

WARRIOR CITIZEN

COLD STEEL

Bringing back gunnery into Army Reserve training programs

MITIGATING DISASTER

Joining forces to train for catastrophic scenarios

BREAKING THE MOLD

For the first interior firefighter for the Highland Park Fire Department in Michigan, the real fire burns deep within

AIRFIELD SEIZURE

When 'Easy Company' met Reserve Soldiers acting as the enemy, their mission was suddenly not so easy

FAST AS WILDFIRE

Immediate Response Authority in action on the burning grass plains of Kansas

SERVE YOUR COUNTRY SAVE FOR YOUR FUTURE



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1st Place winner of the 2011
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Recognized, MG Keith L.
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Throughout history, America's Army Reserve has demonstrated unique adaptability while providing specialized capabilities—augmenting the force in times of war, and ultimately developing into the operational force of today; postured to meet the emerging challenges of an evolving threat paradigm.

As we build the most capable, combat-ready and lethal Federal Reserve Force in the history of the Nation, Master Sgt. Anthony Taylor, 85th Training Command explains how the training and readiness bar is being raised. Cold Steel, pages 14-17, is the largest live-fire exercise in Army Reserve history, developed to train and certify more than 400 crews over a seven-week period.

Sergeant Major of the Army Daniel Dailey also has his eye on readiness. On pages 4-7, in a special From the Top, learn his thoughts on Warrior Citizens, the future of the Army, and a personal story involving a junior noncommissioned officer whose civilian-sector expertise restored water to millions of Iraqi citizens.

Congratulations to the 13th command sergeant major of the Army Reserve, Command Sergeant Major Ted Copeland, who's moving out and drawing fire on pages 10-11. As senior enlisted leader he will support and enforce the commanding general's mission and vision as a force multiplier for the most lethal land power in the world.

Even as the Army Reserve trains to meet threats around the world, it remains prepared to support the homeland. Capt. Matthew Roman describes how, through Immediate Response Authority, Army Reserve aviation assets were called to action to fight wild fires on the plains of Kansas, a mission typically conducted by our National Guard brethren. Check out how the 11th Expeditionary Combat Aviation Brigade provided immediate assistance to the affected area and citizens in need, pages 32-33.

Sergeant Stephanie Ramirez brings news from the individual readiness front, starting on page 28. Staff Sgt. Crystal Baetz, assigned to the 603rd Military Police Company, epitomizes courage and commitment. Juggling multiple roles as the first female interior firefighter in her department, a 911 dispatcher, and a Modern Army Combatives level four-qualified instructor, Baetz manages to maintain balance as a wife and a mother.

As America's Army Reserve faces the challenges ahead with a fresh look at how we build readiness as units, individuals and through innovative training like Cold Steel, the specialized capabilities you bring to the force will always be relevant—how we adapt as a force and as individuals is the story that continues to unfold—and Warrior Citizen wants to know YOUR readiness story...

Contact us at usarmy.usarc.ocar.mbx.warrior-citizen@mail.mil.

Melissa Russell

Melissa Russell
Editor-in-Chief

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Cold Steel is the largest Live Fire Exercise in Army Reserve history. Designed to get after Objective T and the First Foundational Component of Training, individual and crew weapons qualification, OCS is introducing a culture shift in the Army Reserve by bringing gunnery back into unit training programs.

BY MASTER SGT. ANTHONY TAYLOR,
85TH TRAINING COMMAND

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ON THE COVER

A Soldier with 327th Engineer Company, 416th Theater Engineer Command, qualifies with the MK-19 automatic grenade launcher during exercise Cold Steel.

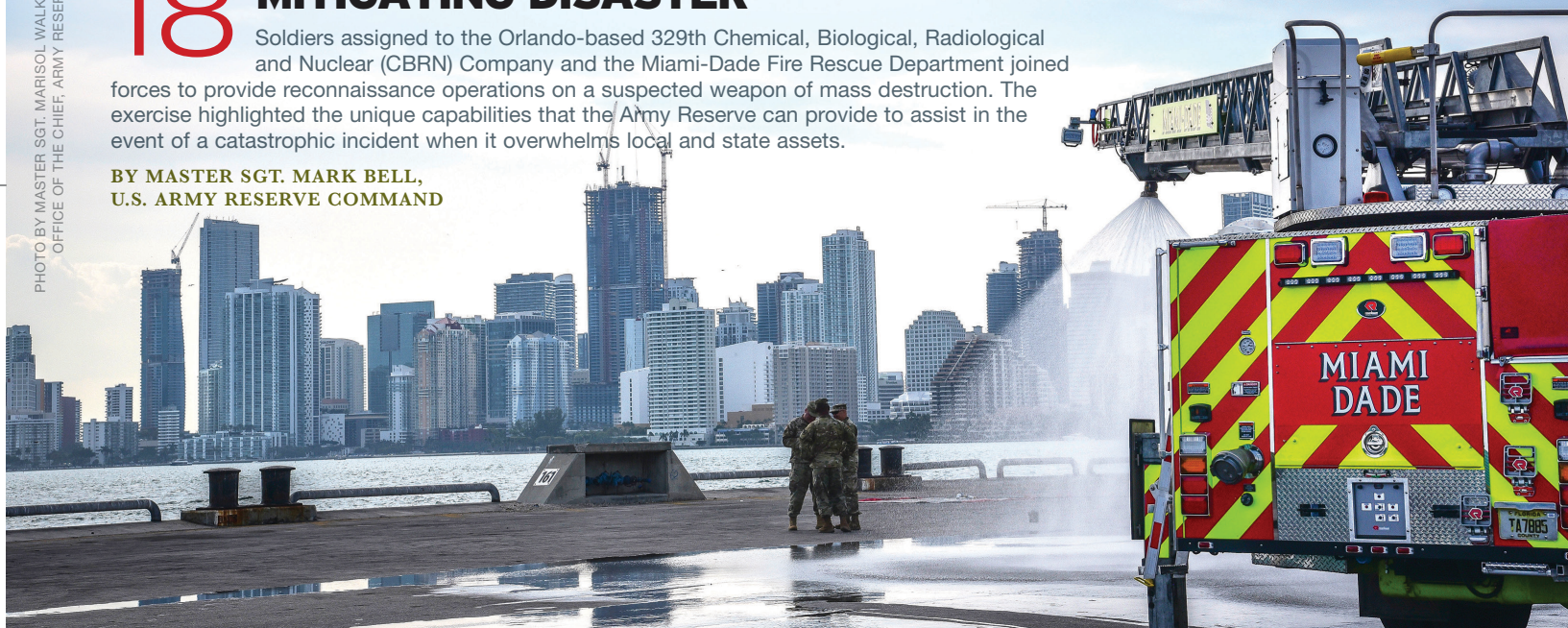
PHOTO BY SPC. MAURICE CHEEKS,
319TH MEDICAL DETACHMENT

PHOTO BY MASTER SGT. MARISOL WALKER,
OFFICE OF THE CHIEF, ARMY RESERVE

18 MITIGATING DISASTER

Soldiers assigned to the Orlando-based 329th Chemical, Biological, Radiological and Nuclear (CBRN) Company and the Miami-Dade Fire Rescue Department joined forces to provide reconnaissance operations on a suspected weapon of mass destruction. The exercise highlighted the unique capabilities that the Army Reserve can provide to assist in the event of a catastrophic incident when it overwhelms local and state assets.

BY MASTER SGT. MARK BELL,
U.S. ARMY RESERVE COMMAND



24 AIRFIELD SEIZURE

Army Reserve UH-60 Blackhawk helicopters dropped Soldiers from the Screaming Eagles' Company A onto a sleet-covered airfield. But embedded deep in the wood line were 200th Military Police Command Soldiers, acting as the enemy, to challenge and disrupt any plans 'Easy Company' had in mind.

BY MASTER SGT. MARK BELL, U.S. ARMY RESERVE COMMAND



PHOTO BY SGT. ELIZABETH TAYLOR,
200TH MILITARY POLICE COMMAND



28 BREAKING THE MOLD

She's not only the first interior firefighter for the Highland Park Fire Department in Michigan, but also an Army Reserve staff sergeant, a 911 dispatcher and a Modern Army Combatives level 4 qualified instructor. Meet Staff Sgt. Crystal Baetz, 603rd Military Police Company.

BY SGT. STEPHANIE RAMIREZ,
200TH MILITARY POLICE COMMAND

32 FAST AS WILDFIRE

Fast spreading wildfires on the grass plains of Kansas forced area firefighters to ask for help. Under Immediate Response Authority, the Army Reserve Aviation Command met the call.

BY CAPT. MATTHEW ROMAN, ARMY RESERVE
AVIATION COMMAND



PHOTO BY CAPT. MATTHEW
ROMAN, ARMY RESERVE
AVIATION COMMAND

PHOTO BY TIMOTHY HALE, U.S. ARMY RESERVE COMMAND



Warrior Citizen recently checked in with Sergeant Major of the Army Daniel Dailey to expand on comments made during a recent engagement with the Association of the United States Army. He shared his priorities and what he's emphasizing for you, your Family and your career.

readiness will secure

Above: Sgt. Maj. of the Army Daniel Dailey addresses Army Reserve senior leaders at the Iron Mike Conference Center, April 25, 2016, Fort Bragg, N.C. "At the end of the day, if we fail to do anything else, if we fight and win, we have accomplished our mission for the taxpayers of the United States of America and have done our part for the joint force of the Department of Defense," Dailey said.

Below: A team of Army Reserve watercraft operators from the 949th Transportation Company, a unit which specializes in watercraft operations, cargo and watercraft engineering, conduct a fire-fighting drill in Baltimore April 7 through April 8, 2017.

Priorities

Readiness is No. 1, and that's what we're focusing on. As the Army transitions from an emphasis on counterinsurgency to full-spectrum operations, the nation requires an adaptable, well-trained and ready force.

We have a little bit of work to do with Soldier readiness and the budget. We're a very busy Army right now, 185,000 Soldiers deployed across 140 countries and that comes at a pretty significant cost. We need the resources required to accomplish current and future missions. We need

to put structure in place that is consistent with the needs of our combatant commands and decrease our numbers of non-deployable Soldiers. We've taken some risks with modernization, we need to modernize systems that were put in place back in the 70s and stay at the forefront of readiness and modernization.

We also have to continue to maintain morale, with not only Soldiers, but the Family members as well. For the last several years we've been taking too many risks in our base operating systems and our MWR (Morale, Welfare and Recreation). We've got Soldiers globally deployed right now and we have to support them and their Families back at home.

Training and Readiness

We're asking a lot of our reserve forces—we constantly rely on them to fill the gaps that exist in the Regular Army, but it's tougher for them to maintain a readiness rate consistent with our active units. We are taxing them because we have to utilize those forces, but unlike Regular Army Soldiers, most National Guard and Army Reserve Soldiers do not typically live on or near a military installation. For them, accessing the resources provided to Regular Army Soldiers—things like



PHOTO BY MASTER SGT. MICHEL SAURET, 200TH MILITARY POLICE COMMAND

mental health services, for instance—is more difficult. We have to be cognizant of that because they are Citizen Soldiers employed in our great hometowns of America.

We're a Total Force that has to be able to meet mission requirements, and training is crucial to maintaining the necessary readiness. In order to assist with readiness and the integration of reserve forces, the Army is looking at increasing the number of annual training rotations and deployments in the future. As we get smaller as a force, we're going to have to depend more on our Guard and Reserve Soldiers, and that's why we're investing in their future in regards to readiness. It's going to take a lot of hard work and dedication but we're going to get there.



PHOTO BY SGT. STEPHANIE RAMIREZ, 200TH MILITARY POLICE COMMAND

America's future



Above: Soldiers assigned to the 423rd Military Police Company, 333rd Military Police Brigade, 200th Military Police Command, load onto an Air Force C-17 Globemaster on March 19, 2017, at Joint Base McGuire-Dix-Lakehurst, N.J., as part of a joint airlift mission during Warrior Exercise 78-17-01. WAREX is a large-scale collective training event designed to simulate real-world scenarios as the Army Reserve continues to build the most capable, combat-ready and lethal Federal Reserve force in the history of the Nation.

Left: Soldiers await the landing of the garrison's emergency responder helicopter at Fort McCoy, Wis., before transferring a casualty mannequin for medical evacuation during a March 15, 2017 training scenario at the Army Reserve's Cold Steel exercise. Cold Steel was the Army Reserve's first large-scale live-fire exercise.

PHOTO BY STAFF SGT. DEBRALEE BEST, 84TH TRAINING COMMAND

from the top

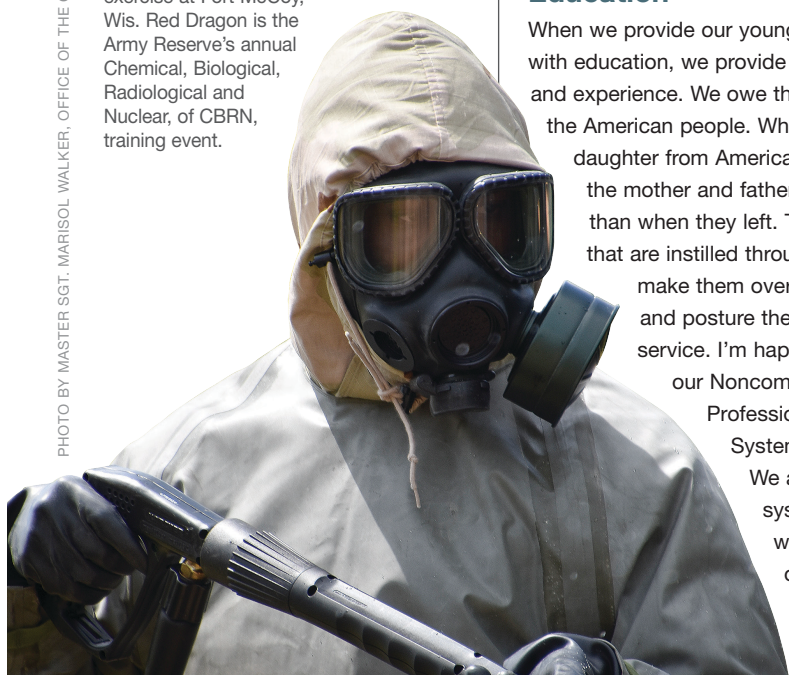
TOWN HALL WITH SGT. MAJOR OF THE ARMY DANIEL DAILEY



PHOTO BY SGT. RUSSELL TOOF, 99TH REGIONAL SUPPORT COMMAND

Above: Sgt. Maj. of the Army Daniel Dailey conducts an aerial inspection of facilities at Joint Base McGuire-Dix-Lakehurst, N.J. The SMA flew over all areas of the joint base, which introduced Dailey to the readiness capabilities available to the post's Soldiers and other military personnel. The aerial tour was part of the SMA's two-day visit, which included joining Soldiers for physical training and hosting a town hall meeting.

Below: A Soldier with Boston's 401st Chemical Company decontaminates a Styker nuclear, biological and chemical reconnaissance vehicle during a July 16, 2016 training scenario at the Red Dragon exercise at Fort McCoy, Wis. Red Dragon is the Army Reserve's annual Chemical, Biological, Radiological and Nuclear, of CBRN, training event.



Millennials

I'm very impressed with the young men and women we are recruiting today. I think there is a misconception regarding America's youth. I'm actually seeing an uptick of capability, physical ability and resiliency, and we're on the ride with America's youth. I'm also impressed with the professionalism of our drill sergeants, Soldiers and the high state of morale. I have no concerns on whether or not we can sustain an Army—I think we're going to be just fine.

Education

When we provide our young men and women with education, we provide them with capabilities and experience. We owe that commitment to the American people. When we get that son or daughter from America, the expectation from the mother and father is they return better than when they left. The training and values that are instilled throughout their service make them overall better Soldiers and posture them for success after service. I'm happy to report that our Noncommissioned Officer Professional Development System is also improving. We are initiating huge systematic changes with ongoing reviews of common core for all career fields, and

possible expansion of tuition assistance. The NCOPDS is working very hard to translate what we teach in our schools into academic credit. Our goal is to become a university, to credential all of our courses internally, and to provide a maximum amount of college equivalency to every one of our Soldiers through military professional education.

We recognized a gap in our education system that wasn't providing our master sergeants and first sergeants with the new level of responsibility of organizational and command leadership, so for all the sergeants first class out there that thought they were done until the Sergeants Major Academy, there's another level of resident education, the new Master Leaders Course.

Unique Capabilities

I remember it clearly. It was about 120 degrees out, a typical day in Baghdad, when I received a call saying that a water treatment plant in Sadr City had gone down, preventing water from reaching the homes of more than 4 million residents. U.S. forces had not been in the area for several years, because of the risk associated with going in, but you have to make peace with the local populace to provide essential services. Without a functioning water supply, people get angry and that makes them want to fight.

I had no clue about water treatment facilities and nobody in my personal security detachment did. I was talking about the issue on a Forward Operating Base when a young Army Reserve Soldier said, "Sergeant Major, at home, I work at a water treatment facility," so I said to him: "Get what you



PHOTO BY MASTER SGT. MARISOL WALKER, OFFICE OF THE CHIEF, ARMY RESERVE

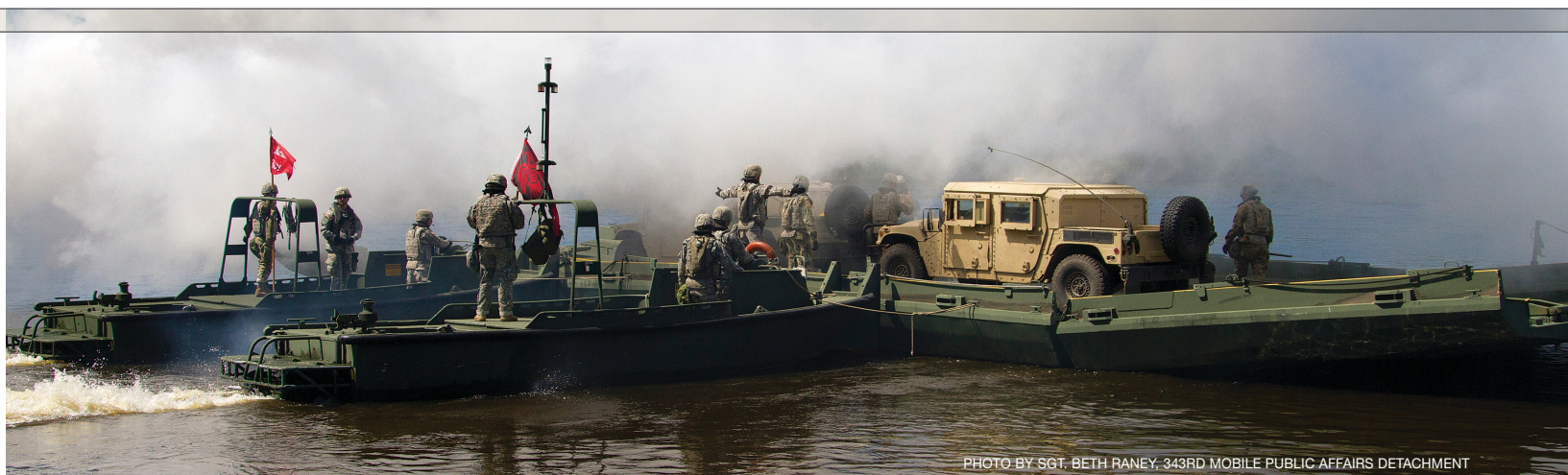


PHOTO BY SGT. BETH RANEY, 343RD MOBILE PUBLIC AFFAIRS DETACHMENT

need and get in the back of my MRAP, 'cause we're about to fix one."

It was amazing. Once we were onsite, the young sergeant walked around the facility directing people to do things. I watched this NCO systematically give water back to millions of people. That's the type of capabilities that Army Reserve and National Guard forces bring, not only are they experts in the craft in which we train them, but they also bring the diversity of what they do from a citizen-soldier perspective back to the military. I can't tell you how many times we used that knowledge to enhance our ability to create a strategic effect on the battlefield.

For the good of the Army and the Nation

I see Soldier for Life necessary for the future, especially for the reserve forces. We need to reinvest in our men and women in a very talented organization to not only do a good job as Soldiers but be a huge contribution to the American

"Readiness is No. 1, and that's what we're focusing on. As the Army transitions from an emphasis on counterinsurgency to full-spectrum operations, the nation requires an adaptable, well-trained, and ready force."

— Sgt. Maj. of the Army Daniel Dailey

workforce and hometown America. I believe it is the sustinment for the future; it's telling the American people that not only will you get a dedicated individual who's highly trained, disciplined and reliable, you're also going to get someone who's highly qualified in the tasks you'll need as an employer.

Way Ahead

I like to use the analogy, what are Soldiers for? Simply put, Soldiers are for fighting and winning our nation's wars. Our responsibility as leaders is to provide the necessary training in order to do that. Soldiers should be committed to that cause and that fight. Leaders need to be better at getting our Soldiers fully fit and ready to deploy. We need to continue to invest resources in order to maintain readiness for the future of the army.

It is essential that we continue to take care of our Soldiers and their Families, and that's something we can no longer take risks on. We ask a lot of our men and women, and they are performing each and every day. When we ask them to stay, we should find a way to keep them. ✪

Above: Reserve Soldiers from the 341st Engineer Company and 401st Engineer Company (Multi-Role Bridge Company) maneuver a six-bay float raft downstream on the Mississippi River at Fountain City, Wisc., May 7, 2017, as part of Warrior Exercise 86-17-02. More than 70 U.S. Army Reserve units conducted combat training to increase their lethality as cohesive units of action.

Center: Staff Sgt. Jason Pickard, Headquarters and Headquarters Detachment, 415th Chemical Battalion, 76th Division Operational Command (on right), and Sgt. Kevin Warren, 316th Mobility Augmentation Company, 844th Engineer Battalion, 926th Engineer Brigade (on left), lead a four-man team during the "evacuate a casualty" portion of the Combined Best Warrior Competition at Joint Base McGuire-Dix-Lakehurst, N.J. April 26, 2017. Contestant events included a two-mile road march, casualty evacuation, calisthenics and marksmanship. Competitions like the Best Warrior tournaments are crucial to maintaining readiness.



PHOTO BY STAFF SGT. ROGER ASHLEY, 412TH THEATER ENGINEER COMMAND

STORY BY SGT. AUDREY
HAYES, 200TH MILITARY
POLICE COMMAND

living the dream

OLD PHOTOS COURTESY CWO 5 MARY A. HOSTETLER



Pfc. Mary A. Hostetler, 447th Military Police Company, in an Army Jeep in front of the company's Wooster, Ohio headquarters in 1977. Hostetler enlisted in the Army in July 1976 and was promoted to Chief Warrant Officer 5 in April 2013 and installed at the Command Chief Warrant Officer of the 200th Military Police Command, Fort George G. Meade, Md. The Army Supervisory Criminal Investigator served more than 40 years in the Army and accomplished many milestones, from being the first female in a military police company, the first female to provide protective services in a combat zone to leading Defense Secretary Leon Panetta's protection detail.

FORT MEADE, Md. — A ground-breaker, trailblazer, mentor, fighter for the underdog, and great inspiration. These are just some of the words used to describe Chief Warrant Officer 5 Mary A. Hostetler and her 40-year career in the Army.

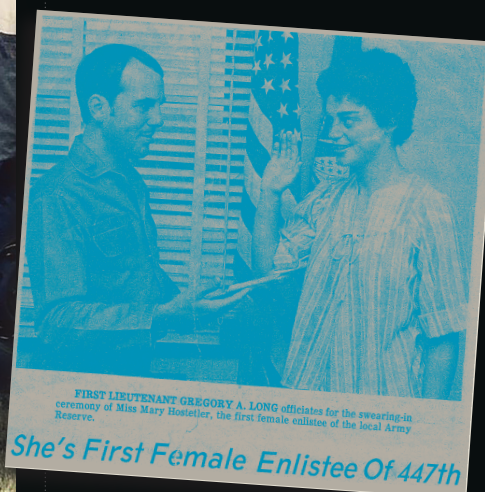
Considering Hostetler's military career, the Women's Military History Museum in Arlington, Virginia was the perfect location for the retirement ceremony recently held to honor her decades-long tenure. According to Hostetler, it was all because a skinny little farm girl wanted to be a police officer.

Not only did Hostetler fulfill her dream of becoming a police officer, but also, perhaps

her most monumental career achievement, she served as the team officer-in-charge of the executive protective detail for Secretary of Defense Leon Panetta. She was recognized for completing more than 50 successful protective missions for Panetta in the U.S. within a single year.

She would continue to provide protective services when she was selected to serve as the team leader for Panetta's protective team. While working for Panetta, she developed emergency protocols specifically for the Secretary of Defense, involving 12 different local law enforcement agencies.

That daunting accomplishment was a long way to come for the daughter of an Amish father and Irish mother who grew up on a farm six miles from Wooster, Ohio. At 5 feet, 7 inches, Hostetler was initially disqualified from becoming a police officer for not meeting the height standard. She went on to enlist in



Getting sworn into the Army Reserve, July 22, 1976, Wooster, Ohio made news, as Hostetler was the first female to enlist her local Army Reserve.

the Army Reserve in 1976, when the Army was winding down from the Vietnam War. The 19-year-old was the first military police woman to join Wooster's 447th Military Police Company.

"I understand why women want the same opportunities, especially if they have the interest and ability" said Hostetler. "At that time in my life, the most frustrating thing for me was when a neighbor boy got to play little league baseball, and I could only be the bat girl, even though I played better than he did."

Hostetler had interest and ability. And she wanted to be a part of something big.

When Hostetler was sent to basic training, the Army was doing a study that required females to meet the same standards as the

males. Although physical fitness standards are not the same for males and females today, Hostetler was one of two females in her company who exceeded the male-female identical physical requirements, right out of basic training.

“When Mary showed up to our unit in Wooster, I knew she was a new breed of Soldier,” said retired Lt. Col. Greg Long, the former commander of the 447th MP Co., who also swore Hostetler into the Army. “From being promoted in basic to volunteering for everything she could, I knew she was blazing the trail for other women and that she truly exemplified ‘Be all you can be.’”

Hostetler did not envision making the Army a career when she first enlisted, but during her 40 years in the Army, she has taken advantage of opportunities she had never imagined were possible.

to Iraq. This made her the first female criminal investigations special agent to provide protective services in a combat zone.

A year later, Hostetler was promoted to Chief Warrant Officer 5, one of only 116 in the Army Reserve.

“When I was looking for a command chief, I came across Chief Hostetler’s resume, and I was blown away,” said retired Maj. Gen. Sanford Holman. “It was like reading 10 different resumes at once, because she had so much experience.”

Hostetler was afraid she wasn’t ready, but praises the Army for giving her the chance to grow.

One of the beautiful things about the Army is that every Soldier is looked at for their potential, she said.

The retired command chief warrant officer said her career has been about mission readiness and getting Soldiers the skills they

need to do the job, preparing them to one day fill her shoes. During her time at the 200th, the Army was experiencing a large demand for criminal investigators, due to the lack of available training vacancies — averaging only six to eight seats per year. Hostetler spent much of her time with 200th fighting for funding and available slots for warrant officers to. During her last two years, 35 Army Reserve warrant officers had completed the training, giving them the skills they need to meet the Army’s demand.

As she leaves behind a force that is better for her service, Hostetler reflects on her proudest achievement.

“I know that we’re always talking about retirement,” said Hostetler. “Then, one day, it gets here, and I’m okay with that. But I will say, the best thing I have ever done is wear the Army uniform.” ★

“I understand why women want the same opportunities, especially if they have the interest and ability. ...One of the beauties about the Army is that we are all looked at for our potential.”

— Chief Warrant Officer 5 Mary A. Hostetler

After serving a three-year tour on active duty as an MP, she came back into the Army Reserve. She went to Warrant Officer Candidate School in 1993, where she graduated with recognition for being the most physically fit among her peers. At the Warrant Officer Basic Course, she graduated as an Army Supervisory Criminal Investigator, Special Agent.

In 2003, she was mobilized to Iraq. Hostetler was 46 years old and had already served for 26 years at the time of her first deployment. During her time in country, she served on a team that provided security to L. Paul Bremer, the Presidential Envoy

Chief Warrant Officer 5 Mary Hostetler, command chief for the 200th Military Police Command, poses for a portrait at the command’s headquarters in Fort Meade, Maryland. Hostetler worked with the U.S. Army Reserve Command and the Military Police School to launch an Army-Reserve-specific course for military police warrant officers.



PHOTO BY MASTER SGT. MICHEL SARRIET, 200TH MILITARY POLICE COMMAND



BY TIMOTHY HALE, U.S.
ARMY RESERVE COMMAND

move out, draw fire

Above: Command Sgt. Maj. Ted Copeland, left, accepts the colors from Lt. Gen. Charles Luckey, chief of Army Reserve and commanding general, during an assumption of responsibility ceremony at the U.S. Army Reserve Command headquarters, April 18, 2017, at Fort Bragg, N.C. Copeland takes over the Army Reserve's top enlisted position after serving as the command sergeant major of the 79th Sustainment Support Command in Los Alamitos, Calif.

Right: Grace Copeland listens to her husband Command Sgt. Maj. Ted Copeland during his April 18, 2017 assumption of responsibility ceremony at Fort Bragg, N.C. In his remarks, the command sergeant major thanked his wife for her support of his career.

FORT BRAGG, N.C. — Command Sgt. Maj. Ted Copeland, who assumed the responsibilities of U.S. Army Reserve Command Sergeant Major on April 18, 2017 is already on the move. In less than two months, Copeland has traveled from coast to coast to meet with Soldiers and let them know that they are critical to the nation's defense. As such, America's Army Reserve is relying on its enlisted leaders to get back to the core duties of being noncommissioned officers. Copeland, whose most recent assignment was command sergeant major of the 79th Sustainment Support Command in Los Alamitos, California, said that it was an honor to be selected as the U.S. Army Reserve's top enlisted Soldier and is looking forward to the challenge.

An important part of his job would be emphasizing the value of the enlisted corps, he said.

"I've been one for 30-plus years and I'll tell you, it's near and dear to my heart," Copeland said. "I'm a firm believer the Army universe moves around the noncommissioned officer corps."

Lt. Gen. Charles Luckey, chief of Army Reserve and commanding general, U.S. Army Reserve

Command, said that shaping America's Army Reserve into "the most capable, combat-ready, and lethal federal reserve force in the history of the nation" starts with the noncommissioned officer corps, and Copeland will play a large role in this transformation.

"That's why Command Sgt. Maj. Copeland is taking the stick today to be the Command Sergeant





PHOTO BY SGT. WILLIAM A. PARSONS

Army Reserve Soldier of the Year, Spc. Kenny Ocho (right) representing the 481st Heavy Boat Transportation Company, holds the Best Warrior trophy helmet with Command Sgt. Maj. Ted Copeland during 2017 U.S. Army Reserve Best Warrior Competition awards ceremony held at Fort Bragg, N.C., June 16. The Best Warrior Competition determined the top noncommissioned officer and junior enlisted Soldier who will represent the U.S. Army Reserve in the Department of the Army Best Warrior Competition later this year at Fort A.P. Hill, Va.

Major of America's Army Reserve," Luckey said. "Anybody who knows this noncommissioned officer knows that this is about getting after readiness as job one—[the ability] to go out there on the field of battle on a really bad day, and win."

A native of Wapakoneta, Ohio, Copeland enlisted in the Army in 1984 as a military policeman. He has since risen through the ranks, serving in multiple stateside and overseas locations from team leader to command sergeant major. The Operation Desert Shield/Desert Storm veteran has also served in mobilizations and operational deployments to Afghanistan, Guantanamo Bay, Iraq and Turkey.

Formerly a civilian police sergeant, Copeland earned a degree in criminal justice from Vincennes University, is a graduate of the FBI National Academy and the Ohio Peace Officer's Academy. He has completed more than 1,400 hours of civilian law enforcement training.

Copeland told the gathered Soldiers and civilians that he "[looks] forward to rucking up with you and moving forward with our Army Reserve." Copeland closed his remarks by thanking his wife, Grace, his children and grandchildren for their support during his career. ★

NCO CREED

NO ONE IS MORE PROFESSIONAL THAN I. I am a noncommissioned officer, a leader of Soldiers. As a noncommissioned officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of noncommissioned officers and will at all times conduct myself so as to bring credit upon the Corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

COMPETENCE IS MY WATCHWORD. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

OFFICERS OF MY UNIT WILL HAVE MAXIMUM TIME TO ACCOMPLISH THEIR DUTIES; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

"I'm a firm believer the Army universe moves around the noncommissioned officer corps."

— Command Sgt. Maj. Ted Copeland

Copeland told military and civilians attending the assumption of responsibility ceremony that he looks forward to rucking up with them as they serve together in America's Army Reserve.





STORY AND PHOTO BY
STAFF SGT. GREGORY WILLIAMS,
353RD CIVIL AFFAIRS COMMAND

sharing knowledge to help children in Djibouti

Above: Civil Affairs Soldiers with the 418th Civil Affairs Battalion and C/Co 411th Civil Affairs Battalion, local leaders, and dignitaries from the European Union gather with children for a photo in Tadjoura, Djibouti.

TADJOURA, Djibouti — Days can be filled with fun and excitement for children living at SOS Village d' Enfants compound, but for caretakers, days can be stressful and exhausting.

Watching over curious toddlers and monitoring overstimulated kindergartners can be challenging for caretakers who're responsible for each child's safety and well-being. In order to enhance its staff's capabilities, the SOS partnered with a local Civil Affairs team to form a discussion group that one day can save a child's life.

Soldiers with C Co/411th Civil Affairs Battalion hosted a three-day first aid discussion group with SOS Village d' Enfants Djibouti staff members and caretakers, in order to identify shared best medical

practices and ensure the continued safety of children residing at the compound.

"I enjoy all the time being able to talk with people from different cultures. But creating a lesson plan for this discussion group was very challenging," said Sgt. Brian Duckworth, a civil affairs team medic with Charlie Company, 411th Civil Affairs Battalion. "One of the biggest problems was that our interpreter didn't have a lot of practice with medical terms, so this led to us doing a lot of charades and exaggerated actions to try and bridge the language gap."

During the three-day discussion group, the civil affairs team fought through the language barrier while staying culturally sensitive and chose topics

dealing with burns, bruises, sprains, fractures and open wounds and identifying illnesses common among children.

Duckworth said his Army Reserve training and past experience conducting combat life saver courses prepared him for this mission, as did as his civilian career, which played a key role in sharing western medicine concepts with the Djiboutian people.

"In my civilian career, I work in emergency medical services, so I tend to work with a good amount of new employees, which I enjoy—being able to share my experience with people new to the field," Duckworth said. "We tried to tailor the class to the audience, which is how we arrived at hand washing, choking emergencies and slowing the spread of viral/bacterial infections."

Through Power Point presentations, hands-on classes and live demonstrations with Soldiers, the team tackled its mission to arm the group with knowledge.

"SOS caretakers look after vulnerable children, who can injure themselves while playing or at home, and it is important that our staff have the necessary skills to intervene and assist while waiting for an ambulance or medical intervention," Mohamade Ali, a head administrator for SOS Village d' Enfants-Tadjoura said.

Ali said that coordinating the discussion with the U.S. military was easy and they established a solid plan, which allowed participants to understand, observe and ask questions making sure staff could comprehend what was taught and understand the importance of forming a partnership through medicine.

U.S. forces continue to work with contributing nations to counter violent extremist organizations throughout the Horn of Africa and partner with various non-governmental agencies. These human capacity-building projects are instrumental in promoting regional stability, especially when it means protecting those susceptible to violent extremist organizations.

"It is important for the SOS to establish reliable partners who share the same vision and fight for the rights of the oppressed and the most vulnerable," Ali said. "The relationship between the U.S. military and SOS can be strengthened by working together toward the common goal of helping the most vulnerable in Djibouti." ★

CAREER COUNSELOR OF THE YEAR

STORY BY SGT. 1ST CLASS BRENT POWELL
335TH SIGNAL COMMAND (THEATER)

SAN ANTONIO — When Sgt. 1st Class Jason Jenkins joined America's Army Reserve in 2001 as a wired systems equipment repair specialist, he was simply expecting to build his resume. He had no idea where his life-changing decision would eventually take him.

Now, 16 years later, what started as a resume builder has turned into a successful career, with assignments ranging from instructing at the basic leader course, to recruiting across the northeast. "Topping it off, in a competition among more than 1,200 peers, the 33-year-old Brooklyn, New York native recently emerged as the top Army Reserve competitor in the 2016 Secretary of the Army Career Counselor of the Year.

Jenkins, the operations noncommissioned officer for the 3rd Battalion, Army Reserve Careers Division, called the recognition humbling, and credited his success to support from his command. "I never let this award go to my head because I'm always learning," he said. "I also constantly lean on my peers, because they know things I don't know, and we help each other."

Jenkins said he hopes to one day attain the rank of first

sergeant, where he can lead and motivate junior Soldiers. He already has a few words of advice to pass on for those who hope to achieve successful careers of their own. While they came from his first noncommissioned officer, they still motivate him today. "He told me that you are the master of your career, and that is something I didn't understand until I became an NCO," said Jenkins. "You have to be the one to take ownership of what path you are on and in what direction you want to go."

In his role as Career Counselor of the Year, Jenkins recently travelled to San Antonio to serve as a Soldier-mentor for nearly 100 Army All-American Bowl athletes, and more than 125 high-school All-American marching band members participating in the All-American Bowl game Jan. 7 in the Alamodome.

The week leading up to the bowl game included opportunities to meet with athletes, students and Soldiers, an ideal situation for a career counselor. "This assignment has been great," said Jenkins. "I've really enjoyed interacting with the other mentors here, and just speaking to all the students from the various parts of the country. It is very rewarding." ★



Sgt. 1st Class Jason L. Jenkins, the Army reserve winner for the Secretary of the Army's Career Counselor of the Year for 2016, Army's Career Counselor of the Year for 2016, assigned to the 3rd Battalion, Army Reserve Careers Division, shares a laugh with a group of All-American marching band members at the Alamodome in San Antonio Jan. 4, 2017. Jenkins and other outstanding Soldiers from around the country performed duties as Soldier mentors for more than 100 All-American Bowl athletes and more than 125 All-American marching band students from across the U.S. as they prepared for the 17th Annual U.S. Army All-American Bowl which was held Jan. 7.

THE LARGEST LIVE FIRE EXERCISE IN ARMY RESERVE HISTORY

was developed to train and certify more than 400 crews, with Soldiers qualifying on M2, M19, and M240B weapons, over a seven-week period. The exercise is critical to ensuring units and Soldiers are trained and ready to bring combat-ready and lethal firepower on short notice in support of the Army and Joint Force partners around the world.

COLD

PHOTO BY SPC. MAURICE CHEEKS

A Soldier with 327th Engineer Company, 416th Theater Engineer Command, qualifies with the MK-19 automatic grenade launcher during Operation Cold Steel at Fort McCoy, Wis., March 13, 2017. Operation Cold Steel is the U.S. Army Reserve's crew-served weapons qualification and validation exercise to ensure that Soldiers bring combat-ready and lethal firepower in support of the Army and our joint partners anywhere in the world.



PHOTO BY MASTER SGT. ANTHONY L. TAYLOR, 85TH TRAINING COMMAND



PHOTO BY STAFF SGT. DEBRALEE BEST, 84TH TRAINING COMMAND

Far left: Sgt. Hector Orozco, Bravo Company, 301st Military Intelligence Battalion, Fort Shafter, Hawaii, fires 40mm grenades from the MK19 Automatic Grenade Launcher during weapons qualification.

Left: A Soldier loads a round into an M240B machine gun for zero and qualification.

STEEL

FORT MCCOY, WISCONSIN

MEETING THE CHALLENGE

An estimated 1,500 Soldiers got a leg up in meeting the Army's new Objective T standards at the Army Reserve's first large-scale live-fire training and crew-served weapons qualification and validation exercise, held here from March 9 through April 25, 2017.

The vast majority of Soldiers participating in this exercise are part of the Army Reserve's Ready Force, tasked with maintaining higher levels of peacetime readiness to offset risk to the nation. Soldier readiness was evaluated against the Army's new Objective T measure of readiness. In accordance with Objective T standards, all units will be required to conduct annual crew-served and platform qualifications in order to meet directed readiness objectives.

The crews completed the training through multiple 12-day rotations, ultimately achieving a 92 percent qualification rate.

Lt. Gen. Charles Luckey, chief of Army Reserve and commanding general, U.S. Army Reserve Command, assessed the effectiveness of the training at the Cold Steel ranges and training sites. "There's a huge, unprecedented level of learning happening here at Fort McCoy. If you could see the looks on the Soldiers' faces, you'd know what I mean. We've got NCO's out there, demonstrating agility, speed, flexibility and lethality," he said.

"For these Ready Force units and Soldiers, there won't be the post-mob "train-up" time to build this

proficiency," Luckey continued. "Cold Steel gives Ready Force units a leg up in meeting Objective T standards in advance of its fiscal year 18 implementation."

TRAINED AND READY

In order to maximize available training and qualification time, this exercise was designed as "roll-on, roll-off," providing everything needed to qualify, from cold weather gear to weapons, vehicles, and ammunition.

BY MASTER SGT.
ANTHONY TAYLOR,
85TH TRAINING COMMAND

Below: Soldiers with the 79th Sustainment Support Command, assemble an M2 machine gun while participating in preliminary marksmanship training.



PHOTO BY STAFF SGT. DEBRALEE BEST, 84TH TRAINING COMMAND



Above: Sgt. Kristie Justice, 489th Transportation Company (Seaport Operations), 377th Theater Sustainment Command, qualifies on the M2 .50 caliber machine gun to prepare for mounted gunnery during Operation Cold Steel at Fort McCoy, Wis., March 19, 2017.

Below: A Reserve Soldier with 324th Psychological Operations Company, U.S. Army Civil Affairs and Psychological Operations Command, cleans an M240B machine gun in preparation for qualification live-fire.

Eighteen master gunners from First Army provided expertise in crew-level gunnery qualifications and Vehicle Crew Evaluator training, which trains Soldiers to conduct crew-served weapons training and vehicle crew gunnery at the unit level.

Vehicle Crew Evaluators, Master Gunners and range personnel were trained and embedded so that operational and functional commands can conduct follow-on Live Fire Exercises (LFX) and platform gunnery to meet future requirements.

The Army Reserve comprises approximately two-thirds Maneuver Support capabilities, with a focus on units such as transportation, quartermaster, ordnance and logistics, so gunnery skills are new for many of the Soldiers participating in Cold Steel.

“We’re making history. This is a big deal,” Luckey said. “Cold Steel enhances our ability to achieve the Army’s No. 1 priority: Readiness,” he said.

“The demonstrated leadership, energy and execution of our Soldiers will ensure America’s Army Reserve remains the most capable, combat-ready and lethal federal reserve force in the history of the Nation,” he said.

BUILDING A WINNING FORCE FOR A CHANGING BATTLEFIELD

“In years past, if you said the word ‘gunnery’ you would think of armor, tankers, or [mechanized] infantry,” said Brig. Gen. Fletcher Washington, 80th Training Command deputy commanding general for operations and one of four general officers providing senior-level oversight at Cold Steel.

“We operate in this asymmetric battlefield, as soon as you step outside the gate, you are in enemy lines. There are no longer good guys on one side and bad guys on the other,” he said.

The Army relies on early entry enablers resident in the Army Reserve. The goal is to ensure Soldiers training at Cold Steel are prepared to deploy quickly—in 90 days or less—with the active-component.

Sgt. 1st Class Jaime Herrera is assigned to First Army’s 181st Multifunctional Training

Brigade and serving as one of two lead master gunners in support of Cold Steel. “The [Army Reserve] houses approximately 90 percent of all our sustainment units ... if rapid-deployment active-duty units have to deploy, [Army Reserve units] have to go with them.”

The priorities at Cold Steel are to qualify vehicle gun crews, create Vehicle Crew Evaluators to train Reserve units, and to qualify individual ground crews.

Sgt. 1st Class Joseph Mah, a member of the 348th Transportation Battalion from Houston, Texas, is one of a handful of Army Reserve master gunners participating at Cold Steel. He is working with the First Army master gunners to begin taking the reins from his active-component counterparts and help build the bench for the Army Reserve, he said.

“I’m assisting the 181st MFTB in conducting master gunner briefs, running the lanes and also as a [vehicle] crew evaluator,” Mah said. “Master Gunner is the [subject matter expert] of all things crew gunnery-related. The VCEs have an understanding of what gunnery is, and they’re able to give good [after action reviews] to the crews to give them pointers on how to increase their scores and how to shoot gunnery and identify targets better.”



Right: Sgt. 1st Class Mario Hernandez, 366th Engineer Company, 412th Theater Engineer Command views a target through a thermal weapon sight.

Many Soldiers coming through the Cold Steel training lanes had never seen some of the crew-served weapon systems, Herrera added, but were walking away from the exercise with top rating marks.

“We have crews that are two specialists and a private first class, and they’re shooting distinguished rating,” Herrera said. The distinguished rating requires 900 out of 1,000 points. “To go from zero experience to shooting top tier is a big deal.”

Soldiers training at Cold Steel’s night live-fire range, illuminated only by red and green glow sticks in their vehicles and a few overhead range lights, backed up Herrera’s assessment.

“I scored four out of five with a total score of only missing one target,” said Spc. Colton McKay, a petroleum supply specialist assigned to the 786th Quartermaster Company from Provo, Utah. “This is



A Soldier with the 76th Operational Response Command, clears his weapon prior to beginning the blank-fire range during Operation Cold Steel at Fort McCoy, Wis., March 14, 2017.

my first time doing anything gunnery.”

Spc. Zachary McFarland, a prior service Marine and motor transport operator assigned to the 182nd Transportation Company from Bay City, Michigan, gained M240 machine gun experience through prior service. “We’ve been doing really good; we are one of the top teams currently in our chalk. I think the overall training has been really good.”

Lt. Col. Byron Perkins, Cold Steel’s task force commander, said future exercises could build on Cold Steel. “Because this is new, we don’t have the culture or personnel right now.”

That culture is exactly what Lt. Gen. Charles Luckey, chief of Army Reserve and commanding general, U.S. Army Reserve Command, intends to transform through dynamic training exercises such as Cold Steel.

“This is America’s Army Reserve, generating readiness and lethality,” said Luckey. ❏

ALL PHOTOS ON THIS SPREAD BY STAFF SGT. DEBRALEE BEST, 84TH TRAINING COMMAND



BY THE NUMBERS

by Sgt. Maj. Gary Little, U.S. Army Reserve Command

Cold Steel is the largest live-fire exercise in Army Reserve history. It was designed as a training platform for Army Reserve Soldiers to embrace and achieve the goals of the Army’s Objective T and the First Foundational Component of Training: individual and crew-served weapon qualifications.

Cold Steel introduces a cultural shift in the Army Reserve by bringing back gunnery into unit training programs.

The operational readiness of the gun trucks and equipment supporting Cold Steel remained at 99 percent. Soldiers, mechanics and trainers not only mastered gunnery techniques, but learned valuable cold weather survival techniques.

One hundred Vehicle Crew Evaluators, trained by First Army and Army Reserve Master Gunners, will return to their units to help commanders and senior leaders plan and train live fire events at home station or local training areas.

TRAINED

18

ARMY RESERVE
MASTER
GUNNERS

1st

FEMALE
MASTER
GUNNER

100

VEHICLE CREW
EVALUATORS TRAINED
by First Army and
Army Reserve
Master Gunners

READY

1500

ARMY RESERVE SOLDIERS

4.9 Million

ROUNDS OF AMMUNITION

40,000

ROUNDS OF MARK 19,
40 MM GRENADES

414

VEHICLE CREWS
(93%) qualified (Gunnery Table VI)

56

CREWS FIRING DISTINGUISHED
(Highest possible score)

98

CREWS QUALIFIED SUPERIOR
(Second highest score)



ARMY RESERVE SOLDIERS AND NATIONAL GUARDSMEN JOINED FORCES
WITH MIAMI-DADE FIRE RESCUE DEPARTMENT, LOCAL LAW ENFORCEMENT
AGENCIES AND PORT MIAMI AUTHORITIES TO TRAIN FOR
A CATASTROPHIC SCENARIO EACH HOPES NEVER COMES TO PASS.

MITI

PHOTO ILLUSTRATION



GATING DISASTER

By Master Sgt. Mark Bell
U.S. Army Reserve Command



Foreground: Sgt. Landon P. Jezek, with the 329th Chemical Company based in Orlando, Fla., removes his self-contained breathing apparatus after conducting a joint hazard material exercise with Soldiers from both the active and reserve components training Feb. 18, 2017 with the Miami-Dade Fire Rescue Department at Port Miami.

Background: Firefighters with the Miami-Dade Fire Rescue Department responded to a scenario during a joint hazard material exercise at Port Miami. The Defense Chemical, Biological, Radiological, and Nuclear Response Force exercise hosted by MDFRD and the Miami-Dade Port Authority trained the Army Reserve's 329th Chemical Company, 469th Ground Ambulance Company and the Florida National Guard's Civil Support Team.

PHOTOS BY MASTER SGT. MARISOL WALKER, OFFICE OF THE CHIEF ARMY RESERVE



Soldiers and firefighters assigned to the Miami-Dade Fire Rescue Department work together to seal a hole in tank containing hazardous material.



PHOTO BY MASTER SGT. MARK BELL, U.S. ARMY RESERVE COMMAND

An Army Reserve Soldier uses a multiple gas monitor near suspected hazardous material inside a large shipping container during joint training with the Miami-Dade Fire Rescue Department (MDFRD), at Port Miami during a joint HAZMAT exercise on Feb. 18, 2017 in Miami, Fla.

Soldiers assigned to the Orlando-based 329th Chemical, Biological, Radiological and Nuclear (CBRN) Company (Reconnaissance and Surveillance), supported by the 469th Ground Ambulance Company from Wichita, Kansas, and the Florida National Guard's Civil Support Team, were assigned the mission to mobilize and deploy to assess and/or mitigate a suspected weapon of mass destruction within the Miami port authority property during a training event held Feb. 18.

Miami is among America's busiest ports. More than 4 million container and cruise ships carrying thousands of shipping containers come in and out of the port each year. The port is shadowed by dozens of skyscrapers in nearby downtown Miami, where more than 5 million people reside.

"I couldn't think of a better training environment than one of the busiest ports," said Lt. Alvarao Tonanez, the HAZMAT lead-trainer for one of the country's largest fire departments—more than 3,000 personnel are assigned to MDFRD. "To put our firefighters and the Army Reserve unit into a realistic scenario where we could use the

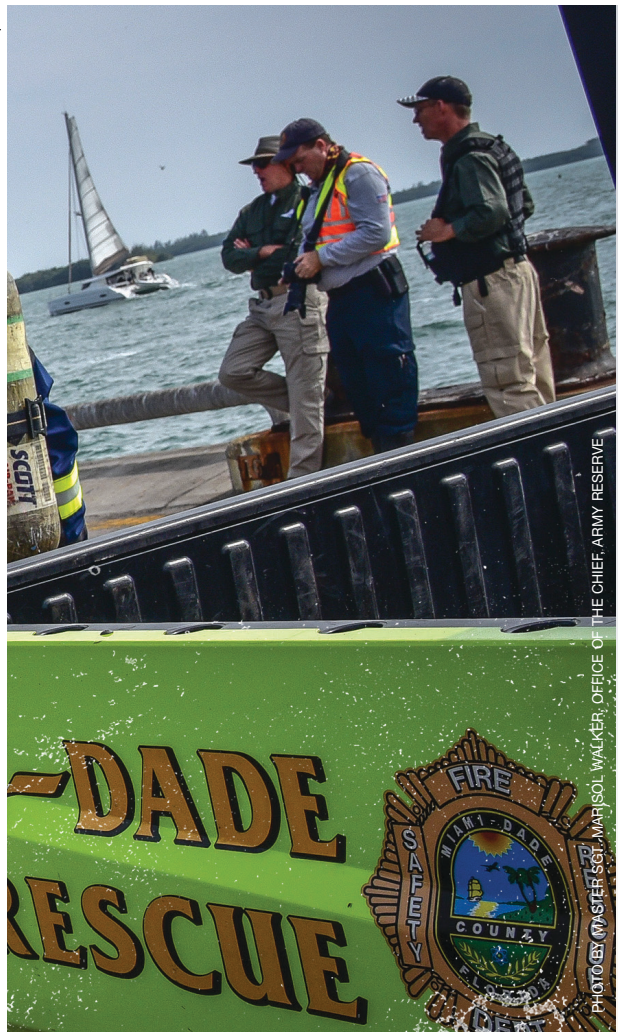
assistance in a real-world situation is a win-win for both sides."

Sponsored by Department of Defense's U.S. Northern Command and hosted by the MDFRD, the hazardous material



PHOTO BY MASTER SGT. MARISOL WALKER, OFFICE OF THE CHIEF ARMY RESERVE

A Soldier with the 329th Chemical Company based in Orlando, Fla., inspects his self-contained breathing apparatus (SCBA) in preparation for a joint hazard material exercise with the U.S. Army and the Miami-Dade Fire Rescue Department at Port Miami, Feb. 18, 2017.



“AS A FEDERAL RESPONSE PARTNER, THE ARMY RESERVE SEEKS TRAINING EVENTS WITH LOCAL, STATE AND FEDERAL AGENCIES TO BETTER HONE OUR SKILLS AND TO FURTHER DEVELOP SYMBIOTIC TRAINING RELATIONSHIPS.”

– Col. Mike Vail, chief, homeland operations division, U.S. Army Reserve Command.

exercise was the second joint-training event between a large municipality and the Defense CBRN Force, according to Thomas Frankhouser, a senior survey analyst with U.S. Army North, based at Fort Sam Houston, Texas.

Frankhouser and other ARNORTH staff spent months planning the exercise with the MDFRD staff to ensure the best training opportunity for all organizations involved. ARNORTH Observers, Coach/Trainers were on site to oversee unit personnel and provide guidance for Soldiers and civil authorities.

When needed, Frankhouser said, the 329th CBRN Company can assist civilian responders at a scene and provide capabilities that may not be available for the civilian incident commander. Much like local fire departments and HAZMAT teams, the 329th CBRN Company is able to identify and analyze certain toxic chemicals and materials with advanced equipment and can provide critical support to an incident commander.

Aside from the hands-on training, Frankhouser said an important take away from the training exercise was simply the relationships established.

He said these types of joint training events ensure local responders and the Army Reserve

Lt. Christopher Pecori, a flight medic with the Miami-Dade Fire Rescue Department, watches Army Reserve Soldiers patching a hole in a hazardous material container at Port Miami during a joint hazard material exercise with the Army Reserve's 329th CBRN Company (Reconnaissance and Surveillance). The Miami event was the second training exercise of its kind for U.S. Northern Command. The first exercise held with a municipality was in New York City.



PHOTO BY MASTER SGT. MARK BELL, U.S. ARMY RESERVE COMMAND



Sgt. Ryan A. Garvey, a Chemical, Biological, Radiological, and Nuclear specialist with the 329th Chemical Company based in Orlando, Fla., prepares his Soldiers for a chemical task.

PHOTO BY MASTER SGT. MARISOL WALKER, OFFICE OF THE CHIEF, ARMY RESERVE

"I COULDN'T THINK OF A BETTER TRAINING ENVIRONMENT THAN ONE OF THE BUSIEST PORTS... TO PUT OUR FIREFIGHTERS AND THE ARMY RESERVE UNIT INTO A REALISTIC SCENARIO WHERE WE COULD USE THE ASSISTANCE IN A REAL-WORLD SITUATION IS A WIN-WIN FOR BOTH SIDES."

— Lt. Alvarao Tonanez, HAZMAT lead-trainer, Miami-Dade Fire Rescue



Soldiers from the 329th Chemical Company rinse off after conducting a joint hazard material exercise with Soldiers from the Active Army, Army National Guard and the Miami-Dade Fire Rescue Department at Port Miami, Feb. 18, 2017.

PHOTO BY MASTER SGT. MARISOL WALKER, OFFICE OF THE CHIEF, ARMY RESERVE



PHOTO BY MASTER SGT. MARISOL WALKER, OFFICE OF THE CHIEF, ARMY RESERVE

A HAZMAT technician with the Miami-Dade Fire Rescue Department prepares to assist his team. The 329th CBRN Company, the 469th Ground Ambulance Company and the Florida National Guard's Civil Support Team, trained with MDFRD firefighters during the training exercise that combined civil authorities and Defense CBRN Response Force.

Soldiers understand each other's responsibilities during an emergency or catastrophic incident. When the time comes to combine resources in a real-world event, both organizations already have those established connections and common language to be successful.

"We build relationships prior to an incident—in preparation for an incident—to make sure that understanding is across the board," he said.

Col. Mike Vail, chief, homeland operations division for the Army Reserve, said the 329th CBRN Company is currently one of two Army Reserve units supporting the Defense CBRN Response Force for the CBRN Response Enterprise.

The DCRF mission is to save lives, mitigate human suffering and facilitate recovery operations in a CBRN environment. More than 5,200 Soldiers, Sailors, Airmen, Marines and civilians from active-duty and reserve component units make up the scalable force, which can respond to local, state, tribal or federal agencies to support efforts in the event of a CBRN incident.





A Soldier from the 329th CBRN Company uses a multiple gas monitor on a Soldier who has returned from a contaminated shipping container through the decontamination site.

PHOTO BY MAJ. MICHAEL GARCIA, 76TH U.S. ARMY RESERVE OPERATIONAL RESPONSE COMMAND

Vail said the key component for a successful response to a disaster or emergency is developing partnerships.

“As a Federal Response Partner, the Army Reserve seeks training events with local, state and federal agencies to better hone our skills and to further develop symbiotic training relationships,” he said.

During the training exercise, Army Reserve Soldiers worked side-by-side with MDFRD firefighters to provide joint reconnaissance operations on a suspected weapon of mass destruction. Vail said after the training, he hoped Miami civil authorities understand the unique capabilities the Army Reserve can provide to assist in the event of a catastrophic incident or accident that overwhelms local and state assets.

“We also seek to learn from each other so we may improve our emergency response tactics, techniques and procedures,” he said.

Vail said he hopes both Army Reserve Soldiers and MDFRD personnel walk away with a better understanding of each other’s mission and capabilities to provide an enhanced partnership during an actual disaster or accident. ❖

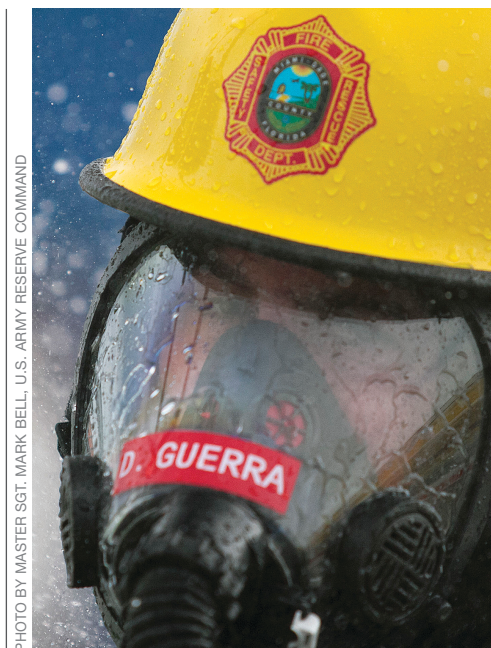
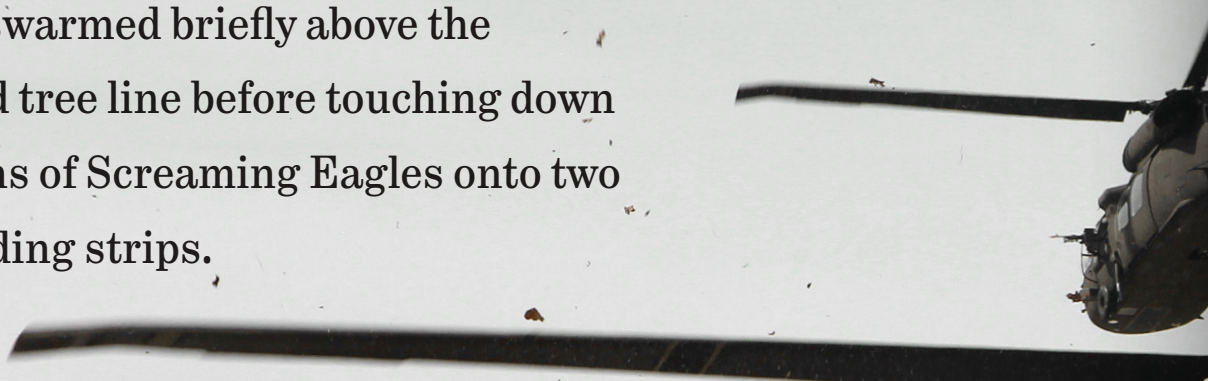


PHOTO BY MASTER SGT. MARK BELL, U.S. ARMY RESERVE COMMAND

Firefighter David Guerra, a flight medic with the Miami-Dade Fire Rescue Department, begins the decontamination process at Port Miami during a joint hazard material exercise with the 329th CBRN Company (Reconnaissance and Surveillance) on Feb. 18, 2017 in Miami.

Airfield



Helicopters swarmed briefly above the snow-covered tree line before touching down to drop dozens of Screaming Eagles onto two separate landing strips.

The once-quiet airfield was immediately transformed into a hotbed of noise and movement, as incoming fire forced the Soldiers to engage a hidden enemy.



Seizure

by Master Sgt. Mark Bell
U.S. Army Reserve Command



PHOTO BY STAFF SGT. CHRISTOPHER SOFIA, 78TH TRAINING DIVISION

Army Reserve UH-60 Blackhawk helicopters from 8th Battalion, 229th Aviation Regiment, based in Fort Knox, KY, quickly depart and take to the skies after dropping Soldiers from the 101st Airborne Division during an airfield seizure training exercise to start Warrior Exercise 78-17-01 on March 13, 2017 at Lakehurst Maxfield Field.



Staff Sgt. Matt Bigger, an Army Reserve Soldier assigned to the 363rd Military Police Company, engages U.S. Army Soldiers assigned to the 101st Airborne Division (Air Assault) during a hasty raid at Hosteel Village near Joint base McGuire-Dix-Lakehurst on March 16, 2017, as a part of Warrior Exercise 78-17-01 which is designed to assess a units' combat capabilities.

PHOTO BY SGT. STEPHANIE RAMIREZ, 200TH MILITARY POLICE COMMAND

JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J.

Commander of the Screaming Eagles' Company A (Easy Company) quickly established command and control as his fire teams traversed across sleet-covered asphalt toward the wood line to disrupt enemy activity with indirect fire support.

That scenario marked the dramatic start of a week-long Army Reserve-led multi-component airfield seizure exercise at Joint Base McGuire-Dix-Lakehurst March 9-17. The Army Reserve's 78th Training Division joined forces with the 101st Airborne Division (Air Assault), Screaming Eagles, assigned to Company A (Easy Company), 2nd Battalion, 506th Infantry Regiment to kick off Warrior Exercise 78-17-01.

Col. Eric Lopez, the Deputy Operations Officer for the 101st Airborne Division (Air Assault), called Easy Company "America's 9-1-1" as part of the Army's Global Response Force required for unforeseen and unplanned operations.

To execute their 'engage and destroy the enemy's objectives, Easy Company Soldiers' ruck sacks were packed with several days' worth of supplies and loaded onto six Army Reserve UH-60 Black Hawk helicopters from 8th Battalion, 229th Aviation Regiment, for an hour-long flight to Lakehurst's Maxfield Field.

"This exercise with the Army Reserve is a great opportunity for them to exercise their readiness and show



An Army Reserve crew chief, assigned to 8th Battalion, 229th Aviation Regiment, based out of Fort Knox, Ky., scans his sector of fire from a UH-60 Black Hawk helicopter above Lakehurst Maxfield Field.

PHOTO BY STAFF SGT. SHAWN MORRIS, 99TH REGIONAL SUPPORT COMMAND



PHOTO BY MASTER SGT. MARK BELL, U.S. ARMY RESERVE COMMAND

“What you see is a symbiotic relationship between Guard, Reserve, active [Army] and our joint brothers and sisters. What this exercise allows us to do is work together like we will down range in combat.”

— COL. ERIC LOPEZ, THE DEPUTY OPERATIONS OFFICER FOR THE 101ST AIRBORNE DIVISION (AIR ASSAULT)

they are ready for the Global Response Force Mission,” Lopez said. “What you see is a symbiotic relationship between Guard, Reserve, active [Army] and our joint brothers and sisters. What this exercise allows us to do is work together like we will down range in combat.”

For the first time at a WAREX, the Army Reserve provided support to an active Army unit being validated for the Global Response Force mission. Lt. Col. John Kaires, an operations planner for the 78th Training Division, said the WAREX was the perfect tool to build the readiness of each participating organization.

“Normally, we have our active duty brothers and sisters provide opposition forces to help train our Army Reserve units going through training exercises, but this is our first opportunity where we are involving not only the active component but including the Air Force and Marines as a training audience,” said Kaires.

Far left: Army Soldiers assigned to the 101st Airborne Division (Air Assault), engage enemy forces at Lakehurst Maxfield Field during a multi-component airfield seizure training exercise with the Army Reserve and the 101st Airborne Division on March 13, 2017 to kick off Warrior Exercise 78-17-01. Several Army Reserve organizations including the Army Reserve Aviation Command, 84th Training Command, 78th Training Division, and members of the 200th Military Police Command helped Easy Company, 2nd Battalion, 506th Parachute Infantry Regiment, 101st Airborne Division conduct the mission.

Left: An Army Soldier assigned to Easy Company, 2nd Battalion, 506th Parachute Infantry Regiment, 101st Airborne Division (Air Assault) provides cover during an assault at Lakehurst Maxfield Field during a multi-component airfield seizure training exercise between the Army Reserve and the 101st Airborne Division (Air Assault) on March 13, 2017.

Making it look ‘easy’ isn’t always easy...

Embedded deep in the wood line were 200th Military Police Command Soldiers, missioned to challenge and disrupt any plans the company commander had rehearsed. Armed with individual and crew-served weapons, these rival forces were well-positioned to protect anti-aircraft guns.

Dozens of small skirmishes on both sides of the mile-long runway disrupted Easy Company’s methodical progress, but within two hours, the light infantry company had seized control of the weapons, destroyed the enemy and secured the airfield, opening the way for large transport aircraft to bring more muscle to WAREX 78-17-01.

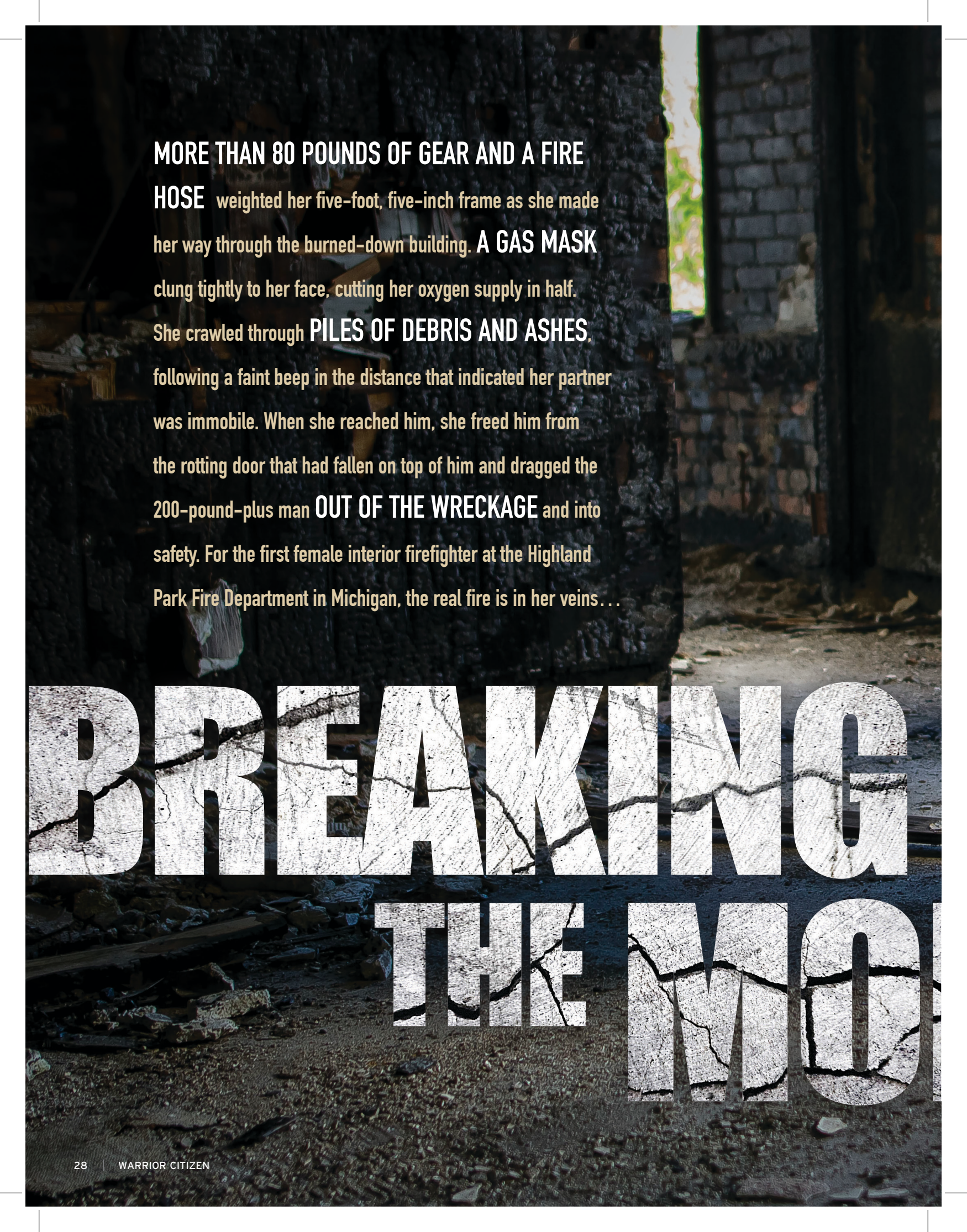
WAREXs are designed to prepare units to be combat-ready by immersing them in scenarios where they train as they fight. According to Kaires, the airfield seizure is just one example of how having active duty and Army Reserve components training together is essential to success on the battlefield.

“Having our Soldiers working side-by-side with our active duty infantry company is a win for both sides,” Kaires said. “The WAREX will help us provide a comprehensive assessment of how well the Army Reserve is postured to support the Army against quick-striking, near-peer adversaries.” ❏



PHOTO BY SGT. STEPHANIE RAMIREZ, 200TH MILITARY POLICE COMMAND

Acting as the enemy forces, Staff Sgt. David Pisano and Spc. Dane Beitzel, Army Reserve Soldiers assigned to the 363rd Military Police Company, engage Soldiers from the 101st Airborne Division (Air Assault) at Lakehurst Maxfield Field.



MORE THAN 80 POUNDS OF GEAR AND A FIRE HOSE weighted her five-foot, five-inch frame as she made her way through the burned-down building. **A GAS MASK** clung tightly to her face, cutting her oxygen supply in half. She crawled through **PILES OF DEBRIS AND ASHES**, following a faint beep in the distance that indicated her partner was immobile. When she reached him, she freed him from the rotting door that had fallen on top of him and dragged the 200-pound-plus man **OUT OF THE WRECKAGE** and into safety. For the first female interior firefighter at the Highland Park Fire Department in Michigan, the real fire is in her veins...

BREAKING THE MO



PHOTO BY SGT. ELIZABETH TAYLOR, 200TH MILITARY POLICE COMMAND



BY SGT. STEPHANIE RAMIREZ 200TH MILITARY POLICE COMMAND

Staff Sgt. Crystal Baetz, 603rd Military Police Company out of Belton, Missouri, poses for a photo after completing a firefighter training simulation at the Highland Park Fire Department in Highland Park, Michigan, Oct. 13. The exercise was designed to train firefighters to find other firefighters who have become immobile and carry them to safety. Baetz is the first female interior firefighter at that location. She is also a 911 dispatcher and a combatives level four qualified instructor.



Staff Sgt. Crystal Baetz, a military police Soldier with the 603rd Military Police Company in Belton, Missouri, participates in a Muay Thai class at Victorious MMA and Fitness Gym in Troy, Michigan, Oct. 13. Baetz takes time to train and exercise on a daily basis to stay physically fit and mentally healthy.



Staff Sgt. Crystal Baetz, 603rd Military Police Company.

ALL PHOTOS ON THIS SPREAD BY SGT. STEPHANIE RAMIREZ, 200TH MILITARY POLICE COMMAND



At the end of the exercise, Staff Sgt. Crystal Baetz, 603rd Military Police Company out of Belton, Missouri, removed her gas mask and blindfold and took several deep breaths. Her cheeks were flushed, and her face was soaked in sweat. Through short, halting phrases, she said this was her job: to be able to save a comrade if he went down, regardless of size or weight. Having lives in her hands is not a responsibility she takes lightly.

Baetz is the first female interior firefighter at the Highland Park Fire Department in Michigan. An odds-defying accomplishment in a male-dominated field, and yet the fire chief is proud to call Baetz his employee.

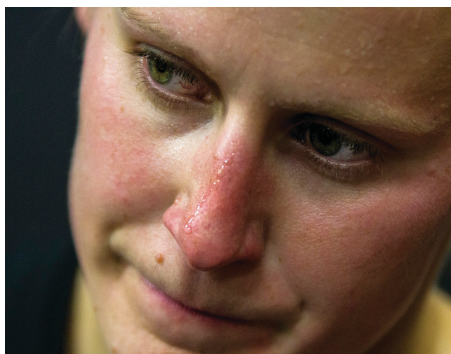
Kevin Coney, the fire chief of this department, called Baetz the “perfect employee.” He said she is caring, hard-working and knows how to take orders. “I know when she is here and I know when she isn’t.”

However, Baetz is not just a firefighter. She is also an Army Reserve staff sergeant, a 911 dispatcher and a Modern Army Combatives level 4 qualified instructor.

On a typical day, the staff sergeant said she juggles the duties of being a wife, a mother and a daughter, all the while making time for her three jobs and the gym. Baetz said she loves being on the move all day, and though she admitted it is hard sometimes, she would not have it any other way.

“A lot of people tell me: ‘I wish I would’ve done this when I was younger,’ she said. “I did not want to be the person to regret anything. You only have one life, and I want to do everything that I can.”

Multi-tasking is just part of her daily life. “When my daughter was a baby, I used to do runs all the time



Clockwise from center:

Staff Sgt. Crystal Baetz, a military police Soldier with the 603rd Military Police Company in Belton, Missouri, pulls a fire hose during a firefighter training simulation at the Highland Park Fire Department in Highland Park, Michigan, Oct. 13, 2016. During the training, Baetz had to wear her usual 80-pound load of gear, carry a full sized fire hose, wear a gas mask and find her partner while wearing a blindfold in order to simulate a building densely filled with smoke and carbon dioxide.

Staff Sgt. Baetz teaches a combatives level 1 familiarization class during battle assembly at the 603rd MP Co., Oct. 15, 2016. Baetz has certified more than 500 Soldiers across the 200th Military Police Command in levels 1 and 2 combatives.

Staff Sgt. Crystal Baetz takes a moment to breathe after completing a round of Muay Thai training at the Victorious Mixed Martial Arts and Fitness Gym in Troy, Mich., Oct. 13, 2016. Baetz takes time to train and exercise on a daily basis to ensure she stays physically fit and mentally healthy. In addition to her duties in the Army Reserve, she is also the first female interior firefighter at Highland Park Fire Department in Michigan, a 911 dispatcher at Roscommon County, and a combatives level 4 qualified instructor for the 200th Military Police Command.

with her. Sometimes I'd have a stroller in one hand and a dog leash in the other, and we would all go on a run together," said Baetz, who lives in Roscommon County, Michigan. She commutes nine times a month to her fire station, 184 miles from home, and reports to her Army Reserve unit monthly, more than 800 miles from home.

Baetz's commander Capt. Mandy Coy said her NCO is not one to shy away from a challenge. Most people would not run into a burning building, and more importantly, most women do not have the strength to do what it takes to pull people out of a fire, Coy said.

Baetz's husband, Paul Baetz, is her backbone, she said. They do everything together, from firefighting to combatives. They even serve in the same Army Reserve unit and deployed together to Afghanistan in 2012, but above all, Baetz's daughter is her motivation. Being a good role model for her daughter, Alexis, is of upmost importance. Baetz wants to ensure that her daughter understands that there are no obstacles too big to break through.

Baetz is only one of four women in the command who achieved level 4 qualification in combatives, which requires approximately 440 brutal hours of certification training to complete. As a combatives instructor for the

"I did not want to be the person to regret anything. You only have one life, and I want to do everything that I can."

— STAFF SGT. CRYSTAL BAETZ, 603RD MILITARY POLICE COMPANY

As a 911 dispatcher, Baetz has to calmly explain to someone on the other end of a phone, in a possibly life-threatening situation, how to help themselves until first responders arrive. As a noncommissioned officer and military police Soldier, she has to hold her peers in check. She sets the standard and holds others accountable.

Her mother and father, Kimberly and Allen Lademan, are her support system, she said. Even as her mother struggles with the side effects of chemotherapy in her battle against breast cancer, they embrace their granddaughter and help take care of her.

200th Military Police Command, she has trained more than 500 Soldiers. She is currently the only female instructor still serving at that level in her command, which totals 14,000 Soldiers.

She also practices mixed martial arts, Muay Thai and Brazilian Jiu-jitsu on a daily basis.

Her husband said there is something special about his wife. "She's too strong for how she looks," he said. "She ran a high altitude marathon in Bagram and was only minutes away from qualifying for the Boston Marathon. She didn't even train for it. When she finished, her response was: 'Oh, I didn't know I wasn't supposed to run that fast.'" ❧

COURTESY PHOTO



IN MARCH, THE COMBINATION OF LOW HUMIDITY AND HEAVY WINDS CREATED CONDITIONS THAT MADE THE GRASS PLAINS OF KANSAS A TINDERBOX. When wildfires erupted, they spread rapidly, forcing firefighters to reach out for help. In response, elements of the Army Reserve Aviation Command met the call to man, equip and execute their mission within 30 hours of alert.

FAST AS WILL

PHOTO ILLUSTRATION

Top left: A small area remains untouched across the charred Kansas landscape in March 2017.

OLATHE, KANSAS

Under Immediate Response Authority, three CH-47 Chinook helicopters with crews and support personnel comprised of over 23 Soldiers, military technicians and Department of the Army civilians from the 11th Expeditionary Combat Aviation Brigade, assisted federal, state and local authorities combating wildfires that impacted more than 15 counties from March 8 through March 10, 2017.

Because two thirds of the Olathe-based Bravo Company, 7th Battalion, 158th Aviation Regiment's, units and aircraft are currently

deployed overseas, the ARAC executed its own total force approach, bringing Soldiers and Miltechs from Joint Base Lewis-McCord, Washington, to Kansas to provide relief to those affected.

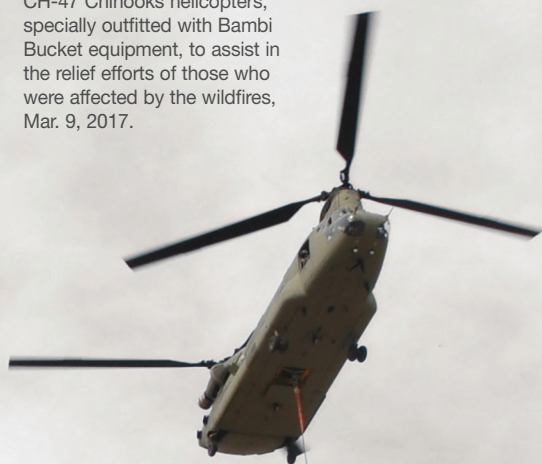
"Without the willingness and expertise of our Soldiers and Aviation Support Facility personnel to drop everything that they were doing and immediately fly to help out their neighbors in the affected areas, I believe our mission would not have been a success," said Col. Jerome Clarke, commander of the 11th ECAB.





PHOTO BY CAPT. MATTHEW ROMAN, ARMY RESERVE AVIATION COMMAND PUBLIC AFFAIRS OFFICER

Left: Aircrews from the 11th Expeditionary Combat Aviation Brigade (ECAB) flew three CH-47 Chinooks helicopters, specially outfitted with Bambi Bucket equipment, to assist in the relief efforts of those who were affected by the wildfires, Mar. 9, 2017.



by **CAPT. MATTHEW ROMAN**
ARMY RESERVE AVIATION COMMAND

DEFIRE

Brig. Gen. Scott Morcomb, the commanding general, Army Reserve Aviation Command, said every commander is required to participate in training at the local FEMA region.

"A mission of this magnitude would not have been possible if the ARAC hadn't incorporated Defense Support of Civil Authorities doctrine into its recurring training model," said Morcomb. "In keeping with Army Reserve leadership guidance, the ARAC strives to embody the most capable, combat-ready, and lethal federal reserve aviation force in the history of our nation."



ARAC

BY THE NUMBERS

Under the guidelines outlined in DoD Directive 3025.18, Immediate Response Authority authorizes local Army Reserve commanders at the request of a local civil authority to take action to save lives, prevent human suffering or mitigate great property damage in a situation of urgency for up to 72-hours when there is insufficient time to gain approval from higher headquarters.

ACROSS THE NATION, THE ARAC PROVIDES A VITAL CAPABILITY FOR IMMEDIATE RESPONSE DURING LOCAL EMERGENCIES:

10 Commands

4,000+ Soldiers

600+ civilians

12 States



trained + ready

JOINT TRAINING EXERCISE: CAPITAL SHIELD



blood and hostage takers

STORY BY MASTER SGT.
MICHEL SAURET, 200TH MILITARY
POLICE COMMAND

Above left: Two Army special agents process a crime scene during Capital Shield 2016 at Fort Belvoir, Va., Sept. 13. Approximately 15 Army Reserve criminal investigative special agents trained alongside 25 active-duty agents for the first time in a joint training exercise known as Capital Shield, focusing on crime scene processing, evidence management and hostage negotiations, held Sept. 13 through Sept. 15.

Above right: Army special agent Nathan Booth, with the 12th Military Police Detachment, Fort Eustis, Va., creates a "blood spurt" using a cup of fake blood underneath a dummy's head as he helps set up a training crime scene for Capital Shield 2016 at Fort Belvoir, Va., Sept. 13.

FORT BELVOIR, Va. — "We're about to cut his neck, if you want to see that," said Nathan Booth, a criminal investigator about to set up a crime scene.

Booth dipped a serrated blade into a paper cup filled with Halloween blood and, in one sweeping motion, flung his arm back, forcing the 'blood' to spatter across the wall.

Wearing a white jumpsuit to protect his clothes, Booth looked more like Hannibal Lecter than an Army Criminal Investigation Command special agent. The crime scene was a fake, but every detail was carefully arranged to appear as real as possible. Bullet holes were drilled into the wall. Shell casings were scattered on the floor. Chairs and furniture were toppled or flipped.

"That doesn't look right," another agent said, pointing down at the pool of blood beneath the dummy's head. "The blood would have spurted out on the ground. Not just pooled there."

So Booth poured another cup of blood, then splashed it with force, causing it to hit at an angle, spurting against the linoleum tiles to mimic arterial bleeding.

In about an hour, the scene was complete. Four dead dummies in one building. Now it was up to the

rest of the agents to process the scene and figure out what happened. Processing a scene can take many long, tedious hours, even days, to complete, but these agents are in no rush.

"Hey, if it takes them all day, that's fine," said Special Agent Tanya Marlow, with the 75th Military Police Detachment, located here on post. She was one of the lead instructors for the crime scene investigation.

"Don't let people rush you. We get a lot of pressure. Take as much time as you need, because we're the ones speaking for those victims. There's nobody else who is going to do it. They're deceased now, so we have to speak for them and deliver justice," she said.

In another building nearby, the other half of the Criminal Investigation Command's agents worked to negotiate with a "hostage-taker" during intense training.

"Don't take anything personal here. We're going to embarrass you."

We're going to tick you off. We're going to throw a lot of stuff at you that you haven't seen before. We do that so we know what you're capable of," said Special Agent Stephen Hudson, assistant operations officer for the Washington CID Battalion.

These scenarios were part of a three-day training exercise called Capital Shield, an annual certification course focusing on crime-scene processing, evidence management and hostage negotiations. For the first time, the training included a group of Army Reserve special agents.

"Handling evidence is not sexy, but it's important," said Special Agent Donald Rackley, first sergeant of the 733rd Military Police Battalion (CID), which is an Army Reserve unit. "There's no easier way to get fired as a CID agent than to mismanage evidence.

"This is huge for them," he continued. "When they go on active duty, on orders, they become evidence custodians, they'll understand exactly how to manage an evidence room."

The overall benefit to Army Reserve agents here was to improve their skills and grow relationships with their active-duty counterparts.

"We want to have that bridge where, if a CID agent from the Army Reserve deploys with an active duty unit, immediately he can pick up a case and work it," said Rackley.

As a civilian, Rackley works for the Washington CID Battalion, which hosts the Capital Shield CID exercise each year. The exercise also partnered with a Special Reaction Team (SRT) from the Military District of Washington. It was Rackley's initiative that got his Army Reserve Soldiers involved this year.

"If we're not building those relationships between the active duty and reserve components, what are we really [doing] in that fight?" said Rackley.

"We have to be able to train [together]" he said. "If we can't train with our active-duty counterparts, we're really not learning how to do the mission, and we can't really decide how we can best supplement and support them. That's really what it comes down to."

A total of about 40 agents participated, including 15 from the Army Reserve. Even though the vast majority of these agents are Soldiers, they wear civilian clothes as their duty uniform, and they don't introduce themselves by their rank. Field agents are either enlisted, warrant officers or civilians. Commissioned officers provide a support or command role at their headquarter locations.

Almost all of the Army Reserve CID agents have a civilian law enforcement background. They're SWAT members, detectives, drug enforcement agents, police officers, and the list goes on. But the Army investigative world requires them to operate a certain way. That's why it's vital for them to train with their active-duty counterparts, so they can share best practices and learn how to work together, either on an installation or while deployed.

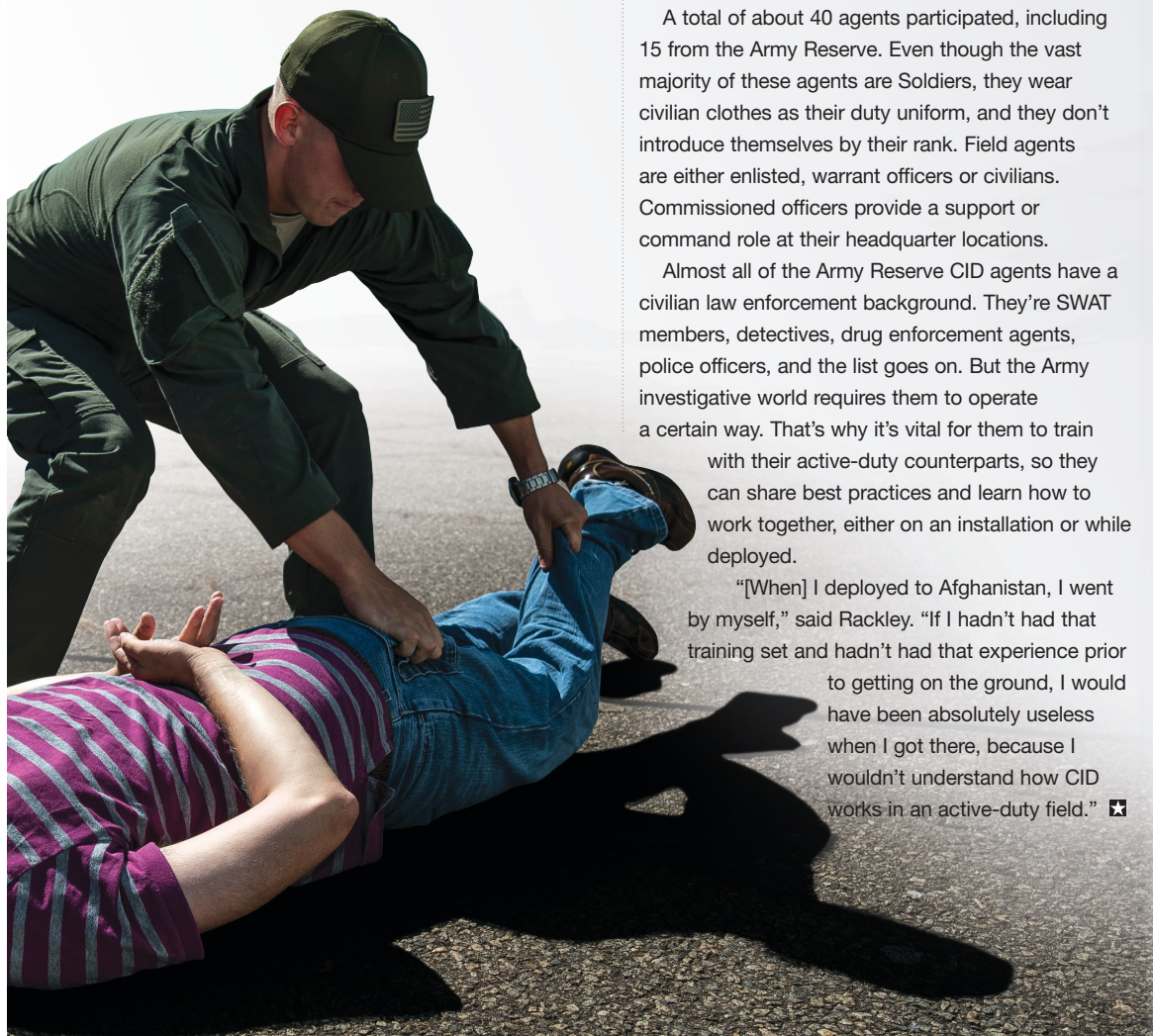
"[When] I deployed to Afghanistan, I went by myself," said Rackley. "If I hadn't had that training set and hadn't had that experience prior to getting on the ground, I would have been absolutely useless when I got there, because I wouldn't understand how CID works in an active-duty field." ✱



Above: Army Reserve special agent Craig Powers, with the 383rd Military Police Detachment, Lakeland, Florida, talks with a hostage taker via headset during Capital Shield 2016 at Fort Belvoir, Va., Sept. 13.

"When they go on active duty, on orders, they become evidence custodians, they'll understand exactly how to manage an evidence room."

— SPECIAL AGENT DONALD RACKLEY,
1ST SGT. OF THE 733RD MILITARY POLICE
BATTALION (CID)



Left: A member of the Special Reaction Team, Military District of Washington, inspects 1st Sgt. Donald Rackley, senior enlisted leader of the 733rd Military Police Battalion (Criminal Investigation Division), who pretended to be a hostage taker during Capital Shield 2016 at Fort Belvoir, Va., Sept. 14.

'Go for Broke' Soldiers join French forces at l'exercice de Croix du Sud

BY STAFF SGT. CHANELCHERIE DEMELLO AND SGT. JESSICA DUVERNAY, 9TH MISSION SUPPORT COMMAND

NOUMEA, New Caledonia — For a little more than three weeks, Soldiers from the “Go for Broke” 100th Infantry Battalion, 442nd Regiment, and 322nd Civil Affairs Brigade, both from the 9th Mission Support Command, lived and trained with multinational armies, learning to work together and overcome language barriers.

Soldiers from the 9th MSC traveled from Honolulu to Noumea, New Caledonia to participate in the French Armed Forces hosted exercise, Croix du Sud 2016, in early November. The exercise took place in many locations around the island and outer islands of New Caledonia.

Croix du Sud, which means “Southern Cross” in French, is a multinational joint-coalition military exercise hosted by the French Armed Forces of New Caledonia every two years on the island of New Caledonia and surrounding areas.

The exercise scenario is based on a category four cyclone, which allows nongovernmental organizations and military personnel to focus on humanitarian aid and disaster relief (HADR) efforts.

“This exercise is important, because it brings together 12 partner-nations throughout the Oceania region, as well as the Indo-Asia Pacific area of operations,” said Lt. Col. Grover Harms, 322nd Civil Affairs Brigade, 9th MSC.

For a little over three weeks, Soldiers from 100th Infantry Battalion and 322nd Civil Affairs Brigade lived and trained with multinational armies as they learned to work together and communicate with one another despite language barriers.

“During the exercise, we broke through a lot of communication barriers. Just the general understanding of the situation from all parties involved helped increase the communication between elements,” said Staff Sgt. Chris Arakawa, platoon sergeant, Delta Company, 100th Inf. Bn., 442nd Reg., 9th MSC.

Being able to work alongside multinational partners allows service members the opportunity to apply their military specialties, as well as gain appreciation for other nations and their capabilities, he said.



PHOTO BY STAFF SGT. CHANELCHERIE K. DEMELLO, 303RD MANEUVER ENHANCEMENT BRIGADE



“One thing I’ve learned from spending the last two weeks on New Caledonia with the French soldiers and staff officers is that I have singular confidence in their ability to integrate with the United States military and many of the other militaries as well,” said Maj. Gregory Larsen, 416th Civil Affairs Bn., 351st Civil Affairs Command. “The French run their command posts, their headquarters and their land component commands almost identically to the U.S., both in their briefings and their organizational structure, and it’s been a terrific experience.”

Soldiers participated in key events, which included physical team-building activities, amphibious landings, key leader engagements, community assessments and security procedural operations, which enhanced communication and strengthened the relationships between American and international soldiers.

“I think one of the greatest things we learned being in this exercise, not only the leaders in the platoon but down to the individual Soldiers, was building relationships between different nations,” Arakawa said. “I think the Soldiers excelled at building that rapport and improving our relationship and operability with the host nation and the other nations that participated.”

The major objectives of the Croix du Sud exercise 2016 were to develop common capabilities to plan and execute humanitarian operations and civilian evacuation in a region that is often hit by natural disasters, to improve the capacity to execute joint

“One thing I’ve learned from spending the last two weeks... with the French soldiers and staff officers is that I have singular confidence in their ability to integrate with the United States military...”

— MAJ. GREGORY LARSEN, 416TH CIVIL AFFAIRS BN., 351ST CIVIL AFFAIRS COMMAND.

airborne and amphibious operations and to increase interoperability—to integrate contingents and function cohesively.

“These objectives have been achieved,” said Maj. Gen. Philippe Leonard, commanding general, French Armed Forces in New Caledonia, during the Nov. 18, 2016 ceremony at Bir-Hakelm Place. We know that, in these areas of competence, our efforts should not diminish and we should be better tomorrow than we are today, as I am convinced that we are better today than we were yesterday.” ✱

EDITOR’S NOTE: DeMello belongs to 303rd Maneuver Enhancement Brigade, 9th MSC, and DuVernay to 305th Mobile Public Affairs Detachment, 9th MSC.

Above: Canadian and U.S. troops conduct a community assessment patrol during the 2016 Croix du Sud exercise in Plum, New Caledonia.

Far left: Soldiers of the 100th Battalion Soldiers, 442 Infantry Regiment train for amphibious landings Nov. 15, 2016 with multinational armies and marines during the 2016 Croix du Sud 2016 exercise held in Plum, New Caledonia. Croix du Sud, which means “Southern Cross” in French, is a multinational military exercise organized every two years by the French Armed Forces in New Caledonia.

300th Iraqi support

STORY AND PHOTOS BY
SGT. 1ST CLASS NAURYS MARTE
451ST EXPEDITIONARY
SUSTAINMENT COMMAND

SOUTHWEST ASIA — After months of leadership engagements, inspections and inventory of on-hand Iraq Train and Equip Fund equipment, the Iraqi army received a shipment of more than 5,800 parts to repair vehicles and equipment used in the fight against the Islamic State.

Soldiers with the Army Reserve's 300th Sustainment Brigade Detachment 2, 1st Theater Sustainment Command provided parts needed to repair vehicles and equipment, including howitzers,

Humvees and route-clearance vehicles, to the Iraqi security forces as part of their mission to sustain, as well as advise and assist the Iraqi army's efforts to defeat IS.

This equipping effort was the largest for the 300th SB, since they took over mission April 20, 2016, moving more than \$870,000 in equipment.

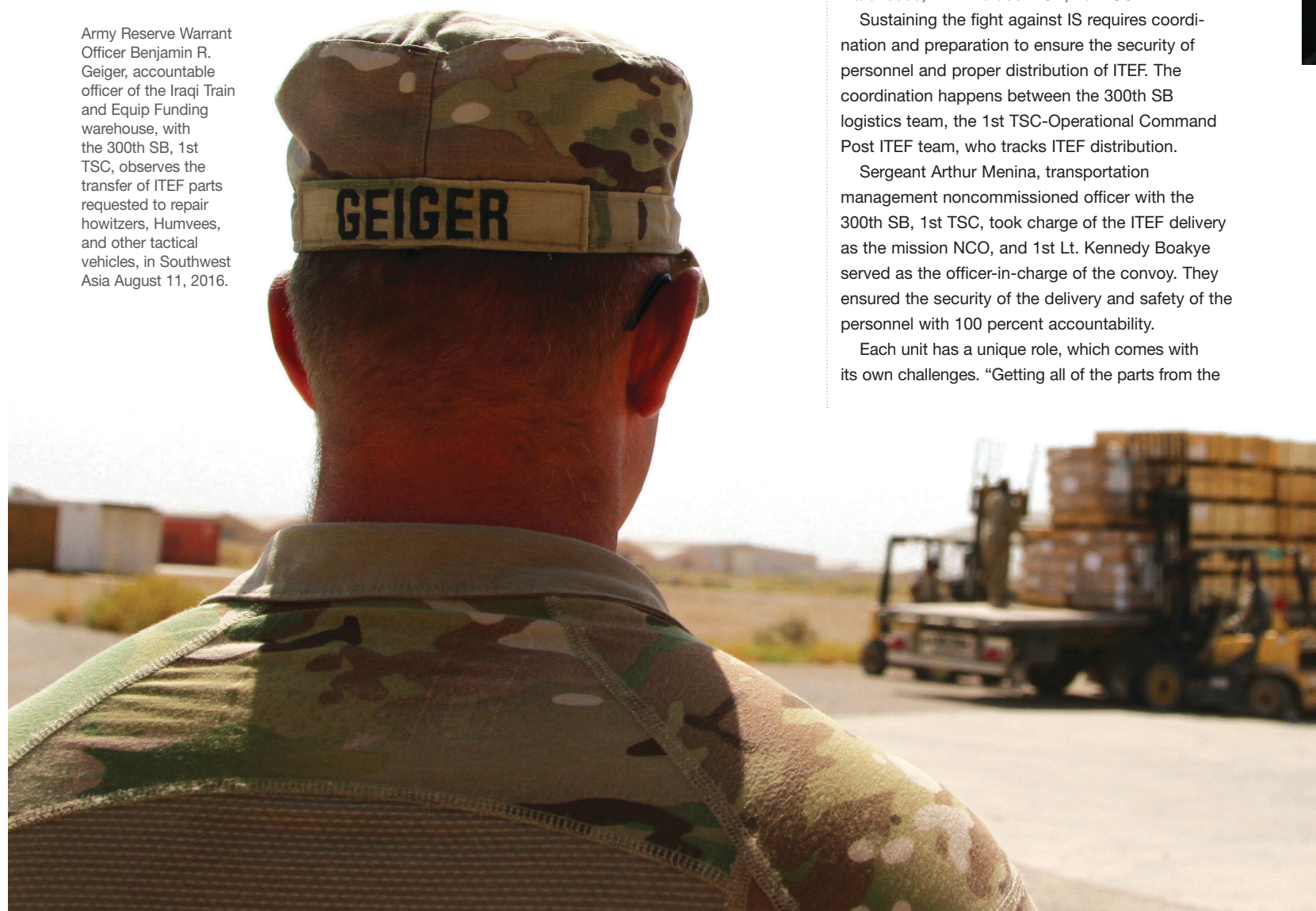
These parts are needed to fix vehicles that have been used on the battlefield, said Warrant Officer Benjamin Geiger, accountable officer of the ITEF warehouse, with the 300th SB, 1st TSC.

Sustaining the fight against IS requires coordination and preparation to ensure the security of personnel and proper distribution of ITEF. The coordination happens between the 300th SB logistics team, the 1st TSC-Operational Command Post ITEF team, who tracks ITEF distribution.

Sergeant Arthur Menina, transportation management noncommissioned officer with the 300th SB, 1st TSC, took charge of the ITEF delivery as the mission NCO, and 1st Lt. Kennedy Boakye served as the officer-in-charge of the convoy. They ensured the security of the delivery and safety of the personnel with 100 percent accountability.

Each unit has a unique role, which comes with its own challenges. "Getting all of the parts from the

Army Reserve Warrant Officer Benjamin R. Geiger, accountable officer of the Iraqi Train and Equip Funding warehouse, with the 300th SB, 1st TSC, observes the transfer of ITEF parts requested to repair howitzers, Humvees, and other tactical vehicles, in Southwest Asia August 11, 2016.





1st TSC and sorting it out on our side was the most challenging part of this divestiture,” said Geiger, adding the Iraqi army then tracks the distribution of parts to the Iraqi security forces units that need them.

As part of the delivery and distribution process, significant coordination was needed to transport ITEF parts, including the contracting of trucks and the security of the people and property while en route. Once the parts reached their destination, Iraqi army officials signed for and accepted the delivery.

“The repair parts will go from the delivery location directly to the repair facilities; where the vehicles

used in battle can be repaired,” said Boakye, officer-in-charge of the convoy.

“The 300th SB ensures the tracking of the parts distributed through a maintenance team of Soldiers working at the repair facilities who record the number of vehicles repaired and the parts received for maintenance,” added Boakye.



Between the distribution of ITEF parts required for maintenance and repairs of fighting vehicles and equipment, coupled with the Coalition training of the Iraqi army and the constant leader engagement of the 300th SB, the 1st TSC-OCP ensures the mission to defeat IS through sustainment operations is on target. ✖

The 300th Sustainment Brigade provided parts to the Iraqi army in their effort to defeat ISIL, including howitzers, Humvees and route-clearance vehicles.

Above: Iraqi army officials confirm the transfer of Iraqi Train and Equip Fund parts requested from the 300th Sustainment Brigade Det. 2.

Left: Iraqi Train and Equip Fund parts arrived in Southwest Asia at the receiving point designated by the Iraqi army.



STORY AND PHOTOS BY SGT.
1ST CLASS EMILY ANDERSON,
80TH TRAINING COMMAND

train how you fight

THE SUCCESS OF THE 4960TH MULTI-FUNCTIONAL TRAINING BRIGADE



Above: Sgt. 1st Class Matthew Mitsui, an instructor for the 4960th Multi-Functional Training Brigade pilot Army Medical Department Advanced Leader Course Phase II, explains a training exercise to students. The course was held at Fort Shafter Flats, Hawaii, October 30 – November 12, 2016.

Right: Staff Sgt. Linsey McCray, an active duty Soldier attending the 4960th Multi-Functional Training Brigade (Total Army School System) pilot Army Medical Department Advanced Leader Course Phase II, inspects her mask during a situational training exercise.

FORT SHAFTER FLATS, Hawaii —

‘Train how you fight’ is not just a phrase or motto for the 4960th Multi-Functional Training Brigade (The Army School System), it’s their way of life.

“Following the Army’s directive of Total Force Policy, the 4960th has pushed hard to meet the One Army School System mission and have been extremely successful in its multiple advanced leader courses,” said Command Sgt. Maj. John K. Miyata, the command sergeant major for the 4960th Multi-Functional Training Brigade.

This desire to meet mission was emphasized when active-duty and reserve component instructors taught military students leadership lessons during the new pilot Army Medical Department Advanced Leader Course Phase II held at Fort Shafter Flats, Hawaii, between Oct. 12 and Nov. 12, 2016.

This Advanced Leader Course is one of many courses to align with the Department of the Army’s implementation of the One Army School System, which streamlines education for all Army schools regardless of component.

The command sergeant major said the pilot military medical leadership course got off the





ground with critical support the 100th Training Division, the Army Medical Department and the Noncommissioned Officer Academy.

"This is the first class that we had instructors and students from all three components," Miyata added. "My instructors are really good, and the kind of sharing that comes from that experience helps us keep our standards really high."

The 100th Training Division, a direct support unit to the 80th Training Command (TASS), assisted with instruction and accreditation information for this course and several other courses.

"The exchange has been tremendous, and everyone gets better with support from each other," said Col. David A. Chovancek, the brigade commander for the 4960th Multi-Functional Training Brigade. "We get best practices and information from those who have cracked the code."

The course focused on multiple leadership fundamentals such as the military decision making process, the Army Operating Concept and written communication as well as information related to the 68 series military occupational specialty.

"This class has opened up stuff to me that I've should have known," said Sgt. Brian Beckwith, a student enrolled in the pilot ALC. "I plan to take a lot of this information back to my Soldiers to show and prepare them the right way."

Despite the infancy of the 4960th course, all of the instructors showed their expertise with the medical subject matter and leadership concepts that mirrors the courses taught at the NCOA.

"My instructors are really good, and the kind of sharing that comes from that experience helps us keep our standards really high."

— COMMAND SGT. MAJ. JOHN K. MIYATA, 4960TH MULTI-FUNCTIONAL TRAINING BRIGADE

"Regardless of component, all medical noncommissioned officers should be trained at the same level," said Sgt. 1st Class Adrian Welch, assigned to the 100th Training Division and an instructor for the pilot course.

"A NCO can be called to active duty or to backfill another Soldier to fulfill a mission at any time, so we have to teach the fundamentals to all components in the same way to ensure there is continuity," Welch added.

In the end, students and instructors benefit from working hand-in-hand with their component counterparts because in battle, no one focuses on a person's component.

Miyata said courses like this military medical leadership course are critical, especially when it keeps active-duty and reserve components on the same page.

"If we go to war together, we need to train together." ✱

Above left: Sgt. 1st Class Cory Luttrell, assigned to the 100th Training Division and an instructor for the 4960th Multi-Functional Training Brigade pilot Army Medical Department Advanced Leader Course Phase II, evaluates the Army Service Uniform of Staff Sgt. Kiley Neves, a student enrolled in the course. The course focused on multiple leadership fundamentals such as the military decision making process, the Army Operating Concept and written communication.

Above right: Students enrolled in the 4960th Multi-Functional Training Brigade (Total Army School System) conducted scenario-based leadership training on a virtual battlespace system during a new pilot Army Medical Department Advanced Leader Course Phase II held at Fort Shafter Flats, Hawaii, between Oct. 12 and Nov. 12, 2016.

trained + ready

ENHANCING PROFICIENCY AND READINESS

“...as unit equipment is repaired, work orders are completed and unit readiness increases.”

— Maj. Gen. Troy Kok, commanding general,
99th Regional Support Command



the 99th's new approach to maintenance sustainment and readiness

STORY AND PHOTOS BY
STAFF SGT. SHAWN MORRIS,
99TH REGIONAL
SUPPORT COMMAND

Above: Maj. Gen. Troy Kok, commanding general of the U.S. Army Reserve's 99th Regional Support Command, observes training during the command's new Maintenance Sustainment and Readiness Program.

JOINT BASE MCGUIRE-DIX- LAKEHURST, N.J.

— The 99th Regional Support Command is partnering with units located throughout its 13-state region as part of the command's new Maintenance Sustainment and Readiness Program.

The program gives Army Reserve Soldiers the opportunity to perform maintenance tasks at the 99th RSC's Area Maintenance Support Activities and Equipment Concentration Sites in order to increase skill proficiency and enhance unit readiness.

“I'm providing the opportunity to use my assets, the ECSs and the AMSA shops, to make more deployable assets—that's the whole design of the program,” explained Maj. Gen. Troy Kok, commanding general of the 99th RSC. “I'm a provider; I support commands in creating readiness.”

Readiness is key to ensuring the Army Reserve achieves its vision of becoming the most capable, combat-ready and lethal federal reserve force in the nation's history, he said.

“This program works toward ‘Objective T,’ because the individual Soldier is working on his or her maintenance training, becoming a better mechanic,” Kok said. “This spills over and creates ‘Objective R’ as unit equipment is repaired, work orders are completed and unit readiness increases.”

This not only enhances the readiness of the Soldiers who train at the AMSAs and ECSs, but also increases the readiness of the units whose equipment is serviced, he said.

“This program gives Soldiers the opportunity to put wrenches back into their hands in order to improve proficiency in their military occupational specialty, develop their skill sets, improve their



knowledge and gain some experience,” explained Mark Norwood, acting director of Logistics for the 99th RSC. “It’s also going to improve the retention and morale of these Soldiers, and our mission is going to be supported by getting equipment back to the customer much faster.”

Since the program’s kickoff in November, the 99th RSC has hosted approximately three-dozen Soldiers from five companies, and completed more than a dozen equipment work orders during three battle assembly weekends at different AMSAs and ECSs throughout the 99th RSC’s region, which stretches from Maine to Virginia.

“The maintenance sustainment and readiness program is a three-tiered program designed for different levels,” Kok said. “First, you’ve got brand-new mechanics who come out of Advanced Individual Training and have never worked in the Army. Once they graduate, if they don’t immerse themselves in operations, they start losing skills.

“What we’re offering is the initiation into maintenance,” he continued. “When you have Soldiers coming back from AIT (Advanced Individual Training), send them to me, and we will integrate them into an AMSA or ECS... and they can shadow and work with a mechanic one-on-one, in whatever their specialty.”

While the first part of the three-tiered maintenance program focuses on the individual Soldier, the second tier supports maintenance sections within larger units, giving these sections the opportunity to service equipment belonging to their own unit

or another Army Reserve unit serviced by a particular AMSA.

“Our work orders are going to feed the Soldiers with opportunities, and it’s going to help them develop their skills and, at the same time, help us get our work orders completed to get the equipment back to the customer,” said Norwood.

The third tier of the program is designed to help maintenance companies function in their wartime environment, offering an opportunity for these units to set up complete maintenance operations at an ECS and provide maintenance for supported units in the area.

“We create the mission based on the work orders that are coming in—that’s the mission for the weekend,” Kok said. “When we give them the mission, we’re also giving them, not just equipment, but all the repair parts and everything they need to accomplish the mission.” ✖

Photos this page: The 99th Regional Support Command is partnering with units located throughout its 13-state region as part of the command’s new Maintenance Sustainment and Readiness Program. The program gives Army Reserve Soldiers the opportunity to perform maintenance tasks at the 99th RSC’s Area Maintenance Support Activities and Equipment Concentration Sites in order to increase skill proficiency and enhance unit readiness.



Commanders and training NCOs interested in obtaining more information or participating in the 99th RSC’s Maintenance Sustainment and Readiness Program should contact Christopher Miller at christopher.r.miller52.civ@mail.mil or (609) 562-7471.

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NEW SOLDIER READINESS IMPROVEMENT INITIATIVE



99th RSC's Soldier Readiness Initiative

STORY AND PHOTO BY
STAFF SGT. SHAWN MORRIS,
99TH REGIONAL
SUPPORT COMMAND

Sgt. 1st Class Miranda Toussaint, a finance instructor with 8th Battalion, 98th Regiment, has her blood pressure checked by Lisa Walls, event oversight administrator with Logistics Health Incorporated, during the 99th Regional Support Command's Soldier Readiness Improvement Event, March 4, 2017 at the Frank B. Lotts Center in Richmond, Va.

RICHMOND, Va. — Sgt. 1st Class Miranda Toussaint was one of more than 100 Soldiers leveraging the opportunity to change her status from “red” or “amber” to “green” during Battle Assembly weekend, all thanks to the 99th Regional Support Command's new Soldier Readiness Improvement Initiative.

Toussaint said because the battalion is an instructor battalion readiness is vital. “All our instructors have to be green in all of their medical area, height, weight, dental, vision, the Periodic Health Assessment—everything.” Toussaint, who serves as a finance instructor with 8th Battalion, 98th Regiment, added, “If you're not green in any area, you can't teach, so it's really important to stay on top of everything.”

As the Army Reserve transitions from a rotational deployment model to an expeditionary deployment model, it will require a force that can rapidly respond

to the nation's mobilization needs. In today's changing environment, Army Reserve units must remain well-manned, equipped and trained at all times in order to be ready to deploy and fight in days and weeks, not months and years.

Toussaint said because the battalion is an instructor battalion readiness is vital. “All our instructors have to be green in all of their medical area, height, weight, dental, vision, the Periodic Health Assessment—everything.”

— SGT. 1ST CLASS MIRANDA TOUSSAINT,
8TH BATTALION, 98TH REGIMENT

To that end, the 99th RSC's new Soldier readiness improvement events offer unit commanders a one-stop shop for personnel and medical readiness that helps make Soldiers mission capable.

“This is all about Soldier readiness,” said Maj. Kenneth Bria, officer-in-charge of the initiative, and chief of medical logistics for the 99th RSC Surgeon's Office. Bria explained that while the Soldier Readiness Improvement Initiative draws inspiration from traditional Soldier Readiness Processing events, the big difference between the programs is that SRPs are designed to validate deploying Soldiers, while SRII events are open to all Soldiers and units interested in improving readiness.

“We're trying to get people green across the board, whether it's medical, personnel, finance, legal—we're offering all those services,” he said.

Army Reserve Soldiers attending one of these readiness events can take advantage of doctors who can answer questions about medical evaluation boards, line of duty injuries and physical profiles, he said. In addition, typically, Army attorneys are present to create wills, draft powers of attorney, as well as administrative specialists, who can provide financial records reviews. ■



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