

ARNORTH Monthly

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Front Cover: San Antonio — Lt. Gen. Guy Swan III, commanding general, U.S. Army North and Fort Sam Houston, and Capt. Chez Varela, San Antonio Recruiting Command, present the U.S. Army All-American Bowl jersey to Aaron Green, senior running back, James Madison High School, during a press conference held at the school Dec. 7. Aaron Green is among 97 elite high school players selected to the U.S. Army All-American Bowl.

Back Cover: SAN ANTONIO, Texas — Members of the U.S. Army Drill Team, based at Fort Myer, Va., demonstrate their unique juggling skills as they perform for spectators at the U.S. Army Strong Zone, near the Alamodome Jan. 6, as part of the U.S. Army All-American Bowl festivities. U.S. Army North, along with various commands from throughout Fort Sam Houston, provided local support to the U.S. Army All-American Bowl, the premier high school football game in the country. The 16-man drill team, lead by Sgt. 1st Class Jose Trevino, drill master, performed precision rifle movements with 1903 Springfield rifles. Also at the event were the U.S. Army NASCAR Team, Army Olympians, the Army Culinary Arts Team, an Army North demonstration of its Sentinel and ERV vehicles, and many others. (Photo by Staff Sgt. Keith Anderson, ARNORTH PAO)

Commanding General: Lt. Gen. Guy Swan III
Command Sgt. Maj.: Command Sgt. Maj. David Wood

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Do you have a story to share? The ARNORTH Monthly welcomes columns, commentaries, articles, letters and photos from readers.

Submissions should be sent to the Editor at keith.m.anderson@conus.army.mil or the Public Affairs Sergeant Major at eric.d.lobsinger@us.army.mil and include author's name, rank, unit and contact information. The ARNORTH Monthly reserves the right to edit submissions selected for the paper.

For further information on deadlines, questions, comments or a request to be on our distribution list, email the Editor or call commercial number (210) 221-0793 or DSN 471-0793.

Seasons greetings from Army North, Fort Sam Houston commander



**By Lt. Gen. Guy Swan III
Commanding General, U.S. Army North and Fort Sam Houston**

I would like to take this opportunity to wish all of you and your Families a very happy and safe holiday season.

Our nation is made of various individuals representing numerous cultures, but we all embrace our beliefs and customs to celebrate this time of year.

Our diversity is part of what makes this nation strong, reinforced by our backgrounds; we all share a joy to serve with the finest men and women in uniform and civilian employees.

During this holiday time, I would ask all of you to reflect on this past year and the many significant achievements your units and this post have accomplished.

We stand as a team ready to accomplish our respective missions, but our strength and support comes from our wonderful

friends, Families, and community.

San Antonio and Fort Sam Houston offer endless and diverse opportunities for holiday celebrations, and I encourage you to take advantage of all that Military City USA has to offer this time of year. However, we all have to celebrate responsibly.

The people that care for you, the ones you work with - all of us need you to be safe. Think about being responsible in every activity, and identify and counter any risk.

It is impossible to list every risk factor here, but you should practice responsible habits on the road, at home, at work, and in your leisure. Leaders must lead in this important task and bring everyone back in 2011.

Congratulations on a job well done in 2010 and best wishes to all of you and your Families in the coming year. You are the Strength of the Nation!

CG's Reception

Lt. Gen. Guy Swan III, commanding general, U.S. Army North and Fort Sam Houston, welcomes service members and civilians from the Fort Sam Houston community to the U.S. Army North Commander's Holiday Reception at the Fort Sam Houston Resident Center Dec. 16. Swan said the holiday season is a time of the year that provides an opportunity to celebrate with loved ones and friends, and it is also a time to think of those who would not be home for the holidays. He encouraged everyone to celebrate responsibly and to look out for each other.



Photo by Staff Sgt. Keith Anderson, ARNORTH PAO



94th Engineers support Border Patrol in Arizona, Texas

Story and photos by
Armando Carrasco,
JTF-North PAO

NOGALES, Ariz. — Soldiers from the 94th Engineer Battalion, Fort Leonard Wood, Mo., recently completed two simultaneous 45-day deployments in support of the U.S. Border Patrol's Southwest border infrastructure improvement and construction program along the U.S. / Mexico border near Nogales, Ariz., and Laredo, Texas.

The military engineer homeland security support missions are designed to enhance the U.S. Customs and Border Protection Agency's mobility and surveillance capabilities in well-known alien-smuggling and drug-trafficking areas.

Both engineer support missions were coordinated by Joint Task

Force – North, the U.S. Northern Command element based at Fort Bliss, Texas. The unit is tasked to provide military support to the nation's federal law enforcement agencies. Engineering is one of six categories that JTF-N performs in support of law enforcement within the U.S. Northern Command area of responsibility. Per Department of Defense policy, military engineer support is restricted to the Southwest border.

“The Southwest border road projects will significantly reduce the time it takes for Border Patrol agents to respond to suspected illegal activities and potential life-saving situations,” said Lt. Col. Larry Stephney, JTF-N staff engineer. “The units that volunteer to perform these support missions are helping law enforcement secure

our nation.”

In support of the U.S. Border Patrol – Tucson Sector, 29 Soldiers from the battalion's 103rd Engineer Company improved one mile of border road east of the Nogales port of entry, using new ArmorFlex construction technology to construct five low-water crossings.

The ArmorFlex matting, consisting of an 8 x 20 foot sheet of concrete blocks held together by steel cords, provides a flexible road surface that will help prevent road deterioration caused by water erosion during the desert monsoons.

The engineers also upgraded 4,000-linear-feet drainage ditches and installed six culverts, further enhancing the long-term durability of the patrol road.

_____ see Road, Pg.16





Photo by Staff Sgt. Keith Anderson, ARNORTH PAO

FRG Santa Bowl

Santa hands out candy canes to children during a U.S. Army North Family Readiness Group meeting at the Fort Sam Houston Bowling Center Dec. 14. Santa stayed and bowled a few games with Families and spoke to children about Christmas. During the FRG meeting, Family members heard from Maj. Gen. Perry Wiggins, deputy commanding general, Army North, and other leaders, who spoke about the importance of spending time with Families during the holidays and taking care of those Soldiers who are unable to see their loved ones during Christmas and the holiday season.



Photo by Staff Sgt. Keith Anderson, ARNORTH PAO

Holiday Run

FORT SAM HOUSTON, Texas — Lt. Col. Shannon Miller (left), commander, Headquarters and Headquarters Battalion, U.S. Army North, leads her battalion on a three-mile holiday run around Army North's historic Quadrangle and Stanley Road in the early morning hours Dec. 17. Maj. Gen. Perry Wiggins (far right), deputy commanding general, Army North, runs alongside the formation to cheer on Soldiers.

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ARNORTH welcomes

Lt. Col. Gregory Baker, G3
Sgt. 1st Class Stephen Graham, Rgn V
Staff Sgt. Joshua Cookson, G3
Earl Kimmerly, G2
David Kozel, G6
Jeff Salmon, G4

ARNORTH says goodbye

Maj. Marcia Tutt, CCP1
Sgt. 1st Class Douglas Drinnon, Rgn V
Ramon DeHoyos, G3/5
Ricky Rowe, Visitors Bureau
Scott Schisser, CofS
Brett Young, G2

Army North's Mr & Mrs Swan-ta Claus meet, greet, treat Fort Sam families



Photo by Staff Sgt. Keith Anderson, U.S. Army North PAO

Army North's Mr. and Mrs. Swan-ta Claus, (also known as Lt. Gen. Guy Swan III (center), commanding general, U.S. Army North and Fort Sam Houston, and his wife, Melanie), along with McGruff the Crime Dog (left), and Col. Mary Garr (far right), commander 502nd Mission Support Group, met with local children Dec. 22, in Fort Sam Houston housing communities. Army North joined forces with the 502nd MSG, 502nd Security Forces Squadron, Fire Department and Lincoln Military Housing to promote holiday spirit and safety.



Photo by Staff Sgt. Keith Anderson, U.S. Army North PAO

Army North's Mr. and Mrs. Swan-ta Claus, (also known as Lt. Gen. Guy Swan III (center), commanding general, U.S. Army North and Fort Sam Houston, and his wife, Melanie) along with McGruff the Crime Dog, (left), Sparky the Fire Dog, and Col. Mary Garr (right), commander 502nd MSG, and other helpers handed out goodie bags to local Families and children and spread holiday cheer throughout the Fort Sam Houston housing communities Dec. 22.

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Army North hosts 'Contingency Dual Status Commander' conference



Lt. Gen. Guy Swan III (center), commanding general, U.S. Army North and Fort Sam Houston, discusses the mission and role of Army North in disaster response with National Guard commanders from 15 states during a Contingency Dual Status Commander Conference at the Quadrangle Dec. 7.

Story and photos by Staff Sgt. Keith Anderson ARNORTH PAO

FORT SAM HOUSTON, Texas — National Guard commanders from 15 states participated in a Contingency Dual Status Commander Conference at U.S. Army North Dec. 7. Dual Status commander can direct both federal active-duty forces and state National Guard forces in response to domestic incidents.

The conference was one of the facets of a larger, five-day series of conferences for commanders nominated for a new, combined

federal-state position; the other conferences were conducted at U.S. Northern Command, U.S. Air Force North and Washington, D.C.

During the one-day conference at Army North, nominees heard from briefers on a variety of topics, including a command brief, Army North's role in Defense Support of Civil Authorities operations, and overviews of the Contingency Command Post, the defense coordinating elements, the Combined Operations and Intelligence Center and Army North's emergency response vehicles and Sentinels.

"I found the ARNORTH visit

a tremendous opportunity to meet key leaders and hear their insights on DSCA operations," said Col. Michael Navrkal, commander, 92nd Troop Command, Nebraska Army National Guard, and CDSC nominee. "The briefings helped me understand the capabilities resident within ARNORTH."

The dual-status concept, formulated by the Secretary of Defense in January 2009 and distributed in a concept paper by USNORTHCOM in August 2010, directs the creation of a leadership position where the commander can direct federal forces and state forces to better coordinate responses to

domestic incidents.

“A dual-status commander holds a federal hat (Title 10) in one hand and a non-federal hat (Title 32) in the other, but can wear only one hat at a time,” said Gary Mills, operations training coordinator, Army North. “When in federal status, the CDSC takes orders from the President or those officers the President and the Secretary of Defense have authorized to act on their behalf and may issue orders to Title 10 (federal) forces under his command.”

“When in a non-federal status, the commander takes orders from the governor through the adjutant general and may issue orders only to National Guard Soldiers serving in a Title 32 or state active-duty status.”

The Dec. 7 conference at Army North, attended by guard leaders from Alabama, Georgia, Indiana, Maine, Massachusetts, Michigan, Nebraska, New York, North Dakota, Ohio, Pennsylvania, Utah, Virginia, Washington state and Wisconsin, was the second of its kind.

The first conference, Sept. 10, introduced nominated dual-status commanders from California, Texas and Florida to Army North.

For now, the position exists for DSCA operations but does not apply to civil disturbance operations or chemical, biological, radiological, nuclear or high-yield explosive operations. The dual-status concept will have some ramifications for Army North.

“The concept is still being developed, and there may be some changes for ARNORTH based on staff support provided to augment the contingency dual status commander,” said Herb Brown, deliberate plans, Army North. “How this will work is still being coordinated by USNORTHCOM, ARNORTH and the states as

the concept develops. It does not change the ARNORTH requirement to be prepared to respond as the U.S. Northern Command’s Army Service Component Command or as the Joint Force Land Component Command to support and command

and control a DSCA response if directed by NORTHCOM. It doesn’t change the ARNORTH command and control relationships with Joint Task Force – Civil Support or the CCPs.

There might be some changes made to the CCP, said Col. John Foster, chief of staff, CCP 1.

“We’ll conduct mission and task analysis to determine what size and shape of CCP staff elements would best support the requirements for any given CDSC situation and state,” said Foster. “It’s unlikely that most CDSC cases would require a full CCP roster, nor would it always be necessary for the CCP commander to deploy, so our analysis would center on what capabilities we would need to send for functions such as ground operations, logistics and movement control, aviation operations and others.”

The CCP might add some positions but would not change the way it does business, he added.

“We may also have to expand our medical services staff capability, and our engineer staff may grow in



Herb Brown, deliberate plans, Army North, U.S. Army North and Fort Sam Houston, discusses the mission and role of Army North in disaster response with National Guard commander from 15 states during a Contingency Dual Status Commander Conference at the Quadrangle Dec. 7.

order to partner with state forces,” said Foster. “The CDSC concept will not alter the manner by which we process and execute Title 10 DoD support to civil authorities, nor does it affect the analysis we would give for forces or subordinate unit capabilities to bring to the operation.”

The contingency dual-status commander concept is intended to foster greater cooperation among federal and state assets during a disaster, explained Brown.

“It’s too early to lay out specific advantages and disadvantages, but the intent of the CDSC concept is to increase unity of effort in responding to the needs of a state governor as requested through the Department of Homeland Security during a disaster or other civil emergency,” said Brown. “It doesn’t transfer any responsibility from the federal government to the states.

With a contingency dual-status commander, there’s still a clear chain of command to both the governor for the state response and to the President of the United States for the federal response.”



Unity Connection



Photos by
Sgt. 1st Class Manuel Torres,
ARNORTH PAO

San Antonio — Lt. Gen. Guy Swan III, commanding general, U.S. Army North and Fort Sam Houston, enlists 32 recruits into the United States Army, during an oath of enlistment ceremony Dec. 8 at the AT&T Center in downtown San Antonio.

"It's a privilege and honor to enlist these great Americans who have chosen to fight and defend this country," said Swan. The event was sponsored by the U.S. Army Recruiting Battalion San Antonio, which provided the recruits and their Families complimentary tickets to watch the enlistment and San Antonio Spurs game.



2011 ARMY ALL AMERICAN BOWL SCHEDULE



Sunday, Jan. 2, 2011

Media center opens

Location: Grand Hyatt Hotel (Salon A/B)

Time: 9 a.m. – 5 p.m.

Players arrive

Location: Grand Hyatt Hotel

Monday, Jan. 3, 2011

Bowl practice

East Location: Gustafson Stadium

West Location: Blossom Athletic Center

Time: 10 a.m. – 3 p.m.

Media availability: 3:15 - 3:45 p.m.

Note: open to the public and media

Tuesday, Jan. 4, 2011

U.S. Army All-American Marching Band musicians arrive

Location: Grand Hyatt Hotel

Bowl practice

East: Gustafson Stadium

West: Blossom Athletic Center

Time: 10 a.m. – 3:45 p.m.

Media availability: 4 – 4:30 p.m.

Note: Open to the public and media

Wednesday, Jan. 5, 2011

Player-Soldier Hero Challenge

Location: Sunset Station Pavilion

Time: 6 – 7:30 p.m.

Note: Media only

Thursday, Jan. 6, 2011

Bowl practice

East: Gustafson Stadium

West: Blossom Athletic Center

Time: 10 a.m. – 3 p.m.

Note: open to the public and media

Player & Game Coach

Awards Press Conference

Location: Grand Hyatt Hotel (Salon A/B)

Time: 3:45 – 4:45 p.m.

Note: open to the public and media

U.S. Army Welcome BBQ

Location: Alamodome

Time: 7 – 8:30 p.m.

Note: tickets required

Army Strong Zone

Location: Sunset Station parking lots

Time: 8 a.m. – 7 p.m.

Note: free to general public

Friday, Jan. 7, 2011

U.S. Army National Combine

Location: Alamodome

Time: 8 a.m. – 9 p.m.

Note: Open to the public and media

Army Strong Zone

Location: Sunset Station parking lots

Time: 8 a.m. – 9:30 p.m.

Note: free to general public

All-American Awards Dinner

Location: Convention Center

Ballroom C

Time: 7 – 9:30 p.m.

Note: tickets required



GAME DAY -

Saturday, Jan. 8, 2011

U.S. Army Strong Zone

Location: Sunset Station parking lots

Time: 9 – 11 a.m. & 2 p.m. – 5 p.m.

Note: free to general public

U.S. Army Pre-Game Pageantry

Location: Alamodome

Time: 11 a.m. – Noon

Note: Bowl ticket required

U.S. Army All-American Bowl Game, live on NBC

Location: Alamodome

Time: Noon

Note: tickets required

U.S. Army All-American Marching Band performance

Location: Alamodome

Time: Halftime

Note: Bowl ticket required

Sunday, Jan. 9, 2011

U.S. Army Strong Zone

Location: Sunset Station parking lots

Time: 10 a.m. – 2 p.m.

Note: free to general public

For more information on the U.S. Army All-American Bowl, please call (973) 366-8448 or visit www.usarmyallamericanbowl.com

MARTIN LUTHER KING JR.

January 15, 1929 - April 15, 1968

*Fort Sam Houston
MLK Observance, Jan.
12, 11:30 a.m.- 1 p.m.
at the Middle School
Teen Center, Bldg. 2514
Funston Rd.*

Famous Quotes of Martin Luther King, Jr

From Martin Luther
King online [http://www.
mlkonline.net/quotes.html](http://www.mlkonline.net/quotes.html)

Man is man because he is free to operate within the framework of his destiny. He is free to deliberate, to make decisions, and to choose between alternatives.

He is distinguished from animals by his freedom to do evil or to do good and to walk the high road of beauty or tread the low road of ugly degeneracy.

Martin Luther King, Jr., The Measures of Man, 1959.

Like an unchecked cancer, hate corrodes the personality and eats away its vital unity. Hate destroys a man's sense of values and his objectivity. It causes him to describe the beautiful as ugly and the ugly as beautiful, and to confuse the true with the false and the false with the true.

Martin Luther King, Jr., Strength To Love, 1963.

I have a dream that one day every valley shall be exalted, every hill and mountain shall be made low, the rough places will be made straight and the glory of the Lord shall be revealed and all flesh shall see it together.

Martin Luther King Jr., I Have a Dream, 1963.

If a man hasn't discovered something that he will die for, he isn't fit to live.

Martin Luther King, Jr., speech, Detroit, Michigan, June 23, 1963.

I have a dream that one day this nation will rise up and live out the true meaning of its creed: 'We hold these truths to be self-evident: that all men are created equal.'

Martin Luther King Jr., I Have a Dream, 1963.

I have a dream that one day on the red hills of Georgia, the sons of former slaves and the sons of former slave owners will be able to sit together at the table of brotherhood.

Martin Luther King Jr., I Have a Dream, 1963.

I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.

Martin Luther King Jr., I Have a Dream, 1963.

It may be true that the law cannot make a man love me, but it can keep him from lynching me, and I think that's pretty important.

Martin Luther King, Jr., Wall Street Journal, November 13, 1962.

We must combine the toughness of the serpent and the softness of the dove, a tough mind and a tender heart.

Martin Luther King, Jr., Strength to Love, 1963.

Power at its best is love implementing the demands of justice. Justice at its best is love correcting everything that stands against love.

Martin Luther King, Jr., Where Do We Go from Here: Chaos or Community?, 1967

The limitation of riots, moral questions aside, is that they cannot win and their participants know it. Hence, rioting is not revolutionary but reactionary because it invites defeat. It involves an emotional catharsis, but it must be followed by a sense of futility.

Martin Luther King, Jr., The Trumpet of Conscience, 1967.

Army Materiel Command's top enlisted leader visits Army North enlisted leaders



Photo by Staff Sgt. Keith Anderson, U.S. Army North PAO

Above: Command Sgt. Maj. Jeffrey Mellinger (center), Army Materiel Command, Fort Belvoir, Va., greets Sgt. Maj. Eliodoro Perez, operations sergeant major, Contingency Command Post 1, U.S. Army North Dec. 14 in the Quadrangle. During Mellinger's visit, ARNORTH enlisted leaders briefed him on the unit's mission, capabilities and provided him the opportunity to see some of the unit's unique equipment – a Sentinel and an Emergency Response Vehicle. AMC is commanded by Gen. Anne Dunwoody, the Army's highest ranking female officer. It has more than 70,000 employees and impacts, or has a presence, in 49 states and 144 countries.

Right: Tim Thomas, satellite systems supervisor, U.S. Army North, briefs Command Sgt. Maj. Jeffrey Mellinger, Army Materiel Command, Fort Belvoir, Va., on the communications capabilities of a Sentinel mobile command and control vehicle at Army North's historic Quadrangle Dec. 14.

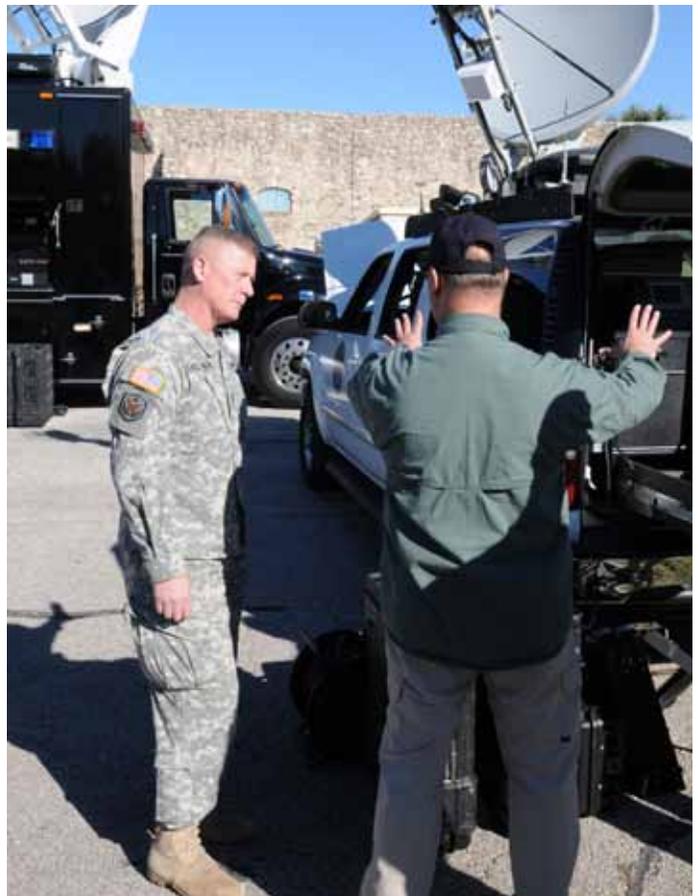


Photo by Staff Sgt. Keith Anderson, U.S. Army North PAO

Leader's commitment to safety



Leaders:

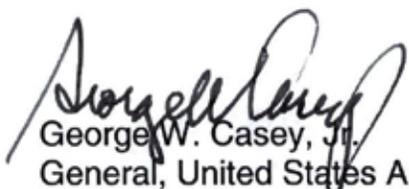
Thanks to the leadership of our Army Soldiers, Families and Civilians, FY10 was a record year for lowering the number of accidents in our Army. During the past 30 years, we have transformed a force that lost an average of 415 Soldiers annually to accidents into one of the safest institutions in the world, losing 180 Soldiers in FY10, which is one of our lowest rates on record.

During the first years of our wars in Iraq and Afghanistan, our accidental fatality totals and rates steadily increased. However, from FY06 through FY10, Army leaders dramatically reduced accidental fatalities. This was due—in large part—to direct leader engagement, coupled with aggressive application of composite risk management. Leaders, Soldiers and Families taking care of each other, both on and off-duty, were also key contributors to this improvement.

Last year, nearly 72 percent of accidental deaths occurred off-duty, which presents a real challenge for our leaders. Risky behavior and indiscipline (especially involving privately owned vehicles and motorcycle) are cited as contributing factors in the overwhelming majority of these cases. And many were lost because of a failure to wear a seat belt or helmet when operating a vehicle, drinking and driving, or speeding.

This year, we ask each of you—as leaders—to make a renewed commitment to the safety for your Soldiers. Soldier safety is vital to maintaining our combat edge, restoring balance and sustaining the health of our force. Nine years of sustained war have demonstrated that no Soldier fights alone. Like combat, safety is also a team effort that requires everyone be engaged 24 hours a day/7 days a week. With your support, we are confident that 2011 will be another banner year for our force. Thank you for your continued commitment to keeping our Army both safe and strong!


Kenneth O. Preston
Sergeant Major of the Army


George W. Casey, Jr.
General, United States Army
Chief of Staff


John M. McHugh
Secretary of the Army

————— from Road, Pg. 5

The Nogales mission provided many of the 103rd Engineer Company Soldiers with their first opportunity to execute an off-post construction mission and a rare opportunity to work on an inter-agency support operation.

“It’s been a great opportunity to do construction off of Fort Leonard Wood,” said Pfc. Steven Spencer, a heavy equipment operator. “Border security is such an important issue these days; it’s great that we are able to do our part.”

Battalion leaders said the support mission also resulted in an invaluable training opportunity for the unit’s leaders and Soldiers at all levels.

“This has been a great training opportunity for our Soldiers,” said Sgt. 1st Class Jaime Lopez, platoon sergeant and project noncommissioned officer in charge. “Real world missions, like the ones Joint Task Force North provides, allow our Soldiers to fine tune their operating skills.”

“The best part about deploying on

a training mission, when you are in a construction battalion, is that you leave a finished project when you depart – in this case, improving our nation’s security,” said 1st Lt. Mike Tollison, platoon leader and project officer.

“It was amazing to see what a group of highly motivated Soldiers can do in a short amount of time.”

In contrast to the arid desert environment encountered in Nogales, the 52 Soldiers from the 232nd Engineer Company and a supporting element from the 94th Engineer Battalion on the Laredo mission worked in a highly vegetated river basin environment approximately 25 feet from the Rio Grande River.

The mission executed in support of the U.S. Border Patrol – Laredo Sector, consisted of constructing one mile of river shore road, six low-water crossings, two supporting drainage culverts, and an 80 foot concrete bridge.

“This mission was the most technically difficult and physically demanding mission that our battalion has completed in years,” said 1st

Lt. Brian Molloy, Laredo mission commander.

“The opportunity for a young officer like me to be able to take two platoons and a headquarters section, and essentially operate like a company commander, was some of the best training that the Army has given me. This mission trained all of our personnel better than almost any mission to date.”

The Laredo mission provided the military

equipment operators with hundreds of operating hours and allowed the unit’s carpenters to build the formwork for two massive concrete pours of more than 575 cubic yards of concrete. The unit’s noncommissioned officers managed their personnel and built work schedules to fit in with a highly compressed project schedule, including implementing a night shift to keep up with the amount of work to be done.

“In the Army, we don’t generally do construction like this; our missions are usually much less precise,” said Sgt. Dominic Brenner, a 94th Engineer Battalion squad leader. “Of all the roads I have done, I have never seen something with plans, blueprints, quality assessment quality control – you are not going to get that kind of experience in Iraq or on Fort Leonard Wood. Short of a combat mission, there is no better training opportunity out there.

“The Soldiers on the Laredo mission exceeded all of my expectations; they performed their duties in a manner equal to commercial construction standards,” said U.S. Navy Chief Petty Officer Gabriel Valdez, a reservist Seabee with extensive commercial construction experience and the JTF-N engineer planner for the Laredo mission.

All the 94th Engineer Battalion Soldiers interacted with the Border Patrol agents on a daily basis; the agents maintained security for the Soldiers throughout the deployments – from their arrival in October until their departure in mid-November.

JTF-N funds most engineer support mission related costs; the supported lead agency funds all material expenses.

(1st Lt. Jeff Sullivan and 1st Lt. Brian Molloy, 94th Engineer Battalion, contributed to this article).



Photo by 1st Lt. Katrina Johns, 94th Engineer Battalion

Soldiers from the 232nd Engineer Company and the 94th Engineer Battalion execute a JTF – North engineer mission in support of the U.S. Border Patrol – Laredo Sector to dig a culvert emplacement.

DoD command post exercise faces plague outbreak, ice storm scenario

By Petty Officer 1st Class
Steven Weber
JTF – CS PAO

FORT MONROE, Va. — During exercise “Sudden Response 2011,” Joint Task Force – Civil Support personnel responded to a notional biological attack to rehearse Department of Defense response and recovery efforts from Nov. 30 to Dec. 7 at the Hampton Roads Convention Center in Hampton, Va.

The exercise, in this case a biological attack that led to plague, allowed JTF-CS to test command and control capabilities used to direct DoD forces in response to a chemical, biological, radiological, nuclear or high-yield explosive incident. JTF-CS is the military unit designated to provide consequence management and oversight of DOD Title 10 forces responding to a CBRNE attack within the United States.

Knowing how to react in intense environments is the purpose of these exercises, said Michael Collins, chief of staff, JTF-CS.

“We know we can do our jobs in a normal situation, but how do we properly employ the forces in a CBRNE situation?” he asked.

Another goal for Sudden Response was to certify the new Task Force Medical, the 1st Medical Brigade from Fort Hood, Texas. In the event of a real CBRNE incident, the 1st Medical Brigade would provide command and control of about 600 on-scene U.S. military medical and support personnel.

In order to certify Task Force



Photo by Marine Gunnery Sgt. Jim Goodwin, JTF-CS PAO
U.S. Navy Capt. John Bryant, the Joint Task Force Civil Support operations officer, addresses U.S. Air Force Brig. Gen. Jonathan Treacy, the JTF-CS commanding general, and others during an After Action Review at the conclusion of exercise Sudden Response Dec. 7, in Hampton, Va.

Medical, they were given a CBRNE situation where victims need to be decontaminated or isolated before treatment. The goal was to show the commanding general of JTF-CS that they can handle the recovery effort, according to Eric Reschke, the lead planner for Internal Exercises for JTF-CS.

One of the challenges JTF-CS and TF Medical had to face was a simulated collision of two UDH-47 Chinooks directly over the JTF-CS tactical command post, the farthest forward command element.

In the notional crash, most of the people in the helicopters and on the ground were killed.

The mass casualty event was a success because it forced the command to ensure accountability

of the command post, the helicopter passengers and deal with the emergency, said Reschke.

Further, the end-of-exercise catastrophic event caused JTF-CS personnel to plan for a different what if scenario, he said.

“What if the command post is destroyed or overrun, or if everyone is sick, how do we as a command deal without a significant part of the command?” he added.

The crash also provided Task Force Medical with training on how to react to a mass casualty event – an event that could be a possibility during a CBRNE response operation.

According to Reschke, the exercise was a success, resulting in the certification of 1st Medical Brigade as the Task Force Medical.

News

New PT program develops battle skills, warrior tasks

By Chuck Cannon
Fort Polk Guardian

FORT POLK, La. — The winds of change are blowing through the Army's Physical Readiness Training Program and Fort Polk is taking the initiative to stay ahead of the storms that are sure to follow in its wake.

Using the post's Noncommissioned Officers Academy as its conduit, Joint Readiness Training Center and Fort Polk Command Sgt. Maj. Jeffrey Hof has a plan to ensure each battalion on post has someone versed in the new program to lead the change.

"It was about time we took a look at how we did our physical fitness," Hof said. "If you think about it, during peacetime, the all-volunteer Army goal was to take a civilian, break him down to nothing, then build a Soldier."

But those days have changed, Hof said.

"How many times did you run 10 miles in Afghanistan or Iraq?" Hof asked a collection of sergeants and staff sergeants during a class on the new PT (Physical Training) program Dec. 1. "You didn't. That's why it's important to make these changes to the program. It incorporates scientific effort from doctors who understand the human body."

The new PT "bible" is Training Circular 3-22.20, replacing the old Field Manual 21-20. Sgt. 1st Class Vernon Alcorn, chief of training for Fort Polk's NCO Academy, was the lead instructor for a class given to noncommissioned officers Dec. 1-2,

from each battalion on Fort Polk. He said Army PT has not really changed.

"The way we conduct that PT has changed," he explained. "We're working to get our Soldiers physically fit and better able to complete their war-fighting tasks."

Alcorn said the new program goes along with what Soldiers do in combat situations.

"The longer runs are going away," he said. "It will be more like a track meet, with sprints and shorter runs. You can still do unit runs, but you won't do the same thing every day."

Staff Sgt. W.B. Fancher and Staff Sgt. John McKenna, instructors at Fort Polk's NCO Academy, were two of the cadre who helped train the post's junior NCOs on the new PT program.

"FM 21-20 trained Soldiers for one thing only: The PT test," Fancher said. "The new program helps Soldiers perform all of their combat roles, from jumping off the rear of a truck to clearing a room of combatants."

Military at top of leadership trust index

By J.D. Leipold
ARNEWS

WASHINGTON — The American public has more confidence in leadership of the military than it does the Supreme Court, medicine, education and a long list of other professions, according to the Harvard Kennedy School Center for Public Leadership.

That positive message was brought to the Pentagon Dec. 7, by George E. Reed, an associate professor in the School of Leadership and Education Sciences at the

University of San Diego. He spoke to a packed auditorium about "toxic leadership."

While Reed, a retired Army colonel with 27 years of progressive leadership as a military policeman, was quick to point out the virtues of Army leadership, he also reminded the audience that when an institution doesn't get the kind of leadership that's consistent with its goals and values, it stands out and becomes toxic.

Toxic leaders leave a wake in their path that extends long beyond their tenure, and superiors often do not see or acknowledge the negative impact of those toxic leaders, he said.

"We tend to talk about leadership in positive, glowing and inspirational terms, which is good because we all want to drive people to positive behavior," he said. "In practice, there's bad leadership practice in our organizations and that is an organizational challenge and an organizational task to deal with it."

Borrowing a quote by Harvard leadership expert and lecturer Barbara Kellerman, Reed added that to study leadership without considering the fact that there's bad leadership is like studying medicine without giving consideration to disease.

Kentucky Guard aviators team up with New York Guard for mission

Kentucky National Guard

WASHINGTON — A unique partnership between two states allows Kentucky Army

National Guard aviators to keep up their skills and support a crucial homeland security mission. Capt. Cliff Flanagan, Capt.

Stephen Martin and Chief Warrant Officer 2 Gustavo Grande are all qualified in the CH-47D Chinook, though Kentucky currently has none.

In order to maintain currency in the tandem-rotor helicopter, they fly with the 1st Detachment, Bravo Co., 3rd Battalion, 126th Aviation Regiment from the New York National Guard on a bi-monthly basis either traveling to Rochester or having a Chinook travel to Kentucky for training.

Their training flights are in support of CCMRF (Chemical Biological Radiological and High-Yield Explosive Consequence Management Response Force) homeland security mission, a part of Joint Task Force Civil Support under U.S. Northern Command.

In the event of a large scale chemical, biological, nuclear or high-yield explosive incident, Kentucky's 63rd Theater Aviation Brigade has the responsibility of providing command and control of aviation assets in an affected area, while the New York National Guard's Chinooks will be responsible for providing first line support working directly under the 63rd TAB.

Exercise preps post for emergencies

Fort Riley Public Affairs

FORT LEONARD WOOD, Mo. — Communication is important when it comes to any emergency situation, but it doesn't always go quite as smoothly as planned. This was the case with the Mass Casualty Exercise held at Fort Riley.

"No matter how many times we do things in exercises or for real life, communication is always the root of

most of our challenges," said Ward Philips, chief of plans and emergency management with the Directorate of Plans, Training, Mobilization and Security.

"The challenge 3 let users accurately map potential damage from an earthquake while internal city computer-aided design data sets provide emergency responders with precision detail about structures that might be affected in a disaster. External data can be processed and layered on the map in near real time, providing public safety with up-to-the-minute details should an emergency arise.

"For situational awareness, the emergency responders can add data layers based on the type of event," said Lema Kebede, the city's GIS systems integrator/program coordinator. "If there is a report of an explosive, first responders could automatically calculate the potential area to be evacuated.

Say a chemical spill is reported, a user can identify what the perimeter is the first responder should focus on," Kebede said. "Users can select what type of chemical it is, whether it's day or night.

It will identify the area to be evacuated and where the potential damage will be."

DHS official: Cyber attacks against infrastructure on the rise

NextGov.com

WASHINGTON — The U.S. government is seeing a rise in cyber attacks aimed at taking over control systems that operate critical infrastructure, such as industrial facilities and pipelines, a senior Homeland Security Department official said Dec. 7.

"It's certainly a trend," Greg Schaffer, assistant secretary for the DHS Office of Cybersecurity and Communications, told reporters.

Schaffer said the government is tracking more and more cyber attacks that have a greater level of sophistication and are tailored to target specific types of industrial infrastructure, such as power grids.

"It is widely recognized that the cyber ecosystem we have today favors the offense and not the defense," Schaffer added. "It is simply too hard to secure the systems."

President signs repeal of DADT policy

American Forces Press Service

WASHINGTON — President Barack Obama today signed the bill to repeal the "Don't Ask, Don't Tell" policy on gays in the military. "No longer will tens of thousands of Americans in uniform be asked to live a lie, or look over their shoulder, in order to serve the country that they love," he said. "So this morning, I am proud to sign a law that will bring an end to 'Don't Ask, Don't Tell.'

Obama thanked Congress who put "conviction ahead of politics" to get the bill done, and he praised Department of Defense leadership for their "courage and vision" in the Pentagon's review, which laid the groundwork for the transition.

The signing of the bill begins the process of implementing the new policy, which will kick in 60 days after the president, secretary of Defense and chairman of the Joint Chiefs certify the military's readiness to implement the repeal.

Until certification, the old policy remains in effect, the president said.

