



The

DOUBLE EAGLE

"Twice the Citizen! Army Strong!"

SEPT. 2013, Vol. 2 No. 6



LEADING OFF: (Click text to read story) —————

**2013 U.S. Army Reserve
SENIOR LEADER FORUM**
Peterson Air Force Base, Colo.

Betrayal
of **TRUST**

PART 2 OF 2



WARRANT OFFICERS:

Counselors, mentors, and technical experts



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DOUBLE EAGLE

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Peterson Air Force Base, Colo.

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Lt. Gen. Jeffrey W. Talley, Chief, U.S. Army Reserve and U.S. Army Reserve Command commanding general, addresses the audience during the 2013 U.S. Army Reserve Senior Leader Forum at Peterson Air Force Base, Colo., Aug. 19. Talley outlined his vision to keep the U.S. Army Reserve a life-saving and life sustaining force for the nation, focusing on the way ahead for America's Warrior-Citizens. (Photo by Timothy L. Hale/U.S. Army Reserve Command)



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The **DOUBLE EAGLE**
"Twice the Citizen! Army Strong!"

OFFICIAL PUBLICATION OF U.S. ARMY RESERVE COMMAND
PUBLIC AFFAIRS OFFICE, FORT BRAGG, N.C.



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A Challenge To Be Better!

*Story by Capt. Alicia Stafford
USARC G1, Well Being Program Liaison*

The United States Army recently launched The Ready and Resilient Campaign to synchronize multiple efforts and programs to create a holistic, collaborative and coherent enterprise to increase readiness and resilience.

What is resilience?

The Army definition is, The mental, physical, emotional, and behavioral ability to face and cope with adversity, adapt to change, recover, learn and grow from setbacks.

Essentially it is the ability to be flexible; to bend when we need to, but never break.

During this year's Suicide Prevention Month we at the U.S. Army Reserve Command G-1, Services and Support Division, Suicide Prevention Program, ask that you reflect on your own resilience.

As we move through the month of September, try to identify the things that make you more resilient.

Is it your morning run? Your morning coffee? Maybe it's your children? Or your spouse? Perhaps you have a hobby that empowers or relaxes you? Ask yourself, “when times are tough, what makes me better?”

If you find this month that you don't have an answer, or maybe not enough answers; know that you can develop skills to

become more resilient.

Being resilient won't make problems go away; but it can give you the ability to see past current circumstances, enjoy life more and handle stress better.

Make it a goal this month to increase your own resiliency.

Try at least one of the tips below for the entire month of September. We hope that along the way you learn something about yourself and that those lessons carry on to the rest of the year and hopefully the rest of your life.

- **Connect.** Invest in your relationships with loved ones and friends. Positive relationships can provide needed support and acceptance when times get tough.

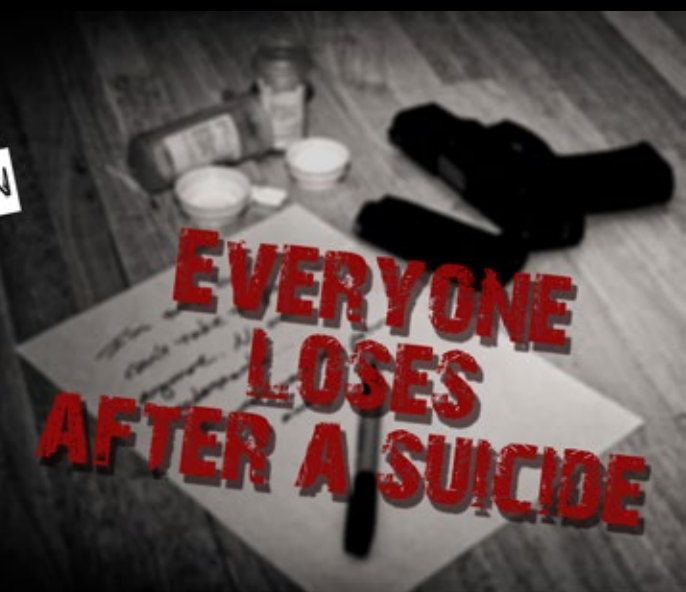
- **Accomplish something every day.** It does not need to be big or life changing. It can be as small as going for a morning run/walk, cooking a healthy meal, or making the phone call on which you have been procrastinating.

- **Look forward.** You can only affect the future. While it is important to learn lessons from our past; dwelling can be harmful.

- **Take care of yourself.** Participate in things you enjoy. Eat healthy. Get plenty of sleep. Tend to your own physical and emotional needs.

- **Be proactive.** Make plans and take action. After all, ignoring the dishes has never gotten them clean.

So let's spend the next month making ourselves better. 🌍



**SEPTEMBER
IS
SUICIDE
PREVENTION
MONTH**

Reach out and listen.
Be a friend to those
who need you most.
Be a shoulder
to lean on.
Be strong for them.

**EVERYONE
LOSES
AFTER A SUICIDE**

Call the Military Crisis Line or National Suicide Prevention Lifeline
1-800-273-TALK (8255)

Lt. Gen. Talley outlines Private-Public Partnership

Story & photo by Timothy L. Hale
U.S. Army Reserve Command

PETERSON AIR FORCE BASE, Colo. — Lt. Gen. Jeffery W. Talley, chief of the U.S. Army Reserve, outlined his priorities and the way ahead during the Army Reserve Senior Leader Forum held here, Aug. 19-21.

Talley said one of his top priorities is a new private-public partnership that is designed to help Army Reserve Soldiers learn valuable skills that correlate to trade professions in the private sector.

“This is what I think will change the Army Reserve forever,” Talley said. “We’ll plan, prepare, and provide and keep us part of the operational force as we get utilized in a responsible way throughout the ARFORGEN cycle.

“The private-public partnership initiative will recognize that solutions that are global problems cannot be solved by the government it has to be solved by the private-public sector and we’re in a unique place to bring that partnership together because we’re Citizen-Soldiers.”

Talley envisions evolving the functionality and mission of the current Employer Partnership Office, which has over 4,000 agreements in place, to help Soldiers build their civilian-acquired skills under a private sector model.

He said on the unit side, the idea is to get private companies to pay for projects that reinforce Title 10 training.

Talley cited water projects in Africa as an ex-

ample of how this would work.

“We’ll pay for the ODT, which is Title 10 training but the building materials and all the other stuff that is going to enable you to do that training is all going to be paid by Water Partnership,” he said.

He added the Army Reserve has been doing work like this for years in places like Africa, and Central and South America. Now he is including the private sector and the government agencies such as the U.S. State Department in these initiatives.

“It allows us, in the Army Reserve, to do a better job with Title 10 training for ourselves in delivering things, in this case the State Department or combatant commander ... would want,” Talley said.

“This private-public partnership initiative allows us to recognize that perhaps our greatest strength is that we’re citizens and we’re Soldiers,” Talley said.

In addition to the private-public partnership initiative, Talley said every member of the Army Reserve must concentrate on improving the response to and prevention of sexual harassment, preventing suicide, and finding the best solutions for manning and training the force with reduced financial resources.

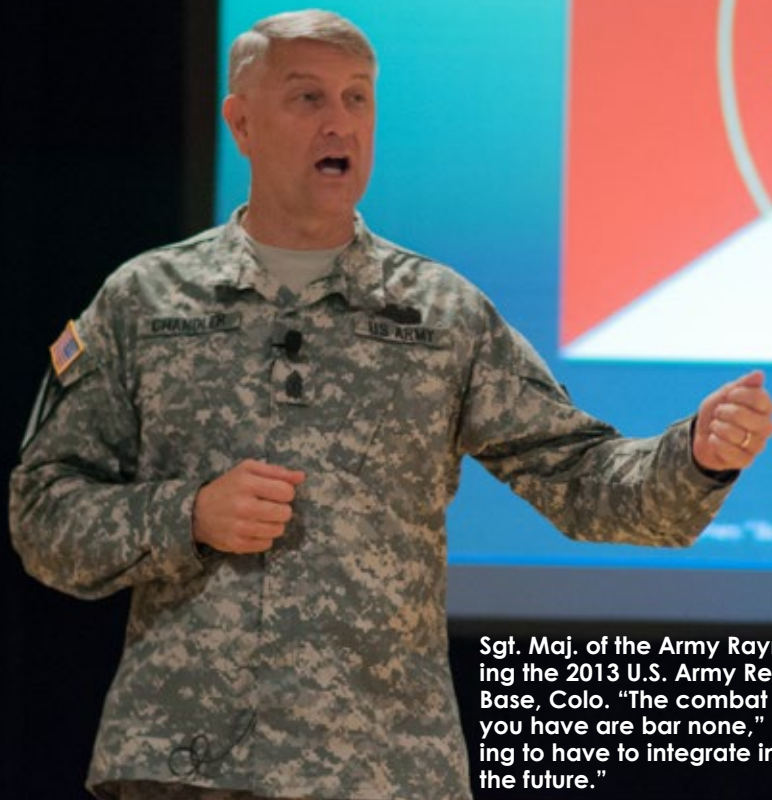
“Those are the ones I focus on everyday,” Talley said. “Those are the four big rocks in our rucksack that are just always going to be constant.” 

es U.S. Army Reserve rship

Lt. Gen. Jeffrey W. Talley, Chief, U.S. Army Reserve and U.S. Army Reserve Command commanding general, addresses the audience during the 2013 U.S. Army Reserve Senior Leader Forum at Peterson Air Force Base, Colo., Aug. 19. Talley outlined his vision to keep the U.S. Army Reserve a life-saving and life sustaining force for the nation, focusing on the way ahead for America's Warrior-Citizens.



Illustration by Timothy L. Hale, U.S. Army Reserve Command



Sgt. Maj. of the Army Raymond F. Chandler, III, addresses the audience during the 2013 U.S. Army Reserve Senior Leader Forum at Peterson Air Force Base, Colo. "The combat support and combat service support capabilities you have are bar none," Chandler said. "Those are the forces that we are going to have to integrate in this change in our strategy as we move forward in the future."

Sgt. Maj. of the Army: Integrating the Army Reserve into future Army strategy

*Story & photo by Timothy L. Hale
U.S. Army Reserve Command*

PETERSON AIR FORCE BASE, Colo. — Sgt. Maj. of the Army Raymond F. Chandler, III, shared his thoughts on how the Army Reserve fits into the overall Army strategy during the 2013 U.S. Army Reserve Senior Leader Forum held here, Aug. 19-21.

Chandler said the support the Army Reserve provides to commanders complements how the Army operates in a global environment.

"The combat support and combat service support capabilities you have are bar none," Chandler said. "Those are the forces that we are going to have to integrate in this change in our strategy as we move forward in the future."

Chandler cited examples of the Army Reserve's capabilities ranging

from drilling wells, building roads and schools, or providing clean water that make it a valuable asset.

"The Army Reserve are the technical experts," he said. "It's definitely not the active component — it's the Army Reserve."

He said the key to success is for all three components to understand their tasks and purpose and to use what each brings to the overall strategy by harnessing the talent pool.

Chandler said the upcoming fiscal year budget reductions would make achieving the Army's goals challenging.

Chandler said the Army is facing challenges achieving its goals given the potential for upcoming fiscal year budget reductions.

"We have some very difficult decisions in how we are going to resource training and readiness," Chandler said.

"I would ask you to be patient."

Chandler said the task is not impossible.

"It's going to take leaders. Leaders like you and those that you lead to see us through the future," he said. "I personally believe we are going to be fine as long as we remember that we've all got to do this together."

He said ultimately it's about meeting the intent of Gen. Raymond T. Odierno, U.S. Army chief of staff, to be globally responsive and regionally engaged, and moving across domains, and finding ways to build leader development.

Chandler said that one of Odierno's four priorities is leader development.

"It's not the technology. It's the leader," Chandler said. "So we've got to

See **CHANDLER**, Pg. 9

LEARNING FROM THE PAST:

Former U.S. Army Reserve chiefs share knowledge with current leaders



Four of the past five chiefs of the U.S. Army Reserve address the audience during the 2013 U.S. Army Reserve Senior Leader Forum at Peterson Air Force Base, Colo., Aug. 20. Lt. Gen. Jack C. Stultz, Lt. Gen. Thomas J. Plewes, Maj. Gen. Max Baratz, and Maj. Gen. Roger W. Sandler shared their combined years of experience dating back to 1991.

*Story & photos by Timothy L. Hale
U.S. Army Reserve Command*

PETERSON AIR FORCE BASE, Colo. – Four of the past five chiefs of the U.S. Army Reserve shared their years of institutional knowledge with current leaders during the Army Reserve Senior Leader Forum held here, Aug. 19-21.

Lt. Gen. Jack C. Stultz, Lt. Gen. Thomas J. Plewes, Maj. Gen. Max Baratz, and Maj. Gen. Roger W. Sandler lead the Army Reserve over a span of nearly 25 years.

Collectively, the chiefs have built the Army Reserve into a large force for operations such as Desert Shield/Desert Storm only to later scale that force back

due to reduced worldwide threats and budget authorization reductions.

Current chief, Lt. Gen. Jeffrey W. Talley, said many of the challenges facing the Army Reserve today are not unlike those the past chiefs faced. But he said there is a difference – the added value of the Army Reserve.

“The Army Reserve’s value is very high in the Army ... and that’s because of all of you,” Talley said.

When asked what their proudest moments of being the Army Reserve’s top senior leader, the answers were varied based on their given time of service.

Plewes, who served from May 1998 through May 2002, said he was proud of shaping a force that was reduced after



PLEWES

Desert Shield/Desert Storm.

“We were able to take a force that had gone down and been shell-shocked and turn it into a force that was

ready ... to turn it into an operational force,” Plewes said.

Plewes said he spent a lot of time “calming the waters.”



BARATZ

Baratz preceded Plewes, serving as the chief from Feb. 1994 to May 1998.

“We put the building blocks into the

See **CHIEFS**, Pg. 9



Senior Leader snapshots

Photos by Timothy L. Hale/USARC Public Affairs Office

Command Sgt. Maj. Luther Thomas, Jr., the U.S. Army Reserve command sergeant major, addressed other command sergeants major during the 2013 U.S. Army Reserve Senior Leader Forum, Aug. 21, at Peterson Air Force Base, Colo. Thomas said the Army Reserve noncommissioned officer corps must continue to remain ready, relevant, reliable, and responsible as the shape of the of the Army transforms in the future.



Gen. Daniel Allyn, U.S. Army Forces Command commanding general, addressed the audience during the 2013 U.S. Army Reserve Senior Leader Forum at Peterson Air Force Base, Colo., Aug. 19. Allyn praised the men and women of the Army Reserve saying, "I have witnessed first-hand your extraordinary courage and tactical and technical excellence."



Brig. Gen. Tammy Smith, Army Reserve Human Capital Core Enterprise director, provided Army Reserve senior leaders the Human Capital outlook for the future during the 2013 U.S. Army Reserve Senior Leader Forum, Aug. 20, at Peterson Air Force Base, Colo. Smith focused on end strength, recruiting and retention within the Army Reserve. She said command emphasis on first term re-enlistments to retain current talent is critical to meeting U.S. Army Reserve personnel readiness goals in addition to contributing to overall end-strength. She also solicited assistance in improving the physical health of the force to improve physical fitness scores and manage weight, stating that Soldiers who are flagged for height, weight, or Army Physical Fitness Test failure cannot attend professional development schools or re-enlist.



Addison "Tad" Davis, IV, the U.S. Army Reserve Command executive officer, addressed command executive officers during the 2013 U.S. Army Reserve Senior Leader Forum, Aug. 21, at Peterson Air Force Base, Colo. Davis highlighted the challenges facing the Army Reserve with regards to civilian personnel management, military technician program, sequestration and furloughs and how these issues will affect the Army Reserve in the coming years.

CHANDLER

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provide the education at the right time, at the right place, to the right person.”

“If we develop our leaders we will maintain our advantage over any enemy that presents itself as we move forward into the future,” Chandler said. 🇺🇸



Sgt. Maj. of the Army Raymond F. Chandler, III, addresses the audience during the 2013 U.S. Army Reserve Senior Leader Forum at Peterson Air Force Base, Colo. “The combat support and combat service support capabilities you have are bar none,” Chandler said. “Those are the forces that we are going to have to integrate in this change in our strategy as we move forward in the future.” (U.S. Army photo by Timothy L. Hale/U.S. Army Reserve Command)

WATCH THE VIDEOS,
READ THE STORIES,
VIEW THE IMAGES
from the
U.S. Army Reserve
Senior Leader Forum
on the USARC DVIDS
page at:

www.dvidshub.net/units/USARC



CHIEFS

from Pg. 7

Army Reserve for the success it is today,” Baratz said. “The USARC and the posts you own across the country are alive and well. The (Army) Reserve is alive and well despite the same problems we’ve always had. We straightened out the resources that were a terrible mess at the time.”

Sandler served as the chief from Aug. 1991 through Jan. 1994. During his tenure, he concentrated on growing the capabilities of the Army Reserve.



SANDLER

“That was a big, big challenge,” Sandler said. Desert Storm had ended and Sandler said they sent teams over to figure out what to do with the military equipment used during the operation – not unlike what is going on as the Army prepares to end the Afghanistan mission.

“Those are big responsibilities that you’re going to be faced with right now with OEF,” Sandler said.

Stultz, who served from May 2006



STULTZ

through June 2012, said that compared to his predecessors, his challenge wasn’t funding or cutbacks but building an operational reserve.

Stultz said he was also proud of the quality of the Soldiers now serving in the Army Reserve.

“The credibility of the force – not just at the senior level,” Stultz said. He cited an active component commander who wanted to take an Army Reserve unit with him overseas.

“That’s when you’ve got the credibility and you’ve earned it by your performance,” Stultz said. “That’s really a proud moment for me.”

He added that leaders must do a better job sharing the capabilities of the Army Reserve.

“A lot of people across the force don’t realize what a great asset is sitting over here in the Army Reserve in terms of capability, experience and quality,” he said. “If we are not careful, we’ll lose it.” 🇺🇸



Lt. Gen. Jeffrey W. Talley, Chief, U.S. Army Reserve and U.S. Army Reserve Command commanding general, listens as past chiefs address the audience during the 2013 U.S. Army Reserve Senior Leader Forum at Peterson Air Force Base, Colo., Aug. 20. Lt. Gen. Jack C. Stultz, Lt. Gen. Thomas J. Plewes, Maj. Gen. Max Baratz, and Maj. Gen. Roger W. Sandler shared their combined years of experience dating back to 1991. (U.S. Army photo by Timothy L. Hale/U.S. Army Reserve Command)



Betrayal

of TRUST

Story by **Lt. Col. Matthew Lawrence**
Chief, USARC Media Relations

Part 2 of a 2-part story

“Is this you?!” a woman barked at a hotel bar in Orange Beach, Ala., brandishing a cell phone with a picture on it. “You told me you were in Kuwait this weekend!”

Master Sgt. Stuart James knew the photo, and this wasn’t the first time a stranger had accosted him since he returned from deployment to Afghanistan in 2011.

This was just one of nearly 30 encounters he has had over the last three years with women who thought they had established an online relationship with him.

The crooks, who had targeted her in a romance scam, used unsecured pictures from a MySpace account that James had forgotten about.

James had not put any security controls on the account.

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Betrayal *of* TRUST

"Back in '08 (when he created the account), I really didn't care about that stuff," he said. "I had a MySpace account, and I went on it once or twice a week and didn't really think about it."

Scammers are counting on that sort of complacency and use the images of thousands of Soldiers every day in their schemes. Most are used in obvious attempts to fleece their targets out of money using the trust the public has in the American Soldier.

Soldiers with public personas are at high risk for their images being used illicitly.

Lt. Gen. Jeffrey Talley, the chief of the Army Reserve, routinely has his staff request fake Facebook sites be removed from the company's network. However, new ones appear almost as fast as they are removed.

It isn't just senior leaders that can be used.

Staff Sgt. Aaron Butler won the Army Reserve's Best Warrior Competition in 2009. In February, 2011, scammers from Nigeria used public photos of him in an attempt to buy land in West Virginia. Thankfully, the realtor called Butler's unit to verify his information, and the plot was uncovered.

Butler's image has also been used illegally by companies advertising special programs for military members. While the companies usually take them down quickly when asked, it can be unnerving for the Soldier involved.

"It's just heightened my awareness to not have my image floating around there somewhere," said Butler.

"It's a cost of doing business in the internet age," said Kimberly Register, the chief of Information Assurance for the U.S. Army Reserve Command. "There is no way to stop public images from being used."

While a Soldier with a public profile may be hard to protect, Register believes that all Soldiers need to be more careful in protecting their online personas and their images from being used without their consent.

"We have to educate them on being less trusting," Register said. "They've grown up with it (the internet) so they nonchalantly participate in it and don't think how their actions affect them."

James had that mentality, and while the scams have not affected his bank account or credit ratings, there have been inconveniences that he has had to endure.

"At one time, if you Googled my name, some of my military pictures would come up and it would say 'fraud' on there," said James. "I don't want someone to see that and have someone say, 'Hey, Stolen Valor Act!'"

There are several steps Soldiers can use to protect themselves against uninvited guests to their online accounts. First, Register says people should never share their passwords with anyone ... ever.

“At one time, if you Googled my name, some of my military pictures would come up and it would say ‘fraud’ on there.”

— **Master Sgt. Stuart James**
Online Identity Fraud Victim

Second, she suggests having your online accounts, which commonly have an e-mail account as your login, to be actually linked to a secondary e-mail account. A hacker can easily find out about the primary login account, but will not easily find out about the secondary e-mail and will not be able to get a new password if they claim to be you in a “forgotten password” probe.

Third, Register said to remember to use all of your online site’s security features. Facebook and other online companies routinely improve their security to meet the threats, but most often, the default settings of your account will have little or no security.

Fourth, never identify or “tag” people in photos. Doing so makes the work of a hacker trying to break into your account and your friend’s accounts a lot easier.

Finally, don’t click on any links. Hackers commonly use “Trojan horse” viruses that are attached to these links to gain access to others’ computers. This can be a danger to you and your friends.

“If you have 20 contacts, all

of those 20 are impacted by you clicking that link,” she said.

Once scammers have a hold of your pictures, it is nearly impossible to stop their use. James still gets emails and calls from women who believe they have met him online.

“I tell them I’m married and have kids. That way, they don’t harass me,” he said. 🇺🇸

WHERE TO GO FOR HELP

- **Internet Crime Complaint Center (IC3) (FBI-NW3C Partnership)**

Online: www.ic3.gov/default.aspx

- **Federal Trade Commission - Your report helps law enforcement officials across the U.S. in their investigations.**

Online: www.ftc.gov/idtheft

Phone: 1-877-ID-THEFT (438-4338)

or TTY 1-866-653-4261

Mail: Identity Theft Clearinghouse
Federal Trade Commission
Washington, D.C. 20580

- **Federal Trade Commission on Nigerian scams**

Email: spam@uce.gov

- **U.S. Army Criminal Investigation Division**

Online: www.cid.army.mil

Links are interactive. Click each link for more information



U.S. Army Reserve Chief Warrant Officer 2 Denver Gillham, left, conducts a pre-flight safety brief for a UH-60 Black Hawk helicopter at Simmons Army Airfield on Fort Bragg, N.C., Aug. 29, 2013. Gillham, a native of Cincinnati, Ohio, has been an aviation warrant officer since 2009 after being an enlisted Soldier in a non-flying career field. The Army Reserve is looking to fill hundreds of warrant officer positions in both the aviation and non-aviation career fields.

Counselors, Mentors, and Technical Experts

Story & photo by Timothy L. Hale
U.S. Army Reserve Command

FORT BRAGG, N.C. – Are you looking for a way to give your military career a boost?

Then perhaps becoming a warrant officer might be the answer.

Warrant Officers are highly specialized experts and trainers in their respective career fields. As such, they provide expert guidance and leadership to commanders and units in their given specialty, said Chief Warrant Officer 4 Darrell Peak, the U.S. Army Reserve Command, the lead for Warrant Officer Management and Policy.

Peak said 50 percent of the Army Reserve warrant officers are in aviation, to include aviation maintenance. The balance of warrant officers is technical warrants to include such military occupations as administration, military intelligence, logistics, and signal.

Peak added there is a shortage in all three com-

ponents of the Army – active, reserve, and National Guard.

“We definitely have some MOSs that we need help with in the Army Reserve,” Peak said. “We would like to see those positions in Combat Service Support (units) filled but we do have a few combat-related MOSs (to fill).”

But what qualities must an individual possess to become a successful warrant officer?

Chief Warrant Officer 5 Phyllis J. Wilson, the U.S. Army Reserve command chief warrant officer, shared her top five qualities – technically savvy, possess strong leadership skills, be a counselor, advisor and mentor; across the board competency, and strong character.

“We want some of the best NCOs to come into the Army Warrant Officer Corps,” Wilson said. “You’ve got to be extremely good at your skill set; being a strong leader and knowing your technical skills so you can advise – the same things that the rest of the Army leader-

See **WARRANT**, Pg. 23



Growing old not so gracefully

By Timothy L. Hale
Editor, USARC Double Eagle

On March 4, 2014 I will turn 50 years old.

With that said, some days I feel much older even though I'm not really sure what *feeling* much older means.

I get out of bed some mornings and I snap, crackle and pop. It's even happened here in my cubicle with a door.

Often, I sit too long and when I get up to go to the printer or go to someone's office, it's the same thing. It takes awhile to get my momentum going until I limber up.

Other days, I feel like I did when I was in my early to late 20s - I *do* remember what that felt like!

Those are the days that I feel like I could run a marathon again, or compete in a triathlon.

Then I remember - oh yes, bad knees and bad back - I'd better sit down before I fall over.

Back in the day

From 1987 until around 1992, I was in the best shape of my life.

On average, I cycled 2,000-3,000 miles, ran about 1,000-1,500 miles, and swam a few hundred during those years. Those were just training miles and didn't include actual race miles.

When I wasn't swimming, cycling or running, I played softball and baseball with one of my roommates.

I had the trophies, ribbons and a drawer full of race, softball and baseball t-shirts to show off my athletic prowess to anyone who would listen.

My wife said, I just ran and played ball to "get chicks." Although I usually deny it, being a jock, even an amateur one, didn't hurt.

Then one fateful morning, the unexpected and unexplainable happened - I herniated the disc between L1 and L2 while on a television assignment.

How could this happen? I was in peak physical condition. I watched what I ate and drank, got plenty of sleep and had strong abdominal and back muscles.

This should not have happened, or so I thought.

I was laid up for months and underwent what seemed to be never-ending physical therapy.

Unfortunately, the doctors basically told me my playing days were over.

So, fast forward 15-20 years. I didn't watch my diet and certainly didn't exercise.

But being a photojournalist can be just as demanding on a body as playing sports.

Sure enough, a medial meniscus tear in my left knee and few other musculoskeletal disorders in my spine and neck and here I am - snap, crackle, and pop!

Older and wiser

Aug. 28, 2013, I had my yearly physical. It was one of those good news and not-so-good news doctor visits.

The good news - I've lost 12 pounds since last year. That's great because I definitely don't need to be carrying around the extra poundage - my camera gear weighs enough as it is.

I am eating better than I have in the past 20 years. Other than the loss in vertical clearance and snapping, cracking and popping, I think I'm doing alright.

The not-so-good news - I am SHRINKING! When you're 5'6" you need all the height you can get!

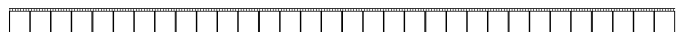
A friend of mine who is a Fellowship of Christian Athletes pastor once said to me, "If I had known that growing old was so hard, I would have taken better care of myself when I was younger."

Indeed!

So, if you happen to see me around the building making pictures for a story and I happen to be sitting down on the floor, I'm not being lazy. I just might not be able to get up off the floor. 🇺🇸



[CLICK HERE](#) for Double Eagle back issues.



Timothy L. Hale, a U.S. Air Force veteran, is an award-winning photojournalist and editor of the USARC Double Eagle. A member of a number of professional organizations to include Nikon Professional Services, he also owns a photojournalism and graphic design service and freelances for an international photo wire service. The views expressed in this column are expressly his own and do not necessarily reflect those of the U.S. Army Reserve Command, the Department of the Army, and/or the Department of Defense.



Camp Followers: *The first Army contractors*

*Story by Jennifer Friend
National Museum of the Army Reserve*

Throughout history, camp followers played an integral part of Army camp life during war time.

They can be traced back as far as Roman times, and found in all cultures throughout the world.

Even today, camp followers, known as “independent contractors,” perform services and tasks helpful to the well being of the American troops abroad.

During the American Revolution, camp followers consisted of women, children, and men. Men were hired as drivers and wagoners, and filled other

occupational needs, as well as providing goods available for purchase as sutlers (merchants) and serve as members of the clergy.

Civilian men and women provided much needed skills and performed duties necessary for the success and continuance of the Continental Army which eventually brought freedom.

In the broadest sense, the term “camp follower” refers to anyone not enlisted in the army, but traveled along to provide vital services.

During the American War for Independence, the American Army not only had to struggle with building, training, and supplying a formidable force, but

also had to learn how to deal with this new excess of personnel.

The American Army followed the example of the British Army’s experience in the matter of how to deal with and organize camp followers as they did with other military training. However, both forces had to adjust their management and treatment of this civilian population due to the very nature of the conflict. In some instances, correspondence between the armies took place as to how to “handle” this civilian population that they had to contend with.

Female camp followers were a rarity at the onset of the war, particularly when people were still trying to figure out who

and what they were fighting for. However, as the war progressed, that quickly changed. Several factors played into this transformation.

The movement of people traveling with or following the armies was due largely in part to both the British loyalists 'and American communities' attempts to gain control or drive out opposing civilians from their occupied areas.

The War for Independence alienated and displaced thousands of people from both sides, causing groups of people to support or join either Army. Winning was dependent upon the support and control of the civilian population. The majority of these women were the wives, mothers, sisters and girlfriends of the Soldiers, but often times they were refugees with nowhere else to go.

Refugees were groups of people that followed the Army primarily for safety and security.

Camp followers were groups of people that not only followed the Army for safety and protection, but also became more actively involved in the fate of their lives and the Army to which they were attached. In order to secure a place for themselves, many refugees turned into camp followers and began to offer their services and skills.

The Women

Female camp followers came from all social classes.

American officer's wives did not follow their husbands during the marches and battles as did their British and German counterparts. They accompanied their husbands only when the Army was in winter quarters.

This tradition began early in the war when Martha Washington, Catharine Greene and others joined their husbands outside Boston during the winter of 1775-76.

These women did contribute to the war effort by sewing and knitting clothing, visiting the troops, and offering encouragement. Their duties and efforts were primarily for the welfare of their husbands. Camp time for these women became more of a social season, complete with formal calls, dinners and dances, which were also relegated to the officers' class.

Soldiers' wives and Families, and many other women

volunteered their services or were hired to assist with nursing, cooking and laundry duties.

The majority of the female camp followers were from Families of Soldiers who were forced out of their homes by the enemy. Many of these women arrived with nothing more than the clothes on their backs, while some were lucky enough to have packed a few personal belongings and useful items.

Changing Attitudes

The established attitude toward camp followers was one of forced acceptance and compromise.

The Army, particularly Washington's, decided it would be beneficial to make the best out of an uncertain situation by using this large population in a more constructive manner.

Since the Army had to accept their presence, they might as well put them to work and make them earn their keep, contribute to the cause, and stay out of trouble.

Washington often complained there were too many women with the Army, but knew that if he did not provide rations or a way for them to contribute to their stay, he would lose their husbands, brothers, and fathers as Soldiers.

Unlike the British Army, the American Army did not have an Army-wide policy as to how to deal with its civilian populace. Common sense and local arrangements were usually adopted to adapt to the ever-changing situations that occurred.

The American Army's acceptance, regulation, and integration of the camp followers became a significant factor in its success in the war.

Commanders regulated camp followers as they did their Soldiers. They kept watch on their hygiene, housing, recreation, and business practices. Camp followers were expected to follow the same rules and regulations as the Soldiers and were reprimanded and disciplined accordingly if rules were broken.

These camp followers were very similar and can almost be compared to the early phases of what has evolved into the Army Families and civilian task force of the present.

There was a bond that developed between these individuals, like no other, that strengthened the Army and its followers and continues to this day. 🇺🇸

Paintings depicting
Revolutionary War camp life
on these two pages courtesy
of Pamela Patrick White
www.whitehistoricart.com



Battle Buddy app available now

*Chaplain (Lt. Col.) James Boggess
U.S. Army Reserve Chaplain's Office*

Announcing the Army Reserve Battle Buddy Application for Android / Google smart phones!

This app is designed to provide Army Reserve Soldiers with the tools to be a better Battle Buddy.

The primary feature on the app is the "Getting Help Now" screen which puts important emergency phone numbers at the tip of your fingers including phone numbers for the National Suicide Prevention Lifeline/Veterans Crisis line, Domestic Abuse Hotline, the DoD Sexual Assault Helpline, Military OneSource and Fort Family, in response to a number of potential crisis situations.

Additional areas of emphasis include the Assist, Care, and Escort, or ACE, suicide intervention guide, and Sexual Harassment/Sexual Assault Response and Prevention. These areas of emphasis provide information on how to assist a fellow Soldier experiencing a crisis, along with training and resources to help prevent Soldiers from getting into a crisis.

The ACE suicide intervention guide walks you through the ACE process and provides access to hotlines, chat sites, and other resources to help you help a buddy in crisis.

The SHARP section includes how to respond if you or someone close to you has been sexually assaulted. It explains the difference between restricted and unrestricted reporting. This section contains information on what to do about sexual harassment and several sections on prevention and how to reduce the risk of sexual assault. It also has a resource section that provides additional information.

One of the biggest factors that prevents Soldiers from getting involved is a lack of confidence in their ability to help a Soldier work through his or her issues.

While the Talking Points section will not make you a professional counselor, it can help you develop the tools to be a good listener for your Battle Buddies.

This section provides guidance on how to ask open ended and clarifying questions to encourage your buddies to talk things out.

Other sections of the app provide listings for national resources, how to find local resources, professional development reading lists and other important information including My Medical, Comprehensive Soldier and Family Fitness, Public Affairs and legal assistance.

This application is available now in the Google Play Store and will be available in the Apple App Store in a few weeks. 🌐



Available on the
App Store

Coming soon to Apple App Store



GET IT ON
Google play



**AVAILABLE
NOW**
QR Code for
Google Play Store
(Android Devices)



THOUGHT OF THE MONTH:

"But they that wait upon the LORD shall renew their strength; they shall mount up with wings as eagles; they shall run, and not be weary; and they shall walk, and not faint."

— Isaiah 40:31

An inside job

Chaplain (Maj.) Jonathan Edwards
U.S. Army Reserve Chaplain's Office

We live in a day and time where there is a major focus on energy and sports drinks.

There is an overwhelming belief one's ability to maintain focus and compete at the highest level is somehow directly related to the products consumed.

In other words, a person is able to accomplish incredible and/or mundane feats based on that which is on the inside.

A story is told about a little boy who was visiting the state fair for the first time.

He was mesmerized by all the lights, glitter, and hustle-and-bustle of activities, however there was one game that captured his attention the most. It was a game that required the player to take a softball and knock down an oversized, stuffed figure with a clown face. The object of the game was to knock the clown down with such force that it would stay down.

The boy was confident he could make the clown stay down and win the game. Just as he had worked up the nerve to step-up to the game, an old man appeared and got his attention.

The old man said to him, "Young man, if I were you, I'd leave that game alone. You can't win! You see, there's something

on the inside of that clown that won't let it stay down. No matter how hard you hit him, there is something in him that will make him pop back up."

The little boy pondered the wisdom of the old man; yet he was still tempted to try.

The question I have for you is, "What's inside of you?"

When we think about the subject of Comprehensive Soldier Fitness and Resiliency, it's important to know what's on the inside.

There will be tests, trials and challenges that will hit us hard and even knock us down, yet we don't have to stay down.

You see, it is our faith, family, friends, feelings, and physical fitness that pour into us the essential nutrients to sustain us in both the incredible and mundane tasks we must accomplish on a daily basis and if we've been knocked down, we can pop back up.

What are you doing to nurture these areas of your life that, in turn, will nourish you?

I believe it all starts with our faith which will feed and fuel the other areas of our lives.

When we continue to feast on this process, each of us will be able to maintain focus and compete at the highest levels.

There is no doubt... We CAN win! 🇺🇸

FORSCOM/USARC Christian Bible Study

**U.S. Army Forces Command and U.S. Army Reserve Command
hosts a weekly Christian Bible study.**

**Studies are held each Tuesday,
starting at 11:30 a.m., Room 1901 near the USARC G4.
Please come and share a time of fellowship and worship with us.**

**"All Scripture is breathed out by God and profitable for teaching,
for reproof, for correction, and for training in righteousness, that
the man of God may be competent, equipped for every good work."**

Second Timothy 3:16-17



AROUND THE HEADQUARTERS

Internal Review presents annual auditor awards

(L-R) David Horlacher and Quenette Ferguson were presented awards from the U.S. Army Reserve Command Internal Review for excellence in job performance for full time auditors. Horlacher is assigned to the 807th Medical Command (Deployment Support), winning the Small Office category. Ferguson represented the 81st Regional Support Command and won in the Large Office category.



Story & photo by
Lt. Col. Mary Wallace-Sherrill
USARC Internal Review

The U.S. Army Reserve Command Internal Review Office annually recognizes the Full Time Army Reserve Auditors for Excellence in Job Performance.

The two individuals achieving this status are: Quenette Ferguson with the 81st Regional Support Command, Large Office and David Horlacher with the 807th Medical Command (Deployment Support), Small Office.

The awards were presented by Wally Wallace, Director, ARIR, Aug. 14, 2013 during the Audit Readiness Training session.

Each was awarded a plaque, a three-star note from Lt. Gen. Jeffrey W. Talley, Chief, of the Army Reserve, and the Achievement Medal for Civilian Service. They will also be attending a special professional development class to further their skills.

Ferguson joined the 81st RSC after working with the Defense Logistics Agency for many years. Her expertise in auditing and adherence to the required standards are uncanny. She has contributed directly to the success of the organization in the SBR Audit Readiness effort.

Horlacher joined the 807th from the Utah National Guard. He is a very experienced auditor and has made a tremendous contribution to his command and the entire ARIR community with his willingness to help others and lending his expertise to the IR efforts.

The criteria for achieving the Army Reserve IR Office Award of Excellence are as follows: program management – timely submission of reporting requirements, professional development and information related to Army Reserve-wide audits; valued member of the management team - the extent to which the IR staff demonstrated its value throughout

See **AWARDS**, Pg. 21

Opet's Odyssey

By Master Sgt. Steve Opet



AFAP Celebrates 30th Anniversary

Story by Barbara Giddens

U.S. Army Reserve Family Programs Liaison

The Army Family Action Plan celebrates 30 years of grass roots advocacy by providing Soldiers, retirees, Department of the Army civilians, and Family members, including surviving spouses, a voice in shaping their quality of life.

Several issues submitted by reserve component Families inspired changes in services supporting our decentralized geographic population.

Concerns were voiced and elevated to the reserve component senior leadership and they listened.

As a result, policy changes impacting approval of tax credits for employers of reserve component Soldiers on extended active duty; issuance of ID cards for reserve component Family members throughout the service member's career; and the institution of full-time medical case managers for reserve component Soldiers were adopted to benefit the reserve component community.

These are just a few of the issues surfaced that can now be counted as AFAP success stories.

Army Reserve constituents continue to be instrumental in fueling the AFAP process to bring about change in Army and Army Reserve programs, policies and services.

We need you to be a part of the AFAP process.

Your issues are needed to ensure quality of life improvements are realized as AFAP's proven track record and legacy of getting results continues.

To find out more about AFAP, log on to the Army Reserve Family Programs Directorate website at www.arfp.org. Scroll over Programs & Services and click on Army Family Action Plan.

Submit your issues to the online AFAP mailbox or to the local Army Reserve Family Programs Office. You can make a difference — one issue at a time!



This poster highlights some of the major milestones in the 30 year history of the Army Family Action Plan. To download a full-size pdf, visit www.arfp.org or click [HERE](#).

AWARDS

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the award period, meeting current or emerging needs of decision-makers - how the IR Auditor identified and met specific review service needs of customers; quality control - initiatives implemented during the period that were designed to enhance the overall quality and ensure compliance with AR 11-7, and contribution to the IR community - ways the IR Auditor assisted/benefited other IR evaluators in the Army Reserve.

These two employees have gone above and beyond in their job performance and are a credit to the entire Army Reserve.

Fort Bragg's All-American Trail closes Sept. 28 for hunting season

Fort Bragg's All-American Trail closes Sept. 28 and will remain closed due to hunting season.

The trail will reopen Jan. 2, 2014, when the hunting season ends.

Fort Bragg cannot stress enough the importance of not using the trail between Sept. 28 through Jan. 2. Approximately two years ago, a runner was accidentally killed by a hunter who mistook the runner as wild game.

Runners and off-road bike riders are also asked not to use the roads in the training areas for running routes.

These areas are used for training purposes and the presence of runners and riders can disrupt training events and become a safety hazard for the runners and riders.

Runners and riders also may face trespassing charges if found in the training areas.



ACROSS THE ARMY



U.S. Army Reserve Soldiers from the 226th Transportation Railway Operating Company discuss attaching several railcars to the Switcher engine during preparations for the Seaport Operations Company Train 13-2 at Joint Base Langley-Eustis.

Army Rail Operators prepare for new role

*Story & photo by Spc. Cal Turner
214th Mobile Public Affairs Detachment*

JOINT BASE LANGLEY-EUSTIS, Va. – The shrill blast of a train whistle tears across Joint Base Langley-Eustis as a massive red locomotive with the words “United States Army” on it moves across an intersection.

Onboard, U.S. Army Reserve Soldiers from the 226th Transportation Railway Operating Company from Chicopee, Mass., are doing their part to support of the Seaport Operations Company 13-2 training exercise.

These Soldiers represent one of the oldest military occupational specialties in the Army. Railroad operations were crucial as far back as the Civil War, as both Union and Confederate forces used railroads to move both weapons and

personnel.

“The railroad has been active here at Fort Eustis since 1918,” said Spc. Paul Tofani, a train conductor with the 226th TROC. “Every railroading service member and civilian who works trains with the military trains here. To this day, moving freight by rail is the best way to move tonnage. You can move one ton of cargo 486 miles on a train using one gallon of fuel. It’s the second most fuel efficient way to move cargo next to ships.”

The bright red engines are known as “dual purpose road switcher” engines. Each of the 2,100 horsepower engines hold nearly 2,000 gallons of fuel apiece and weigh in at 120 tons each. Army trains handle loading operations for other branches as well. Currently, 39 U.S. installations have railway service with

50-100 military locomotives in operation at a given time. The base’s training rail loops and junctions link to civilian interchanges so Soldiers can move rail cars onto civilian lines.

Army Reserve units have run the railway system since the last active Army unit was shutdown in the 1970s. During the seaport operations exercise, the railroad Soldiers will work alongside several other units to move the required cargo from Joint Base Langley-Eustis to the port areas on the water and will also assist with the unloading operations.

“Basically we will be handling all the movements of rail equipment and spotting cars and vehicles for correct loading and unloading,” said Spc. Steven Ramirez, a railway operations crew



[CLICK HERE](#) for complete story and photos

WARRANT

from Pg. 14

ship talks about.”

She said the competence a warrant officer must have is not only just the technical aspect of their MOS but they must also maintain tactical competence.

“Character – that’s not exchangeable for anything else,” Wilson said.

Becoming a Warrant Officer

The path to becoming a warrant officer is not unlike the enlisted or officer career track. Once recruited, warrant officers candidates attend the five-week Warrant Officer Candidate School at Fort Rucker, Ala.

“It’s a very vigorous course of training,” Peak said. “The course is designed for the cadre to evaluate the candidates’ skills, qualities, and traits to ensure they are commensurate to what the Army expects of a warrant officer 1.” He said that individual skills and leadership capabilities are tested along with transition training from being enlisted to officer.

Upon successful completion, the newly pinned warrant officers, or WO1s, will move on to their respective Warrant Officer Basic Course for their respective MOS, Peak said.

For Warrant Officer 1 Andria Simmons, attending WOCS met her expectations. Simmons, a human resources warrant officer with the 2nd Battalion, 323rd Regiment, 98th Training Division in Lumberton, N.C., said the biggest adjustment was making the transition from enlisted to warrant officer.

“Being a senior enlisted, or almost a senior enlisted, and

then going back to being treated like a private – it’s not easy,” Simmons said. “You have to distinguish when to lead and when to follow. They treat you like a private but expect you to perform like an officer. It’s difficult to find that balance but that’s what that course is all about.”

Simmons said that just like the enlisted or the officer initial training, simply attending WOCS doesn’t necessarily guarantee success.

“It’s not a sure thing. You have to want it,” she said. “It’s mentally and physically exhausting. Once you’re done, your done, and it’s an awesome sense of pride. You have to want it.”

Simmons has served in the Army for 11 years as a Soldier and was selected for master sergeant before making the switch to warrant officer. She also is an Army civilian working as the executive assistant to Addison “Tad” Davis, IV, USARC’s chief executive officer.

Simmons cited the many warrant officers who have mentored her during her career as one of the reasons for becoming a warrant officer.

“I’ve always looked up to warrant officers. They are the subject matter experts,” Simmons said. “As an enlisted and a civilian for the Army Reserve, people have always come to me as a subject matter expert. I just wanted to take that even further.

“Warrant officers are perfect liaisons between enlisted and officers,” she said. “I wanted to be that person that everyone comes to when they need solutions.” 🇺🇸



U.S. Army Reserve Chief Warrant Officer 2 Denver Gillham, performs a pre-flight inspection on the main rotor of a UH-60 Black Hawk helicopter at Simmons Army Airfield on Fort Bragg, N.C., Aug. 29, 2013. Gillham, a native of Cincinnati, Ohio, has been an aviation warrant officer since 2009 after being an enlisted Soldier in another non-flying career field. The Army Reserve is looking to fill hundreds of warrant officer positions in both the aviation and non-aviation career fields. (Photo by Timothy L. Hale/U.S. Army Reserve Command)

Maj. Gen. Purser takes reigns of 108th Training Command



Maj. Gen. Leslie A. Purser, second from right, poses with her family, 1st Lt. Justin Purser, Capt. Jennifer Purser, and husband Lt. Col. (ret.) Joe Purser pose for a family photo at Fort Jackson, S.C., July 13, 2013. Purser took command 108th Training Command (IET) from Maj. Gen. Robert Stall who retired from the Army Reserve. (Photo by Master Sgt. Deborah Williams/108th Training Command (IET) Public Affairs)



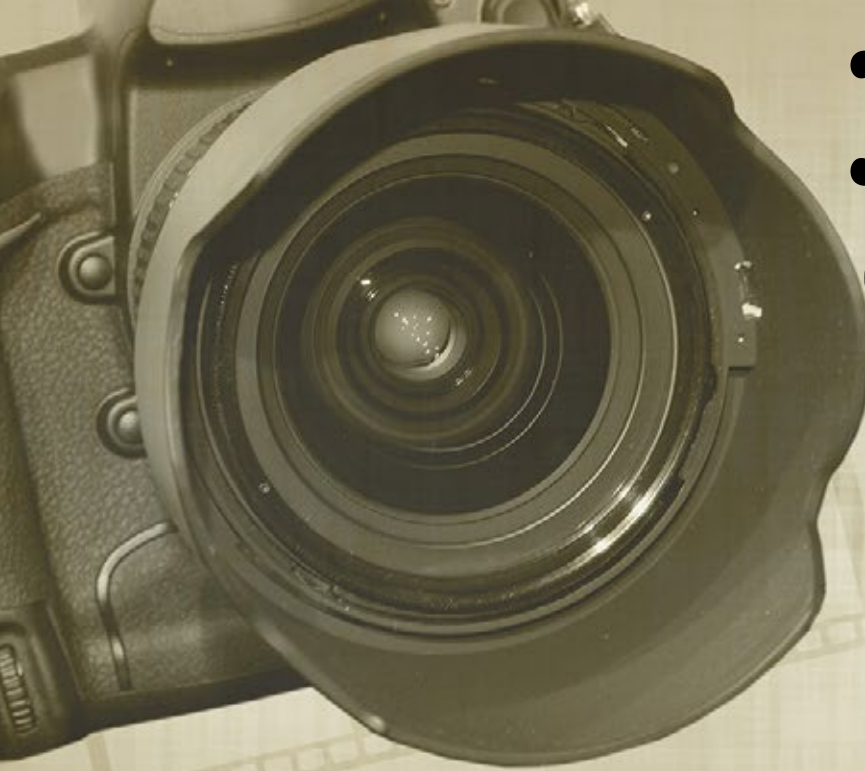
[CLICK HERE](#) for the complete story



Former USARC PAO chief takes command of ARRTC



Former U.S. Army Reserve Command Public Affairs Chief, Col. Ernest Parker, left, takes the Army Reserve Readiness Training Command colors from Maj. Gen. Glenn J. Lesniak during a change of command ceremony at Fort Knox, Ky., Aug. 23, 2013. Parker, the former U.S. Army Reserve Command Public Affairs director at Fort Bragg, N.C., assumed command from Col. Thomas Kallman who will be the 79th Sustainment Support Command deputy commanding general. Parker is the third ARRTC commander since the command relocated from Fort McCoy, Wis., to Fort Knox in 2010. (Photo by Norm Johnson/ARRTC)



DEPTH of FIELD

A monthly showcase of U.S. Army Reserve Public Affairs specialists capturing images from the field.

Images from July 2013



A CH-47 Chinook flies low above the water's surface of the Arkansas River to drop off a team of divers as part of Operation River Assault on Fort Chaffee, Ark., July 24. During the operation, several units worked together to assemble and provide support for a floating bridge that stretched across the Arkansas River. Units from Oregon, Texas, and West Virginia participated in the exercise. (Photo by Sgt. 1st Class Michel Sauret, 354th MPAD)



Cpl. Ian Chapman, a paratrooper with the 4th Parachute Regiment of the British Army, exits a UH-60 Blackhawk helicopter above Luzon Drop Zone at Ft. Bragg, N.C. The 4th participated in Operation Black Warrior where British troops trained with Americans in medical, infiltration, modern army combatives and airborne operations. (Photo by Sgt. 1st Class Andy Yoshimura, USACAPOC(A))



Sgt. Rikkelle Showalter, a paralegal with the 237th Support Battalion, Ohio National Guard, and Edgerton, Ohio, resident, helps provide perimeter security during a medical evacuation training exercise in the 2013 Paralegal Warrior Training Course here, July 21. Each year, US Army Reserve and National Guard Soldiers come together and participate in the two-week-long training designed to reinforce both technical and tactical skills required by paralegal Soldiers. (Photo by Sgt. Darryl Montgomery, 319th MPAD)

ARMY SUICIDE PREVENTION PROGRAM

Shoulder to Shoulder

FINDING STRENGTH and HOPE TOGETHER



Prevent Army Suicide

Ask ★ Care ★ Escort

Talk to your Chain of Command, Supervisor, Chaplain, or Behavioral Health Professional or call the National Suicide Prevention Lifeline 1-800-273-TALK (8255), press 1 for the Veterans Crisis Line

www.suicidepreventionlifeline.org

www.militaryonesource.com

www.preventsuicide.army.mil