DIGNITY, REVERENCE, RESPECT

U.S. Army Reserve Mortuary Affairs specialists care for America’s fallen heroes

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U.S. Army Sgt. Ryan Skelton (left) and Staff Sgt. Elvis Servellon - both with the Fort Jackson Salute Battery - fire an M116 Howitzer during a retirement ceremony for Brig. Gen. Janice M. Haigler, deputy commanding general of the 335th Signal Command (Theater), at Fort Jackson, S.C., July 16.

Photo by Staff Sgt. KEN SCAR
108th Training Command (Initial Entry Training)
LEADING OFF:

Biking for ‘STEM’  U.S. Army Reserve Soldier bikes for a cause.  20
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DEPARTMENTS:

COVER  U.S. Army Reserve Pfc. Anthony Solorzano, with the 387th Quartermaster Company (Mortuary Affairs), based in Los Angeles, adjusts an American flag on a transfer case containing simulated human remains during Mortuary Affairs Exercise 16-02, July 22, at Fort Pickett, Va. (Photo by Timothy L. Hale/U.S. Army Reserve Command)

ABOVE  U.S. Army Reserve Soldiers with the 246th Quartermaster Company (Mortuary Affairs), Mayaguez, Puerto Rico, removed simulated human remains during a search and recovery mission at Fort Pickett, Va. (Photo by Timothy L. Hale/U.S. Army Reserve Command)

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From 2004-2007, I served as the media relations officer at Fort Lee, Virginia. Then, it was the home of the U.S. Army Quartermaster Corps before BRAC changed the physical landscape and training environment.

During that time, I had the privilege to meet and work with Mortuary Affairs Soldiers and civilians. It was truly an honor to meet these quiet professionals who pour themselves into the difficult and emotional task of returning America’s fallen sons and daughters to their loved ones.

They are a special breed of Soldier. They will tell you it is not an easy job but they do it for the Families so that they may have closure.

I saw the effects of their work first-hand when I had the honor of providing Public Affairs support to six Families who had lost loved ones. From an Army specialist to a lieutenant colonel, I knew, in the back of my mind, a Mortuary Affairs Specialist had been there all along the journey home. In one instance, I was able to reassure a tearful mother that her only child, her son, was receiving the best care with the utmost dignity, reverence, and respect that he deserved, and he would be home soon.

In this issue you can read the words expressed by U.S. Army Reserve and active Army mortuary affairs specialists during Mortuary Affairs Exercise 2016 at Fort Pickett, Virginia. MAX-16 is a three month rotational exercise where Soldiers from all six U.S. Army Reserve mortuary units refine their solemn skills under the guidance of their active Army counterparts.

As Tom Bourlier, former director of the Joint Mortuary Affairs Center, at Fort Lee, once penned, “They go where others fear to go. They do things that others will not do. The sights, sounds and smells of what they do, others avoid. They surround themselves with sorrow, tragedy and grief, and call it their job. They do it willingly, - ‘not for themselves, but for their country.’”

In the end, they treat each loss with dignity, reverence, and respect just as they themselves would want to be treated.
SOLEMN WORK. U.S. Army Reserve Soldiers with the 246th Quartermaster Company (Mortuary Affairs), Mayaguez, Puerto Rico, removed simulated human remains during a search and recovery mission at a helicopter crash during Mortuary Affairs Exercise 16-02, July 21, at Fort Pickett, Va. MAX 16-02 included all six U.S. Army Reserve Mortuary Affairs units performing search and recovery missions and operating Mortuary Affairs Collection Points and a Theater Mortuary Evacuation Point. The units were evaluated by active-duty mortuary affairs personnel from nearby Fort Lee, Va.
FORT PICKETT, Va. – Soldiers from the 246th Quartermaster Company (Mortuary Affairs), a U.S. Army Reserve unit based in Mayaguez, Puerto Rico, approached the simulated wreckage of a UH-1 Huey helicopter with a purpose but also with caution.

They found two survivors and two casualties among the debris field that littered the location.

What normally would be a search and recovery mission now was a rescue operation as the platoon secured the crash site and attended to the wounded all under the watchful eyes of observer controllers and trainers. Once the survivors were evacuated, they could turn their attention to the fallen, taking all the necessary steps to return them back to their loved ones.

PERSONAL EFFECTS. U.S. Army Reserve Soldiers with the 246th Quartermaster Company (Mortuary Affairs), Mayaguez, Puerto Rico, mark personal effects during a search and recovery mission at a simulated helicopter crash. These personal effects will be documented, collected, and transported with remains to the Mortuary Affairs Collection Point, or MACP.
This scenario was one of many that have played out in the woods and mock villages across Fort Pickett during Mortuary Affairs Exercise 2016, also known as MAX-16. The three-rotation exercise running from June through August is designed to test the capabilities of U.S. Army Reserve mortuary affairs units from across the globe.

In addition to the 246th, the U.S. Army Reserve has five more Mortuary Affairs units - 311th Quartermaster Company, based in Aguadilla, Puerto Rico; the 387th Quartermaster Company based in Los Angeles; 673rd Quartermaster Company based in Dover, Delaware, the 1019th Quartermaster Company based in Staten Island, N.Y.; and the 962nd Quartermaster Company based in Hawaii, American Samoa, Guam, and Fort Richardson, Alaska.

Exercise planners said MAX-16 trains mortuary affairs collective tasks to include search and recovery missions, and operating both Mortuary Affairs Collection Points, or MACP, and a Theater Mortuary Evacuation Point, also known as a TMEP.

Collecting simulated human remains, accounting for personal effects, processing paperwork, keeping a chain of custody through the MACP to the TMEP, and preparing the flag-draped transfer case for return to the U.S. are just a few of the many steps to return America’s fallen heroes with

**DOCUMENTATION.** U.S. Army Reserve Soldiers with the 246th Quartermaster Company (Mortuary Affairs), Mayaguez, Puerto Rico, mark personal effects and sketch the location during a search and recovery mission.
dignity, reverence, and respect.

Maj. Raymond Harper, an operations officer with the 210th Regional Support Group based in Aguadilla, Puerto Rico, said that MAX has grown since its inception last year.

“It’s going better (than last year) but there are more complexities this year,” Harper said, adding this year’s rotation was key for the 246th as they are preparing to deploy overseas within the next few months.

The timing of MAX-16 couldn’t have been better for the 246th, said Capt. Armando Pantajo, the unit commander. He said an exercise like MAX-16 is important for individual and unit readiness, especially since his unit is deploying.

He said the observer controllers and trainers, who came from the active Army 54th and 111th Mortuary Affairs companies based at nearby Fort Lee, Virginia, carefully scrutinized individual and unit tasks and pointed out ways they can improve their processes.

“They have the most experience in deploying. They have all the knowledge that we need to ensure our soldiers are well prepared before we get to theater,” Pantajo said.

Frank Rivero, who served as the sergeant major for the Joint Mortuary Affairs Center at Fort Lee and is now the operations officer at the center, said it takes a special kind of person to work in mortuary affairs. Rivero should know – he’s worked in the field for 32 years.

“If this doesn’t touch you to the heart – making sure that families are taken care of by taking care of their loved ones, their fallen hero – that’s what it’s about,” Rivero said. “The volunteer force we have now in the reserve component, they don’t
MOVING ON. U.S. Army Reserve Soldiers, top, with the 246th Quartermaster Company (Mortuary Affairs), Mayaguez, Puerto Rico, remove the simulated human remains from a simulated helicopter crash for transport to a MACP.

REVIEW. Sgt. Destinee Surber, above left, an observer/controller with the 111th Quartermaster Company (Mortuary Affairs) from Fort Lee, Va., checks the paperwork and field sketch of the scene produced by Sgt. Hector Torres, center, and Staff Sgt. William Rivera, both with the U.S. Army Reserve’s 246th Quartermaster Company (Mortuary Affairs), Mayaguez, Puerto Rico.
volunteer just for the benefits. They come on board because they want to, because they want to be a part of and contribute to mortuary affairs. I applaud them for volunteering for this type of work.”

Harper, who is an U.S. Army Reserve logistically, said he has been impressed working with the mortuary affairs soldiers the last two years.

“It’s a very honorable job they do for the families,” Harper said. “But it is a very mentally taxing job. So, the soldiers that do this have a very special love in their heart to do this.

“It’s a challenge – it’s not something that every soldier can do. It must be done but it must be done with reverence and respect and it’s a ‘no fail’ mission. You have to return that individual back to their family and they expect that – they are owed that,” Harper said.

Many soldiers in this field also work in similar fields in civilian communities. Funeral homes, forensics, and coroner’s offices are some of the similar civilian occupations. And many of them will tell you it’s different when they have to handle the remains of a fallen Soldier.

U.S. Army Reserve Spc. Laila Shaibi, a mortuary affairs specialist with the 387th, knows all too well the importance of the job.

When she is not wearing the uniform, she works as an autopsy assistant in the county coroner’s office in Bakersfield, California.

While studying for a criminal justice degree, Shaibi decided to enlist in the U.S. Army Reserve as a mortuary affairs specialist in 2011. That experience helped her qualify for the job in the coroner’s office, she said.

She added that her day-to-day duties directly relates to her military duties.

“I think working in the coroner’s office has given me a lot of experience that I can give to our Soldiers

CHAIN OF CUSTODY. U.S. Army Reserve Soldiers with the 962nd Mortuary Affairs Company, based in Guam, process simulated human remains inside a Mobile Integrated Remains Collections System (MIRCS) at a Mortuary Affairs Collection Point. Information collected from the remains is checked and rechecked to ensure a tentative identification of the deceased. The remains are then sealed in a human remains pouch and placed into refrigeration in the MIRCS to await transport to the Theater Mortuary Evacuation Point (TMEP). From the TMEP, all associated remains, personal effects, and paperwork are again checked and verified before being transported back to the United States. All data collected by hand is inputted into the Mortuary Affairs Reporting and Tracking System (MARTS) database.
when processing remains,” Shaibi said. “But working as a mortuary affairs specialist is a lot different than working as an autopsy assistant. In mortuary affairs, not only are you doing search and recovery missions, but you’re working at collection point or a TMEP.”

She said her friends and others often ask her if she gets emotional when doing either job. For her job at the coroner’s office, she said she does what she needs to do to get the job done and not let her emotions get the better of her.

But as a mortuary affairs specialist, she said it’s hard to not let emotions come into play.

“I can’t help but get emotional when I’m working with Soldiers,” she said. “It’s a big difference.”

Rivero and others in this specialized field say it’s very different when they open a human remains pouch and see another Soldier lying there before them.

Sgt. 1st Class Adan Flores, the senior observer coach/trainer with the 111th Quartermaster Company (Mortuary Affairs), has been working in the field for 21 years.

“This is not the easiest job and it’s a job not everyone can do,” Flores said. “I’ve told my Soldiers that, ‘I don’t work for that colonel or that sergeant major. I work for the family, getting their loved one home and closing that chapter of their lives.’”

Flores said that all Soldiers in this difficult career field stand for dignity, reverence, and respect.

“That is what we stand for. We do not veer off that. We do not step aside and we stick to that at all times,” Flores said.
They go where others fear to go. They do things that others will not do. The sights, sounds and smells of what they do, others avoid. They surround themselves with sorrow, tragedy and grief, and call it their job. They do it willingly, - “not for themselves, but for their country.” The words dignity, reverence and respect are more than just words, they are their creed. They are guardians of the sacred trust that the American public has in the U.S. Armed Forces. America trusts them to care for their loved ones who give their lives in the defense of their nation, to treat them with dignity, reverence and respect and lay them down gently in fields of honor. They are the 92M, Mortuary Affairs Specialist.

For over 200 years, they or others like them have cared for America’s fallen heroes. They were among the first to land at Normandy, immediately opening cemeteries to care for the fallen. Among chaos, they established order and laid their brothers down. They were there again in Korea, presiding over Operation Glory, and returning America’s sons to their families. For almost a decade, they served in Vietnam providing the ultimate care for over 50,000 Soldiers, Sailors, Airmen and Marines. They were there in Jonestown, Grenada, Panama, Desert Storm, Oklahoma City, Somalia, and Bosnia. Whenever their country has called, they have been there.

If you ask a 92M who they work for, you probably will hear “we work for the families.” The family may not be their rater, but that is who they think about when they are doing the tedious identification tasks. That’s whom they think about when making difficult recoveries. That’s who they think about when serving with the Central Identification Laboratory - Hawaii (CILHI), in the jungles and rice paddies of Vietnam, recovering the fallen of that war. They serve the families that they will probably never meet, but because of a 92M, there are many families who do not have to wonder about the fate of their loved one. Because of the 92M, families may know, with certainty, that the honored dead in their cemetery plot, is in fact their loved one. That is all the reward they will ever ask for, and probably the only reward they will ever get… that they have served the family, and served them well.

It is the 92M whom you do not have to remind to remove their headgear in respect for the dead. It is the 92M who works with professional silence and respect on their fallen comrades. They are loyal to their mission, those they serve, and the United States Army. They provide dignity in an undignified situation. They revere and respect those honored dead for whom it is due. Their service is selfless, “not for themselves but for their country”. It is their honor to perform this sacred duty. Their integrity is unquestioned, as it must be - they are the preservers of the sacred trust. They have the personal courage to tackle tough jobs and to even step into harms way for those they serve. They are proud to be called 92Ms.

They probably won’t correct you if in good humor you refer to them as “diggers”. They are used to the nervous humor so often used by others to cope with their own mortality. They have a sense of humor too, but don’t ever make the mistake of dishonoring the dead. Those fallen are entrusted to them and they take it personally.

92M’s are often thought of as cold and unemotional. They are human though, with feelings and emotions like everyone else, but they can’t die with each remains they handle. Often they hide their true feelings, just to get through the day. Inside are scars
and wounds, invisible to the eye, silent grief to be dealt with on a personal level on another day. These wounds often go untreated because it isn’t macho to say it bothers them. Caregivers need care also.

Commanders of these Mortuary Affairs Specialists, take note. Due to the wartime nature of their specialty, 92Ms find it hard to stay trained in peacetime. They often find themselves assigned out of their specialty, serving as detail personnel. They find it hard to stay motivated when raking leaves. 92M’s must train as does any other MOS. Use these professionals in training exercises. Let them do their jobs. Let them educate you about what they do. They will plan and conduct their own training if you will support them.

Mortuary Affairs Specialists are volunteers. They do their job because they asked to do it. They do their job because they must. America will accept nothing less. They do their job in honor to the fallen. They do their job so that never again will white markers rise from green fields of honor with the inscription “Here rests in honored glory, a comrade known but to God.” Not or for themselves, but for their country.

For more information, please visit http://www.quartermaster.army.mil/mac/jmac_ode.html

DIGNITY, REVERENCE, RESPECT. U.S. Army Reserve Pfc. Anthony Solorzano, left, and Sgt. Luke Lagunzad, both with the 387th Quartermaster Company (Mortuary Affairs), based in Los Angeles, adjust an American flag on a transfer case containing simulated human remains at the Theater Mortuary Evacuation Point, during Mortuary Affairs Exercise 16-02, July 22, at Fort Pickett, Va. MAX 16-02 included all six U.S. Army Reserve Mortuary Affairs units performing search and recovery missions and operating Mortuary Affairs Collection Points and a Theater Mortuary Evacuation Point. The units were evaluated by active-duty mortuary affairs personnel from nearby Fort Lee, Va. (Photo by Timothy L. Hale/U.S. Army Reserve Command)
ROLLING ALONG. Spc. Terry Cunningham, a Soldier in the 7th Mission Support Command’s 406th Human Resources Company, rides his bike Thursday June 23, on Daenner Kaserne in Kaiserslautern, Germany. Cunningham has logged about 3,000 miles on his bike since this spring.
KAIERSLAUTERN, Germany — In just a few months, a U.S. Army Reserve Soldier went from driving around town to joining others on a three-day 150-mile trip.

Spc. Terry Cunningham, a Soldier in a 406th Human Resources Company, biked in the Cycle for STEM event July 23-25 organized by the local Armed Forces Communications and Electronics Association chapter.

The bicycle riders travelled from Koblenz to Bonn to Weilerbach, covering 150 miles with two overnight stops.

STEM is a curriculum based on the idea of educating students in four specific disciplines — science, technology, engineering, and mathematics.

AFCEA offers scholarships for students attending Department of Defense Dependents Schools, but also Soldiers and military spouses who are studying a STEM curriculum.

“Innovative technology is what we’re trying to support in schools,” Cunningham said.

AFCEA has donated about $50,000 in scholarships to students in the Kaiserslautern area in the last two years, he added.

Cunningham started to commute by bicycle to work every day in February when his car had to be in the shop for repair. Now, even with his car in good repair, he’s still biking.

“I commute daily from Kaiserslautern to The Flying Pig on Ramstein Air Base, about 20 kilometers one way,” he said. “I ride 200-250 kilometers a week and enjoy every minute of it.”

Cunningham’s trip to work by bicycle takes about 40 minutes, while driving takes about 20-30 minutes, depending on traffic.

Since April, Cunningham has logged more than 3,000 kilometers on his bike.

“It’s relaxing and not as stressful as driving,” he said. “You can take your time and enjoy some of the beautiful scenery Germany has to offer. Surprisingly, most commutes only take about 10-15 minutes longer than driving.”
ONE-TWO-THREE ... - Master Sgt. Brian McWilliams and Cpl. Timothy Yao, 311th Sustainment Command (Expeditionary), lead the William S. Hart High School cheerleaders in Army-style workouts June 13 in Santa Clarita, Calif. The workout is to prepare the girls physically for their upcoming season. Instead of just dressing up for a spirit day, the coaches wanted to bring in Soldiers to help motivate the team. (Photos by Spc. Aracely Jimenez/311th Expeditionary Sustainment Command)
SANTA CLARITA, Calif. – U.S. Army Reserve Soldiers from the 311th Expeditionary Sustainment Command led and motivated the cheerleaders through military-style exercises to strengthen the team for their fall season, July 13, 2016.

“We’ve had spirit days in the past, but this year I wanted to bring in actual Soldiers to work with the girls,” said Amanda Lucas, the head cheer coach at William S. Hart High School.

“We will work hard, you will be sore. We’ll be yelling, but it’s to motivate you girls to push and work together as a team,” said Master Sgt. Brian McWilliams, one of the Soldiers invited to lead the group.

“I’m a gymnast, and the girls are used to those types of exercises,” said Lucas. Working out different parts of the body and focusing on more stamina in a short amount of time was a good change of pace for the cheerleaders, Lucas said.

The cheerleaders were introduced to the Army’s warm-up stretches before they started their hour-long work out session. From push-ups, flutter kicks, to sprints, and bear crawls, the girls were challenged both physically and mentally in ways they have not been before.

Lucas stressed how physical fitness is important for cheerleading.

“They’re lifting each other, they need the physical strength to be able to be safe and not drop each other,” she said.

McWilliams also spoke with the cheerleaders afterwards about the importance of teamwork and accomplishing obstacles in life.

“I didn’t always tell you how many repetitions we were going to do so you wouldn’t be able to anticipate what came next. But your cheering and motivation towards each other kept the whole team going till the end,” McWilliams said.

“The girls got the idea of respecting authority and the value of teamwork from this event, which will help us as coaches during the season,” said Lucas. She said other coaches were also able to learn more conditioning drills for athleticism from the Army presence too.

This is the first time Service members were involved with the Hart High School cheerleaders and the coaches said they were thankful for the U.S. Army Reserve’s involvement with the community and looking forward to expand this experience in the future.
Terrorism is an enduring, persistent threat to our nation and the U.S. Army Reserve.

Anti-terrorism is the defensive element in our fight against terrorists. U.S. Army Reserve forces must understand the threat, detect terrorist activities, warn, and defend against the full range of terrorist tactics.

The Army leadership declared August 2016 as Anti-terrorism Awareness Month. During the month, our Soldiers and Civilians will focus their AT Awareness training on:

- Recognizing and reporting suspicious activity.
- Understanding the evolving threats, including Active Shooter, Homegrown Violent Extremist, Self-Radicalization, and Cyber.
- Insider Threats.
- Unmanned Aerial System Threats.
- Social Media benefits and risks.

The purpose of Anti-terrorism Awareness Month is to instill the importance of awareness and vigilance to prevent and protect the U.S. Army Reserve community and critical resources from acts of terrorism. U.S. Army Reserve Soldiers, Department of the Army civilians and family members should understand key Anti-terrorism concepts, principles, roles, responsibilities, and suspicious activity reporting procedures. U.S. Army Reserve commands will implement Anti-terrorism awareness activities during their August Battle Assemblies.

The Threat

Terrorist tactics, techniques, and procedures are constantly evolving. Large transnational groups such as the Islamic State and Al-Qaeda (AQ) remain committed to conducting attacks within the Continental United States. These Foreign Terrorist Organizations (FTO) continue to encourage its supporters and sympathizers in the US to target military personnel.

The Orlando and San Bernardino Active Shooter incidents, the Boston Marathon Bombing and several recent terrorist inspired plots demonstrate this threat from Homegrown Violent Extremists (HVE) who are motivated to conduct attacks with little or no warning. Many of these HVE’s make use of a diverse and sophisticated online environment that includes extremist websites and publications, providing religious justification and material “know-how” to conduct attacks. The increase in terrorist threats to the United States resulted in U.S. Northern Command raising the Force Protection Condition (FPCON) to BRAVO in May 2015.

In addition to terrorist threats, the November 2009 Fort Hood and September 2013 Washington Navy Yard shootings demonstrated the potential threat from insiders and active shooters. These individuals may conduct a sudden attack as a result.
of a number of motivations. In addition to violent attacks, disgruntled insiders may use their knowledge of local cyber systems to destroy or remove valuable information, or introduce malicious programs into the cyber system.

**Recognizing and Reporting Suspicious Activity**

The keys to stopping a terrorist or insider attack before it occurs are to remain aware of the threat and report any suspicious activity. Examples of suspicious activity include:

- Unusual or prolonged interest in or attempts to gain sensitive information about security measures of personnel, entry points, peak days and hours of operation, and access controls such as alarms or locks.
- Observation of security reaction drills or procedures; multiple false alarms or fictitious emergency calls to same locations or similar venues.
- Discreet use of cameras or video recorders, sketching, or note-taking consistent with pre-operational surveillance.
- Interest in speaking with building maintenance personnel.
- Observation of or questions about facility security measures, to include barriers, restricted areas, cameras, and intrusion detection systems.
- Suspicious purchases of items that could be used to construct an explosive device, including hydrogen peroxide, acetone, gasoline, propane, or fertilizer.
- Suspicious activities in storage facilities or other areas that could be used to construct an explosive device.
- Attempted or unauthorized access to rooftops or sensitive areas

If you observe suspicious activity, immediately contact your local law enforcement agency and chain of command.

**Anti-terrorism Training**

During Anti-terrorism Awareness Month, U.S. Army Reserve commands will conduct training and exercises that focus on evolving threats such as Active Shooter, Homegrown Violent Extremists and Insider Threats. This training will allow Army Reserve Soldiers to recognize, react to, and report various threat situations. Additionally, all personnel, not having already completed annual Anti-terrorism Level I training, will complete Anti-terrorism Level I (Awareness) training at: https://jkodirect.jten.mil

**Use of Social Media for Anti-terrorism Awareness**

Social media platforms such as Facebook and Twitter represent potential key media engagements that can enhance U.S. Army Reserve Anti-terrorism awareness. Additional venues and tools such as blogs, unit web pages and command homepages will be incorporated into awareness planning. Social media engagements will be nested with Command Information Programs, Command Strategic Communication Plans and any Command – sponsored community outreach programs. Anti-terrorism products available on social media include:

- Public service announcements.
- Basic Anti-terrorism awareness information.
- Anti-terrorism awareness brochures and posters.
- Crisis mitigation and response information.

Units will also educate the U.S. Army Reserve community on the risks associated with using social media applications and the prevention measures to protect Personally Identifiable Information (PII) and Operations Security (OPSEC).

**Unmanned Aerial Systems (UAS)**

UAS also known as drones are becoming increasingly popular amongst hobbyists and FTO’s. UAS’s have the ability to conduct surveillance and/or become a missile carrying a payload. These systems allow the operator to carry out an attack with minimal to no risk. Ensure you are aware of the laws regarding UAS operation in your area. Currently, UAS systems are required to be registered with the Federal Aviation Administration (FAA) and cannot be operated within a certain distance of airports.

**Summary**

Terrorists and insider threats remain an ongoing security concern. Although Anti-terrorism awareness is emphasized during Anti-terrorism Awareness Month, all are encouraged remain vigilant and be aware of potential threats throughout the year.

The threat of a terrorist attack is real and unpredictable; however, by emphasizing awareness, preparedness, and flexibility, we can best protect our people, reduce their risk, and ensure that U.S. Army Reserve capabilities remain available to support operational missions.

Remember, if you See Something, Say Something!
Safety: Readiness 2016

(FILE PHOTO by Timothy L. Hale U.S. Army Reserve Command)
Fatigue Management

- **FATIGUE:** A feeling of weariness, tiredness or lack of energy
- **NATURE’S PERSPECTIVE:** Humans are not designed for working long hours, night shifts, quickly changing schedules or to rapidly reset the bodies clock across time zones
- **ADAPT:** Not possible. Lacking sleep, the body slows, energy fails, mental sharpness dulls and your body tries to compensate with brief and uncontrolled periods of unconsciousness called micro-sleeps.

The danger of fatigue is often underestimated because the effects accumulate gradually. Accident investigators often call out fatigue as a present and contributing factor based on facts in the accident. Such facts may include, long duty days, irregular sleep schedules, accident time, evidence of cumulative sleep debt and high physical or mental stress preceding the accident.

When Soldiers make inexplicable errors, evaluate whether fatigue played a role, especially when:
- An accident or decision leading up to an accident occurs in early morning hours,
- Some problem starts an unexpected chain of events that would normally have been controllable and the obvious courses of action were delayed, missed or serious mistakes were made.

For Soldiers, alertness is critical as the work and training environment can contain hostile and unpredictable elements. Some signs of fatigue include:
- Difficulty focusing, keeping eyes open or head up, and scratchy or heavy eyes,
- Wandering, disconnected thoughts, and trouble remembering steps taken or tasks completed,
- Unexplained restlessness and/or irritability, accomplishing basic tasks poorly and overlooking the obvious.

Tips for Sleep in Ground Based Operations:

(Include in Risk Management Assessment)
- Take short naps during breaks -block out sunlight with your patrol cap or a towel and wear earplugs,
- Sleep where you can hear a generator or something that makes a constant noise,
- Lie as flat as possible and use a shirt or jacket for a pillow.

Tips to Stay Awake in Ground Based Operations:

(Include in Risk Management Assessment)
- Take breaks, work with your Battle Buddy and swap tasks often to maintain interest,
- Check each other for signs of fatigue, stand and move around instead of sitting and keep work spaces well lit,
- Complete boring tasks early in the duty cycle and when ever possible use written checklists, task guides,
- Periodically eat high protein snacks and avoid sugar and fats.

“Ready in 2016” For more on Fatigue contact your Unit Safety Officer/NCO, Training NCO or medical provider.
Ahh! There is one more DONSA weekend coming up this Fiscal Year! Labor Day weekend!

Labor Day, the first Monday in September, a creation of the labor movement and dedicated to the social and economic achievements of American workers.

That includes you and me. It constitutes a yearly national tribute to the contributions workers have made in order to strengthen, provide economic growth, and well-being in the great USA.

Don’t you just love holidays; especially the ones where you get to take some time off? We need a break every now and then. Remember the old saying: “All work and no play makes Johnny a dull boy?” Not only is Johnny dull, but he is also unhealthy.

We need a break, but we also need to stay busy doing good, positive, productive things. All of us need a good balance in life, in work, in play, rest, Family time, and so on.

My holy book pops the question: “Do you see a man who excels in his work? He will stand before kings; He will not stand before unknown men (Proverbs 22:29).”

It also says: “If anyone will not work, neither shall he eat (2 Thessalonians 3:10).”

Are you working hard or hardly working? Seems to me, moderation drives the balance we need in life.

As we make the turn this summer and get back into a routine schedule, with the kids going back to school, I want to encourage you to balance your activities.

Avoid the extremes. Pace yourself and live life in moderation. Keep working hard, but don’t work too hard.

As a wise Army general said: “Lead, energize, execute!”

Grace and peace be with you.
FORT BRAGG, N.C. – When most people think of mission readiness, they assume it only involves military training, but a Soldier’s readiness is directly proportional to his or her Family’s readiness. That requires another kind of training. While it may be easy for a commander to deliver information directly to Soldiers, it is more difficult to make sure that information reaches into the home and into the understanding of Family members. To do that, commanders need to use a different set of tools, tools that are part of the Family Readiness Program that ensures that not just Soldiers but also Families are fully ready for the mission.

One of these tools is the Command Volunteer Advisor (CVA), a group of U.S. Army Reserve volunteers who provide our Families a direct link to their command teams. These Volunteers serve at the local level and not only advise the command team on quality-of-life issues that affect the Soldier and Family, but they also help enhance Family Readiness Groups and encourage others to volunteer.

“Volunteering with the Army Reserve is a great way for Family members to feel like they are part of the military experience,” said Karen Conboy, a Senior Volunteer Advisor at the U.S. Army Reserve Command. “Our volunteers are a valued asset with respect to the support and readiness of our Soldiers.”

The Army Reserve recognizes the value that all volunteers bring to enhancing the Family readiness of a unit. Capitalizing on this value, the Army Reserve established CVAs at subordinate units throughout the geographically dispersed command to help reach as many Soldiers and Family members as possible.

In the past, only higher commands had access to such a role with Senior Volunteer Advisors. Adding CVAs to brigade- and battalion-level units provides command teams with a new voice on all things affecting Family readiness and quality-of-life issues.

CVAs also work with Family Readiness Groups and other members of the Family Programs team to ensure they foster the strongest possible Family Readiness programs in their respective commands.

Another vital role for the CVA is recruiting, welcoming and encouraging new Volunteers. The thought of volunteering can seem overwhelming for many of our Army Reserve Family members. CVAs serve as a conduit of information to inspire others to begin their volunteering journey. Well-versed in the Army Reserve community, they bring invaluable knowledge to inform and encourage others who are just beginning their experience with the Army Reserve.

“It’s about learning new things and gaining new skills. I just tried new things until I found what I liked” explained Elaine Lennon, a Senior Volunteer Advisor. “Even if you can only volunteer an hour or two a year, every bit of help is appreciated, because you are the link between the Soldier and the Family.”

As CVAs step up throughout the Army Reserve Command, their goal is to foster a network of support, making everyone feel like they are part of the Army Family.

Once established, they are a vital link that highlights the importance our Volunteers and Family members provide in the overall readiness for our Total Army Force and integral to making the Army Reserve formula work: Soldier Readiness + Family Readiness = Mission Ready.

For more information about volunteer opportunities, visit Army Reserve Family Programs at www.arfp.org or contact Fort Family at 1-866-345-8248 or your command’s Family Programs Director or Coordinator. We Inspire and Empower. Anytime. Anywhere. 24x7x365.
Stanton records fourth ace on July 4th

ACE: Tim Stanton, a retired U.S. Army Reserve sergeant major and human resources specialist, poses with his hole-in-one check on July 4 at Whispering Pines Country Club. It was his fourth ace and second in the past two years. (Courtesy photo by Tim Stanton)

Story by TIMOTHY L. HALE
U.S. Army Reserve Command

WHISPERING PINES, N.C. - Tim Stanton, a retired U.S. Army Reserve Command G-1 sergeant major, and now a human resources specialist in the same directorate, scored his fourth hole-in-one that also coincided with the 4th of July holiday.

Stanton used a 9-iron to cover the 150 yard par 3 at Whispering Pines Country Club.

This is his second ace in the past two years.

“It’s hard. Some people go their whole life and never hit a hole-in-one,” Stanton said. “There’s some skill and luck as well. You have to hit close and hope it rolls in.”

As part of the Eagle Watch Hole-in-One golf program, players from across the U.S. can pre-register for a chance at the jackpot. Each registered hole is monitored by a video camera to verify the ace.

However, Stanton’s wife, Robin, and two friends were also there to witness the ace. 😊
Epps, DeWitt, Hernandez awarded the Order of St. Martin

(L-R) Lt. Col. Lillian Epps, Chief Warrant Officer 5 Diedra Ann DeWitt, and Chief Warrant Officer 3 Alfonso Hernandez, were awarded the Order of Saint Martin at a ceremony, June 20, at the U.S. Army Reserve Command headquarters, Fort Bragg, N.C.

The Order of Saint Martin recognizes those individuals who have demonstrated the highest standards, integrity, moral character, and have displayed an outstanding degree of professional competence. The Honorable and Distinguished Order recognizes those individuals who have served in the U.S. Army Quartermaster Corps with selfless service and have contributed to the promotion of Esprit de Corps in ways that stand out in the eyes of the recipient’s superiors, subordinates, and peers.

Epps, who has served for more than 20 years, most recently serving in the USARC G4, Logistics Studies Branch; DeWitt, who has served for more than 36 years as an enlisted quartermaster Soldier and a warrant officer, recently serving in the USARC G-4 Property Accounting Branch; and Hernandez, who has served for more than 20 years as an enlisted Quartermaster Soldier and warrant officer, most recently served as the USARC G-4 Force Modernization Property Book Officer. (Photo by Alexander Robinson/USARC G-4)
FORT MCCOY, Wis. - Small arms fire and exploding ordnance attacks by opposing forces are real world threats that face Soldiers in a combat theater. For U.S. Army Reserve Soldiers, it can be difficult to simulate that environment at the unit level during monthly battle assemblies. To achieve the most realistic training possible, reserve units teamed up with active Army and Army National Guard units for the 84th Training Command’s Warrior Exercise 86-16-03 held July 9-23.

Soldiers from the 320th Military Police Company, Middleton, Connecticut, had the opportunity to go through a mass casualty scenario involving live role players, aviation units, and combat medics.

“This environment is great,” said Staff Sgt. Nike-sha Cabrera, a squad leader with the 320th. “Probably half of my squad has never worked with medics or actually seen a Black Hawk [land].”

The 320th was one of 92 units from across the U.S. Army Reserve, Army National Guard and active Army are participating in WAREX, the 84th Training Command’s third and final Warrior Exercise of the year, hosted by the 86th Training Division.

Story & photos by Sgt. DEVIN WOOD
215th Mobile Public Affairs Detachment

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The 320th was one of 92 units from across the Army that honed their skills during the final WARE-EX rotation of the year. WAREX provides units an opportunity to train in tactical and combat training environments, enforces small unit leadership principals, and reinforces Army Warrior Training.

During WAREX, the 84th Training Command used a Decisive Action Training Environment (DATE) 2.1 to set the stage. DATE combines virtual scenarios with real-life role players to create an in-
tense environment designed to encompass the training audience, test them with multiple stressors, and assess them on how they react.

According to Cabrera, her Soldiers know how to do basic warrior tasks such as call for medical evacuation, but having to do it facing the pressure and speed of a live scenario adds an extra layer of stress and gives leadership the chance to observe how the Soldiers react.

“This is the type of thing you learn in AIT,” said Cabrera. “You’re supposed to continually build on that, and if you don’t, it can take a few weeks to actually relearn those things and reapply it. We’d like to think that if it happens you kick in to high gear and you know exactly what to do, but it doesn’t always work like that.”

According to Sgt. Michael Schreckengost, a team leader with the 320th MP Company, it’s hard to get the level of training at home station that you can attain at a facility like Fort McCoy.

Observer coaches/trainers (OC/Ts) are utilized to help instruct Soldiers and get them going in the right direction. Without interfering with the scenario, the OC/Ts asked questions causing the Soldiers to think about the decisions they were making and how those decisions would affect the overall mission.

“Getting them out here, living in tents and grinding and sweating and being in ‘the suck’, it gets them into a mindset … away from distractions and they start zooming in and watching the NCO’s and how things are going and they start getting engaged,” said Schreckengost.

According to Cabrera, good training in the rear translates to good skills in real world practice. WAREX is designed to provide that for units that are midway in their readiness cycle.

“Exercises like this give the Soldier-Leader the confidence they need to go to war,” said Col. William Woods, commander of 2nd Brigade, 86th Training Division, U.S. Army Reserve.

STEADY AIM. U.S Army Reserve Sgt. Michael Schreckengost, a team leader from the 320th Military Police Company, St. Petersburg, Fla. aims his weapon from the turret of a Humvee during a mass casualty scenario during Warrior Exercise 2016 at Fort McCoy, Wis. More than 92 units from across the U.S Army Reserve, Army National Guard and active Army are participating in WAREX, the 84th Training Command’s third and final Warrior Exercise of the year, hosted by the 86th Training Division.
TERRORISTS and SPIES are on the web...
...don’t be an easy TARGET!

Protect Operational Information

BE VIGILANT. REPORT SUSPICIOUS ACTIVITY.