSION**

The skill of guiding discussion is integral to almost any learning event. When the instructor uses thought provoking and probing questions to get students to share their knowledge, experiences, or thoughts with the other students. Discussion may be used to preface a learning event, during the body of a lesson, and, or in the de-brief

## **DIRECTED DISCUSSION**

Initiating discussion and channeling students' thinking and responses along predetermined lines is called "directed discussion." This method is useful in teaching skills such as problem solving and understanding cause-and-effect relationships.

## **BLENDED LEARNING**

Blended learning commonly refers to the students interacting with their instructor in a technology setting, typically an electronic classroom. The instructor's computer has control of the peripheral learners' computers using a Local Area Network (LAN) in some cases establishing an Intranet. This method of instruction is not to be confused with distance learning, in which the instructor does not occupy the same classroom as the students.

## **DISTANCE LEARNING**

Distance learning or distance education focuses on delivering instruction to learners who are not in the same physical or geographical location as the teacher or institution. Advances in technology have made distance learning commonplace in academia, corporate, government, and military settings.

The types of instructional methods that are available allow for a varied training pace and actively promote learner mastery of the information. The learning objectives determine the primary method for a given training setting. Instructors must be competent to use each of the methods dictated for particular courses. Effective use of these methods require research, observation, and practice.

## **7 WORD OF THE DAY**

**FACILITATION:** The definition of an individual performing in a facilitation role is, "Someone who aids or assists in a process, especially by encouraging people to find their own solutions to problems or tasks."

## **A Learning Organization**

The Fifth Discipline: The Art and Practice of the Learning Organization (Senge 1990) is a book by Peter Senge (a senior lecturer at MIT) focusing on group problem solving using the systems thinking method in order to convert companies into learning organizations. There are 11 laws of the Fifth Discipline.

1. Today's problems come from yesterday's "solutions."
2. The harder you push, the harder the system pushes back.
3. Behavior grows better before it grows worse.
4. The easy way out usually leads back in.
5. The cure can be worse than the disease.
6. Faster is slower.
7. Cause and effect are not closely related in time and space.
8. Small changes can produce big results...but the areas of highest leverage are often the least obvious.
9. You can have your cake and eat it too ---but not all at once.
10. Dividing an elephant in half does not produce two small elephants.
11. There is no blame.

Law #12 says "Behavior grows better before it grows worse." In discussing Law #2 Senge says:

"Low-leverage interventions would be much less alluring if it were not for the fact that many actually work, in the short term. New houses get built. The unemployed are trained. Starving children are spared. Lagging orders turn upward. We stop smoking, relieve our child's stress, and avoid a confrontation with a new co-worker. Compensating feedback usually involves a "delay," a time lag between the

short-term benefit and the long term dis-benefit. The New Yorker once published a cartoon in which a man sitting in an armchair pushed over a giant domino encroaching upon him from the left. "At last I can relax," he's obviously telling himself in the cartoon. Of course, he doesn't see that the domino is toppling another domino, which in turn is about to topple another, and another, and that the chain of dominoes behind him will eventually circle around his chair and strike him from the right." 🐟

*We hope you all had a Spooky Halloween!*



LIBRARY & RESOURCE CENTER EVENTS

# NOVEMBER 2019



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	<p><b>Library &amp; Resource Center -- Bldg. 1872 -- (361) 961-3574</b>  <b>Hours of Operation:</b>                      Monday, Tuesday, Wednesday, &amp; Friday: 8:00 am - 5:30 pm;                      Thursday: 8:00 am - 8:00 pm; Saturday &amp; Sunday: Closed</p>				1 Baby Time 1000 - 1100	2
3	4	5 Story Time "Circus" 1000 - 1100	6	7 Thanksgiving Crafts 1100-1800	8 Baby Time 1000 - 1100	9
10	11 Closed for Veteran's Day	12 Story Time "Food" 1000 - 1100	13	14 Turkey Book Hunt 1700-1830	15 Baby Time 1000 - 1100	16
17	18	19 Story Time "Friends" 1000 - 1100	20	21 Book Swap 0800 - 1900 Creative Writing for Adults 1800-1930	22 Baby Time 1000 - 1100	23
24	25	26 Story Time "Thanksgiving" 1000 - 1100	27	28 Closed for Thanksgiving	29 Closed	30



# Thanksgiving Crafts

Thursday,  
November 7

11:00 am – 6:00 pm



Children of all ages are invited to stop by the Library for a chance to make fun Thanksgiving crafts.

Library & Resource Center : Bldg. 1872 -- (361) 961-3574

Hours of Operation: Monday, Tuesday, Wednesday, & Friday: 8:00 am - 5:30 pm;  
Thursday: 8:00 am - 8:00 pm; Saturday & Sunday: Closed



NAVYMWRCORPUSCHRISTI.COM

# TURKEY BOOK HUNT

Thursday, November 14  
5:00 pm - 6:30 pm



Let's go on a turkey hunt in the Library! Participants will win a prize. For all ages.

Library & Resource Center

-- Bldg. 1872 -- (361) 961-3574

Hours of Operation:

Monday, Tuesday, Wednesday, & Friday: 8:00 am - 5:30 pm;  
Thursday: 8:00 am - 8:00 pm; Saturday & Sunday: Closed



NAVYMWRCORPUSCHRISTI.COM

# Creative Writing Club



Thursday,  
November 21  
& December 19  
6:00 - 7:30 pm

Join the Creative Writing group where we write and critique each other's work. The group will meet in Library Conference Room 1.

Library & Resource Center  
-- Bldg. 1872 --  
(361) 961-3574

Hours of Operation:

Monday, Tuesday,  
Wednesday, & Friday: 8:00 am -  
5:30 pm;  
Thursday: 8:00 am - 8:00 pm;  
Saturday & Sunday: Closed



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# BOOK SWAP



Thursday, November 21  
8:00 am—7:00 pm

Trade your gently used books for different ones you have never read before! Participants can bring books to the Library as early as November 1st.

Library & Resource Center  
-- Bldg. 1872 --  
(361) 961-3574

Hours of Operation:

Monday, Tuesday,  
Wednesday, & Friday: 8:00  
am - 5:30 pm;  
Thursday: 8:00 am - 8:00 pm;  
Saturday & Sunday: Closed



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# CATALINA CLUB MWR EVENTS

## November 2019

Sun	Mon	Tue	Wed	Thu	Fri	Sat
<p><b>Catalina Club,</b> Building 1283 961-2541 or 961-1155 Office Hours: Monday - Friday 0900 - 1300</p>					<p>1 Winging ***** Friday Social Hour 1200- 1900</p>	<p>2 Club Closed</p>
<p>3 NFL Sunday Ticket 1100 - 1900</p> 	<p>4</p>	<p>5</p>	<p>6 Wednesday Social Hour 1530 - 1900</p>	<p>7</p>	<p>8</p>	<p>9 Club Closed</p>
<p>10 NFL Sunday Ticket 1100 - 1900</p> 	<p>11 Club Closed Veteran's Day</p>	<p>12</p>	<p>13 Wednesday Social Hour 1530 - 1900</p>	<p>14</p>	<p>15 Winging ***** Friday Social Hour 1200- 1900</p>	<p>16 Festival of Crafts 0900 - 1300</p> 
<p>17 NFL Sunday Ticket 1100 - 1900</p> 	<p>18</p>	<p>19</p>	<p>20 Wednesday Social Hour 1530 - 1900</p>	<p>21</p>	<p>22</p>	<p>23 Club Closed</p>
<p>24 NFL Sunday Ticket 1100 - 1900</p> 	<p>25</p>	<p>26</p>	<p>27 No Social Hour</p>	<p>28 Club Closed Thanksgiving Day</p> 	<p>29 Club Closed</p>	<p>30 Club Closed</p>





# HAPPY THANKSGIVING

## MWR Facilities 2019 Thanksgiving Hours of Operation

	<u>Nov. 28</u>	<u>Nov. 29</u>
Administration	CLOSED	CLOSED
Auto Skills Center	CLOSED	CLOSED
Catalina Club	CLOSED	CLOSED
Child Development Center	CLOSED	0700 - 1600
Community Recreation Center	CLOSED	1400 - 1800
Community Recreation ITT	CLOSED	CLOSED
Community Recreation/ Marina/RV Park Office	CLOSED	0900 - 1600
E-Street Gym	CLOSED	1200 - 1700
Fitness Express	0800 - 1200	1000 - 1700
Library & Resource Center	CLOSED	CLOSED
Library Coffee Shop	CLOSED	CLOSED
Gulf Winds Golf Course	0700 - 1400	0700 - 1800
Gulf Winds Snack Bar	CLOSED	0700 - 1400
Lighthouse Lanes	CLOSED	CLOSED
Subway	CLOSED	CLOSED
Youth Activities Center	CLOSED	0700 - 1600

10/16/19





**VALDOSTA, Ga.** The Navy Flight Demonstration Team, the Blue Angels, perform during the Thunder Over South Georgia Air Show at Moody Air Force Base, Nov. 3. *U.S. Navy photo.*

