For the Soldiers, Civilians & Contractors of 352nd Civil Affairs Command



CACOM COURIER

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The all have desires for success, affection, love, appreciation, significance, and many others. All our desires are not always fulfilled, just as all our needs are not always met. This can be due to our particular circumstances or experiences at a given time. It can also be due to the choices and or decisions that we have made. What is important, is that we face our unfilled desires and needs and seek GOD's answers to our dilemmas. Those answers may not always provide a way of escape, a solution. They may simply be a surrender to the impenetrability of GOD's purpose for us.



Chaplain (Lt. Col.) Nicolas Camacho

hought: "Facing that which is unfilled in our lives is learning to face an abyss over which there are a few rope bridges."



Awards & Promotions



Col. (P) Glenn A. Goddard Relinquished of Command of the 354th Civil Affairs Brigade to Brig. Gen.Alan L. Stolte, Commanding General, 352nd Civil Affairs Command, September 14, 2014 at Ft. Meade, Maryland. .



[Above] Maj.Gen.Daniel R. Ammerman administers the oath office to newly promoted Brig. Gen.Glenn A. Goddard on September 14, 2014 at Ft. Meade, Maryland.

[Below] Outgoing HHC Commander, Maj. Brandon Mills, hands the HHC colors to Brig. Gen. Alan Stolte, 352nd Civil Affairs Command Commander. Maj. Matthew Daly took the reigns of 352 HHC on June 29, 2014 at Ft. Meade, Maryland.



Awards & Promotions



[Left] Sgt. 1st Class Clifford Phipps, acting 1st Sgt. for Charlie Company, 422nd Civil Affairs Battalion in Greensboro, North Carolina, pins Spc. Michael Dabbs to the rank of Sgt. in April 2014.

[Right] 1st Lt. Bongjin Kwak, Headquarters and Headquarters Company Commander, pins the new rank of 1st Lt. on Ralph Botte, HHC Chaplain Candidate. Lt.Col Rich Brown, 422nd Civil Affairs Battalion Commander, looks on during final formation on May 18, 2014 in Greensboro, North Carolina.



Lt.Col. Richard Brown, 422nd Civil Affairs Battalion Commander, pins new rank on 1st Lt. Carmelo Otero, 422nd Civil Affairs Battalion S4 in Greensboro, North Carolina on July 12, 2014.



Sgt. 1st Class Clifford Phipps, acting 1st Sgt. for Charlie Company, 422nd Civil Affairs Battalion in Greensboro, North Carolina, is pinned to Master Sgt. by his wife Mrs. Kimberly Phipps in April 2014.





Lt.Col. TC Rich Brown, 422nd Civil Affairs Battalion Commander, pins the Army Commendation medal on Sgt. Matthew Roybal, Charlie Company. Roybal received the award for his work during Operation Stalwart Goose, a joint training exercise with the Canadi an Army in March 2014. The ceremony occurred during the Battalion's Dining Out on May 17, 2014 at Greensboro Sheraton Hotel.

Around the CACOM

Sgt. 1st Class
Pamela PegginsGray, 360th Civil
Affairs Brigade
S-4 NCOIC,
questions the
instructor during
the Automated
Fire Extingusigher
Sysytem (AFES) class
held in April 2014 at
Ft. Jackson, South
Carolina.





During a Change of Command ceremony on May 15, 2014, Capt. Dan Rousseau hands the guide-on to Lt. Col. Jeff Farris, 450th Civil Affairs Battalion Commander. After a year as company commander, Rousseau handed the reins of Charlie Company to a new commander, Capt. Anthony Caldwell in Riverdale, Maryland.



The 422nd Civil Affairs Battalion Ready Company conducts a civil affairs practical exercise at Camp Butner, North Carolina on July 13, 2014. A civil affairs team led by Sgt. Joshua Painter simultaneously conducts two interviews with 422nd Civil Affairs Battalion role players under the watchful eye of Observer-Controller Staff. Sgt. Jacqueline Knowles.



Spc. Marvin Valle, of the 450th Civil Affairs Battalion, fires the 9mm during weapons qualification at Ft. Bragg, North Carolina.

Around the CACOM



[Right] Soldiers of 450th
Civil Affairs Battalion Alpha
Company compete in a tugof-war during Family Day
at Joint Base AnacostiaBolling in Washington
D.C. Approximately 200
soldiers and family members
participated in family
readiness preparation,
team building, games, and
camaraderie.

[Left] Soldiers of 450th CA BN Alpha Company celebrate their successful completion of the Air Assault Course at Ft. Bragg, North Carolina.





Sgt. 1st Class Peter June crawls under the barbed wire during the Air Assault Course.at Ft. Bragg, North Carolina June is a Soldier with the 450th Civil Affairs Battalion, an Army Reserve unit located in Riverdale, Md.

[Right] Four members of the 450th **Civil Affairs (Airborne) graduated** from MOS and NCOES courses on May 21, 2014. From left to right, Staff Sgt. Kerry B. Meyer was honor graduate and high Army Physical Fitness Test for Advanced Leader Course. Staff Sgt. Martin J. Mann completed the **38B10 Civil Affairs Specialist course** achieving 100% on all academic tests. **Command Sgt.Maj. Martin Wolfe** attended the event to congratulate the graduates. Sgt. 1st Class Shaun S. Chandler and Staff Sgt. John A. **Clifford both completed the Senior Leader Course. Congratulations to all** four Soldiers for their great work.





The Army Ten-Miler Gets Personal

Running the distance for more than competition brought a group of civil affairs and psychological operations Soldiers together to participate in the Army Ten-Miler in the early morning of Oct. 12 in Arlington, Virginia.

Coming from various units within the U.S. Army Civil

Affairs & Psychological Operations Command (Airborne), and the 352nd Civil Affairs Command, close to 60 Soldiers and family members gathered to support peers and loved ones.

The 30th Annual Army Ten-Miler is the third largest 10 mile race in the world and is the Army's premier running event. Used by the Army as tool to build esprit de corps, support fitness goals and enhance community relations, this years race brought in 35, 000 participants.

Opening the race were the wounded warriors and wheelchair athletes. Representing USACAPOC (A) was the team for Staff Sgt. Daniel L. Burgess, Jr. (Retired). Burgess, who

served with the 350th Psychological Operations Company, from Twinsburg, Ohio, was wounded in Afghanistan in November 2011.

"The race was phenomenal," said Burgess. Team Burgess is about relying on team effort and support, he said. It was a joy crossing the finish line and being around motivated and dedicated people, said Burgess.

"One of the things I find inspiring is seeing wounded warriors running out there too," said Maj. Gen. Daniel R.

Ammerman, commanding general for USACAPOC (A). Ammerman also ran in support of Team Burgess.

As participants from USACAPOC (A) and the 352nd Civil Affairs Command shared their motivations for running or continuing to run, all agreed that being part of the race day energy was amazing.



Maj. Sue Gannon and Sgt. 1st Class Miguel Cruz, of the 450th Civil Affairs Battalion, meet runners in the early morning prior to the 30th Annual Army Ten-Miler in Arlington, Va.

band playing at the mile markers definitely helped to keep the motivation going during the race, said Capt. Saska Ball, deputy public affairs officer for USACAPOC (A).

Hearing the

Both Ball and Staff Sgt. Sharilyn Wells, also with US-ACAPOC (A)

public affairs, were first time runners this year. Both ran to honor fallen heroes they knew.

"It was great to run with my friends and help rally each other toward the finish," said Ball. There was a feeling of we really are finishing this, she said.

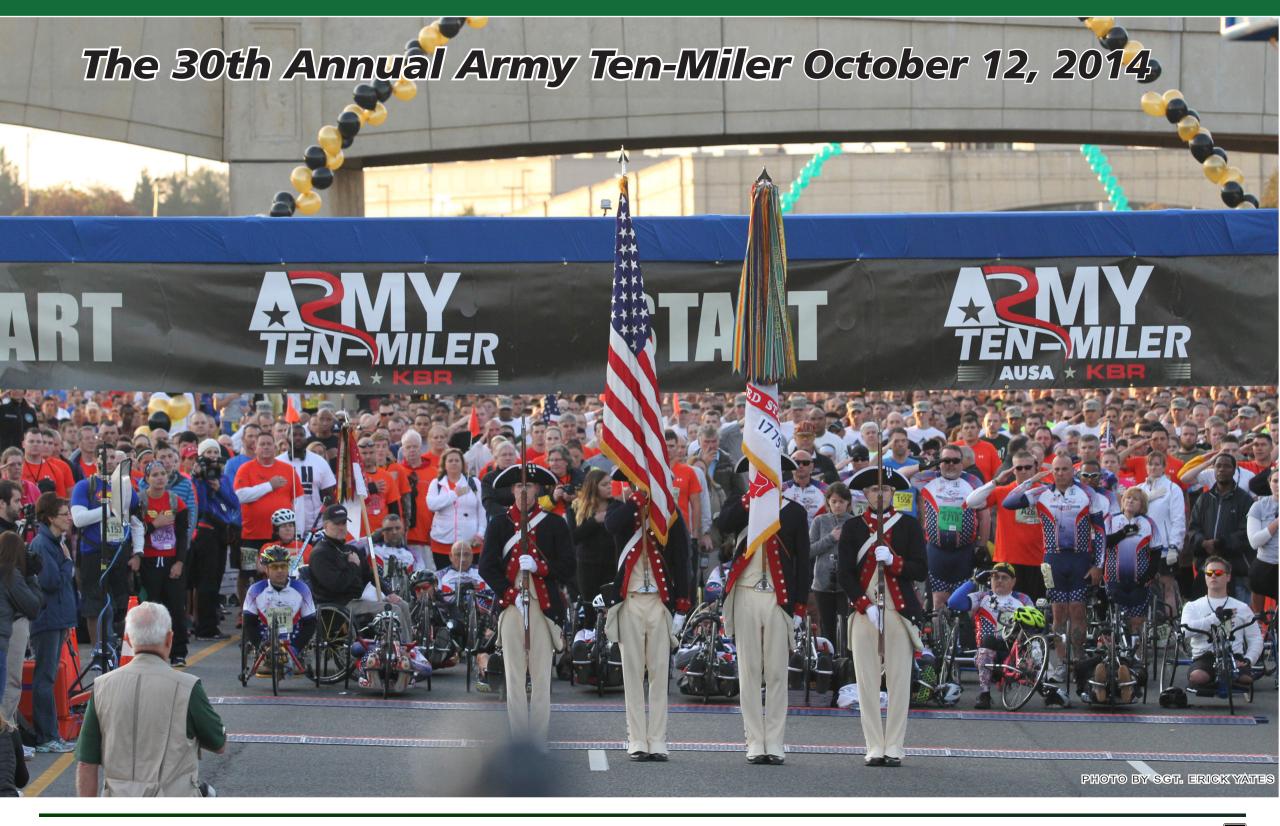
To see how an event like the Army Ten-Miler helps spark connections that in turn can be channeled into overall well being is an amazing thing to see. "I think having activities after the race is a good way for Soldiers to come together outside of work," said Maj. Ashley Blessum, Bravo Company commander for the 450th Civil Affairs Battalion (Airborne), from Riverdale, Maryland. The Ten-Miler is a good way to promote team building, she said. Blessum also ran in the race with 27 other Soldiers from her unit.

"I think it's great opportunity to get people to think about their fitness," said Staff Sgt. Martin Mann, a team sergeant with the 450th CA Bn (A), and runner in the race. Knowing that friends are going to run is a good way to inspire people to participate, he said.

"The connection is what helps me come back to the race," said Lt. Col. Jeff Farriss, battalion commander for the 450th CA Bn (A). To see more people participating in the run this year from our unit was definitely something to look forward to, he said.



Lt. Col. Jeff Farris, 450th Civil Affairs Battalion commander, is greeted by his wife Karen, after finishing the 30th Army Ten-Miler Oct. 12 in Arlington, Va. This was Farris' sixth time running in the race.







THE CIVIL AFFAIRS CONTRIBUTION

DOHA, QATAR- How does an Army Reserve Civil Affairs unit provide value in an area of responsibility consisting of 11.8 million square miles, 20 countries populated by more than 540 million people with 49 ethnic groups speaking approximately 60 different languages, representing 27 religions, 6,000 miles from the U.S.? That's the question Brig.Gen. Alan Stolte

answered during the recent U.S.
Army Central Commander's Forum
in Doha.

USARCENT brought the leadership of both assigned and regionally aligned units to review the new theater campaign plan.

The forum gave senior leadership a framework to discuss how the plan addresses USARCENT's strategic environment, a location encompassing fragile political transitions, civil wars, undergoverned spaces and a resilient al-Qaida movement.

"A successful strategy focuses on the human objective," said Stolte, commander of the 352nd Civil Affairs Command. "This is where civil affairs has a positive impact."

During the forum, Stolte reviewed the 352nd CACOM capabilities, explaining the versatile strengths, skills, and talents available to support ARCENT's mission. Using the Ways-Means-End approach, he described how civil affairs programs such as humanitarian assistance and rule of law become the 'Way' while civil affairs Soldiers are the 'Means' to accomplish the 'Way.' Through Soldiers' knowledge, influence, presence, and access they achieve the 'End' result for shaping operations.

"In shaping operations, we help to deter conflict, build partner networks, gain understanding of what needs to happen for success, enable others and help to achieve positional advantage," added Stolte. ARCENT senior leaders understand that civil affairs Soldiers help set the conditions for improved regional security and stability.

"By effectively engaging in Theater Security Cooperation activities, civil affairs helps shape the environment," said Stolte. "The 352nd enables a strategic balance within the AOR." "Now we have to develop Theater Security Cooperation Engagement Plans in order to integrate the Civil Affairs mission thoroughly within the ARCENT Campaign Plan," said Stolte.

Since the 352nd CACOM is now regionally aligned with Central Command and ARCENT (under Service Retained-CCMD Aligned forces), the TSC Engagement Plans impact how the 352 CACOM trains a culturally-aware force able to quickly gain situational understanding with the AOR. This is not an easy task

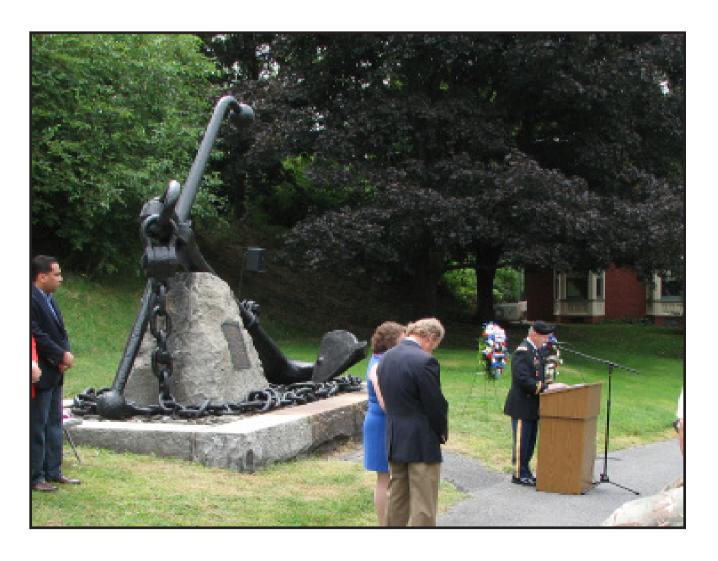
given the large and complex region which includes countries as diverse as Afghanistan, Iraq, Lebanon, Saudi Arabia, Turkmenistan, and Yemen.

"By effectively engaging in Theater Security Cooperation activities, civil affairs helps shape the environment," said Stolte. "The 352nd enables a strategic balance within the AOR."

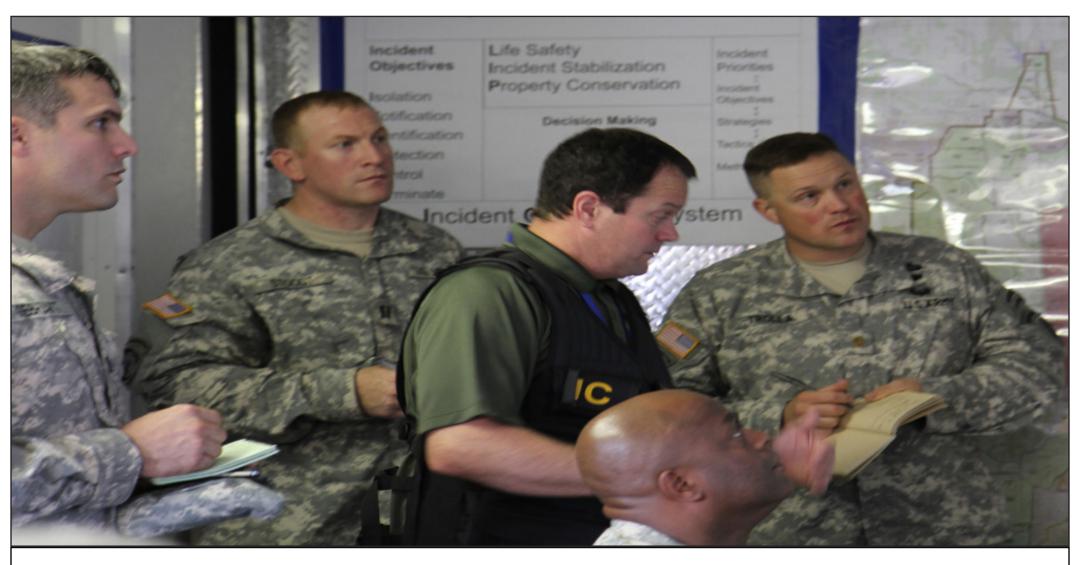
How does a reserve Soldier add value to a complicated and distant AOR? They first must understand their mission and AOR and then train accordingly. As Stolte told his fellow leaders during the Commander's Forum, civil affairs Soldiers are well-trained on providing humanitarian and civic assistance, consequence management, and understanding the operational picture. With regional alignment to USARCENT, the 352nd CACOM focuses training to integrate existing skills sets with regional knowledge.

352nd CACOM Chaplain Attends USS Maine Anchor Rededication

READING, Pennsylvania – On Saturday, August 3, 2014, Chaplain Nicholas Camacho of the 352 Civil Affairs Command in Ft. Meade Maryland, delivered the invocation at the rededication ceremony of the USS Maine Anchor. The sinking of the Maine in February 1898 brought the U.S. into the Spanish American War. On August 1, 1914, Franklin D. Roosevelt, then the Secretary of the Navy, attended a dedication ceremony of the USS Maine anchor in Reading, Pennsylvania. One hundred years later, rededication participants remember and praise the struggles of Soldiers from that era. (Courtesy Photo)



The Civil Affairs' Vibrant Response



Capt. Jeremiah Gebhard, Alpha Company Commander 412th Civil Affairs Battalion, Capt. Ken Stoodt, Team Leader for Alpha Company, and Maj. Jon Trolla, 412th Civil Affairs Battalion Liaison Officer receive a briefing from the Mission Commander, Mr. David Matthews on August 5, 2014. Stoodt's mission is to assess the suitability of a location for medical staff and medivac landing zone during Operation Vibrant Response 14. In support of the operation, civil affairs Soldiers of the 412th Civil Affairs Battalions conducted civil support operations which included assessing housing locations for displaced civilians, providing immediate medical aid to the injured and coordinating ongoing medical help through the local Incident Commander. Soldiers also provided veterinary services to local farmers, assessed infrastructure stability and determined the viability of local drinking water. The 412th Civil Affairs Battalion is a U.S. Army Reserve unit from Columbus, Ohio. Photo by Army Spc. Caitlyn E. Byrne, 27th Public Affairs Detachment.

CAMP ATTERBURY, Indiana – A major American city is hit by a nuclear weapon and various U.S. government agencies, the U.S. military, and non-governmental agencies respond to the crisis. Two U.S. Army Reserve units, the 412th Civil Affairs Battalion, from Columbus, Ohio, and the 489th Civil Affairs Battalion from Knoxville, Tenn., joined almost 5,500 Soldiers and civilians responding to a simulated catastrophic domestic incident during Operation Vibrant Response 14.

Vibrant Response 14 is a major field training exercise conducted by U.S. Northern Command and led by U.S. Army North. U.S. Army North conducts Vibrant Response 14 to confirm the operational readiness and tactical capabilities of major elements of the Department of Defense's specialized forces designed to respond to chemical, biological, radiological and nuclear (CBRN) incidents in support of local, state and federal civilian agencies.

"Typically, civil affairs operations are conducted overseas," said Maj. Mark Bailey of the 360th Civil Affairs Brigade. "During special circumstances, such as the current exercise scenario, civil affairs units can be called upon to provide civil support operations to augment civil authorities."

During Vibrant Response 14, civil affairs Soldiers of the 412th and 489th Civil Affairs Battalions assessed housing locations for displaced civilians, provided immediate medical aid to injured civilians and coordinated ongoing medical help through the local Incident Commander. Soldiers also provided veterinary services to local farmers, assessed infrastructure stability and determined the viability of local drinking water.

"These are standard civil affairs missions," said Maj. Ronnie Deweese, Delta Company Commander for the 412th Civil Affairs Battalion. "During operations, our Civil Affairs Teams are given a mission, conduct their planning, and coordinate movement with the Incident Commander."

The Incident Commander is a local municipal leader, typically a police or fire chief, who coordinates all the relief and recovery efforts in the affected area. For example, after the Pentagon was hit on September 11, 2001 the Incident Commander was the Arlington Assistant Fire Chief for Operations. He coordinated the emergency response, recovery efforts and area security. During Vibrant Response 14, Mr. David Matthews, played the role of incident commander and stringently ensured teams were prepared to conduct their missions.

"Today's missions occurred six days after the nuclear explosion," said David Matthews, Incident Commander. "Displaced civilians are still in desperate need of medical care, food



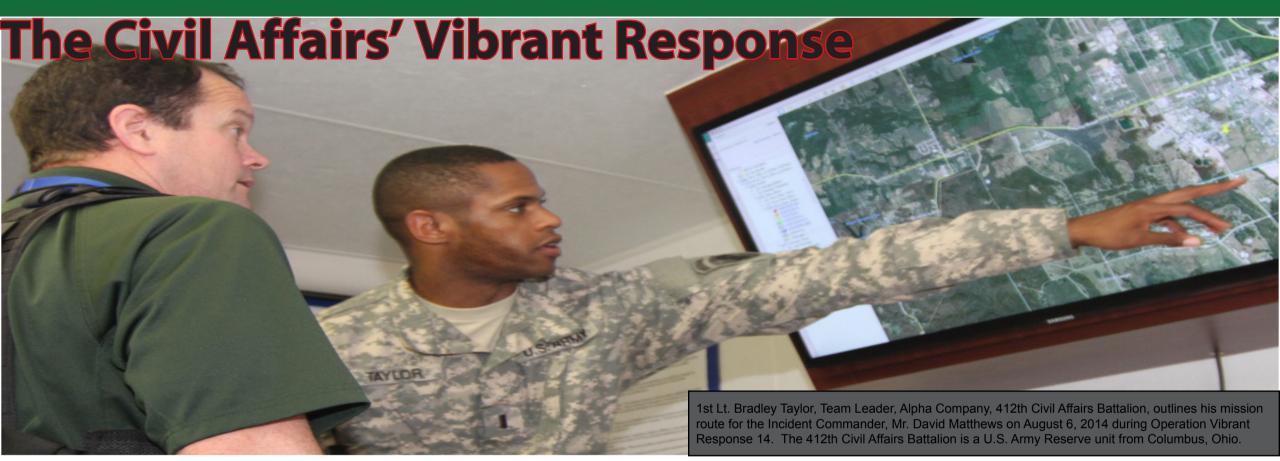
Staff Sgt. Hector Rivera, Team NCOIC, Bravo Company, 412th Civil Affairs Battalion, discusses updates provided by the Incident Commander on August 6, 2014 during Operation Vibrant Response 14. In support of the operation, civil affairs Soldiers of the 412th Civil Affairs Battalions conducted civil support operations which included assessing housing locations for displaced civilians, providing immediate medical aid to the injured and coordinating ongoing medical help through the local Incident Commander. Soldiers also provided veterinary services to local farmers, assessed infrastructure stability and determined the viability of local drinking water. The 412th Civil Affairs Battalion is a U.S. Army Reserve unit from Columbus, Ohio.

and water."

Matthews advised teams that as they conducted their missions, such as assess drinking water or infrastructure viability they could also render immediate aid to the most severely wounded and call air medevac.

No one could depart for his or her mission until the Incident Commander was convinced that teams were adequately prepared for the challenges they would encounter. The incident commander queried questions to participants. Was everyone familiar with the symptoms of radiation poisoning? What were the primary and alternate routes? What were the rally points? What were the primary means of communication? Did teams have special staff, training, or equipment?

"Once cleared, the Incident Commander tracked each team's movement via GPS and insisted on hourly status and mission updates," said Maj. Jon Trolla, 412th Civil Affairs Battalion Liaison Officer. "The hourly reports not only provided information



on the teams' well-being but situational awareness for the Incident Commander."

Soldiers' boot-on-the-ground perspective gave Matthews a better means to develop planning and resources for the next days' missions. When teams returned from mission, they briefed the Incident Commander, provided finalized assessments and suggested resources to aid civilians or mitigate problems such as a damaged infrastructure.

"We worked jointly with the Incident Commander as well as various federal, state, and municipal agencies and the National Guard during Vibrant Response," said 1st Lt. Timothy Samms, a team leader with Alpha Company, 412th Civil Affairs Battalion. "We learned from each other and shared experiences that I will apply in the future."

The cooperative relationship between the Incident Commander and the civil affairs teams brings about effective crisis response and is a typical civil affairs mission. Key Leader Engagements, evaluating needs and allocating resources are standard civil

affairs tasks that, during the War on Terror, Soldiers conducted while on deployment. During Vibrant Response 14, the 412th and 489th Civil Affairs Battalions demonstrate how Soldiers stand ready to apply these same skill sets in support of domestic emergency disaster relief efforts.

Civil Affairs Soldiers have unique training, skills and experience. Most of the Army's Civil Affairs forces are in the Reserve component, and these Citizen-Soldiers possess finely honed skills practiced daily in the civilian sector as educators, police officers, firemen, veterinarians, nurses, machinists and machine repairmen, landscapers, construction workers, aircraft mechanics, and as an aid to a state representative.

Operation Vibrant Response 14 provided the 412th and 489th Civil Affairs Battalions the opportunity to practice essential tasks in support of civil support operations. The most important lesson is engaging with the Incident Commander. The quid-proquo of information, assistance and resource coordination assures mission success.

CSM Says "Never Pass Up An Opportunity to Lead Troops"

Command Sergeant Major Earl Rocca, Jr., marches Soldiers during down time at the weapons qualification range at Camp Atterbury, Indiana. "Never pass up an opportunity to lead troops," said Rocca. Rocca is the Command sergeant major of the 352nd CACOM, based at Fort Meade, Maryland. Two of his battalions, 412th Civil Affairs Battalion (Airborne) out of Columbus, Ohio, and the 489th Civil Affairs Battalion, based in Knoxville, Tenn., participated in Vibrant Response 14 at Camp Atterbury in August, 2014. Rocca stressed the leadership emphasis to all non-commissioned officers and Soldiers preparing to attend the Warrior Leadership Course to get out front and lead troops at every opportunity. Down time between weapons qualification at ranges is ideal. U.S. Army photo by Master Sergeant Dave Johnson, 412th Civil Affairs Battalion (Airborne), Columbus, Ohio.



Star Performance Academy

COLUMBUS, Ohio -- Bravo Company of the 412th Civil Affairs Battalion (Airborne), maximized community resources by utilizing a local theater company to provide role-players for its civil military operations training.

"A guy with an ink pen in his pocket knows how to read," said Feliciano. "Also, he can write, so you have to watch him to make sure he is not gathering and writing down intelligence that can be used against us."

Conflict resolution was the primary training objective.

"It's a win-win situation," said Capt. Patrick Seaman, commander of Bravo Company. "The theater actors get to act, and our Soldiers receive valuable interaction and training."

Seaman organized the training, and decided to utilize local theater talent to role play Afghan citizens, primarily shop-keepers, to add realism to the scenarios.

During the training, Soldiers were led into multiple communities that had different shopkeepers dealing with the same problems.



shopkeepers dealing with the same problems.

Pfc. Rachel Kington comforts two women, a mother and daughter, who came to see the Civil Affairs Team.

During a raid, one of the male Soldiers touched the daughter, so both were distraught and brought the serious charge to the Civil Affairs Team for investigation.

"We teach them the five W's of key leader engagements," said Staff Sgt. Alexis Feliciano, training non-commissioned officer for Bravo Company. "After our Soldiers learn to ask the right questions: who, what, when, where and why," they learn to look for clues to solve problems."

"I learned what questions to ask, "said Spc. Andrew Miller. "I learned to look for telltale signs, too."

The Star Academy role-players subtlety placed small objects on their person for the Soldiers to notice.

Seaman prepared the role players to be enigmatic and build guesswork and problem solving into their skits.

"This training helped me with piecing together puzzles about when people bring problems to the civil affairs teams," said Spc. Jacob Beatty.

Soldiers who have not deployed conducted realistic interaction with local shopkeepers, a task with which experienced civil affairs Soldiers are familiar. The experienced Soldiers mentored and monitored the untested.

Soldiers channeled their conflict resolution queries directly into the performers' strength – acting.

"We are the complaint department," said Susan Laney, the artistic director for Star Academy. "We navigate Soldiers through the interview process, where we play concerned Afghan citizens with serious issues we need resolved."

Hours of preparation and rehearsal made the training event worthwhile. The actors acted out their scenes with intense emotion, and the Soldiers reacted and performed valuable civil affairs engagements.

News You Can Use

The Post-9/11 GI Bill Transfer of Education Benefits (TEB) Program

Are you taking advantage of the Post-9/11 TEB progam? Don't wait to sign up to transfer your benefits, even if you later choose to use the benefits yourself.

The law requires Soldiers to serve an additional four years after transferring these benefits to a family member. Soldiers who wait until the end of their contractual obligation may find they cannot transfer their educational benefits. The law prohibits transferring these educational benefits to dependents once a Soldier retires or separates. The Soldier must have the ability at time of transer to serve those four additional years.

For more information on transferring Post 9/11 GI Bill benefits to to https://www.dmdc.osd.mil/milconnect.

Upcoming Strong Bonds Seminars

Dates	Location	Type of Seminar	Register By
9-11 Jan 2015	Baltimore, MD	Single/Married	9 Dec 2014
20-22 Feb 2015	Hershey, PA	Married	20 Jan 2015
20-22 Mar 2015	Great Wolf Lodge Fitchburg, MA	Single/Married	20 Feb 2015
16-19 Apr 2015	Williamsburg, VA	Single/Married/Family	16 Mar 2015
15-17 May 2015	Great Escape Queensbury, NY	Family	15 Apr 2015

To register visit: http://www.cvent.com/d/ccq3gj/6T. You must select an event within 350 miles from your current residence. Travel is by POV or Authorized Rental Car only. Questions? usarmy.usarc.99-rsc.mbx.strongbonds@mail.mil or 609-638-1359.

GET YOUR FLU SHOT!

August 2014 Note from the Office of the USACAPOC(A) Inspector General

Behavioral Health Evaluation Referrals for the Reserve Component:

On 4 March 2013, the new DoD Instruction 6490.04 was published regarding Mental Health Evaluation (MHE) referrals. The new publication replaced DoDD 6490.1 and DoDI of 1997. The new DOD Instruction (DoDI) lessened commander/supervisor administrative requirements for referring Soldiers for MHE referrals and is inteneded to de-stigmatize mental health referrals.

ALARACT Message 079/2014, 22 March 2014, provides guidance for implementing DoDI 6490.04 with respect to Army and MEDCOM policies. The ALARACT message notes that a MHE is synonymous with the term Behavioral Health Evaluation (BHE).

Paragraph 7 of the message provides guidance for the Army Reserve on HBEs. USAR commanders should be aware of local BHE resources and will use local emergency medical providers for behavioral health emergencies unless a military base is in their immediate vicinity. USAR commanders will initiate a line of duty investigation when required by AR 600-8-4 to ensure health care reousrcing support. Also, they will ensure that Soldiers in a duty status at the time of the BHE referral remain in a duty status through the use of ADOS-RC orders for the duration of the care related to the emergent referral.

USAR Soldiers ordered to attend a non-emergency, command-directed behavioral health evaluation will be placed on orders for the travel to and from the evaluation and for completing the evaluation.

Staying Fit For Winter 2014



Staff Sgt. Sheriff Dosunmu, Civil Liaison Team, grades Spc. Jeffrey Edwards' push-ups during the Army Physical Fitness Test on Friday morning, October 17, 2014. Both Soldiers are members of the U.S. Army Reserve assigned to the 352nd Civil Affairs Command in Ft. Meade, Maryland.



Winter 2014 brought record setting snow and temperatures. Check out the tips below to stay fit this winter.



An exercise class at the local gym or studio can combine socializing with fitness — especially helpful if you're prone to the winter blues. Pick an activity that is appropriate and interesting for you, from spinning to yoga to dancing. -Fitness tip from the Cleveland Clinic Health Hub website.

http://health.clevelandclinic.org/2013/11/4-easy-ways-to-stay-fit-in-cold-weather-slideshow/