



The Official Magazine of The U.S. Army Civil Affairs & Psychological Operations Command (Airborne)

# PEACEMAKER

Fall 2014

**PSYOP Brotherhood**

**30th Annual Army Ten-Miler**

**Around the Horn**



# PEACEMAKER

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### **From Around the Horn:**

Staff Sgt. Terry Wing, 407th Civil Affairs Battalion, listens to feedback from Burundi National Defense Force soldiers after a mock key leader engagement scenario in Bujumbura, Burundi. The soldiers participated in the two-week civil military cooperation engagement intended to enhance the understanding of counter insurgency and civil military operations in preparation for their support of the African Union Mission in Somalia. (U.S. Air Force photo by Staff Sgt. Jocelyn A. Ford)

(Read more on Pg. 32)



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**On the cover:** Spc. William Moore, a psychological operations specialist of the 351st Psychological Operations Company is evaluated on his task perform loudspeaker operations during his unit's annual training at Joint Base Mcguire-Dix-Lakehurst, New Jersey. (U.S. Army Photo by Sgt. 1st Class Andy Yoshimura)

[Read more on pg. 13](#)

**On this page:** Soldiers received marksmanship, coaching and instruction before each match at the inaugural Army Reserve Small Arms Championship at Camp Robinson, Arkansas. (U.S. Army photo by Sgt. 1st Class Michel Sauret)

[Read more on pg. 20](#)

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# LETTER *from the* COMMANDING GENERAL



**Maj. Gen. Daniel R. Ammerman**

located in TRADOC Pam 525-3-1. All leaders must read both of these documents. The complete content of Rally Point 32.1 can be found at the link: <http://www.usar.army.mil/resources/Media/Rally%20Point%2032%201.pdf>

We have made progress on readiness over this past quarter. I believe though, we can and must do more. Readiness has many components but I would like to focus on just a few. First, is retention. We need to retain the experienced Soldiers within our ranks. This starts with effective sponsorship training and engaged first line leaders that are training and caring for their Soldiers. We cannot afford to lose these experienced Soldiers. Second, is medical and dental readiness. It is important that all Soldiers get these medical and dental assessments completed. Doing so will help us to take care of our individual health, while also ensuring that we can be quickly responsive to the needs of the Army when called upon. The third readiness item that I would like to emphasize is Military Occupation Specialty producing schools. Every year we have hundreds of slots that go unfilled despite the many Soldiers that are still unqualified. We, as leaders at all levels, and Soldiers, can and must do better.

Last, but not least, I would like to highlight some of programs that are available to our Soldiers, civilians and Families, to help us to build our physical, psychological and emotional resilience. Some of these programs include Suicide Prevention training, Strong Bonds for building and maintaining healthy relationships for, both married and single Soldiers, Master Resiliency Training, and Family Programs, to include the resources at Fort Family. The following link provides more information, <http://www.arfp.org/>. Please use these resources to take care of each other, yourselves and your Families.

In conclusion, I look forward to continued service with this great team of Soldiers, Civilians and Families as we support the Army and our Nation, "By Sword, Deed and Word".

In the last Peacemaker issue, I outlined my vision, priorities and expectations. There has been a lot of progress and activity in the past few months and I would like to take this opportunity to bring you up-to-date on some of these things.

USACAPOC(A) welcomes the Army Reserve's two Theater Information Operations Groups (TIOG), the 151st TIOG and the 152nd TIOG. Information Operations has proven to be of increasing importance to the Army. The integration of the TIOGs into USACAPOC(A) will be completed over the coming year.

We also had some of our Soldiers and units receive recognition recently. SFC Jason Manella has spent this past year as the U.S. Army's NCO of the Year. SPC Keegan Carlson became the U.S. Army Reserve Soldier of the Year. The 411th Civil Affairs Battalion was presented with the Walter T. Kerwin Jr. Readiness Award by Gen. Mark A. Milley, commanding general of U.S. Army Forces Command. The 351st Tactical Psychological Operations Company was presented the Supply Excellence Award at the Pentagon by the Chief of Staff of the U.S. Army, Gen. Ray Odierno.

The U.S. Army Reserve has published its latest vision for the Army Reserve called Rally Point 32.1. Two items worth highlighting in particular are the focus on readiness as priority number one and Private Public Partnerships. Readiness, using the Plan, Prepare, Provide model is our highest priority. Rally Point 32.1 supports the Army's new operating concept with the theme, "win in a complex world,"





# LETTER from the COMMAND SERGEANT MAJOR

On October 7th, 2014, TRADOC Pamphlet 525-3-1: “Win in a Complex World” was published to address the complex environments and unknown challenges that the Army faces. With several division headquarters and brigades being deployed to crises across the world, from Eastern Europe to Iraq to Liberia, our Soldiers must be trained and ready to support these operations. It is the NCO Corps that prepares them. During the past two years, I have emphasized the importance of our NCO Corps: NCOES, first line leader involvement, enforcement of standards, and building our bench as we shape the force and provide trained and ready Soldiers to accomplish our mission. The key facilitator in all of those actions is the Command Sergeant Major.

Our CSMs can directly and indirectly impact the quality of our training, equipment, and personnel. They can influence training and achieve success in critical areas by use of the NCO support channel as a means of communication down to first line leaders. Another way CSMs influence training and readiness is by giving the commander an unbiased assessment of the unit and its issues. A great example of this was Maj. Gen. John W. Nicholson, Jr. highlighting his NCOs at the 82nd Airborne Division’s change-of-command. Maj. Gen. Nicholson, the outgoing commander, started his farewell speech by thanking his command sergeant major and the NCOs of the division for the impact they have on training, readiness, and enforcement of standards on a daily basis. Maj. Gen. Nicholson and other senior Army leaders, recognize the importance of integrating the CSM into his unit structure and staff.

As we prepare for the future, I’d like to recognize our CSMs who have served USACAPOC (A) and are moving on. Two senior NCOs that are leaving USACAPOC (A) leadership positions are Command Sgt. Maj. Tim Gray of the 350th Civil Affairs Command and Command Sgt. Maj. Don Langworthy of the 2nd Psychological Operations Group. They have nearly seventy years of training and experience between them, as well as multiple unit assignments and deployments. Command Sgt. Maj. Gray is retiring after a long career of service to our nation that began in 1978 when he enlisted in the United States Marine Corps. Command Sgt. Maj. Langworthy is moving on to a position in the 451st Expeditionary Sustainment Command in Wichita, Kansas. Other CSMs that have retired this past year after careers of faithful service are Command Sgt. Maj. Rick Lutz of the 15th Psychological Operations Bde., Command Sgt. Maj. Dennis Crigger of the 489th CA Bn., Command Sgt. Maj. Emmanuel Valdez of the 416th CA Bn., and Command Sgt. Maj. Jeff Michaelson of the 407th CA Bn.

Fortunately, as we prepare for the future, we have developed a solid foundation for the NCO Corps of USACAPOC (A). Command Sgts. Maj. Rick Schoenberger and Steve Coville (formerly at the 321st CA Bde. and 304th CA Bde. were selected to 350th CACOM and 2nd POG, and other key moves include Command Sgts. Maj. Jim Helms of the 360th CA Bde., Marty Wolfe 304th CA Bde., and Steve Santiago of the 321st Civil Affairs Bde. at three of our eight brigades. We are also receiving qualified Senior NCOs to serve as CSMs at the battalion level, as two of our 40 battalion CSM positions have changed out or are awaiting orders, and four other battalion CSM vacancies are currently announced. I am confident that our CSMs will continue to develop leaders, grow our NCO Corps, and build our bench as we prepare for challenging and uncertain environments.



Command Sgt. Maj. Harry Bennett



## “Embrace the suck!”

.....

**R**eally? Are you telling me that I just need to accept my miserable situation and get over it? How many of you feel that this is the Army philosophy on dealing with \_\_\_\_\_ (fill in the blank – pain, hardship, disappointment, etc.).

If you are a Soldier, then you have chosen a life of sacrifice and suffering. That is a given. There is no way to sugar coat it. That is one of the reasons why the American public views what you do with such honor and respect. When you took your oath of office you signed up for hard. But do you have to be miserable as well? I don't think so!

Olympic athletes literally beat their bodies into submission for years in order to compete at the highest level. There is a great joy that comes, even in the midst of painful training, from performing at their very best. And when they stand upon the podium as victors over all other competitors, there is an unbelievable satisfaction that comes from knowing that it was all worth it.

Have you ever heard someone say, “I am doing exactly what I was designed to do! This is what I live for!” The ranks of the Army are filled with men and women, great Americans, who love their country, who are doing exactly what they

are called to do. Their job is not easy but they are gutting it out, putting it on the line every day, no matter what their circumstance.

As a person of faith, I believe the way to “embrace the suck” is to see the higher purpose in what we do. The prophet Jeremiah writes, “For I know the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future.” Jeremiah 29:11. I can put up with a lot of “suck” if I know there is a reason behind it, a greater purpose. When I see my role as part of a team, when I realize “it is not all about me” and that I am part of something much bigger, I can endure almost anything.

Life is hard and can be filled with many challenges. “Suck it up and drive on” is one way of dealing with (or denying) our present reality. A better choice is to ask for help. Jeremiah goes on to say, “Then you will call on me and come and pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart.” Jeremiah 29:12-13

God is there to help get us through the “suck.” Our pain is real and so is our adversity, but we have a God who cares. Reach out to God today.

.....

-- CH (MAJ) Peter Strong  
Deputy Command Chaplain



# U.S. Army Chaplains Train With a Force From Above

Army Reserve chaplains spend a week training with Canadian military chaplains on religious analysis training

## FORT JACKSON, South Carolina

*Story and photos by Sgt. 1st Class Andy Yoshimura*

An earthquake hits a coastal town in Azerbaijan, causing devastation to the normal daily routine of its citizens. During the disaster, a mosque is forced to shut down due to damages sustained to its western wall. The result—the locals are upset and unrest sets in. They fight amongst themselves, trying to figure out where they can worship since overcrowding is now an issue at the nearby mosques.

These are just some of the many situations chaplains from the U.S. Army Reserve and the Canadian military dealt with during the Combined Religious Area Advisement Training, here at the U.S. Army Chaplain Center and School.

Hosted by the U.S. Army Civil Affairs & Psychological Operations Command (Airborne) Chaplains Office, this event marked the first time chaplains from both countries trained with each other outside their normal duties as spiritual advisers. They spent five days working on different scenarios that they might come across during overseas operations.

Religious Area Analysis is part of the U.S. Army chaplain's doctrine which enables them to research and disseminate analyzed information while advising the operation commanders.

"When we train as chaplains, we have a dual role as an internal and external religious advisement," said Chaplain (Capt.) Elizabeth Léclair, the family life chaplain and trainer with USACAPOC(A). "Internal are your religious services which what most Soldiers see. Another role is external religious advisement for the commanders."

"The Canadian chaplains are more pastoral. Their role is more of a 'shepherd in the flock.' They want to get more up-to-speed on what we are doing on the external side," added Léclair.

The Canadian chaplains were a mix of different services from different provinces. They traveled south to the school house's Simulation Cell where they teamed up with their American counterparts to train using their doctrine.

"The idea is that going forward we realize that the interoperability piece is becoming more and more important and it is important for us to come together to train and understand our common ground," said Chaplain (Lt. Col.) Leslie Dawson, Canadian Army Command Chaplain.



"For our chaplains, they are learning the whole analysis piece around the religious area assessment. We also want to learn how our counterparts, here in the U.S., do religious area assessments and religious leader engagements," added Dawson.

Dawson also felt that it was a productive and interesting educational process between both countries.

For Chaplain (Capt.) Lauren Nofsinger of the 351st Civil Affairs Command out of Moffett Field, California, she felt that working alongside the Canadians was very realistic to what they might see overseas.

"Training with the Canadians has been fascinating! So much of our operation is multi-national, so learning how the Canadians function and being aware of those differences and being able to communicate between the differences has been helpful," said Nofsinger.

"We also were able to pass off each other's knowledge with different experiences of deployment. So that has been fruitful," added Nofsinger.

The trainers at USACAPOC(A) foresee a future of a continued working relationship between the two countries.

"Who knows what conflicts we'll see in the future but we will see them more and more," said Léclair. "They [the chaplains] are here to learn. They take it seriously and they are fun to work with."



# A Sign of Enduring Community Involvement

## FAYETTEVILLE, North Carolina

*Story and photo  
by Spc. Lalita Hazelett*



A normal drive into the Fort Bragg / Fayetteville area is normally nothing special. However, now passers-by will be able to get an idea of just what this “Heroes in Hometown” feeling is all about.

With ongoing construction of the new Interstate 295 connector, which will take locals in-and-around Fort Bragg quickly and easily, comes a new sight to be seen from the road—a sign. The sign dedicating a portion of the highway that runs straight into downtown Fayetteville is now on display and reads, “Airborne & Special Operations Highway.” It’s very fitting considering since that section of road leads right to the Airborne & Special Operations Museum downtown.

The Soldier who initiated this highway dedication is a former civil affairs officer of the U.S. Army Civil Affairs & Psychological Operations Command (Airborne), a unit that was recently accepted into the Airborne fraternity. Capt. Steven Barnard, formerly assigned here to 1st Training Brigade, USACAPOC(A) as the command education officer, decided to take action in the local community and raise some awareness for the Soldiers in it by working with community leaders to get the new highway its name.

“I noticed a lot of other dedicated highways in North Carolina,” said Barnard. “And I really wanted I-295 to be dedicated to the Special Operations community because of what it was doing...leading people to the museum.”

Travelers can now feel welcomed by the sign as it stands as part of the history of this city.

“It’s one more piece of history for this town,” Barnard added. “I’m excited for newcomers arriving to Fort Bragg that this will be the first thing they see, and it really ties in

the whole ‘Heroes in Hometown’ feeling this city already has.”

But the process wasn’t easy for Barnard. From start to finish, it took years for his idea to be heard, processed and finally turned into reality.

“The idea came about in 2011,” said Barnard. “So I put together a slide presentation and got together with military leaders and reached out to the veteran’s service organizations. I had been talking with the Chamber of Commerce for a while, and everyone liked the idea, but no one could seem to get the ball rolling.”

It was then that Barnard was able to connect with former command sergeant major of the XVIIIth Airborne Corps, Joe Allen, through a scholarship program they were both involved with. Allen introduced Barnard to the staff at the Fort Bragg garrison office and they were able to make the connection, which would start the process for naming the highway.

This new highway will provide beneficial new routes to the area that will improve the flow of traffic and mobility around the Fort Bragg area.

“Not only does the road improve mobility and connectivity for the entire area but it plays a critical role by providing a direct interstate connection from I-95 to Fort Bragg,” said Tony Tata, Secretary of the North Carolina Department of Transportation.

“We all know first hand the important role that paratroopers, air assault troopers, and special forces troops play in the security of our nation; and their incredible commitment and selfless sacrifice will be memorialized forever in this road that thousands of people will travel every day,” added Tata.



The new sign Airborne & Special Operations Highway is revealed at the Airborne & Special Operations Museum. The sign will welcome travelers on the new highway addition of Interstate 295.



TRIBUTE  
IN HONOR OF  
AIRBORNE TROOPERS  
WHOSE COURAGE,  
DEDICATION, AND  
TRADITIONS MAKE THEM  
THE WORLD'S FINEST  
FIGHTING SOLDIERS





# Civil Affairs Through Simulation

*Story and photos by Spc. Kimber Gillus*

Standing inside of a humvee turret, Cpl. James Grigsby performs a functions check on a .50 caliber machine gun mounted to the vehicle. He then turns the turret to the left and the right, looking out into the rocky terrain before him.


There is a knocking sound. A man approaches the side of the Grigsby's humvee. "Hey! Control room says something's off. Do the functions check again."

Grigsby looks down from the turret. "Like this?" Then the .50 caliber machine gun slams loudly as he sends the weapon's bolt forward.

"No, no. Just let it go, don't ride it home," the man says, motioning to the bolt release. Grigsby does it again. "All right, it registered. That should be good."

This humvee isn't manning a check point. It's stationed inside of a building, surrounded by projectors, monitors, and giant screens. The rocky slopes Grigsby sees in the distance are pixels on a screen; projectors and speakers hum from above.



A photograph of a soldier operating a turret in a simulator. The scene is dimly lit with a strong green tint. The soldier is visible through the window of the turret, looking out. The turret has several lights, including a large yellow one on the left and a smaller one in the center. The background shows a simulated environment with a blue sky and some structures.

A Soldier with the 426th Civil Affairs Battalion uses the turret in the Combat Convoy Simulator.

**MARINE CORPS BASE CAMP PENDLETON, California**



The 426th Civil Affairs Battalion, an Upland, California, based Army Reserve unit, is participating in the latest training. It combines virtual convoy simulation and civil affairs assessments. Soldiers move through a computer-generated landscape to identify key leaders within communities and then interface with local nationals. The purpose of the training is that it's a way for Soldiers to sharpen their civil affairs skills while maintaining situational awareness in combat operations.

"There is the traditional, 'boring way' of civil affairs training, with the typical tasks, standards and conditions. And then there is experiential training," said Capt. Jonathan Lopez, a team chief for the 426th. "Use of technology can meld tactical training and civil affairs training."

This innovative approach is thanks in part to the Marines' Combat Convoy Simulator facilities located here. CCS provides a 360-degree experience inside a humvee. Screens surround the humvee simulator, and a central control room records everything within the virtual landscape, from vehicle speed to location to weapon fire.

Multiple simulator stations are linked together through the facility to form a virtual convoy. Teams can only reach each other and the control room through radio, adding the extra challenge of clear communication in a situation where squads in transit can be separated by thousands of meters.

"With this kind of technology, we can incorporate real world experiences," said Staff Sgt. Jerome Timmons, a Huntington Beach, California, native, currently assigned with the 426th. He was most recently deployed as a combat medic with another unit. "It's important for [Reserve Soldiers] to have this type of top-notch training, because it encourages enlisted Soldiers in particular to think outside of the box."

While the military has had access to virtual simulation technology since 2004, it's been focused on those units with a more traditional combat role. The idea of combining MOS-specific training tasks with computer-generated virtual scenarios is relatively new to combat support units, such as civil affairs.

With the unique nature of the CCS, trainers can adapt scenarios to data gathered from Soldiers' reaction time, observance of procedures, and even their engagement with the

virtual environment. Adjustments can then be made in real time during the exercise.

"Say their vehicle spacing is off, the teams aren't staying in sight of each other, or we think the vehicles in the front are moving too slowly, we use the program to throw in a commercial vehicle to break up the convoy. Soldiers have to know how to react to that," said Lopez.

While deployed, civil affairs assessments can take place over the course of weeks or months. The 426th crafted their own training materials to address that fluid timeline, including a cast of recurring 'characters' and an episodic storyline that unfolds with each convoy iteration. Trainers posed as key leaders and community elders evaluating Soldiers on their engagement skills and procedures.

After his iteration in the turret, Grigsby explained how the training structure reinforced the need for situational awareness. "The exercises have that recurring theme. There can be an instant change in the scenario and things can happen out of nowhere, just like on a deployment."

Moving forward with missions in places ranging from Central America to the Horn of Africa, the military is faced with the challenge of adapting

troops to what are known as 'permissive' and 'semi-permissive' environments. These are locales where Soldiers, while not engaged in open-conflict with an opposing force, must maintain their tactical awareness.

Lopez believes that the 426th virtual convoy training speaks directly to those situations, with the added element of civil affairs tasks. "We will be expected, more and more, to move through civilian environments in these countries. But we must understand that those environments are not our civilian environments. We have to stick with our standards for security and safety."

As the Army Reserve looks toward the future, it's clear that training for Reserve Soldiers will change as well. Using technology such as the CCS to combine MOS-specific tasks with virtually-simulated environments allows command to observe mission challenges and adapt scenarios that speak to individual Soldier deficiencies, giving deploying troops a critical edge before they even step on foreign soil.

"This training is of a different caliber," said Grigsby. "With technology evolving, it's only going to get better."



Right: A Marine trainer observes an exercise iteration from the Combat Convoy Simulator control room.

Soldiers with the 426th Civil Affairs Battalion train using the Combat Convoy Simulator.

# A Brotherhood Between Sister Units

*Story and photo by Sgt. 1st. Class Andy Yoshimura*

The Hudson River separates two psychological operations companies located approximately 25 miles from each other. The 360th Psychological Operations Company located in Jersey City, New Jersey, and the 351st Psychological Operations Company located in Fort Totten, New York, trained here together on their technical and tactical skill sets.

The working relationship between the units is relatively new since this is the first time that the two companies trained each other.

“It builds camaraderie between the companies due to the close proximity of New York City and Jersey City,” said Maj. Ralph Gonzalez, commander of the 360th.

With the support of their higher headquarters, the 11th Psychological Operation Battalion located in Upper Marlboro, Maryland, the units developed numerous situational training exercises to enhance their PSYOP skills and maintain their Soldier proficiency.

“Some of the benefits [of training with each other] is that our Soldiers learn different techniques and experiences,” said Gonzalez. “It also enables our tactical PSYOP teams to train on something similar to what Soldiers do during deployment.”

“This was the first time working with the 351st,” said Spc. Amanda Anderson, a multimedia illustrator with the 360th. “One of the benefits of working with the 351st is working with people you don’t know. Because when you deploy you are not always going to be with your team.”

Gonzalez was attached to the 351st as an acting commander until he was selected to be the commander of the 360th. Gonzales worked with Maj. Roberto Ramos, the 351st company commander for a couple of months before his departure. The two worked closely together and decided to form a close knit-relationship between the companies which would be beneficial to the Soldiers.



Sgt. Kyle Saadeh, a psychological operations specialist with the 351st Psychological Operations Company, participates in a joint exercise with the 360th Psychological Operations Company. The exercise was designed to strengthen each unit’s technical and tactical skills as they work together as a team for the first time, training each other.

“The effective training that we are doing here is due to the teams working together,” said Ramos, while standing next to Gonzalez. “Which has definitely increased the morale of the company. The addition of manpower and resources enables us to work together and have more role players.”

“We have that working relationship. We leverage our strengths and weaknesses between the two and it makes us a better overall unit,” added Ramos.

The two units evaluated each other during key leader engagements, reacting to a hostile crowd, and other scenarios a PSYOP team might encounter when overseas.

“Training with the 360th, we are almost like in a competitive stage,” said Sgt. Tameika Allen, a PSYOP team leader with the 351st. “Sometimes we want to ‘out do’ them and sometimes they want to ‘out do’ us. It is good to have your sister unit with you to help you with ranges and evaluations.”

Both commanders plan to continue building training plans based on this type of brotherhood training.

The two units are the only PSYOP units around the New York area and New England region.

**JOINT BASE MCGUIRE-DIX-LAKEHURST, NEW JERSEY**





U.S. Army Civil Affairs & Psychological Operations Command (Airborne) supporters for Retired Staff Sgt. Daniel L. Burgess, Jr. (center left), show their support by participating with him in the 30th Army Ten-Miler. Burgess' team was part of the Wounded Warriors group that opened the race. (Courtesy photo)

# The 30th Army Ten-Miler Gets Personal

*Story by Sgt. Erick Yates, 352nd Civil Affairs Command*

**R**unning the distance, for more than competition, brought a group of U.S. Army Reserve civil affairs and psychological operations Soldiers together to participate in the 30th Annual Army Ten-Miler in the early morning here.

Close to 60 Soldiers and Family members gathered to support peers and loved-ones from various units within the U.S. Army Civil Affairs & Psychological Operations Command (Airborne) during the race.

Opening the race were the Wounded Warriors and wheelchair athletes. Retired Staff Sgt. Daniel L. Burgess, Jr. represented USACAPOC (A) among the Wounded Warriors. Burgess, who served with the 350th Psychological Operations Company, located in

Twinsburg, Ohio, was wounded while deployed to Afghanistan in November 2011.

"One of the things I find inspiring is seeing Wounded Warriors running out there too," said Maj. Gen. Daniel R. Ammerman, commanding general for USACAPOC (A), headquartered at Fort Bragg, North Carolina. Ammerman also ran in support of Team Burgess.

"Team Burgess is about relying on team effort and support," said Burgess. "It was a joy crossing the finish line surrounded by motivated and dedicated people."

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

"Hearing the bands playing at the

mile markers definitely helped to keep the motivation going during the race," said Capt. Saska Ball, deputy public affairs officer for USACAPOC (A). "It was great to run with my friends and help rally each other toward the finish."

Both Ball and Staff Sgt. Sharilyn Wells, public affairs noncommissioned officer for USACAPOC (A), were first time runners this year. They ran to honor Fallen Heroes they served alongside.

"What better way to honor our Fallen Heroes and their sacrifice than to run for them in a race they may have participated in if they were still alive," said Wells.

The Army Ten-Miler helps spark connections that in-turn can be channeled into overall well-being; for many it was an amazing thing to see.





## ARLINGTON, Virginia

“The connection is what helps me coming back to the race,” said Lt. Col. Jeff Farris, battalion commander for the 450th Civil Affairs Battalion (Airborne), in Riverdale Park, Maryland. “Our team grew to 27 runners this year, each Soldier willing to be challenged by the Ten-Miler and encourage their teammates.”

The Army Ten-Miler is the third largest 10-mile race in the world and is the Army’s premier running event. It’s used as a tool to build *esprit de corps*, support fitness goals and enhance community relations; this year’s race brought in 35,000 participants.

“I think it’s a great opportunity to get people to think about their fitness,” said Staff Sgt. Martin Mann, a team sergeant with the 450th and runner in the race. “Knowing that friends are running inspires people to participate,” he said.

U.S. Army Civil Affairs & Psychological Operations Command (Airborne) Soldier, Staff Sgt. Daniel Burgess [left], assists another Wounded Warrior, Sgt. Jonathan Harmon, 82nd Airborne Division [center], in the 30th Army Ten-Miler. Burgess was wounded in Afghanistan and lost his right leg, this is his second year participating. (Courtesy photo)







(All photos) 1st Lt. Yelena Yatskikh (center), a civil affairs officer with the 405th Civil Affairs Battalion, gathers information from a village key leader (Carl Beckman) during a culmination exercise. The culmination exercise was part of the Civil Affairs Qualification Course for active-duty and reserve civil affairs officers.

# CRASH COURSE IN CIVIL AFFAIRS

*Story by Staff Sgt. Sharilyn Wells  
Photos by Spc. Lalita Hazelett*

An older man wearing a backpack walked out of the woods toward an approaching team of Soldiers. 1st Lt. Yelena Yatskikh, the team leader, looked at him and smiled while the rest of the team watched and pulled security. She then approached and greeted him. Carl Beckman introduced himself as a humanitarian ambassador for the World Food Program.

As he and Yatskikh were talking, a hooded looter ran from one of the rice sheds with a bag over his shoulder. Beckman shouted, and the Soldiers readied themselves, but the looter dropped the bag and ran away. The Soldiers had passed the first test. Now they needed to get more information on the looting, the area and what exactly Beckman was up to and why.

The scenarios Yatskikh and her fellow Soldiers are being tested on are part of the culmination exercise for the Civil Affairs Qualification Course. The course, operated under the auspices of the U.S. Army John F. Kennedy Special Warfare Center and School, the U.S. Army Special Operations Center of Excellence, at Fort Bragg, North Carolina. The course is comprised of both active-duty Army, and Army Reserve Soldiers who are assigned to the U.S. Army Civil Affairs & Psychological Operations Command (Airborne).

Throughout the course, Soldiers are tested on their civil affairs core competencies, planning and analysis skills and cultural familiarity. Army Reserve Soldiers conduct a distance learning course prior to attending the 29-day CAQC, where they are integrated with active-duty Soldiers who have been learning the same information in a classroom setting.

For Yatskikh, a prior Army Reserve logistics officer, this is the first time she is putting her newly acquired CA skills to the test. Born in Russia, she enlisted into the U.S. Army Reserve six years ago, earned her citizenship and then received her commission in 2011. After hearing about CA through a friend who had joined psychological operations, she decided that the CA mission was more interesting and aligned with her civilian job in disaster management with the Red Cross.

“Since the beginning of the course, the cadre and instructors, even in the classroom, have been great,” said Yatskikh. “They not only taught us, but mentored us — sometimes individually if needed and gave us great advice. And here, they are always encouraging us, even if we fail at a mission. They provide us feedback on what we need to do better or what we could have done to be more successful.”

Yatskikh added that the instructors have a lot of experience from deployments and their own training. They always find a way to make any situation into a learning one, pointing out why things are done a certain way and why it’s important.

“Also, learning from the role players helps as well. They really get into their roles and we really believe this [Pineland] is a real country. They really get into the small details of the situation which helps the scenarios feel real,” she said.

“We’ve had some great training so far,” said Yatskikh. “I think learning how to better communicate with people, negotiation and mediating skills, as well as de-escalation skills; put together with a couple of realistic exercises that are extremely immersive and puts you under stressful conditions



## CAMP MACKALL, North Carolina

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has helped me become more adaptable.”

Learning to be adaptable is a common skill that is taught throughout the course. A combination of classroom work and field exercises, the Soldiers are constantly tested. A key area of focus is the integration of active-duty Soldiers with the reserve Soldiers.

“We really have a great team,” explained Yatskikh. “The instructors prepped us for the possibility of bumps in the road during our integration, but our team really works well together. The active-duty Soldiers definitely have more experience in civil affairs than we do because they’ve been doing this for six months already and a few guys have been in CA units for a while. They all share their knowledge during training, as well as guys with an infantry background who bring the tactical side.”

“Sometimes there’s a sort of ... reluctance to work with reserves. Full-time Soldiers want to work with full-time Soldiers,” said Sgt. Scott Purvines, an active-duty Soldier reclassing to civil affairs from the armor branch “However, these reservists I’ve been working with — and this is the first time I’ve ever worked with reserves — they are professional Soldiers all the way. I’ve been really impressed with their skills because they also bring forward a set of skills outside the Army from their civilian lives. It’s been really helpful for a lot of scenarios. For instance, one of the Soldiers is a cop and he really helped us by giving perspectives from the civilian side that we didn’t get here and it’s been wonderful to work with them.”

“I think it’s very important for active and reserve to have

this integration training, especially in CA because we are so reserve heavy,” said Yatskikh. “We work together during deployments so we need to be on the same page and have an appreciation of what each of us brings to the table.”

Although the stigma between the reserve component and active-duty still exists, working together is a must since reserve Soldiers make up 77 percent of the total Army CA force.

“For us [reserve Soldiers], it’s a little more challenging because this really is a crash course in civil affairs,” added Yatskikh. “But the best way of learning a skill is by doing it and learning from others who have the experience and the knowledge.”







# BRINK OF DISASTER

**Disasters can be natural or man-made. No matter the situation, civil affairs Soldiers answer the call.**

*Story and photos by  
Spc. Caitlin Byrne,  
27th Public Affairs Detachment*

A plume of white smoke rises in the air from a simulated building fire as Soldiers of Alpha Company, 412th Civil Affairs Battalion, Task Force 46, drive up to a training site at Camp Atterbury Joint Maneuver Training Center, Indiana.

As the Soldiers drive up they see injured civilians calling for help while slowly limp toward them. Fortunately, the “injured civilians” are only role players instead of real casualties; this is just one part of a larger training exercise—Vibrant Response 14.

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

The mission for A/412th CA Bn., in this scenario, is to identify a suitable location for a federal medical facility.

Even though the Soldiers main mission is to identify a suitable location for federal medical facilities and aviation assets, they quickly start aiding the “wounded” civilians.

“We were here to find a location for medical stations and acquire an airfield,” said Capt. Jeremiah Gebhart, commander and team leader of A/412th CA Bn., a U.S. Army Reserve unit based in Columbus, Ohio.



## CAMP ATTERBURY, Indiana

“We’re trying to do the right thing in the moment.”

Part of the civil affairs specialists duties are to assist with civil-military operations planning and support, as well as support natural disaster, defense or emergency assistance and response activities. They can coordinate military resources to support government operations, emergency actions, and humanitarian assistance from natural, man-made or war-related causes.

Command Sgt. Maj. Ron Wright, a Columbus, Ohio, native, of the 412th CA Bn., outlined his battalion’s mission stating, “We’re here to help out and be the bridge between the military and the local communities. Specifically, we are here today to assess areas to set up federal medical facilities, as well as find a local landing site for air assets.”

When dealing with a situation such as a natural disaster or a homeland threat, like the situation projected in VR 14 which included the detonation of a ten kiloton nuclear bomb, Wright remarked that operating in the U.S. isn’t much different than an overseas operation. “Certain things are the same,” said Wright. “We still need to assess the location, make contacts within the local community to find out information, but this is a scenario where we’re helping our own people.”

Even with the added pressure of aiding wounded civilians, Wright and his Soldiers still managed to accomplish their mission.



(All photos) Army Reserve Soldiers assigned to 412th Civil Affairs Battalion, Columbus, Ohio, provide medical treatment to mannequins simulating survivors of a nuclear bomb during Vibrant Response 14. Vibrant Response is a U.S. Northern Command-sponsored, U.S. Army North-led, field training exercise for chemical, biological, radiological, nuclear and high-yield explosive consequence management forces designed to improve their ability to respond to catastrophic incidents.





Approximately 70 Soldiers, including Army Reserve and National Guard, making 14 teams, came from all over the country to participate in the inaugural Army Reserve Small Arms Championship.

## CAMP ROBINSON, Arkansas



*Photos by Sgt. 1st Class Michel Sauret,  
416th Theater Engineer Command*

Soldiers take first shot at Army Reserve Small Arms Championship







A Soldier competes in the pistol match during the inaugural Army Reserve Small Arms Championship.







U.S. Army Civil Affairs & Psychological Operations Command (Airborne) Soldiers compete in the Army Reserve Small Arms Championship. From left to right: Sgt. Maj. James Mauer, Headquarters and Headquarters Company USACAPOC(A), 1st Lt. Davy Simanjaya, HHC USACAPOC(A), Capt. Jonathan Everiss, 450th Civil Affairs Battalion, Sgt. 1st Class Peter Negron, Sgt. Aaron Bardwell, and Spc. Tyler Miller, 2nd Psychological Operations Group, Brig. Gen. David Weeks, deputy commander of the 416th Theater Engineer Command. (Courtesy photo)



Capt. Jonathan Everiss, 450th Civil Affairs Battalion, competes in the pistol match during the inaugural Army Reserve Small Arms Championship.





# Representing the Reserve's Best, Back-to-Back

**FORT LEE, Virginia**

*Story and photos by Sgt. 1st Class Andy Yoshimura*

Over a million Soldiers combined are in the Regular Army, National Guard and the Army Reserve. Of those, only 28 competed for the title of the Department of the Army Noncommissioned Officer of the Year and Soldier of the Year.

For the second year in a row, a Soldier from the U.S. Army Civil Affairs & Psychological Operations Command (Airborne) represented the U.S. Army Reserve Command during the Department of the Army Best Warrior Competition here.

Spc. Keegan Carlson, a civil affairs specialist with the 440th Civil Affairs Battalion competed against 14 of his peers in the Soldier category. Sgt. 1st Class Jason Manella, a civil affairs specialist with the 351st Civil Affairs Command competed a year prior, winning the NCO category.

"I feel that the competition went great, I think I did my best. I tried reacting the best that I could in every possible situation and being an adaptable person," said Carlson.

The first day of the competition consisted mostly of

administrative tasks but also included a weigh-in, equipment layout and a written essay.

Day two started with the Army Physical Fitness Test.

Competitors were then physically tested as they road-marched in full combat gear from one evaluation point to another. Evaluations included chemical training, treating a casualty in a chemical environment, qualifying with an M203 Grenade Launcher and an M9 Pistol, performing first-aid and calling for medical evacuation, pulling a 200-pound casualty on a SKED litter, doing Army combatives and completing an urban assault course. In all, the competitors traveled over 12 miles.

Days three and four gauged the mental aptitude of the competitors. The Soldiers were tested on weapons assembly, uniform standards, land navigation and the Sergeant Major of the Army oral board.

"There were a lot of mental challenges and adaptation," added Carlson.

Training for the DA level competition required hours of



training and winning competitions along the way. Carlson competed and won four Best Warrior Competitions this year, starting at the battalion level and ending at the Army Reserve level before making it here. Carlson took time in between work and school to read field manuals and Army regulations, and on occasion would visit his unit to prepare.

“We did a lot of in-house preparation,” said Sgt. 1st Class Angel Lechuga, communications noncommissioned officer, of the 351st Civil Affairs Command located in Moffett Field, California.

“Spc. Carlson is very loyal. There were a lot more hours of training than what people think. He stepped up to the challenge. He knew what he needed to sacrifice to be where he is now,” added Lechuga.

While attending University of Colorado at Colorado Springs as a political science major, perseverance helped Carlson get through school and work while focusing on the preparation for the competitions all year long.

“You’re balancing your life, balancing this competition,

taking part in training at your unit, studying for the competition and developing yourself as a student. Persevering through all of the stress and struggle is something that helped,” said Carlson.

Even though Carlson fell short in winning the title of the DA Soldier of the year, Carlson is ready to participate in the 2015 competitions—not as a competitor but as a mentor.

“I think we have a good system of people that can compete. I just want to tell people who have thoughts of competing to do it and I would be happy to mentor them. I definitely would like to see another competitor from our command be here next year,” said Carlson.

Best Warrior competitions at the company and battalion levels starts during the winter months. From there, the long road for the competitor begins, possibly ending at the DA level like it did for Carlson.

“It’s all about helping out your command. I want to see our Soldiers develop and compete with the Army’s best,” added Carlson.



**“I definitely would like to see another competitor from our command be here next year.”**

— Spc. Keegan Carlson



# AN EXERCISE IN PEACEKEEPING OPERATIONS

Maj. Sammy Moncada (center), a civil affairs officer with the 352nd Civil Affairs Command, discusses civil affairs strategies with Capt. Bayarsaikhan Munkhbayar (right), a civil affairs officer with the Mongolian Army, during Regional Cooperation Exercise 14. Five partner nation countries trained with U.S. Army Reserve Soldiers for one week learning the importance of training together in a simulated environment.

## CAMP EDWARDS, Massachusetts

*Story and photos by Sgt. 1st Class Andy Yoshimura*



**I**f we don't do this type of training, here and now, it can get more complex overseas," said Staff Sgt. Mustapha Victor, a civil affairs specialist with the 352nd Civil Affairs Command while sitting next to a Tajikistan soldier.

Regional Cooperation Exercise 14 is a Massachusetts National Guard led exercise which promotes cooperation and operations between partner nations and also promotes peacekeeping missions and overall mission enhancement.

Since the National Guard does not have civil affairs units, a U.S. Army Reserve civil affairs unit was requested to support RCE 14.

Civil affairs Soldiers with the 352nd CACOM, based in Fort Meade, Maryland, provided outreach support by teaming up with partner nations from Afghanistan, Tajikistan, Pakistan, Kazakhstan and Mongolia. U.S. Soldiers worked with the countries on executing civil affairs activities and implementing peacekeeping strategies during the scenarios.

"We all come together and come up with a solid idea of how to do it correctly," said Victor. "They have a way they do it and we have a way to do it. This is where we sit down and discuss how to do it [collectively] because they have tons of knowledge on their country."

"We also build capability," said Lt. Col. Kelly Dickerson, a civil affairs officer with the 352nd. "If we can help our partner nations to build that capability, we will work much better with them in theater."

In 2015, Tajikistan will stand up a peace keeping battalion, because of that reason they wanted to change the rank structure. In previous years, more senior ranking officers from the partner nations have participated. This year, more junior officers participated in the exercise than have in the past. The rank structure more closely resembles the structure and execution of the soon-to-be units.

"The foreign partners are very engaged," said Dickerson. "They always want more and it is very encouraging. They want to learn, they want to drive the mission itself. So it is very interesting to see that much enthusiasm."

Communication between the countries can be a challenge, but soldiers from the different forces learned to work with each other despite the language barrier.

"What I learned from this is actually working together with our partner nations and learning their different backgrounds in making this complex mission happen," added Victor.



*Congratulations to the 411th Civil Affairs Battalion on being awarded the Walter T. Kerwin, Jr., Readiness Award at the recent Association of the United States Army convention in Washington, DC. U.S. Army Forces Command commander, Gen. Mark A. Milley, presented the award to Lt. Col. Reginald Kornegay and Command Sgt. Maj. Robert Riti, the 411th commander and command sergeant major. Maj. Gen. Daniel R. Ammerman and Command Sgt. Maj. Harry Bennett also attended the event. The award goes to the most ready Army Reserve unit. The 411th is part of the 304th Civil Affairs Brigade and 353rd Civil Affairs Command.*



## *About Walter T. Kerwin Jr.*

*Kerwin (1917 - 2008), for whom the award is named, was a former Army vice chief of staff who served as the first commander of the U.S. Army Forces Command when it was established in 1976.*

*FORSCOM was responsible for ensuring the readiness and training of all army units in the United States.*

*The award plaques are engraved, "These Citizen-Soldiers have been chosen as the nation's best."*



Gen. Walter T. Kerwin, former commanding general of the U.S. Army Forces Command



# Bridging the Gap

Active and Reserve civil affairs teams work together during Immediate Response 14

*Story and photos by Sgt. Gregory Williams, 353rd Civil Affairs Command*

This year's exercise Immediate Response 14 focuses on foreign disaster response and humanitarian assistance, the goal is to see how well both civil affairs teams would perform when active-duty and Army Reserve work together.

"I never had any experience working with U.S. Army Reserve civil affairs Soldiers in the past. I know they have a specialty outside the military that they bring with them," Sgt. Michael Leon, a civil affairs noncommissioned officer with Delta Company, 80th Civil Affairs Battalion, out of Fort Bliss, Texas, said. "A lot of times they have a specialty and knowledge that our teams may not have. So when we have questions we have a potential subject matter expert working with us."

During the first week of the exercise, Army Reserve Soldiers with the 353rd Civil Affairs Command, based out of Staten Island, New York, taught humanitarian disaster relief courses and shared deployment experiences with their active-duty counterparts in the hope of bringing both teams together.

Leon said this exercise was a unique experience for members of his unit since they had the opportunity to learn from reserve civil affairs Soldiers, and receive his hands on training and working along side 100 multinational soldiers.



Active-duty Soldiers with the 80th Civil Affairs Battalion work on a village assessment report for the emergency operations commander during exercise Immediate Response 14 here. During the exercise, the civil affairs teams learned how to operate an emergency operations center from their reserve counterparts in order to receive hands on interagency cooperation training, which will prepare them for future civil affairs deployments.



Maj. John P. Cooney, a public information officer and exercise Immediate Response 14 observer-and-controller with the 353rd Civil Affairs Command, briefs Soldiers with the 80th Civil Affairs Battalion before a village assessment here.

"This exercise helped me the most by working with our allies abroad and seeing how they operate an emergency operation center which imitated real life situations," Leon said. "Working with the locals you don't get that too much, and what we did out here was pretty much the meat and potatoes of what civil affairs does."

Maj. John P. Cooney, a public information officer and exercise observer-and-controller, with the 353rd, said he was impressed with how well the active-duty civil affairs team adapted to the Army Reserve civil affairs mindset.

"The active-duty civil affairs component is built to support specific missions, like special forces in theater, and the reserves is built to provide functional skill sets, but I think we work very well together," Cooney said. "The major difference is the reserves has functional skill teams so we have lawyers, engineers, economists,



# VIPAVA, Slovenia

Capt. Anna Janeska, a physician in the Army of the Republic of Macedonia, and Maj. James Holmes, company commander for Delta Company, 80th Civil Affairs Battalion, work on a situation report for a natural disaster site here



“I think it’s important for active-duty civil affairs teams to partake in more exercises like this...”

who can provide more real-world expertise.”

After working in the emergency operations center, both teams switched from participating in the exercise and then

moved on to a real-world situation as the Army Reserve civil affairs Soldiers took the active-duty team on an assessment of a land slide site.

Recalling the lessons their reserve Soldiers taught them, the active-duty team focused on mastering core tasks of civil affairs, such as regional studies and populace and resource control, which will help Soldiers gain the cooperation of local government officials and agencies.

“We’re here to support the host nation and if they can see that they can rely on their neighbors then they won’t need the U.S. to take on a lead role,” Leon said. “Some people are going to react differently to stressful situations, but experience will help you keep a calmer head so you can react accordingly.”

Leon said the tactics and procedures his team learned helped make the exercise a worthwhile experience. He said exercises like this not only show how each component can help one another, but also shows how strong civil affairs is across the board.

“They did a good job of going in there and identifying their limitations,” Cooney said. “I think it’s important for active-duty civil affairs teams to partake in more exercises like this. You have 11 different countries, meaning you have 11 different cultures and organizations to communicate with, so this will make them stronger when they deploy. Half the battle with civil affairs is working with other people and understanding who you’re working with and being able to relay that information back to your command.”

Cooney said this exercise is a great example how active-duty and reserve Soldiers can build better working relationships with one another. He feels it’s the direction the Army should take in order to strengthen its infrastructure when soldiers jump from one occupation to another.

“I think it’s always good to see how each other’s counter parts work,” Cooney said. “In the Army, civil affairs has been dominated by the Army Reserve, so it’s important for those active-duty Soldiers coming from a military police or engineer unit to see how civil affairs operates and what we’ve been doing for the past 50 years.”



# From Around

Story and photos by  
Air Force Staff Sgt. Dillon White,  
Combined Joint Task Force--Horn of Africa

## Boom!

The cadets rush out the door and run toward an NCO, shouting in pain. They work quickly, placing a tourniquet on an arm, checking for heavy bleeding, then carry their comrade uphill.

Once behind cover, they continue to move and communicate. Bandages, gauze and muscle memory wrap wounds.

“Oh, you see blood here.” The NCO gestures with his hand, giving them clues to where blood would be if it were real in English and French. “Yes, the hole -- in his chest.”

The cadets work diligently, bandaging and dressing wounds, then treating their comrade for shock.

The pair finishes.

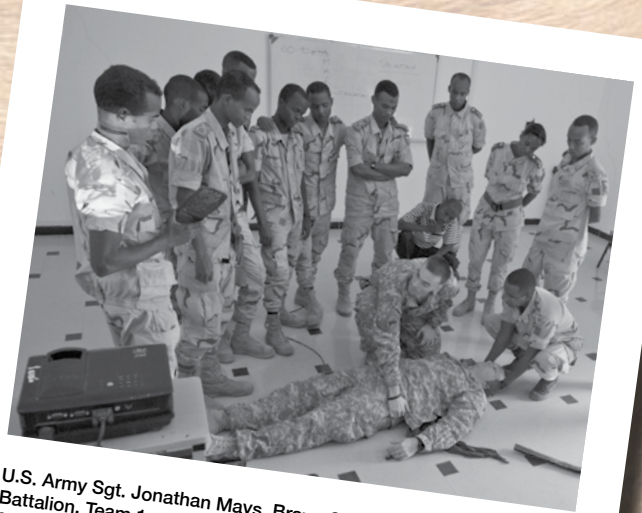
“Okay, next two!”

Arta Interservice Military Academy cadets worked through the motions they’ve made for the past six days of English discussion and combat care with Combined Joint Task

Force-Horn of Africa service members July 23, 2014, at the AMIA in Djibouti.



U.S. Army Sgt. Jonathan Mays, Bravo Company, 407th Civil Affairs Battalion, Team 1 medic, and U.S. Army Cpl. Matthew Sheirmann, 2/16th Infantry Battalion medic, demonstrate splinting techniques at the Arta Interservice Military Academy here.



U.S. Army Sgt. Jonathan Mays, Bravo Company, 407th Civil Affairs Battalion, Team 1 medic, and U.S. Army Cpl. Matthew Sheirmann, 2/16th Infantry Battalion medic, demonstrate how to sweep an injured Soldier for blood to find potential massive bleeding at the Arta Interservice Military Academy here.



# the Horn



U.S. Army Maj. Renee L. Howell, Combined Joint Task Force- Horn of Africa, Bravo Company, 407th Civil Affairs Battalion preventative medicine chief, teaches 34 Djiboutian women how to stay healthy during pregnancy.



U.S. Army Maj. Leah A. Tingley (middle), Combined Joint Task Force- Horn of Africa Functional Specialty Team, Bravo Company, 407th Civil Affairs Battalion functional specialty cell chief, asks Djiboutian women questions about nutrition during a women's health seminar.

## **B**ravo Company, 407th Civil Affairs

Battalion facilitated women's health classes in Tadjoura and Ali Sabieh, Djibouti.

The 407th CA Bn., which falls under the Combined Joint Task Force-Horn of Africa, hosted the four-day health classes for women of the Tadjoura and Ali Sabieh regions.

"The most rewarding part is expanding the knowledge base of those who I teach and knowing that when I'm done the people I've taught will be able to handle any emergency situation," said U.S. Army Sgt. 1st Class Ryan Watson, 407th CA Bn. Functional Specialty Team noncommissioned-officer-in-charge.

Each day had a unique focus, and the program included discussions about general health and dental care, basic first aid, CPR, good nutrition and prenatal care.

*Story by Senior Airman Riley Johnson,  
Combined Joint Task Force--Horn of Africa  
Photos by U.S. Air Force  
Staff Sgt. Leslie Keopka*





U.S. Army Staff Sgt. Nichaya Brown, preventative medicine noncommissioned-officer-in-charge assigned to Functional Specialty Team, Bravo Company, 407th Civil Affairs Battalion, speaks on her specialty to Burundi National Defense Force soldiers in Bujumbura, Burundi.

*Story by Staff Sgt. Dillon White*

*Photos by U.S. Air Force Staff Sgt. Jocelyn A. Ford*



Burundi National Defense Force soldiers listen to the requests of U.S. Army Sgt. 1st Class John Quinn, Bravo Company, 407th Civil Affairs Battalion medic, during a mock key leader engagement, in Bujumbura, Burundi.

The soldiers find their page and listen intently, pen in hand. They are on their way to a country slightly smaller than the state of Texas and are tasked with eliminating violent extremists.

This could be an exercise scenario in many respects, but for the Burundian National Defense Force Battalion 27, it's real and preparing them for a deployment to Somalia.

U.S. Army Staff Sgt. Terry Wing, Bravo Company 407th Civil Affairs Battalion and a group of U.S. Soldiers from Bravo Company, 407th Civil Affairs Battalion, shared lessons with the Burundians that the U.S. Army civil affairs community has learned from 12 years of operations in Iraq and Afghanistan.

"They sent some outstanding students to this course," Wing said. "We have a lot of confidence in the soldiers. We covered a lot of topics in the two week timeline and everyone did an outstanding job."



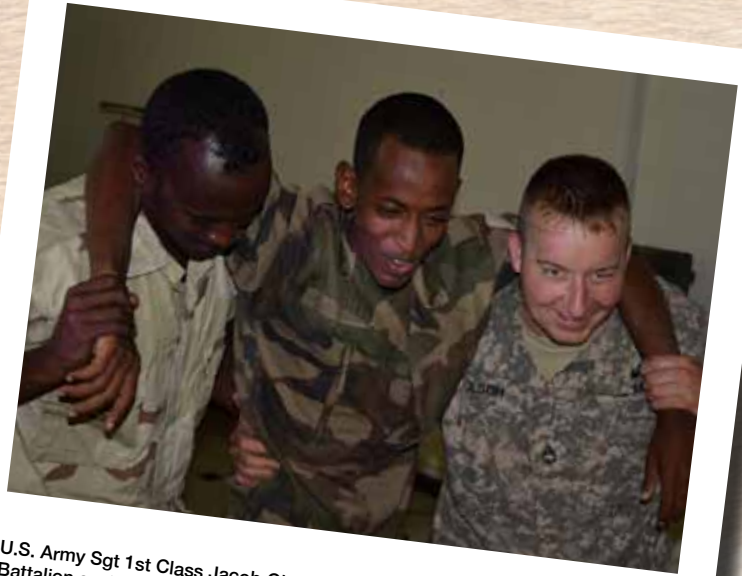
# NCOs

are getting blood types, officers are scheduling sync meetings and the top-floor shipping container-turned office is what U.S. Army Spc. Andrew Paget calls the New York Stock Exchange.

“We’ve been running non-stop since they got here, trying to get all the missions over to them so they don’t have to start at ground-level,” Paget said, himself a Bravo Company, 407th Civil Affairs Battalion medic. “Overall we’ve had a good schedule.

They’re getting a lot of information thrown at them and they’re picking it up quick.”

*Story by Staff Sgt. Dillon White*



U.S. Army Sgt 1st Class Jacob Olson, Charlie Company 407th Civil Affairs Battalion senior medic, shares medical best practices with cadets during a splinting course at the Arta Interservice Military Academy. (U.S. Army photo by Pfc. Daniel Halsey)



Members of Bravo Company and Charlie Company, 407th Civil Affairs Battalion, conduct a sync meeting in the civil affairs conference room. Charlie Company is taking over missions in support of Combined Joint Task Force-Horn of Africa as Bravo Company Soldiers prepare to return to Arden Hills, Minn., following a nine-month deployment. (U.S. Air Force photo by Staff Sgt. Dillon White)



# Supply Award Winner Exemplifies Dedication

## FORT TOTTEN, New York

*Story by Spc. Kimber Gillus*

In order to stand above the rest, it's important to go two steps further than needed. For Staff Sgt. Lawrence J. Vazquez, supply specialist with the 351st Psychological Operations Company, recipient of the 2014 Army Chief of Staff Supply Excellence Award, that statement is a way of life.

"One of my values: No matter what you are doing, do it with passion and pride," said Vazquez.

The ACS Supply Excellence Award is a combined logistics competition that evaluates mission readiness through a unit's supplies, equipment and procedural compliance. Competition for the Supply Excellence Award is judged over Reserve, National Guard and active-duty Army.

Soldiers must be recommended by their respective command to be in the running. From there, they must submit a packet to be graded in accordance with a supply discipline program checklist.

Checklists can change from year-to-year, and can vary even between units.

The final stages of competition have a team from the Department of the Army travel to the unit for on-site inspection, followed by an interview with the entrant. Overall scores must be no less than 80 percent. Vazquez scored above 90 percent following his final evaluation.

For something that so many Soldiers take for granted, managing supplies and logistics for hundreds of troops demands amazing attention to detail. "A big challenge is getting the time and support we need to perform our job," Vazquez said.

Chief Warrant Officer 3 Sonia Graves-Rivers, command property book officer with USACAPOC(A), worked with Vazquez when both were stationed in Puerto Rico. She credits the support from Vazquez's command with his success, as well as his diligence as a supply sergeant.

"Staff Sgt. Vazquez always goes above and beyond. I'm really proud of him," said Graves-Rivers.

But for Vazquez, the award was a chance to ensure his unit's mission readiness and logistical proficiency.

Vazquez said, "I am a very competitive person, but I wanted to compete for the motivation to push my unit to standard. The award was a bonus."

Staff Sgt. Lawrence Vazquez is presented with the 2014 CSA-Supply Excellence Award. (U.S. Army courtesy photo)





# USACAPOC(A) IN SOCIAL MEDIA



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