

# R SPLITTERS

WINTER 2014

**Twice the Citizen**  
**presented by EO**  
**13**

**Saving the**  
**best for last**  
**10-11**





## 84th Training Command

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<http://www.facebook.com/84thTrainingCommand>

### CG Priorities for FY 2015

*Strength Management and Soldier Retention  
Force Generation Readiness-Support and Leader  
Development*



*84th TC Transformation and Concept Plan II  
Soldier Care and Development/SHARP/Suicide Prevention/  
Community Health Promotion Council  
FY14 CSTX/WAREX Closeout and FY15 Final Planning  
Combat Support Training Program (CSTP) 2020 – Future  
Joint and Multi component training  
Continue Exercise Standardization across the 84th TC,  
Training Partners and Training Divisions*

**From the Railsplitters' Staff... The Command would like to welcome Chief Warrant Officer 5 Joseph Phoebus. Phoebus becomes the Command's first Command Chief Warrant Officer. "You are looking at somebody who has been through a lot and has finally achieved the ultimate goal," said Phoebus who has more than 30 years of military service. He said he intends to provide for the command leadership and to the Command's Soldiers leadership development, mentorship, advice, and counsel. He stressed that he will counsel Soldiers in both military concerns and "everyday life events."**



**Front cover:** An Army Reserve Soldier of the 377th Military Police Company directs his fellow Soldiers as they use a Humvee for cover during the Warrior Exercise 91-14-03 July 27, 2014 at Fort Hunter Liggett, Calif. Photo by Clinton Wood, 84th TC Public Affairs.

**Back cover:** Soldiers of the 84th Infantry Division prepare defensive positions in the Battle of the Bulge during World War II. The battle ended Jan. 16, 1945. Courtesy WW2inColor.

# From the CG FAREWELL TO THE 84TH



**Maj. Gen. David W. Puster**  
**Commanding General**  
**84th Training Command**

‘Thank you for such a great experience’

Dear Soldiers, Civilians, and Families of the 84th Training Command, let me wish you “Happy Holidays” and leave you with a farewell message.

First of all, this is the season when we take a little time off to spend dedicated time with our Families – you earned it! Our families provide support for everything we do and we need to thank them

for their sacrifices. I wish both you and your Families a wonderful holiday season and Happy New Year!

My time in command is coming to an end, but I cannot begin to thank you for such a great experience. It has been an exciting two and a half years as our Soldiers, noncommissioned officers, civilians and officers have made a difference. We truly achieved our vision by stamping the Gold Standard on training across the Army – think of how far we have come!

We trained close to 50,000 Soldiers and their corresponding units, and we significantly improved

readiness across the Army Reserve as the premier trainers of combat support and combat service support units in the Army. Our exercises have trained all Army components. We have had units from all the ser-

**“The future is bright and I am confident you all will take this command to the next level.”**

**★★ Maj. Gen. David W. Puster**

vices and we have hosted Soldiers and units from foreign countries.

Our focus on tough, realistic and high performance-oriented training caught the eye of many senior officials and we received accolades from them. Not only did we improve the exercises, but we transformed our command at the same time by receiving 13 new battalions.

We raised the visibility of the 84th at Fort Knox and across the country. As one of four, two-star commands at Fort Knox, the 84th participated in a number of events. We sponsored the T.K. Stone Middle School, supported the post in

numerous activities, created a family youth counsel, conducted the Zachary Taylor Memorial Wreath Laying Ceremony in Louisville, Ky., and participated in local parades. Our down trace divisions also conducted quality training across the country and the Army Reserve recognized the key role we play in unit readiness. We are mentioned often in Army Reserve forums.

As I leave command and head off to my new assignment with the 8th Army in Korea, I want to welcome Brig. Gen. (P) Scottie Carpenter. Carpenter is a tremendous leader and brings the experience of four deployments and a career in law enforcement with him. He earned the Bronze Star with two Oak Leaf clusters and the Combat Action Badge. I feel very comfortable with him coming in and leading this command to the next level and know you will as well! Please join me in welcoming him on January 4.

In closing, I just want to thank everyone for your service, dedication, and competency in helping this Command achieve its goals. The future is bright and I am confident you all will take this command to the next level. It has been my pleasure and privilege to serve you these last several years.

**Strike Hard!**





# CSM Corner

‘Our team stood strong and resilient’

First, let me say congratulations to every Soldier of the 84th Training Command. This past year has been filled with challenges that created great adversity for the 84th TC, our down-trace divisions, brigades, companies, detachments, and Soldiers. Throughout the turmoil, our team stood strong and resilient! It’s not easy to expand the operational requirements of a command while at the same time reduce the number of personnel required to meet those challenges. Additionally, there have been difficulties in our command’s realignment and organizational structure. Throughout the year, we worked through seminars, workshops, planning conferences, and reviews to solidify our training and establish the right organizational structure for the way ahead.

Our team went from a three exercise model to six. We held the first Warrior Exercises and Combat Support Training Exercises during the winter months and through the cold, snow, and rain, we provided a level of training that exceeded most participants’ imaginations. This training excellence continued through the heat of summer and well into the end of the year. This passion and commitment to training is a testament to the professionalism and commitment of the Soldiers across



**Command Sgt. Maj. Thomas W. Jennings**

this command.

During the year, we began the transition of transferring 13 training support battalions from across the Army Reserve force into the command. This has been a monumental task. There have been numerous bumps and bruises along the way and we continue to fight the good fight. As we move forward, it is imperative we stay the course. Attitude, motivation and dedication play important roles in how we accomplish the reorganization and way ahead. I’m confident the 84th Training Command will remain the premier organization and the “Gold Standard” in the execution of the Army Reserve’s Combat Support Training Program. Job well done!

As the year comes to a close, we prepare for Maj. Gen. David W. Puster’s change of command ceremony. Puster set the tone and direction for the 84th TC and has led with

pride, professionalism, dedication, and commitment to our Soldiers and Families. Through his leadership and vision our unit is poised to make significant long lasting training contributions in line with Army Total Force Policy. Puster’s next assignment will be take him to Korea as Deputy Commanding General-Support, 8th Army.

The holidays are here and a new year is cresting the horizon. That being said, “Happy Holidays & Season’s Greetings.”

Be safe as you travel, know we are thinking about you and always do the right thing.

I look forward to next year and the tremendous opportunities and challenges we will face together.

**“Strike Hard”**



# 78th Training Division Command Team

At this joyous time of year, I wish all of you and your loved ones a peaceful and happy holiday season. We are thankful not only



**Brig. Gen.  
Bruce E. Hackett  
Commanding General  
78th Training Division**

for the outstanding Soldiers we have throughout the 84th Training Command, but also for the steadfast relationships we have built with each of our partner units. Just as each of our divisions served with units such as the 99th Regional Support Command and the 75th Training Command exactly 70 years ago in the brutal winter conditions in the Ardennes, we now stand together in providing trained and ready Soldiers to meet global requirements; a value that ignites our day-to-day work.

As I look back on all we accom-

plished this year, we have worked extremely hard in producing a first class training environment for more than 131 units, particularly those deploying in 2015 to meet global requirements. In the coming year, starting with our winter Warrior Exercise 2015 in January, we will expand our exercise with our existing footprint at Joint Base McGuire-Dix-Lakehurst, N.J. with two additional sites at Fort A.P. Hill, Va., and the Joint Readiness Training Center at Fort Polk, La. No longer will we train in a restricted environment or within the boundaries of a single Army post. The dynamic nature of conducting distributive training over a vast geographical area will test every level of leadership in Mission Command. We will expand on the joint, inter-service and multi-component gains we achieved in 2014. WAREX 2015 will also mark an important step on improving theater-level service and support operations by having the 316th Expeditionary Sustainment Command involved in Mission Command and sustainment planning with all Combat Service Support units assigned to the exercise nearly a year in advance.

The holiday season presents a tremendous opportunity for all of us to shore up our support networks through quality time. As our inner strength swells with holiday cheer, we should remember it's those who surround us, and those we hold dear that are the ones we swore an oath to protect. As we conduct our missions in the coming year, this oath should keep each of us moving toward the highest possible levels of excellence.

I would like to personally thank Maj. Gen. David W. Puster for his outstanding leadership and guidance over the past year.

Through his vision in transforming the 84th TC, we are better postured to deliver a higher quality CSTP product while integrating the Total Force into our exercises.

The 78th Team wishes Puster and his wife Becky the very best as they transition to their new assignment with 8th Army in Korea.

In closing, I would ask you to not forget our 'brothers and sisters in arms' who are serving downrange during this holiday season to stand guard in protecting our families and our way of life.

Brig. Gen. Bruce E. Hackett's emphasis of strengthening your mental toughness presents a great opportunity for every



**Command Sgt. Maj.  
Dennis Thomas  
78th Training Division**

Soldier, and especially for our noncommissioned officers. The end of 2014 marks a time for everyone to do an After Action Review on their personal and group performance.

What's critical for an AAR to be effective is using that aggregated information and turning it into action plans for improvement. For this to oc-

cur throughout a sizeable unit, like our training divisions, NCOs must schedule time for them to meet with their raters to discuss their personal improvement plans and schedule time to do the same for each of their Soldiers.

Part of these AARs should encompass a personalized assessment of each Soldier. As we all know, a Soldier's performance is affected by external factors that lay outside of the military. This level of interaction and dialogue between NCOs and their Soldiers can reveal key insights into how we can truly set up our Soldiers for success.

A holistic assessment of each of our Soldiers is essential to understanding how to mitigate roadblocks and establish action plans that lead to real Soldier success.

The increasing demand on our training divisions to provide the best training and support opportunities for the U.S. Army Reserve requires us to de-

velop the best Soldiers.

We are hitting 2015's ground sprinting with the 78th's Warrior Exercise (Arctic Lightning 15) will be the first opportunity for NCOs to evaluate the effectiveness of their Soldiers' action plans based upon their performance. I urge everyone to take a moment during these exercises to evaluate whether their individual and collective focus, work plans and anticipated outcomes support the mission.

Moments like these will not only enhance the effectiveness of the unit, but help Soldiers grow as professionals.

If each level of leadership does this, we will harness a collective spirit of improvement and place everyone on the same page towards fulfilling our duty to provide trained and ready U.S. Army Reserve Soldiers.

# 86th Training Division Command Team



**Brig. Gen.  
George R. Thompson  
Commanding General  
86th Training Division**

It is a great day to be a Soldier and a Blackhawk!

The 86th Training Division is in the planning phase to execute two exercises supporting the Army Reserve's Combat Training Support Program from May 2 until May 22, 2015 (Warrior Exercise) and Aug. 8 until Aug. 28, 2015 (Combat Support Training Exercise) at Fort McCoy, Wis. Working closely with Fort McCoy, the 75th Training Command's Great Lake Divi-

sion, First Army's 181 Brigade, and the Medical Readiness and Training Command, the Blackhawks have intensified their planning to challenge and test all participating units.

We will integrate operations at multiple locations including CASTLE IRC in California, Joint Readiness Training Center in Louisiana and Silver Scimitar at Fort McCoy for WAREX and numerous locations including JRTC in Louisiana for CSTX. The primary goal of the exercises is to provide an opportunity for commanders to train and evaluate their Battle Drills and 'Functional' Mission Essential Tasks in the Decisive Action Training Environment that increases in complexity and intensity.

The 86th Training Division aims to provide the most realistic and comprehensive training environment possible to ensure that the Army Reserve provides highly proficient and fully trained units that deliver critical capabilities to the Total Force. The training audience will include the Active Component, Navy Reserve, Air Force Reserve, National Guard, Army Reserve, and Coalition Forces, with Global Medic and

a function exercises imbedded 'Silver Scimitar--WAREX and Diamond Saber--CSTX.'

A lot of planning, preparation and synchronization is required to provide participating units improvement in their readiness capability at the highest training level. Training for decisive action gives units, leaders, and individuals the ability to conduct sustained land operations. The training uses the simultaneous application of offensive, defensive, and stability tasks appropriate to the mission and environment.

Future Blackhawk CSTP Exercises will grow in size and complexity. We are training as we fight and units participating in our exercises will continue to be stressed so they will improve their capabilities. They will be able to perform their missions if called on by a Combatant Commander in support of any contingent operations. Units that participate in these large scale WAREXs and CSTXs improve their capabilities so they may deploy, fight, win and return to their homes and families.

**Blackhawks...Army Strong!!!!**



**Command Sgt. Maj.  
Neil Heupel**

**86th Training Division**

*"If you take care of the small things, the big things take care of themselves. You can gain more control over your life by paying closer attention to the little things."*

**-- Emily Elizabeth Dickinson**

As Noncommissioned Officers this should be our motto. Not saying that in-

dividual Soldiers are small things, but in the big picture of the Army, one Soldier can seem like a very small piece. If you ignore the small parts that make up the Army, then soon you may not have an Army.

It is important for all leaders to perform Soldier care. It is especially important for NCOs to pay attention to the small things in Soldiers' careers and lives. How do you take care of something that you know nothing about? Leaderbooks are more than just a list of Soldiers in your section with information about whether they went to school, did they do their Structured Self Development or did they pass the Army Physical Fitness Test and Height/Weight.

Your Soldiers are people and you need to get to know them. We all have our hidden part of our lives which you do not readily share with others. If you sit down and talk to Soldiers and make them comfortable, they will start sharing some of the hidden areas and allow you to re-

ally get to know them. It is at this point that you can start to really lead them to make sure they get what they need in the Army and in life.

This is not to say that they should be coddled. They are adults and should be given requirements and what the consequences are if the requirements are not met.

Another saying is, "he can't see the forest for the trees." Young Soldiers sometimes can't see the big picture due to all the trees. Keep yourself abreast of the big picture and share that with your Soldiers. Let them know how they fit into this larger picture.

It has been proven that people who understand how their work fits into the larger mission are more likely to be a positive contributor to the effort.

Help your young Soldiers understand this and teach them how to lead for they are the future of the Army and the nation.



# 91st Training Division Command Team



**Brig. Gen. Jon D. Lee**  
**Commanding General**  
**91st Training Division**

At the Association of the United States Army Conference, the United States Army Reserve released its Senior Leader talking points. One topic covering operational priorities, “Lead and Grow Leaders to Serve the Army,”

caught my attention.

We wear the uniform to do just that. “Being a Soldier is not a right; but an honor to serve one’s country. As leaders, we sometimes lose focus on incorporating this train of thought into the mindset of today’s Soldiers.

Many leaders do not take the time to evaluate, reinforce, or correct the standards of performance of all ranks. It appears that they are choosing to not do the “HARDER RIGHT.” This goes beyond spot corrections and it requires Senior Leaders to take the time to counsel Soldiers and Leaders, identifying what they should sustain and what they should improve in their performance.

Train, coach, and mentor Soldiers so they understand the Army standards and uphold them. Lead from the front.

Counsel your subordinate leaders and listen to their feedback. Set the Army standard, so that junior Soldiers know what right looks like. Soldiers by nature want to mentor, develop, grow

and mature the force and future leaders. Leaders should emphasize a positive environment and recognize Soldiers for achievements in front of their peers. This has a positive effect in building a cohesive team.

Leaders need to know their Soldiers so invest your time in building a cohesive team.

Soldiers with unacceptable behavior need to understand the correct glide path. They should be mentored by their peers on acceptable performance.

Junior leadership will develop competency, character, a caring attitude, and loyalty to principles and values expected of all Soldiers in the United States Army while senior leaders should continue to develop and support the Soldiers.

Senior Leaders have the responsibility and authority to do the “HARDER RIGHT.”



**Command Sgt. Maj.**  
**Gregory S. Chatman**  
**91st Training Division**

**Leadership, Values, and Priorities**

As my tenure with the 91st Training Division slowly comes to an end, I have reflected on the changes to our leadership, values and priorities. It has been an amazing opportunity to work with great young leaders and I continually see how we can support their growth and development into even bet-

ter leaders. I read the Chief of Staff of the Army priorities again today and it truly comes to light that our leaders must be informed and educated so we do not fall back to the days of “we’ll get to it later.”

The Chief of Staff of the Army has listed his Army priorities:

1. Prevent sexual assault.
2. Balance and transition the Army champion Soldiers, Civilians, and Family.
3. Continue to booster the Asian-Pacific.
4. Always tell the Army story.
5. Continue the Total Force policy and manage reset mobilization research and development.
6. Strengthen our Army networks through a cyber force.
7. Continue to build the strength of our installations through effective energy conservation and solutions.

The Chief of Staff of the Army is telling us as leaders to educate the Soldiers in our formations in order for our force to continue growing. This will support our Army to be a viable global

force and a home for the people of the United States.

We must also remember that as a Twice Citizen Soldier we must carry ourselves with the Army Values on a day-to-day basis.

The Chief of the Army Reserve has once again placed in our hands the strategic priorities document in the form of Rally Point 32.1.

Plan, Prepare, and Provide is our new guidance to move forward. It is paramount for leaders to work with your Soldiers so they will have a clear understanding of the priorities for the CAR.

I remember in June of 2012 when Lt. Gen. Jeffrey Talley spoke the words of Rally Point 32: “Prevent, Shape, and Win”.

Plan our training to be realistic. Prepare and develop our force to excel. Provide leaders that are disciplined and accountable.

Always a Soldier for Life.

**“POWDER RIVER”**

## Miller: 'Reeducate yourselves to achieving cultural change'

Story by  
**Erin Miller**  
84th TC VA

I can't help but get emotional when I think of my role as your Sexual Harassment/Assault Response and Prevention Victim Advocate. I again want to reach out to anyone who may be a victim of sexual assault, past or present. I know it may be difficult to reach out for help. I am here to offer you information and access to helpful services that you might not know about. I am committed to maintaining the highest possible level of confidentiality and supporting you to ensure your safety.

The 84<sup>th</sup> Training Command faces many threats and risks, but sexual harassment and sexual assault emanate from within our core, causing a corrosive effect on our unit readiness, team cohesion, command environment and the trust of our Soldiers and family members. All Soldiers, Civilians and Family members need to reeducate themselves to achieving a cultural change. We must persist in demonstrating our commitment to preventing sexual violence by caring for survivors and holding offenders accountable.

As a Command, it is our responsibility to ensure we foster a culture that rejects sexual harassment and sexual assault. As we recognize the holidays, I charge you all to revisit the SHARP Program action plan and demonstrate its core message of "respect for all." "We must continue to lead this charge by confronting and changing destructive attitudes. Our Profession of Arms is built on trust and we must make every effort to care for and protect each other.

Although we have come a long way, we still have much to do and our fellow Soldiers and families are counting on us to lead. We cannot afford to let them down.



### Holiday Prevention Measures

#### Shopping:

- ☐ Dress casually and comfortably (avoid wearing expensive jewelry)
- ☐ Even though you are rushed and thinking about many things, stay alert to your surroundings.
- ☐ Shop during the daylight hours. If you must shop at night, go with a friend or family member.
- ☐ Do not carry a purse or wallet (If you do carry a wallet or purse be careful)
- ☐ Avoid overloading yourself with packages. (It is important to have clear visibility and freedom of motion to avoid mishaps)
- ☐ Beware of strangers approaching you for any reason. (criminals may try various methods of distracting you)
- ☐ Do not approach your car alone if there are suspicious people in the area.
- ☐ Avoid parking next to vans or trucks with camper shells.
- ☐ Park as close as you can to your destination and take notice of where you parked.

#### Children:

- ☐ If possible, leave small children at home with a trusted babysitter.
- ☐ Never allow children to make unaccompanied trips to the restroom.
- ☐ Teach children to stay close to you at all times while shopping.

#### Home:

- ☐ Be extra cautious about locking doors and windows when you leave the house, even for a few minutes.
- ☐ Large displays of holiday gifts should not be visible through the windows and doors of your home.
- ☐ Leave a radio or television on so the house looks and sounds occupied

#### Parties:

- ☐ Have something to eat before consuming alcoholic beverages.
- ☐ Know your safe limit
- ☐ Never drink and drive

#### Resources:

DOD Safe Helpline - Website: [www.safehelpline.org](http://www.safehelpline.org) (877-995-5247)



# Suicide Prevention Program Manager: 'I am almost speechless'

Story by  
Pamela Chappell  
84th Training Command

As I sit here thinking about all of you and what it means to me to be your Suicide Prevention Program Manager, I am almost speechless. You all mean so much to me as a fellow Soldier, as well as friends and I will never be able to completely put into words what it means to me to serve with you in this capacity.

In April when I accepted this position I was honored to be chosen and equally determined to prevent any further injuries or deaths among our ranks. It hurts to know that we have Soldiers, Families and Civilians that are in so much pain that they feel there is no other way out other than suicide. My nightly prayer is that you all know that I am here for you and I will do whatever possible to assist you in staying safe. However, my job is not a one-man show, it takes all of us caring for each other to be successful and I thank you most humbly for assisting me in keeping us safe.

Safety is paramount as we approach the holiday season. Thanksgiving weekend marked the traditional start of the holiday season and we certainly have much to be thankful for.

It is my fervent hope that, over the holidays, you will take special care and will plan for your safety on the roads and at home. Private motor vehicle mishaps are a major concern because of increased holiday travel and the arrival of winter weather.

Look out for each other in regards to depression, all of you are valued members of the team.

Our training addresses isolation and hopelessness that often precedes thoughts of suicide. The theme "Shoulder to Shoulder - I Will Never Quit on Life" conveys the message that we are committed to working together on a holistic approach to improving the physical, spiritual, and behavioral health of our Soldiers, their Families, and our Department of the Army Civilians. As part of our commitment to the health, safety and well-being of our Soldiers, Families, and Civilians, we offer training and programs that will help build resilience and provide behavioral health care to those in need.

Suicide occurs in all social groups and it occurs among all ages, men and women; rich, middle class, and poor, all



**Pamela Chappell, the Command's Suicide Prevention Program Manager, said, "It takes all of us caring for each other to be successful and I thank you most humbly for assisting me in keeping us safe. Photo by Clinton Wood, 84th TC Public Affairs.**

ethnic and religious groups, married and single people, the employed and unemployed, and the healthy and the sick. The key to Suicide prevention is identifying subtle warning signs.

In going forward in my journey as your Suicide Prevention Program Manager, I invite you once again to assist me in keeping our Soldiers, Families and Civilians safe. Whether dealing with personal depression, thoughts of suicide, or helping someone you know deal with those thoughts, there are numerous resources that could assist.

Learn more at <http://www.armyg1.army.mil/hr/suicide/default.asp>, Standing Shoulder to Shoulder.



# Saving the best for



## WAREX 91-14-03 is one for the

The 84th Training Command's final 2014 Combat Support Training Program Exercise from July 12 until Aug. 1 at Fort Hunter Liggett, Calif., had several first-time events. The 91st Training Division's Warrior Exercise 91-14-03 included the 593<sup>rd</sup> Expeditionary Sustainment Command, I Corps, validated its Tactical Operations Center Operations. Several active duty Army units, Soldiers from the California Army National Guard, and elements of a United States Marine Corps

Army Reserve Soldiers from the 994th Medical Detachment Veterinary Services based in Round Rock, Texas, visited the Red Wings Horse Sanctuary in Lockwood, Calif. They visited this sanctuary to learn the proper way to

*"This is exactly the road map we should have for the future."*

- **Lt. Gen. Stephen Lanza**
- **I Corps Commander**

hope to potentially send Canadian soldiers to future exercises.

Observing the 593<sup>rd</sup> ESC also piqued the interest of Lt. Gen. Stephen Lanza, I Corps Commander, Joint Base Lewis-McCord, Wash., during his visit.

"It is more than just planning," said Lanza of the exercise. "It is more than just putting it on PowerPoint. It's actually doing the execution on the ground and what you are seeing today is bringing the entire team together in order to train in order to make the Army more capable to increase our readiness. This is exactly the road map we should have for the future and I look forward to doing more of this with this great team."

One of these team members included Guard Soldiers from Bravo Troop, 1st Squadron, 18<sup>th</sup> Cavalry, 79<sup>th</sup> Infantry Brigade Combat Team, Escondido, Calif. More than 100 Soldiers supported the exercise by executing the Opposing force mission.

Capt. Michael Teel, the Troop Commander, said this was not the first time his Soldiers have played OPFOR but the WAREX was the largest exercise that they have participated in that role.

Teel said he thought it was "great" that active duty Army, Army Reserve



Pvt. Marcus Bailey, veterinary food inspection specialist for the 994th Medical Detachment Veterinary Services, Round Rock, Texas, vaccinates a horse with the help of Dr. Colter Negranti, Paso Robles Equine Clinic veterinarian, at the Red Wings Horse Sanctuary in Lockwood, California, as part of Warrior Exercise 91 14-03, July 25, 2014. Soldiers from the 994th MDVS visited the sanctuary to learn how to vaccinate, deworm and rehabilitate rescued horses and burros. (U.S. Army photo by Spc. Eddie Serra, 205th Press

properly diagnose  
vitals and vaccinate equines.

Canadian Army Reserve Chief of Staff Brig. Gen. Kelly Woiden, also visited the exercise. Woiden observed WAREX operations with

Reconnaissance Battalion were among the 4,000 service members in the Training Audience.



# last e books

and National Guard units were training together in these exercises.

"I think that is what the forecast of the future is for our involvement in Warrior Exercises and exercises beyond this," he said. "Anytime that we can bring all three components together, we are all under the big Army logo, but we rarely get to come together and train in this multi-component fashion."

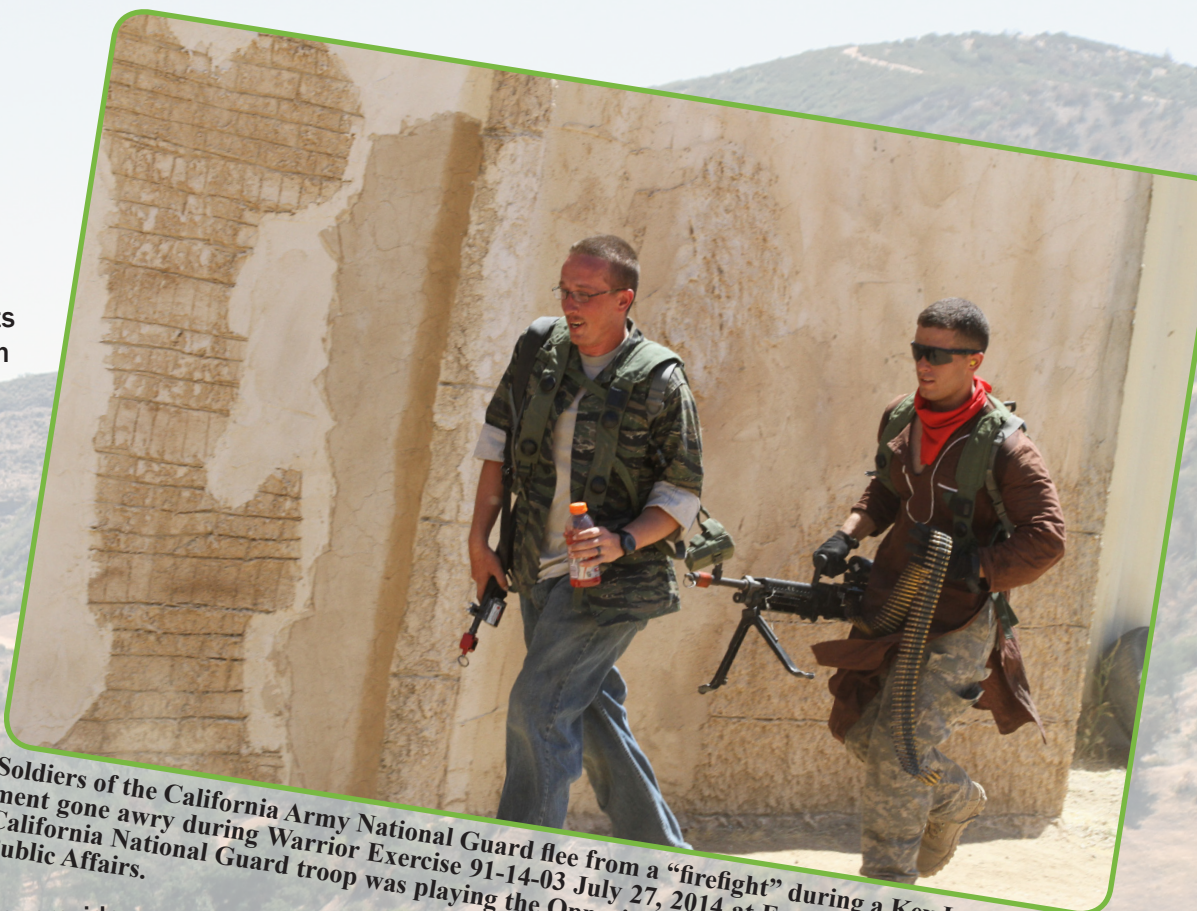
Teel added that his Soldiers were also able to provide counter reconnaissance forces against the Marines.

When asked how he felt playing OPFOR as an Operation Iraqi Freedom veteran Teel, who deployed to Iraq for 15 months, replied, "I think obviously it gives you a better perspective when you are OPFOR and deployed overseas." You can incorporate how the insurgency was operating against your own forces and you can tie that in."

Staff Sgt. Kevin Paterson, who served as a machine gunner in the Marines in Operation Desert Storm and Restore Hope, said his being a combat veteran playing OPFOR allowed him to bring his experiences and past Tactics, Techniques and Procedures to the scenarios.

"Let them get a taste of what reality might be like and step it up for them," said Paterson.

It would be safe to say that this WAREX also "stepped it up" in regards to a CSTP Exercise.



Soldiers of the California Army National Guard flee from a "firefight" during a Key Leader Engagement gone awry during Warrior Exercise 91-14-03 July 27, 2014 at Fort Hunter Liggett, Calif. The California National Guard troop was playing the Opposing Force. Photo by Clinton Wood, 84th TC Public Affairs.



Canadian Army Reserve Chief of Staff Brig. Gen. Kelly Woiden discusses Warrior Exercise (WAREX) 91 14-03 with Lt. Col. Christine C. Borgognoni, the commander of the 324th Military Police Battalion, on Fort Hunter Liggett, Calif., July 28, 2014. Woiden was on Fort Hunter Liggett observing training during WAREX with hopes of potentially sending Canadian troops in the future. (U.S. Army photo by Pvt. Travis J. Terreo, 205th Press Camp Headquarters)



# Family Programs



*The 84th Training Command would like to welcome three new members to its Family Programs team. As Family Programs continues to do outstanding things to support our Command, they continue to build their team with some remarkable individuals.*



*Joyce*

*Hall is the new*

**Youth Services Specialist for the Command. Hall has more than a decade of experience working in early childhood education. She holds a Bachelor of Arts in Interdisciplinary Early Childhood Education, credentials in Kentucky Early Care and Education Training, as well as a certification in Professional Development Specialist. In addition to raising her four daughters, she said she loves supporting others around the community. "Serving and supporting our military Families has been a joy and I look forward to continuing to do so with the 84th Training Command,"**

*Travantha*

**Miller, whose last assignment was with the 9<sup>th</sup> Major Support Command in Hawaii, joins the command as its Family Readiness Support Assistant. Miller understands the important role that Families have in their Soldier's life. After supporting her Active Duty Army spouse for more than 20 years, she said she is excited to share that experience with the command. Kimberly Franklin, the Command's Family Programs Director, said Miller has already made a tremendous impact on the command in a short amount of time.**



*Shante*

*Ellis is the new*

**School Services Specialist for the Command. Ellis, a Brooklyn, N.Y. native, moved to Fort Knox, Ky., more than a year ago from Newport, R.I. Her husband is assigned as an Active Guard Reserve Soldier with the 1<sup>st</sup> Battalion, 411<sup>th</sup> Regiment, 4<sup>th</sup> Cavalry Brigade, First Army Division East, Fort Knox, Ky. Ellis has a Master's Degree in Education and has worked in different capacities in the field for more than 15 years. In addition to her love for education and the military, she is the proud mother of a four year old son.**





# Twice the Citizen presented by EO

Story by  
Staff Sgt. Nicole Dykstra  
78th TD Public Affairs

A Citizen Soldier, Master Sgt. Alex Lozano leads a life of leadership and science. Both a platoon sergeant in the 78<sup>th</sup> Training Division and a chemistry teacher at Daylight/Twilight Alternative High School in Trenton, N.J., Lozano draws on the challenges and learning opportunities each position presents to make him a better overall leader.

Lozano enlisted in the Army in 1992 as a Chemical, Biological, Radiological and Nuclear Specialist and obtained a Bachelor of Science in Chemistry from Delaware Valley College in 1998. After earning a Masters of Science in Quality Management and a teaching certificate in 2006, Lozano began teaching chemistry to high school students, blending his military and civilian education. He says the skills he learned as a CBRN Specialist have complemented and enhanced the knowledge he gained in college.

“The two have really moved forward in parallel,” he said. “Especially as I’ve gone to additional Army schools, the reinforced knowledge has made me a better Soldier and chemist.”

Interacting with high school students requires similar skills one learns while becoming a non-

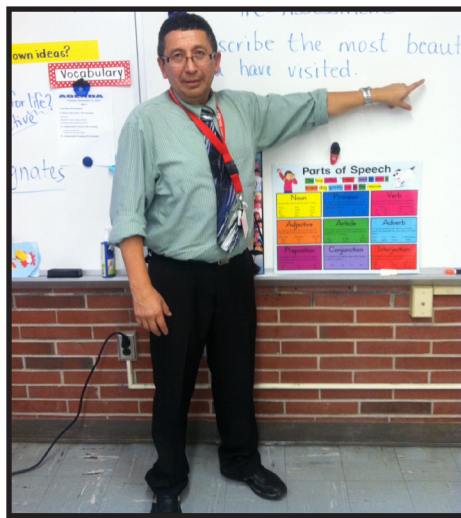
commissioned officer, says Lozano.

“At the high school, I am not only speaking to them about chemistry, but also trying to teach them about real life,” he said. “That’s what it means to teach, to be a leader. It is the same in the Army – you teach your Soldiers how to do their job and also how to get along in life.”

Above all, empathy is the most

important attribute Lozano draws on both as a teacher and a senior noncommissioned officer.

“To succeed as a teacher or as an NCO, you must care for those you are responsible for,” he said. “This is the most important thing, because it will affect all the work you do. You owe it to your students or Soldiers to be the best leader possible.”



**Bottom photo:** Master Sgt. Alex Lozano, who enlisted in the Army in 1992 as a Chemical, Biological, Radiological and Nuclear Specialist, is a platoon sergeant in the 78<sup>th</sup> Training Division. **Left photo:** Lozano has been a chemistry teacher at Daylight/Twilight Alternative High School in Trenton, N.J. for several years. Photos by Spc. Philip Scaringi, 78th TD Public Affairs.





# Chaplain's Corner

## Chaplain Harvey: 'passionate about bridging communication gap'

Story by

Maj. Dana Kelly

84th TC Deputy PAO

The 84th Training Command is proud to welcome a new member of the Spiritual Operations team, Chaplain (Maj.) Mark "Doug" Harvey. Prior to joining the Command's Unit Ministry Team as the Deputy Command Chaplain, Harvey served as the division chaplain for the 86th Training Division.

In discussing what he brings to the team, Harvey said "I am very interested in bridging the language barrier between spiritual talk of the Chaplain Corps and the language of operations and strategy in Command leadership with the hope of developing a stronger bond among the commanders and their Unit Ministry Teams."

Harvey, who received a direct commission as a Chaplain Candidate with the Army Reserve in 1996, is passionate about bridging the communication gap. That passion along with his wealth of experience, makes him another remarkable resource as part of the 84th Training Command's Unit Ministry Team.

Harvey is prepared to make a difference in the Command, stating "This is overwhelmingly exciting to me and I am ready for the challenge."

It seems that Harvey is always looking for a challenge. The native Mississippian spent 15 years in the United States Marine Corps in the aviation field, including serving as a 25-millimeter anti-aircraft gunner aboard the U.S.S. Tarawa. When the Marine and French Barracks in Beirut, Lebanon was bombed, Harvey said the Tarawa responded.

"We traversed the Suez Canal and spent 30 days in the Mediterranean Sea serving as close air support

and a hospital ship after the bombing," said Harvey.

His other tours of duty in the Marines, included Germany, Norway, Africa, and parts of the Western Pacific and Indian Ocean regions.

After being discharged from the Marines, he decided to pursue his education. He graduated from University of North Florida and then received his Master of Divinity degree from Lexington Theological Seminary in Lexington, Ky.

His Army career has included assignments with the 7th & 8th Brigades of the 100th Division, and the 101st Chaplain Detachment assigned to the 377th Theater Support Command at Camp Arifjan, Kuwait and Camp As Saliyah, Qatar in support of Operations Enduring and Iraqi Freedom. He transferred to the Retired Reserves in 2006 with 25 years total service. In January 2012, Harvey said he decided to return to Troop Program Unit status with a "strong interest in affecting quality Unit Ministry Team training and operations." His first assign-



Chaplain (Maj.) Doug Harvey, who recently assumed duties as Deputy Command Chaplain, 84th Training Command, said this assignment is "overwhelmingly exciting to me and I am ready for the challenge." Photo by Clinton Wood, 84th TC Public Affairs.

ment upon return was with the 478th Engineer Battalion at Fort Thomas, Ky.

When he is not supporting the Soldiers, Civilians, and Families of the 84th Training Command, he works as a Chaplain at the Kentucky State Reformatory where he provides counsel to about 2,000 inmates. As if that's not challenging enough, he also serves as the Reformatory's Volunteer Services Coordinator and as the Institutional & Regional Leader for the Hostage Negotiation Team.



# Honoring our heritage

## Railsplitters' Mobilization fastest in U.S. Army's history

Story by

Maj. James Whitworth

84th TC Command Historian

In November 1944, 16,000 Soldiers of the 84th Infantry Division assembled on a Beach in Normandy, France. It was one year after they had begun their basic combat training, led by officers and non-commissioned officers from the 4th Infantry Division. The mobilization of the Division was the fastest in U.S. Army history, and the freshly-trained Soldiers of the Railsplitters Division were about to face their first combat within days.

The 84th ID was assigned the northern most sector of the U.S. lines, next to the British 30th Corps. Their mission was to attack along the Wurm River valley and break the Siegfried Line at the point known as the Geilenkirchen Salient. British Lieutenant General Brian Horrocks, 30th Corps commander, described this point as "the most heavily fortified sector on the Western Front."

The Railsplitters immediately broke the German front and shattered the defending German 183rd Volksgrenadier Division. The Germans then brought in the 15th Panzergrenadier Division in to counter attack the 84th, supported by the 9th Panzer Division. Finally the Germans maneuvered the 10th SS Panzer Division, even though this was earmarked for the upcoming Ardennes Offensive, but they were also repulsed. The Railsplitters took the key town of Lindern on Nov. 29 and held it against repeated counterattacks by the 10th SS and 9th Panzer Divisions. The German's nicknamed the Soldiers of the 84th, "Legen Streit bei Männern" or "Hatchet Men" because of the way the division hacked through the Siegfried Line.

In December 1944, U.S. Army Intelligence reported a large number of German units preparing a

huge counter-attack. This "Bulge" in the German lines was to push the Allied forces back into the English Channel.

The Railsplitters were immediately maneuvered to the Northern sector of the "Bulge" where they defended the allied lines against the German, 2nd and 116th Panzer Divisions, with both flanks open until the U.S. Army 2nd Armored and 75th Infantry Divisions re-enforced them on either side. The Railsplitters pushed south to the town of Houffalize and eventually helped crush the last of the Bulge.

In the spring of 1945, the 84th ID, spearheaded an offensive across the Roer River and pushed into Germany, capturing the city of Hanover, and then drove to the Elbe River. The Railsplitters then held a defensive line until allied forces could make the final assault into Berlin.

Within a few months the Soldiers of the 84th Division, had defeated the strongest part of the Siegfried line without air support. They had hacked their way through four different German divisions, moving south into the Ardennes with little notice, held Marche and broke the advance of 47th and 58th Panzer Corps, driving across the Roer River and across Germany.

These were not the seasoned troops from the more famous Divisions such as the 82nd or 101st Airborne's, but young men who had just one year before entered the Army. These were the Hatchet Men from the Railsplitters Division, and let us never forget their great service.

*Information for this article came from the United States Army Center for Military History and the 84th Division Combat Chronicles.*

*The Command caught up with New York native David Marshall, one of the Railsplitters who served during World War II. Marshall, 90, was a mortar man for Company M, 3rd Battalion, 334th Infantry Regiment.*

The following is an excerpt from a previous article written by Clinton Wood published in The Gold Standard.

"I had no idea where we were going," said Marshall. "Before we knew it we were in Belgium."

Marshall has several memories of the Battle of the Bulge. One of his first missions was to form a patrol and search for the enemy. Six Soldiers walked down on each side of a road.

"I don't think we got 50 yards before they opened up on us," said Marshall. After that, we knew where they were."

When it came to digging three foot to five foot deep foxholes in the frozen ground, he said dynamite was sometimes used to soften the ground. Tree roots also created havoc in building foxholes, he said.

It is a well-known fact that the below freezing temperatures and deep snow created havoc for Soldiers fighting in the battle.

Marshall said his uniform consisted of an Army field jacket, a sweater, wool shirt, regular Army wool pants, long underwear and combat boots.

"Sometimes if we were lucky, they would bring us overcoats at night," said Marshall.



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**Soldiers of the 84th Infantry Division prepare defensive positions in the Battle of the Bulge during World War II. The battle ended Jan. 25 1945. Courtesy WW2inColor.**