



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

4 Aug 2026

MEMORANDUM FOR NAVY RESERVE FORCE

SUBJECT: Navy Reserve Fighting Instructions 2026

Shipmates, today, I am releasing my 2026 Navy Reserve Fighting Instructions (NRFI) that outlines how we will operate and win in today's contested global environment.

Our mandate is clear—maintain warfighting readiness and stand ready to surge when called. Every single Sailor is essential to mission success. To ensure Navy Reserve Sailors and units align with Navy missions and capabilities we are increasing agility, making difficult force-design decisions, and eliciting the resolve to evolve and dominate the future fight. The core value we deliver to the Department of the Navy is strategic depth, consistently delivering a ready, trained, combat-credible force that is seamlessly integrated—no daylight between the AC and RC—with our active-duty counterparts, anytime, anywhere, to fight and win.

Our North Star is Warfighting Readiness, measured by two non-negotiable standards: capability and capacity to mobilize 50,000 Sailors in 30 days, and maintaining an 80% mission and mobilization readiness posture. For every Sailor, this means being 100% medically, administratively, and watchbill-ready for immediate activation. Not everyone will be called on Day One, however we must all stand ready to tap in during the long game.

It is imperative that we remain aligned with the Chief of Naval Operations' (CNO) tenets: **Foundry, Fleet, and Fight.**

FOUNDRY: Building Warfighters. As John Paul Jones once said, "...Sailors mean more than guns in the rating of a ship." To this day, building warfighters means committing to the entire warfighter lifecycle so that our most valuable weapons system—our Sailors—stay Navy. This starts with training and building strategic depth through the Mobilization-to-Billet (M2B) framework—providing every Sailor clear direction so they can train to their billet with an Individual Training Plan (ITP) anchored on M2B "reps and sets," while leadership is held accountable to maximize warfighting readiness.

We are also fielding modern tools to break down administrative barriers, translating the private-sector expertise of our Citizen-Sailors into a warfighting advantage for the Total Force, enhancing benefits through expanded Tuition Assistance, targeted reenlistment bonuses, parental leave, and increased childcare access.

FLEET: Delivering Crucial Capabilities. We must build warfighters that deliver crucial capabilities by aligning our limited resources with the warfare areas that matter most—we must make difficult, data-driven choices that adopt thoughtful force design hedge strategies. Every dollar must deliver exceptional value and align to the Navy's strategy—focusing on posturing the main battle force to deter and win and innovating at speed to deliver tailored offsets to manage risk.

SUBJECT: Navy Reserve Fighting Instructions 2026

In Naval Aviation, this means investing in MH-60Rs, adversary squadrons, squadron augmentation units, and my number one hardware modernization priority - upgrading our aging KC-130 fleet from the T model to the J. In conjunction with the C-40s of the Fleet Logistics Support Wing, the KC-130J fleet equips the main battle force with an organic expeditionary aerial and ground refueling capability currently employed in real-time combat.

We are modernizing equipment for SEAL teams and expeditionary reload teams, investing in unmanned surface and subsurface capabilities, and investing in Pacific Fleet logistics command and control. We are committed to investing in our reserve contribution to Maritime Operations Centers (MOCs), ship maintenance facilities, submarine tenders, surface groups, and deployable base operations units.

In the air, on land and at sea, these investments are substantial and provide a unique combat-credible capability to Fleet Commanders that solely resides in the Navy Reserve.

FIGHT: Forged to Fight. Building warfighters that deliver crucial capabilities ensures we deliver a combat-credible and value-added force to Fleet Commanders. Reserve Sailors are already integrated globally in the Fleet and Joint Force, providing the bulk of the Navy's organic aviation and maritime expeditionary logistics capabilities, and supporting the Enhanced Mission Command Framework. From expeditionary intra-theater aerial logistics to aerial refueling, Navy cargo handling to Naval mobile construction battalions, and expeditionary medical systems to MOCs, our Sailors are in the fight today.

CALL TO ACTION. I will soon release the NRFI 2026 EXORD and expect every Navy Reservist to execute this directive and aggressively drive the next phase of our Navy Reserve transformation to an operational force.

- **To every Reserve Sailor:** Own your ITP and readiness. Master your M2B and be watchbill-ready. Every drill executed and every day on active duty should be linked to increasing warfighting readiness.
- **To our Unit Leaders and Triads:** Ruthlessly prioritize, hunt for and eliminate waste, optimize business practices, focus on what matters most, and build learning teams. Every activity should directly increase warfighting readiness and protect your Sailors' time.
- **To Supported Commands and Fleet Leadership:** Fight as one team. Hold your unit leaders accountable to align training with active-duty requirements every day and ensure there is no daylight between AC and RC. Prioritize M2B "sets & reps" and warfighting readiness to strengthen our combat-ready surge force.

The time to prepare is closing; the time to be ready is now. When the Nation calls, our only job is to fight and win. Ready Day One.



Richard. S. Lofgren
RDML, U.S. NAVY
Acting Chief of Navy Reserve