



# MILITARY POLICE

THE PROFESSIONAL BULLETIN OF THE

MILITARY POLICE CORPS

Spring 2019



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# Chief, Military Police Corps Regiment, and Commandant, U.S. Army Military Police School

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*Brigadier General Brian R. Bisacre*

## Military Police Modernization—

### Fielded Force to the Military Police Force in Support of MDO 2028

**T**he Army is transitioning from operations focused on stability and counterinsurgency to multi-domain operations (MDO) and large-scale ground combat operations (LSGCO) against peer/near-peer threats. The future strategic environment calls for a comprehensive range of reforms and modernization to ensure that the future military police force is properly led, trained, resourced, manned, equipped, and organized to serve as expert professionals in both the military and policing aspects of our force. Police operations, detention operations, and security and mobility support disciplines serve as key enablers for the joint force commander and provide support to freedom of maneuver, decisive action, promotion of the rule of law, and the ability to protect our Soldiers and Families while preserving readiness. The mission of the Military Police Regiment now and into the future is to enable movement and maneuver in LSGCO execution in a complex and challenging environment while continuing to excel at our Title X policing, corrections, and investigations mission execution.



As the Army shifts to MDO 2028, the division echelon is the fighting formation that will enable brigade combat teams (BCTs) in the close fight. Military police formations have been absent from this echelon for the better part of the last 2 decades; we have lost our “connective tissue” with maneuver formations. The Military Police Regiment must regain this connectivity with maneuver formations to better support them and provide the full capability of military police formations, whether toward the forward line of troops in the close fight, in the corps and division support areas, or back in the strategic support area (Homeland).

In order to transform the Military Police Regiment from a branch that is organized for limited contingency operations into a force that can support maneuver formations during large-scale ground combat in a multidomain environment as well as maintain policing responsibilities in the strategic support area, we must organize for purpose and provide capability to the fight at the division echelon. Multidiscipline military police formations assigned to a division are a solution to the LSGCO gap.

The modernization effort of the military police force includes the redesign of military police formations to, through our disciplines, provide a more holistic capability to maneuver formations at division echelon. For example, we are moving forward with a force structure design for a multidiscipline military police battalion, which is intended to support a division in MDO 2028 and beyond. The capabilities encompassed in a multidiscipline military police battalion include security and mobility support, detention operations, military working dog teams, logistics security, police intelligence analysis, and forensics and biometric analysis and exploitation.

The draft multidiscipline military police battalion mission statement is as follows: The multidiscipline military police battalion provides military police forces for security and mobility support operations, detention operations, and police and police intelligence operations; employs military working dog capabilities in support of the division commander’s objectives; provides a quick-reaction force for base defense response operations to defeat Level I–III threats in the division support and consolidation area; integrates and fuses police-, forensic-, and biometric-enabled intelligence with intelligence enterprises across mission command systems and platforms; and mission commands other tasked-organized units conducting operations in support of maneuver (forensic exploitation laboratory, law enforcement company) or facilitates mission execution through direct attachment for support (such as U.S. Army Criminal Investigation Command [commonly known as CID] detachments). The multidiscipline military police battalion commander is dual-hatted as the division provost marshal responsible for military police plans, orders, and annexes and as the leader of the division protection cell.

A brief description of some of the changes, new capabilities, and increased capacity organic to these multidiscipline formations include—

- **Security and mobility support.** The multidiscipline military police battalion will be enhanced with increased lethality; mobility; and intelligence, surveillance, and reconnaissance systems. A more robust security and mobility support capability will allow operation from the division support area and forward-supporting maneuver operations in the close fight. The elements will be equipped and designed to defeat Level I–III threats.
- **Detention operations.** Additional Military Occupational Specialty 31E subject matter expertise has been embedded into the multidiscipline military police company and battalion, with the intent to support BCT detainee escort and movement and biometric enrollment from the point of capture. This increases the capacity to provide BCTs and maneuver battalions with detainee operations advisement.
- **Military working dogs.** The multidiscipline military police battalion will support all military working dogs tasked to support the division and BCTs and provide synergized employment of this capability under a military police commander at each echelon.
- **Fused police intelligence.** The multidiscipline military police battalion will have subject matter experts who are trained on police intelligence and provided with mission command systems to fuse and integrate with traditional intelligence processes. The subject matter experts will be disseminated across the enterprise to provide an increased awareness of the battlefield to support targeting and/or prosecution in support of the rule of law.
- **Embedded law enforcement capability.** Correctly sized (small, medium, large) law enforcement companies will be assigned to multidiscipline military police battalions to provide directorate of emergency services/provost marshal office operations, daily law enforcement patrols, and police intelligence analysis at all installations and deployed environments. (Note: It cannot be overstated that discipline and law-and-order support is a tactical task in support of all deployed commanders.) This provides the stay-home capability for the strategic support area and the deployable packages necessary in MDO.
- **Logistics security.** This is a critical capability from the strategic support area forward to protect our supply lines that feed LSGCO. Multidiscipline formations will have assigned CID agents to provide this capability and advise divisional assets on critical vulnerabilities and efficiencies.
- **Forensic- and biometric-enabled intelligence.** The multidiscipline military police battalion of 2028 will be manned and equipped to provide forensic- and biometric-enabled intelligence with organic analytic and exploitation capabilities.

The intent is that a multidiscipline military police battalion will support the division echelon, with assigned multidiscipline military police companies supporting BCTs forward. This reorganized multidiscipline military police battalion will provide capability at division echelon (where we have not seen it in recent history), with an increased ability to detect, deter, and defeat the enemy and facilitate discipline within the ranks to allow maneuver commanders to focus on the fight. The nature of expected future warfare (lethality, pace, bypassed formations) dictates that the Regiment change in order to better support maneuver formations to fight and win the Nation’s wars. As the future Military Police Regiment transitions to support Army MDO, we will continue to engage with populations, multinational partners, civil authorities, local businesses, and civilian agencies—requiring forces that are equally proficient in combat and noncombat tasks with the added ability to close with and defeat an adversary as well as show restraint when situations dictate it. These traditional military police qualities will not change. We are warfighters and police professionals; we interact with people every day.

I ask that each of you understand the direction the Army is going with MDO 2028 and beyond and then take the time to educate yourself and your formations and to maneuver in the direction of the future Military Police Regiment. We will continue to provide expertise in police operations, detention operations, and security and mobility support with increased technology and analysis capabilities. The Military Police Regiment will look different in the next decade, but it will be a regiment focused on our enduring missions that better enable our Army in the fight.

**Author’s note:** I would like to thank Lieutenant Colonel Jeremy E. Kerfoot and Mr. Mark L. Farley for their contributions to this article.

**Of the Troops, For the Troops—Assist, Protect, Defend—Preserve the Force!**



# Regimental Command Sergeant Major



## *Command Sergeant Major James W. Breckinridge*

Greetings to all from the Home of the Regiment. This is my last message to the field as the Regimental Command Sergeant Major of the U.S. Army Military Police School (USAMPS), Fort Leonard Wood, Missouri. I would like to take a few minutes to share my closing thoughts.

It was a fast-paced 2 years, and I have learned the importance of making every moment count. There are many initiatives, strategies, plans, concepts, and updates and countless events occurring every day on behalf of our Corps. I never fully realized or appreciated the hard work carried out by our Soldiers, civilians, and contractors at Fort Leonard Wood until I became part of the team. We have some amazing people who work very hard to ensure that our Military Police Corps is postured, trained, and ready to face the challenges of today and those of the future.

I have also learned that the stigma associated with an assignment to Fort Leonard Wood continues. Some still believe that being assigned to Fort Leonard Wood will slow down their career. Nothing could be farther from the truth. Our officers, warrant officers, and noncommissioned officers are extremely competitive when it comes to promotions and special assignments. I, too, once believed that “muddy boot” time was all that mattered, but I have quickly realized that we need, and should expect, our very best leaders to return to the school to train the next generation. The U.S. Army Training and Doctrine Command (TRADOC) isn’t a “take a knee” organization. There are personal benefits to TRADOC assignments, but Soldiers in those assignments train and work just as hard to maintain readiness as those in other organizations. I encourage leaders who have not yet served at Fort Leonard Wood to seek opportunities to do so.

One of the many highlights of my tenure as the Regimental Command Sergeant Major was the time that I spent with reunion groups, attending their functions and banquets. I have many fond memories of those evenings, and I will never forget the “war stories.” Company C, 94th Military Police Battalion, 15th Military Police Brigade, Fort Leavenworth, Kansas, made a lifelong impression on me—through the story of a jeep, a bulldozer, an inspector general inspection, and a song titled “Maggie.”<sup>1</sup> I remain so connected with this group of veterans that I was made an honorary member of their unit. One of the “old Soldiers,” Specialist Four Robert Langenderfer (Retired), wrote me a note a few weeks ago, and I want to share part of it with you. He said, “Military life is an experience that creates lifelong bonds. I use the word ‘brotherhood’ in ways that only retired and active military can. The U.S. military has the unique ability to define brotherhood (sisterhood), not in words, but in actions. Every day, these men and women are challenged and are sometimes put into situations where the camaraderie builds itself and the men and women can build on each other. The uniform only lays the foundation for what brings these select and exceptional men and women together; it is the call to duty, the ideals, and the shared title of being an American Soldier and believing in what that means that truly bind the Servicemen and [Service]women together across all five branches.”

Team, I am proud of what you accomplish every day. I thank you for all that you do to support the Regiment, the Army, and our Nation. Please remember to pause and consider what you are personally and professionally thankful for. As for me, I am thankful and humbled to have the privilege of serving with such extraordinary military and civilian men and women every day and to be tirelessly supported by the love and strength of our Families! In closing, it has been an absolute honor and privilege to serve as your 13th Regimental Command Sergeant Major. Thank you!

### **Endnote:**

<sup>1</sup>“Maggie” is a song made up by Soldiers.



**Of the Troops, For the Troops—Assist, Protect, Defend—Preserve the Force!**

# Regimental Chief Warrant Officer



## Chief Warrant Officer Five Joel Fitz

**R**eadiness has, and will continue to be, our No. 1 priority. Ensuring that we have disciplined, physically and mentally tough, trained, and equipped Soldiers fully prepared to face any current or future threat is essential to our success as an army. From a military police standpoint, the discipline of policing plays a key role in assisting commanders with the protection and preservation of combat readiness. How do we do that exactly? I submit that one way is through our policing principle of prevention. Field Manual (FM) 3-39, *Military Police Operations*, provides a good overview of what prevention means and how it should be applied to policing operations:

*Military police conduct policing operations in a manner that emphasizes proactive actions to prevent and deter crime and stop the disruption of civil order. . . . Fundamental to this approach is the identification of criminal activity and crime-conducive conditions from which trends, patterns, or associations emerge and for which policing strategies are developed. Predictive analysis, performed formally or informally, is essential to prevention strategies and programs. Military police often use proven police strategies, models, and surveys to focus the collection of police information through police activities. Proactive policing activities are enabled through the deliberate application of integrated police intelligence activities by military police and [U.S. Army Criminal Investigation Command] USACIDC elements.<sup>1</sup>*



One frequently overlooked responsibility of military police is crime prevention. We do a fairly good job of conducting physical security assessments of critical sites (arms rooms, ammunition storage facilities, pharmacies), but how much emphasis do we legitimately place on proactive efforts to identify threats and recommend courses of action to deter or negate criminal or terrorist threats to Army resources? Army Regulation 190-13, *The Army Physical Security Program*, requires commanders to establish a crime prevention program within their respective units.<sup>2</sup> It also requires commanders to implement a program that will minimize the motivation and opportunity for personnel to commit criminal acts. The contributions of law enforcement personnel (such as using police intelligence to anticipate crime and eliminate or reduce opportunities for criminal acts to occur) are essential aspects of the success of a commander's program.

Crime prevention activities must be aggressively and proactively pursued to ensure that threats and system weaknesses are identified at home station, in transit to theaters of operation, at staging bases, and along sustainment lines of communication in combat environments. USACIDC (commonly referred to as CID) special agents evaluate installation activities and units to determine areas that are susceptible to theft or diversion of military assets or other crime-conducive conditions. Execution of these proactive crime prevention methods results in recommendations to supported commanders for improvements that limit associated risk.

The key to success is proactivity; we cannot wait for something to happen to begin assessing threats and making recommendations to deter or eliminate those threats. Consider a scenario in which elements of the 4th Infantry Division, Fort Carson, Colorado, are identified for rapid deployment. Imagine the number of vehicles, volume of equipment, and logistics required to move a brigade from home station to a port of embarkation. How does the brigade get from Fort Carson to the port? I would imagine that it would use rail and contracted line haul trucking to transport the bulk of its equipment. What about the threat? Is there any reason to believe that these large movements would encounter threats after leaving the installation? Now, imagine that an extremist group that is sympathetic to the enemy places an explosive device on the rail line and derails a large number of rail cars carrying the brigade vehicles. What is the impact? On a lesser scale, what is the impact if the contracted line haul company overcharges for its services or doesn't adequately vet its drivers and items are stolen from the shipments? Is there an impact to the brigade's ability to reach the fight in a timely fashion and with the necessary gear to engage the enemy?

Whose responsibility is it to develop, track, and report threats to unit movements? Is it part of our security and mobility support to commanders? We typically view security and mobility support from a theater perspective and not within the homeland in the sense of a contested deployment. FM 3-39 defines security and mobility support as:

*. . . a military police discipline conducted to protect the force and noncombatants and preserve the commander's freedom of action. Military police units expedite the secure movement of theater resources to ensure that commanders*

receive the forces, supplies, and equipment needed to support the operational plan and changing tactical situations. Throughout all aspects of the security and mobility support discipline, military police units conduct proactive measures to detect, deter, and defeat threat forces operating within the area of operations.<sup>3</sup>

Now, consider this definition along with what FM 3-0, *Operations*, says about Army force challenges:

*Irregular forces, criminal elements, hostile populations, and the disruptive effects of enemy information warfare will challenge Army forces. These disruptive effects may occur at unit home stations, ports of embarkation, while in transit to the theater, and upon arrival at ports of debarkation. Army forces may not have the capability, [or] the authority, to preempt these attacks.<sup>4</sup>*

Do military police have a responsibility to provide security and mobility support from home station to front line operations? If not the military police (with a large responsibility falling upon CID), then who does? Who does the brigade commander look to for threat assessment and recommendations to reduce risk? The brigade intelligence section certainly plays a role, but is it focused on the potential for disruptive events at home and in transit to theater? Should we be integrated into brigade intelligence and threat assessment requirements? I think the answer is definitively yes; it is our responsibility to assist the commander in protecting resources and preventing disruptive actions.

If we placed sufficient emphasis on proactive production of logistic security threat assessments, criminal activity threat estimates, and the collection and evaluation of police intelligence (joint, interagency, and multinational), military police could fill this gap. We have a responsibility to assist commanders with crime prevention, which must include the protection and preservation of combat power. The failure to identify and address threats to Army resources, whether at home or on the battlefield, could have catastrophic effects on the Army's ability to fight and win. We must give more consideration to proactive efforts that prevent and deter crime through the identification of criminal activity and crime-conducive conditions that impact overall readiness and combat effectiveness. I believe this is part of our core competency of policing and is inherent in our role of protecting and preserving the force.

### **Do What Has To Be Done—Assist, Protect, Defend!**

#### **Endnotes:**

<sup>1</sup>FM 3-39, *Military Police Operations*, 26 August 2013.

<sup>2</sup>Army Regulation 190-13, *The Army Physical Security Program*, 26 February 2011.

<sup>3</sup>FM 3-39.

<sup>4</sup>FM 3-0, *Operations*, 6 October 2017.



# Letter to the Editor: Thoughts on “Expungement of Army Criminal Records”

*By the U.S. Army Criminal Investigation Command*

**T**he article, “Expungement of Army Criminal Records,” written by Chief Warrant Officer Three Gary W. Upshaw, appeared in the Fall 2018 issue of *Military Police*.<sup>1</sup> It included some inaccuracies, and we want to ensure that your readers know that approved methods exist for record expungement from the U.S. Army Crime Records Center.

Individuals have the right to request an amendment and/or expungement by submitting any new or relevant material facts they believe would amend or expunge their record or even change the outcome. See paragraph 8-1 of Army Regulation (AR) 25-22, *The Army Privacy Program*, and paragraph 3-6 of AR 190-45, *Law Enforcement Reporting*, for further information.<sup>2,3</sup>

An amendment of record is appropriate when a record is established as being inaccurate, irrelevant, untimely, or incomplete. A request to remove an individual’s name as the subject of a law enforcement report would be proper if the individual produced new or relevant material facts showing credible information that did not exist at the time of titling or that indicated the criminal offense was not committed or did not occur as reported. The burden of proof to substantiate the request rests with the individual. Titling an individual or entity is an operational decision—not a legal one. The acts of titling and indexing are administrative procedures and do not connote any degree of guilt or innocence.

If an individual requests an amendment or expungement and it is denied, he or she has the right to appeal to the Army Board for Correction of Military Records (ABCMR). If the individual disagrees with the ABCMR decision, he or she may file an appeal in federal court. That filing can produce an order of amendment or expungement. If a federal order of expungement is issued, the record is purged. If an individual files in state court and a state expungement order is issued, the order is filed with the Army records but the Army records are not changed. Pursuant to the supremacy clause of the 14th Amendment to the U.S. Constitution, federal records are not subject to the order of a state court.<sup>4</sup>

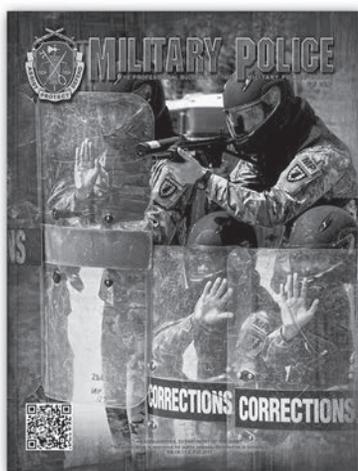
#### **Endnotes:**

<sup>1</sup>Gary W. Upshaw, “Expungement of Army Criminal Records,” *Military Police*, Fall 2018, pp. 18–19.

<sup>2</sup>AR 25-22, *The Army Privacy Program*, 22 December 2016.

<sup>3</sup>AR 190-45, *Law Enforcement Reporting*, 27 September 2016.

<sup>4</sup>U.S. Constitution, 14th Amendment, 9 July 1868.



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# Our Brothers in Arms

By Lieutenant Colonel Edwin H. Escobar

Jim Collins' famous book, *Good to Great: Why Some Companies Make the Leap and Others Don't*, examines the nature of the leadership required to elevate an organization from mediocrity to sustainable excellence.<sup>1</sup> In my first 100 days on the ground in a U.S. Army garrison (USAG) in Germany, I witnessed an organization incorporate sophistication and organizational maturity. As the director of the Directorate of Emergency Services (DES), I have three distinguishable divisions based on functionality: fire and emergency services (F&ES), law enforcement, and physical security. DES is a truly multidisciplinary organization, and the delineation of labor and responsibility is without parallel in the importance of force protection. My observations of the community and leadership regarding each division are presented with no malicious intent. These observations reflect the sustainable excellence that Jim Collins describes, clearly marking F&ES as a unique, specialized capability postured in the Federal Republic of Germany and an emerging institutional improvement that is continually excelling.

First and foremost, I am overwhelmingly impressed with F&ES support to Installation Management Command–Europe (IMCOM-E) DESs. All F&ES personnel are trusted host nation (HN) professionals who commute great distances to serve the U.S. community. Why are they excelling? Is it their background or principles as exhibited through their values and culture? I have personally spoken with each of them, and they indicate that they have no choice but to be the best they can be because their lives and the lives of those they serve might be in danger. This is serious business; they accept no unnecessary risks.

With a dedicated and centralized firefighting training center, IMCOM-E operates an F&ES professional training and certification program for garrison F&ES personnel. The program includes basic professional qualification training, recurring proficiency training, and specialized training in accordance with U.S. and HN standards. This training pinpoints the link between requirements and regulatory guidance. Upon completion, career professionals become incredibly competent and highly skilled firefighters.

Can the U.S. Army Military Police Corps project law enforcement force enablers into a premiere entity and match F&ES performance? Rotational force providers train, certify, and equip military police to support the law enforcement mission. Compared to civilian counterparts, this may seem to pose some disadvantages in producing and promoting long-term professionalism due to the continuous turnover of personnel; Soldiers, officers, noncommissioned officers, and Department of the Army (DA) civilians serving in law enforcement and physical security operations rotate in and out of Europe under a mandatory 5-year rule. In contrast, HN employees, who remain within the community, help forge a culture of F&ES excellence by truly understanding each other's strengths and weaknesses, synchronizing best efforts, and becoming an elite response force.

To varying degrees at different levels of professional culture, outside the continental United States (OCONUS) F&ES agencies can easily be compared to HN police and fire departments. The USAG Wiesbaden F&ES Division provides a full range of complex services required by Department of Defense (DOD) Instruction 6055.06, *DOD Fire and Emergency Services Program*, and Chapter 25 of Army Regulation 420-1, *Army Facilities Management*.<sup>2,3</sup>

IMCOM-E tasks are daunting for the F&ES Division. These tasks include incident command, mitigation for all emergency responses, emergency dispatch services, emergency response services for all hazard emergencies, emergency response services for aircraft rescue, and fire prevention services. To accomplish the myriad of tasks, F&ES personnel are equipped with fire apparatus that is more modernized than that of their German counterparts and others within the European theater. In short, the IMCOM-E firefighter is a multidisciplinary expert in firefighting, aircraft rescue, hazmat, and medical technical skills.

In addition to regular emergency response services for the installation, USAG Wiesbaden faces some unique challenges. Unlike in the continental United States (CONUS), the 14 USAG Wiesbaden installations are geographically dispersed within the USAG Wiesbaden footprint—over two German states and six counties. The first challenge is to

meet mission parameters with the boundaries of a multitude of installations; the F&ES Division must rely on the mutual aid of eight local fire departments, with the majority of those being volunteer fire departments. The second challenge is to enter into mutual aid agreements with local volunteers who have limited capabilities and qualifications. Dispatching HN firefighters to assist is unrealistic because of the response time required to travel from their daily employment to their respective fire stations. Based on today's open market, most HN volunteer firefighters have migrated to urban areas for employment. In order to provide the best possible support to the garrison, our F&ES Division has implemented mitigation measures to reduce fire risks through increased inspections and training.

The IMCOM-E firefighters' strength is the continuity and longevity they provide to the community. Their accomplishments and long-term success are due to their ownership of the mission that they hold so dearly. This poses a compelling argument for the reactivation of military police detachments/augmentation platoons or DA civilian police that can execute community law enforcement in Europe. Another example of a long-term success for our first line of defense on OCONUS perimeters involves contracted security guards. They secure access control points and also remain in community service for longer than most, which provides historical continuity, experience, and lessons learned.

DES is a service culture organization that provides customer service to the military community but also supports those who provide other services, such as military police and firefighters. The U.S. Army Europe (USAREUR) F&ES Division constitutes a subculture that incredibly mirrors the subcultures of our military and civilian fire stations in CONUS. F&ES personnel are pivotal stakeholders in our communities. Based on a Fiscal Year 2018 customer survey for Wiesbaden garrison services, the F&ES Division recently outperformed any other service offered to the community. It has optimized its importance to senior leadership and operationalized its mission to serve each of the installations. Based on the goals of the IMCOM-E protection functions and the Army protection program worldwide, the F&ES function is one of the strongest pillars available to ensure mission success.

Now that we've established a concrete argument that OCONUS F&ES constitute value added and that they energize a balanced and sustainable DES, it's time to transform higher headquarters organization, management, and processes to align with mission requirements. The law enforcement proponenty currently resides with the Office of the Provost Marshal, USAREUR, which is adequately staffed with Soldiers and DA civilians focused on law enforcement policy, data analysis, and initiatives for the garrisons. They have a direct link to the USAREUR commanding general. The F&ES Division is more aligned with IMCOM-E, and the F&ES staff that provides oversight in all facets is significantly smaller than the USAREUR staff, with both entities having the same scope of responsibility. The F&ES Division has the visibility of the IMCOM-E director and is



**A USAG Wiesbaden DES firefighter supports military police during the installation integrated protection exercise on Lucius D. Clay Kaserne in September 2018.**

focused on garrison support services. Due to wide-ranging management, execution, and oversight by IMCOM-E, the internal business management structure is seamless—whether it involves realigning the law enforcement mission to IMCOM-E or merging the F&ES Division to the Office of the Provost Marshal, USAREUR, the enduring goal would be to have one voice for the local DES—which creates an overarching higher headquarters that can synchronize all supporting functions, prioritize and maximize internal and external resources, and sustain an effective protection program. This strategy can increase operational effectiveness and facilitate mission readiness. The true obstacles for F&ES organizations are those that are macroscopic; they require more personnel and funding.

Our fire station was built before World War II, and no long-range plans for station renovations have been developed or forecasted for funding. The dimensions of fire trucks have grown astronomically since earlier generations, and the fire trucks have outgrown the existing width, height, and load capabilities for the fire station. When cold German temperatures arrive, the trucks freeze, which increases maintenance costs. This impacts response readiness, as

*(Continued on page 13)*

# Maximizing

## Training Opportunities Across a Company in a Resource-Constrained Environment

By Mr. Damon M. Yourchisin

**T**he Army is changing. We are transitioning to a smaller and more capable force, reducing budgets and returning to large-scale ground combat operations (LSGCO); we must be able to “do more with less.” This cycle has been repeated many times, and it will continue in the future. We must learn from the past in order to ensure that this latest transition doesn’t take us by surprise. The biggest change is that unlimited wartime resources of money and manpower are being greatly reduced as we rebuild an Army capable of executing LSGCO in a multi-domain environment in 2028 and beyond. This will impact all facets of Soldier training and create a new catchphrase: “maximizing training benefit from limited resources.”

The best way to accomplish this transition is to incorporate the necessary tactical skills into everyday activities that must occur on a consistent basis, such as physical training (PT) and preventive maintenance checks and services (PMCS). This article describes some options for commanders to incorporate selected basic Army warrior tasks (AWTs) and battle drills (BDs) into everyday training and mission accomplishment routines. These options will free up more traditional duty time for larger-scale, more complex, more resource-intensive training events, allowing the unit to focus on high-end technical skills.

The ability to take normal routines to the next level by incorporating tactical tasks is complex and time-consuming and must be done in a crawl-walk-run format. Success is a direct measure of the effort invested on the front end of execution (planning and preparation). If the proper planning, preparation, and pre-execution checks are conducted, Soldiers can become tactically competent at their core and directed training time can be filled with the technical aspects of their particular military craft. A truly efficient training method is characterized by—

- The upfront investment of a long-term vision (nested within well-thought-out quarterly and annual training guidance).

- Short-term goals. (The eight-step training model and troop leading procedures are followed to the letter.)
- Distribution of the load. (Everyone involved takes key roles in planning and execution on a nearly daily basis.)

In order for the efficiency of this method to be recognized, leadership must take an active role. This starts with the training of leaders.

As you, as commanders, delegate specific tasks derived from your vision and guidance to lower-level leaders, there are opportunities for junior leaders to practice mission analysis, the eight-step training model, and troop leading procedures on a daily basis. With your tutelage, they can work on aspects of the military decision-making process, warning orders, mission and operation orders, proper leader reconnaissance, and mission briefings in support of smaller-scale, maximized training opportunities. The opportunity to gain training and experience during these tasks is often overlooked. Do you recall the last time a junior leader wrote an operation order? Was it written for the annual certification, for validation of the unit, or for the quarterly range? Why aren’t we frequently publishing orders so that everyone has an opportunity to plan and execute?

Here’s *one* way to implement this in your company. A company commander has a vision of successfully completing four AWTs and one BD during a quarter. The executive officer—

- Divides the tasks amongst platoon leaders (PLs) and platoon sergeants (PSGs) to ensure that expertise can be gained before the task is trained.
- Conducts a calendar review and overlays specific PT and PMCS sessions in which teaching, training, initial evaluation, and retraining events will occur.

The PLs/PSGs then begin their mission analysis and eight-step training model process and back brief the executive officer on their plan for execution. Over the next 3 months, roughly 24 PT sessions (company, battalion, and other mandatory PT events), four command PMCS sessions,

and one emergency deployment readiness exercise are available. In the end, the company will have easily taught, trained, and evaluated four AWTs and one BD—all without having taken a traditional training day from the schedule. Over a 1-year period, the entire list of AWTs and BDs can be executed—with redundancy built in for those more difficult and perishable skills. Reinforcement is performed during normal training events, which can be tactically done at a near-run pace so that the focus can be on technical skills.

A unit assessment is required to determine weak and strong points, the starting baseline (crawl, walk, or run), and the best time to perform the tasks based on mission requirements. This article contains a few suggestions about how to make a program like this work.

### **Example Training Vision**

Select one AWT from each of the major categories of shoot, move, communicate, survive, and adapt and two BDs that focus on mounted operations or that complement the AWTs selected. It may not be appropriate to incorporate all of the listed subtasks for each AWT or BD; but throughout the quarter, 90 percent of the subtasks can easily be accomplished. These should all be completed during PT hours (dependent on local policy) and on command maintenance days, with no degradation to overall Army physical fitness test performance or equipment readiness.

Over the next quarter, all individuals are trained to a “T” on—

- Five AWTs. The five example AWTs are—
  - Employ Hand Grenades.
  - Perform Individual Movement Techniques.
  - Perform Voice Communications.
  - Perform Combatives.
  - Grow Professionally and Personally.
- Two BDs. The two example BDs are—
  - Perform Actions as a Member of a Mounted Patrol.
  - Evacuate a Casualty.

### **Example Incorporation of AWTs**

#### ***Employ Hand Grenades***

Perform this AWT during PT. Based on the subtasks and minimal equipment needs, this can be incorporated into multiple PT sessions. Arm and shoulder strength and hand and eye coordination are necessary for success. Therefore, as the PT program for the quarter is developed, incorporate arm and shoulder strength building and hand and eye coordination drills. Later, bring the two together by adding dummy hand grenades, then add in hand grenade trainers, and then integrate with other tasks (such as individual movement techniques). If this seemingly easy task is taken seriously and sufficient planning rigor is applied, instructors can net great additional benefits (research, coordination for integration of the task, long-term PT planning, rehearsals).

#### ***Perform Individual Movement Techniques***

Perform this AWT during PT. Although there are only two subtasks to this AWT, the subtasks are quite complex

and require teaching and training. This is a good AWT for which to use the crawl-walk-run method, performing at half or full speed. Perform these subtasks first while wearing the Army physical fitness uniform, then the Army operational camouflage pattern uniform and, finally, full tactical gear. As a finale, add the hand grenade. Perform these subtasks on a consistent basis and with small teams. These subtasks present a great workout and all that is required is the preparation and provisioning the venue and resources. Four-Soldier stacks can be performed while multiple floors are cleared—all in less time than it takes to run 4 or 5 miles.

#### ***Perform Voice Communications***

Perform this AWT during PT and PMCS. This AWT has a great set of subtasks that can be conducted in coordination with any activity, such as a weekly ruck march for PT, with communication via radio or hand and arm signals only. The march is not administrative in nature; it is a tactical forced foot march. Teach some of the skills during stretching, and then go straight into execution. As time goes on, and if leaders are disciplined, the unit will easily communicate during all missions. Also, when performing the required weekly road test at the end of PMCS activities, ensure that the convoy briefing includes a signal portion. Emphasize training over tactical communication while on a convoy (navigating to a refuel point or other location, conducting a recovery operation of a sister vehicle).

#### ***Perform Combatives***

Perform this AWT during PT. Combatives refers to a technique of neutralizing the enemy after primary and secondary weapons have failed. This task may seem easy; and with a unit that is 100 percent Level 1-trained, it may be. But that just means you can really dig into this task. Combatives, a perishable skill, needs to be regularly incorporated into a long-term PT program. Ensure that you have appropriate instructors, and tailor the training to events that are likely to be encountered. For example, focus on individual movement techniques and work on urban operations that will require close-quarters combat. This will also build confidence in Soldiers who may not have completely understood combatives in the 2 weeks that it took to become certified while at basic training.

#### ***Grow Professionally and Personally***

Perform this AWT during an extended PT session or during officer/noncommissioned officer PT. At first, this may seem a difficult and inappropriate choice for a task. However, if we leave the task to each individual, many may never accomplish it. A great way to tackle some of the subtasks associated with this AWT (even though the subtasks are not well codified) is to perform what was once known as a leader reaction course. This brings a unit closer together and builds teams, trust, and confidence. It allows subordinates the opportunity to step up to a leadership role and shine; it is also mentally and physically challenging. This is a great way to grow as an individual and as a small unit. This type of training will pay big dividends over time, especially as you counsel and develop your leaders.

## Example Incorporation of BDs

### *Perform Actions as a Member of a Mounted Patrol*

Perform this BD during each complete PMCS period of rolling-stock items. This level of training is only for units that already have a robust maintenance plan. The following three phases are suggested components of a maintenance program plan to take advantage of tactical training:

- **Phase 1.** Implement a grassroots PMCS program that involves the entire unit, including all leaders (officers and noncommissioned officers). The place of duty during the determined time and date is a motor pool, where a “by the book” PMCS of rolling stock is being conducted. Go through the equipment manual, read it literally, and correctly perform each action step by step. PMCS is supervised and resourced; small operator actions (rust removal, minor paint repairs, fluid top-offs, bolt tightening) are handled on the spot. Always ensure oversight from maintenance personnel so that everyone learns something during the process. Conduct PMCS of the command vehicle with the driver, and quiz Soldiers on the system parts and functions. Establish a solid baseline, and then progress to Phase 2.
- **Phase 2.** Exercise each of the systems with a road test—a mandatory part of PMCS. Start with small-scale road tests (before, during, and after operations PMCS). The road test phase is subdivided into parts. First, just roll everything out (get tires moving; work lubricant into vehicle joints; heat up petroleum, oil, and lubricant products throughout the vehicle). Stay on paved roads initially; travel to the refuel point, top off fuel, and return. As you improve and get more efficient, start exercising all of the vehicle systems. Take vehicles onto the highway; operate them at highway speeds and full operating temperature; then take them off-road, over rough terrain, to exercise the suspension, steering, transfer case, and differentials (mandate the use of four-wheel drive, high and low). Once you really get into the swing of performing this phase, you can incorporate value-added training while still in the vehicle.
- **Phase 3.** Phase 3 of the plan will not be realized or appreciated in the beginning. Make a plan and rehearse it during close-out procedures. Leaders refine convoy planning and briefings, select small tasks on which to focus during training, and give everyone opportunities to execute tasks. For example, when performing self-recovery with a tow-strap and then a tow-bar, Soldiers operate their communications and navigation equipment with discipline. A typical administrative day in which Soldiers leave early for lunch can be turned into a great training opportunity that reinforces tactical work performed on a daily basis. The phase is painful, takes longer than normal, and seems difficult to plan. But once everyone gets used to bringing full “battle-rattle” and dummy weapons, it becomes second nature. After 3 months of performing this phase, equipment runs better, faults in equipment can be identified quicker, repairs are handled faster (maintenance personnel notice the extended effort and involvement and want to help), and tactical actions

fall into place. Every week presents an opportunity for a miniature field training exercise, with all the associated planning, preparation, and rehearsals required. Precombat checks and inspections, rehearsals, and other preparations that normally trip up a unit while executing a major event become a habit—not something unit members forgot.

### *Evacuate a Casualty*

Perform this BD during PT or PMCS tactical training or as a drill. There are many subtasks; you can tailor a venue to focus on particular subtasks. A great PT session incorporates survival, communication, movement, and shooting skills. While Soldiers are stretching, pass out instructions and equipment (dummy weapons, combat lifesaver bags, stretchers, rescue equipment/sleds, Joint Tactical Radio Systems, maps, and compasses) and provide a mission order.

As an example, consider a mission order that involves finding a downed helicopter, searching for and rescuing survivors, establishing a landing zone (LZ), transporting personnel and sensitive equipment to the LZ, and calling for medical evacuation (MEDEVAC) if necessary. As a unit, move to the first location and find the dummies (casualties). At this point, some personnel pull security, others evaluate and treat casualties, and others call for support. Transport the group of casualties to a good LZ location, set up the LZ, and wait for MEDEVAC. Train on your skills along the way, and then critique your operation at the LZ.

Issue another mission order, and change personnel positions. Given the running, carrying of gear, and dragging or carrying of 200-pound dummies, this training is physically strenuous. It is also a great opportunity to learn first aid techniques. It combines some of the other tasks performed at other PT sessions (radio communication, security operations, individual movement techniques). Complete this using a crawl-walk-run approach so that by the end of the quarter, you are using rucksacks and in full battle-rattle gear.

### **Example Culminating Event**

With extra time added to the PT or PMCS window, a culminating event, with evaluations of multiple tasks, can be fun and challenging for the unit. It takes months of training to build up to this culminating event and to certify that everyone is capable of accomplishing each of the tasks (such as drown proofing or rappelling). A week before the culminating event, the unit might receive a warning order that includes a packing list and report times. Some of the possible actions associated with tactical tasks discussed in this article include—

- Start on the second floor of a facility, and issue a task to safely get personnel and equipment to the ground (with no stairs available). This forces personnel to rappel to the ground floor.
- Use a tactical road march formation to land navigate to the first point in a multiroom/multistory building.
- Use four-Soldier stacks to set up a rally point, drop rucksacks, and secure and clear the building.

- Have each stack encounter a noncombatant who must be physically subdued due to the rules of engagement and a casualty who must be treated and transported to an LZ, where MEDEVAC personnel are called.
- Issue a mission order for a follow-on mission to link up with another unit and conduct an ambush.
- Conduct a tactical road march, and land navigate to the link-up point (and unfortunately, the information provided was determined to be incorrect and you are on the wrong side of a water obstacle—but the link-up must be made immediately).
- Cross the river, creek, pond, or lake using poncho rafts.
- During the road march, call for fire on an observed enemy position, conduct numerous movement drills while attempting to break contact with the enemy, and set up a hasty ambush according to the mission order.

The culminating event could be performed over a 4- to 5-hour period and could easily be tailored to the time available. Although culminating events are incredibly challenging, they are very rewarding and a lot of fun. They are not as resource-intensive as they seem, and people will talk about them for a long time—and others will want to join in. When trained for over a long period of time, and with minimal external resources required, culminating events are easily completed at the team, squad, platoon, or company level. These are also great events for officers or senior noncommissioned officers to ensure that the first part of the eight-step training model is completed to satisfaction (and leaders are certified).

## Conclusion

Less money and fewer personnel do not equate to reduced capability. However, greater ingenuity is required to maintain the same capability or to improve the existing capability that has been eroded away by more than a decade of a very specific type of sustained combat. The time to adjust is now. We are transitioning to a smaller and more capable force, reducing budgets, and returning to LSGCO. Whether we win or lose on the battlefield will be determined by how well we weather this budget and force reduction and transition back to LSGCO. We must maintain our tactical and technical skills; and for the foreseeable future, the only way to do that is to see everything as a training opportunity and then maximize those opportunities. 

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*(“Our Brothers in Arms,” continued from page 9)*

modern fire trucks carry a great deal of temperature- and moisture-sensitive, highly technical equipment, such as medical equipment and detectors. The pump, water tank, and gauges are also inoperable at or below freezing temperatures. The firefighters have been operating at less than full manning, making it increasingly difficult to send firefighters to training and posing a readiness threat when illnesses occur within the ranks. Most IMCOM-E garrison fire stations are currently staffed only to conduct defensive firefighting operations. The good news is that senior leaders have recognized the mission degradation and directed actions to better manage firefighting support.

In conclusion, firefighters are vital to the military community because of their committed adherence to an incredible work ethic, thus earning the “benefit of the doubt” during times of crisis. Fire prevention is key in reducing government loss and saving lives. From DOD to the military community member, everyone desires a secure and resilient F&ES Division with the capabilities required to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk across the whole community. It’s time to recognize that the Germans are committed to delivering F&ES with a sense of pride and professionalism and in keeping with Army values. Within the given constraints, their contribution to supporting Army readiness is excellent. Much like when the F&ES function was transferred from the garrison Directorate of Public Works to DES, there’s an opportunity for further advancement. Our firefighters, fire inspectors, and F&ES leaders across Europe are definitely our brothers in arms. Alongside our military police patrols, they are our comrades as first responder enablers in our dynamic environment. The professional DES firefighters represent a talented group of individuals dedicated to the highest ideals of public service. 

## Endnotes:

<sup>1</sup>Jim Collins, *Good to Great: Why Some Companies Make the Leap and Others Don’t*, Harper Business, New York, 2001.

<sup>2</sup>DOD Instruction 6055.06, *DOD Fire and Emergency Services Program*, 21 December 2006.

<sup>3</sup>Army Regulation 420-1, *Army Facilities Management*, 12 February 2008.

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# CID Crime Tips Submission System



**T**he Army community and public can now use their computers and smartphones to submit tips about suspicious activity, crimes, or security threats to the U.S. Army Criminal Investigation Command (commonly known as CID) via a digital crime tips system. CID Crime Tips is a Web-based and smartphone application submission method.

The public can access the system via any Internet-connected device by visiting <http://www.cid.army.mil/>. Additionally, the Crime Tips smartphone application is available as a free download at <http://www.p3tips.com/app.aspx?ID=325>.

The CID Crime Tips application is approved for download on government smartphones and smart devices. Apple® users can access the application through the Department of Defense Enterprise Mobility Personal Use Mobile Application and Department of Defense Application icon on their device. Android™ users can access the application using the Mobile@Work icon on their device.<sup>1</sup>

According to CID implementation project manager, Special Agent Christopher L. Adams, the Crime Tips system provides users a safe, secure, and anonymous method to report suspicious activity, crimes, and security threats without fears of retaliation. He explained that when a person submits a tip online, the completed form is securely transferred directly to CID using Secure Sockets Layer protocol, which means that the tips are encrypted, entirely confidential, and completely anonymous. Users can also attach images, videos, and documents with their tips.

“This new system is the ideal solution for ‘tipsters’ to report criminal activities or suspicious activity anonymously. Tips received will be seamlessly assigned to various units for further investigation. Additionally, persons providing anonymous tips will have the ability to communicate with CID agents,” Adams said. “After submitting a tip from the CID Web page, a tip reference or identification number is created that allows the tipster to create a password to check the status of the submitted tip or check on the status of a reward, if applicable. So do not misplace your identification number; it will be needed to check on the status of your tip,” he continued. If the tip is submitted from the application, the tip identification number is automatically saved for the tipster, which makes this the preferred submission method for tipsters who would like to remain involved in the tip process.

There is also a multilanguage feature for global use. This feature allows tips to be automatically converted into English on the backend, regardless of the language used to submit the tip. Tips are responded to in English and automatically translated back into their source language during the two-way dialog.

According to CID spokesman Mr. Christopher P. Grey, individuals can report a crime though the CID Crime Tips system or by contacting their local CID office. “It is critical for people to say something when they see something, and it literally can mean the difference between life and death or someone receiving the justice they deserve or victimizing another innocent person,” Grey said. “If you haven’t already done so, download the application today or bookmark the CID Report a Crime Web page,” he continued.

The CID Report-a-Crime Web page can be found at <https://www.cid.army.mil/report-a-crime.html>. For more information on CID, visit [www.cid.army.mil](http://www.cid.army.mil).

## Endnote:

<sup>1</sup>Android is a trademark of Google LLC.

# Lessons Learned

## From Deploying a MEB to a DSCA Operation

By Colonel Jan K. Behn, Colonel Craig W. Strong, Lieutenant Colonel James R. Hewitt,  
Major Jeremy D. Chancellor, Major Jonathan D. Wymer, and Major Alex M. Zeller

*“This is not a time to think about your house; a time to think about your earthly possessions. This is a time to think about securing your life, the lives of your children, the lives of your neighbors”<sup>1</sup>*

**H**urricane Irma ripped through the islands of Saint Thomas and Saint John on 6 September 2017, with wind speeds of more than 140 miles per hour.<sup>2</sup> Within weeks, Hurricane Maria, a second Category 5 storm, hit Saint Croix, Saint John, and Saint Thomas, wiping out what Hurricane Irma had missed. This was an unprecedented disaster for the Virgin Islands, leaving them flooded, powerless, and damaged beyond imagination.<sup>3</sup> Support forces under the Emergency Management Assistance Compact<sup>4</sup> arrived in the territories within days after the hurricanes hit, and a joint task force (JTF) was established on 26 September 2017. An infantry brigade combat team (BCT) stood up and initially commanded the JTF until the arrival of the 67th Maneuver Enhancement Brigade (MEB), Nebraska Army National Guard, on 14 October 2017.<sup>5</sup> This article summarizes the 67th MEB experiences and lessons learned during the mission. The 67th identified key points for advanced planning for the JTF and the addition of MEB capabilities.

### Advanced Planning Considerations

Supporting fellow Americans in disaster relief is an honor and responsibility. It is an honor to work with the best military and civilian leaders in the world and a responsibility in that it provides an opportunity to offer input for improved response capabilities in the future. This specific experience indicated that three advanced planning considerations need to be implemented now.

First, the assigned JTF should come from an inland state that is not affected by the storm. For hurricane relief in U.S. territories, this specification does not include coastline states that have experienced or are preparing to experience the hurricane season themselves. Assistance should come from farther inland. Being at the epicenter of a disaster significantly reduces the capabilities of the JTF. For example, JTF members may have limited access to equipment, which may have been damaged, or they may have Families who need their Soldiers and civilian leaders home

with them. The JTF is responsible for giving the supported area a chance to “catch their breath” until the transition phase, when the impacted area can take over its own hurricane relief.

***“A commander with the right tools is prepared to evolve with the mission to ensure that the needs of the operational phases are anticipated and that unforeseen needs arising . . . can be engaged in a smart manner.”***

Second, with assets (including commercial assets) such as airlift and sealift in short supply, the economy of planning and assigning an appropriate JTF should not involve multiple rotations of units during limited timeframes of operational need. The JTF for the Virgin Islands mission consisted of two separate brigades that executed all levels of mission planning and mission execution and a transition of authority weeks into the disaster. Imagine a race car driver stopping his or her car in the middle of the racetrack to change drivers with only a few laps to go. The lesson to be learned from this metaphor is that the transition of authority from one brigade to another within weeks of the initial unit’s defense support of civil authorities (DSCA) assignment is akin to stopping a race car mid-race to change not only the driver but also the motor and pit crew.

Third, assigning the right size and appropriate JTF for DSCA missions is important. The transition between a BCT and MEB would be appropriate in a combat zone as forces move through phase lines within a division area of operation. A MEB would not be the right size of unit to assign to forward line operations at the start of a combat mission; however, the initial assignment of an infantry BCT was essentially the wrong tool for the DSCA operation. MEBs “provide an economy of force capability so that BCTs or maneuver units can focus on combat operations.”<sup>6</sup> This does not mean that a BCT is not capable or that the unit assigned to the mission is not able to execute in an honorable and professional manner. MEBs are literally designed to support missions such as domestic disaster relief. According

to Lieutenant Colonel Trevor J. Mann (Virgin Islands Counterdrug Coordinator), “The BCT brought an infantry mission command. The difference is the MEB was more uniquely designed to command here because of the mission of a MEB.”<sup>7</sup>

Memorandums of agreement should be established between specific units/JTFs and territories as soon as possible and in advance. Once in place, the framework to identify needs, capabilities, and response actions could be planned ahead of time. Proactive efforts taken under a memorandum of agreement with a previously assigned territory partner establish a networked relationship and, more importantly, a level of trust that affects open, honest communication and shared expectations and goals from the start of mobilization to the stand-down. Agreements and plans include provisions for regional training with territorial partners, reconnaissance, and terrain familiarization. They should also include advanced monitoring/awareness of factors that might result in deployment, such as weather conditions and the identification of advanced-party needs for transitioning to the zone prior to the disaster strike, preplanning for the movement of equipment and personnel to and from the site, and evaluating the equipment and personnel needed for the anticipated mission (including linking/relationship building with on-site points of contact required to execute assignments before arrival).

## Design of the JTF

The JTF assigned to a DSCA mission can expect the following operational requirements when considering key tasks for disaster operations:

- Security.
- Medical support.
- Chemical hazards detection.
- Route clearing and debris removal.
- Supply distribution.
- Joint reception, staging, onward movements, and integration.
- Personnel tracking.

For environments like those of the Virgin Islands, aviation and sea movement capabilities should be included. The assigned JTF must be multifunctional and able to bring together multiple capabilities to work in unison and in coordination with civilian leaders. The JTF also needs to plan for transitions within the mission as the environment begins to stabilize between the response and recovery phases.<sup>8</sup> Improved response time by local authorities can reduce immediate security issues related to looting. Transition to a more robust distribution operation may occur as roadways are cleared. The JTF commander must have access to unit resources and an understanding of how



Personnel from the 67th MEB arrive in Saint Croix.



**Soldiers from the 67th MEB help clean up a school in Saint Croix.**

transitioning capabilities can and should be used, if available. Should a cook be assigned to control traffic? Should a military police Soldier be used to deliver supplies? Should either be assigned to clear roadways with construction equipment? How much risk can a commander assume if the needs start to outweigh the availability of troops in the assignment of tasks? The more knowledge and practice the JTF commander has with multifunctional support options, the easier it will be to anticipate the needs of the mission and thoughtfully advise civilian authorities about the capabilities and limitations of available resources.

The 67th MEB also significantly benefited from the assignment of joint personnel, such as a U.S. Air Force strategic air planner and an Army aviation liaison. The Nebraska National Guard is blessed to have the capabilities of its own internal air wing (155th Air Refueling Wing) for air assets and subject matter experts. Other areas that integrated and worked seamlessly with the staff were the judge advocate general and the chaplain. The assignment of a contingency contracting team and public affairs officer was deemed vital for establishing long-term resource support and assisting in telling the “Guard story” in the area of operations.

Being a multifunctional Army National Guard brigade ensured that not only could staff fill key roles, but their civilian skills could be called upon as well. In the 67th MEB example, the adjutant for the unit was also a reporter for a local news station, enabling public affairs officer support. A commander with the right tools is prepared to evolve with the mission to ensure that the needs of the operational phases are anticipated and that unforeseen needs arising from chaotic disaster sites can be addressed in a smart manner.

## **MEB Capabilities**

The MEB is uniquely structured to handle all tasks that might potentially be assigned to a BCT, but with added expertise in key DSCA operations-related fields such as engineering; military police; hazmat; and chemical, biological, radiological, and nuclear areas. As a modular brigade headquarters, the organization can track and control operations in the operational environment and be prepared to request and receive force structure to augment mission success. Lieutenant Colonel Mann asks, “What’s one of the first boots on the ground we want? We want military police and engineer assets. The MEB has military police and engineers . . . that are in your table of organization and equipment. The MEB has military police and engineers assigned to you. They are units that you know how to command and control and you employ in your fight, so it should come natural[ly].”<sup>9</sup> In a division support area, the MEB is responsible for—

- Managing terrain.
- Collecting information.
- Informing and influencing activities.
- Controlling air and ground movement.
- Targeting.
- Clearing fires.
- Conducting security.
- Recovering personnel.
- Considering environmental impacts.
- Conducting minimal essential stability tasks.

The MEB controls the terrain within its assigned area of operations, which allows freedom of mobility for operational and tactical commanders.<sup>10</sup> In DSCA operations, the primary

tasks include chemical, biological, radiological, and nuclear operations; support to civilian law enforcement agencies; and other tasks that ensure the success of disaster relief efforts during postincident response. The MEB is designed to provide mission command over chemical, biological, radiological, and nuclear and military police units that can support typical disaster relief tasks.

The 67th MEB oversaw aviation operations to help transport personnel and equipment throughout the three islands, provided logistical resupply to include refueling the generators that kept emergency personnel able to operate equipment, and provided military police support to the local Virgin Islands police departments. The MEB has an advanced understanding of military policing operations, which allowed the command post to more effectively battle-track operations on the ground and provide more expertise to subordinate units augmenting the local Virgin Islands police departments. Additionally, the MEB provided support to other units such as medical professionals who augmented local hospitals and preventative medicine personnel who inspected areas for significant hazards, such as mold and disease. The multifunctional headquarters of the MEB was able to adjust to changing tasks throughout its time as the mission command nexus during operations.

Placing liaison officers (including one Airman who was a subject matter expert in Federal Emergency Management Agency operations and related incident command system documents and requirements) alongside Virgin Islands emergency management agency personnel also paid dividends. The relationships built with civilian leadership in the emergency management arena improved mission success and provided networking opportunities that should be built upon so that lessons learned and best practices are not lost and preparations for future hurricane seasons can be made.

## Conclusion

According to Mr. David Haas, Federal Emergency Management Agency Deputy Chief for the Virgin Islands mission, "We couldn't have done it without the [Army] National Guard or Department of Defense, especially early on in the disaster. You are the 911 force; you are who we rely on significantly to fill capability gaps early on in any disaster, as responders are overwhelmed."<sup>11</sup> Assuming this statement to be true (and we do), how are we capitalizing on this belief? The hurricane planning season for next year is now. Partnerships need to be formally established, and units need to begin initial planning and training. We have experienced the *what*, *when*, *where*, *why*, and *how*, but the *who* needs to be solidified in a more timely and thoughtful fashion before we find ourselves too deep within the eye of the next storm.

### Endnotes:

<sup>11</sup>Don Buchanan, "Governor Says Territory Must Prepare for Maria," *The Source*, 17 September 2017, <<https://stcroixsource.com/2017/09/16/governor-says-territory-must-prepare-for-maria/>>, accessed on 31 July 2018.

<sup>2</sup>A. J. Willingham, "A Look at Four Storms From One Brutal Hurricane Season," 21 November 2017, <<http://www.cnn.com/2017/10/10/weather/hurricane-nate-maria-irma-harvey-impact-look-back-trnd/index.html>>, accessed on 31 August 2018.

<sup>3</sup>Cory Schouten, "The Caribbean's Long Hard Road to Normalcy after Irma," 13 September 2017, <<https://www.cbsnews.com/news/hurricane-irma-caribbean-islands-severe-damage/>>, accessed on 29 July 2018.

<sup>4</sup>What is EMAC?, 2011, <<https://emacweb.org/index.php/learn-about-emac/what-is-emac>>, accessed on 18 September 2018.

<sup>5</sup>Don Walton, "Guard Unit From Nebraska Headed to Virgin Islands," 13 October 2017, <[http://journalstar.com/news/local/guard-unit-from-nebraska-headed-to-virgin-islands/article\\_b3fca12c-07f0-51d5-99da-f1fbef622e69.html](http://journalstar.com/news/local/guard-unit-from-nebraska-headed-to-virgin-islands/article_b3fca12c-07f0-51d5-99da-f1fbef622e69.html)>, accessed on 29 July 2018.

<sup>6</sup>Field Manual (FM) 3-81, *Maneuver Enhancement Brigade*, 21 April 2014.

<sup>7</sup>Trevor J. Mann, personal interview with Second Lieutenant Rachel Hofstra, 11 November 2017.

<sup>8</sup>Joint Publication 3-28, *Defense Support of Civil Authorities*, 31 July 2013.

<sup>9</sup>Mann, 2017.

<sup>10</sup>FM 3-81.

<sup>11</sup>David Haas, personal interview with Second Lieutenant Hofstra, 10 November 2017.

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# Maneuver Support, Sustainment, Protection, Integration Experiment

By Mr. Dennis G. Hutchinson

In 2017, the Army Capability Integration Center (ARCIC) initiated a new, live, prototype experiment venue—the Maneuver Support, Sustainment, Protection, Integration Experiment (MSSPIX). This article describes how government and private-sector organizations can participate in this new experiment.

The venue is one of four integration experiment venues organized under the Army Capability Integration Center Live Prototype Assessment (ALPA) effort. The other three are the Army Expeditionary Warrior Experiment at Fort Benning, Georgia; the Maneuver Fires Integration Experiment at Fort Sill, Oklahoma; and Cyber Quest at Fort Gordon, Georgia. All of these venues are intended to execute an annual assessment of prototype technologies that provide Soldiers with new or improved capabilities. As noted in the *Army Campaign of Learning, Annual Planning Guidance for FY19-23*, “ALPA assesses the recommended solution approaches to solve/mitigate the Army’s most critical capability gaps identified in the capability development community’s [capability needs analysis].”<sup>1</sup>

MSSPIX differs from the other venues; it is a collaboration between the Maneuver Support Center of Excellence (MSCoE), Fort Leonard Wood, Missouri, and the Sustainment Center of Excellence (SCoE), Fort Lee, Virginia. Both centers of excellence leverage their battle laboratories (the Maneuver Support Battle Laboratory [MSBL] and the Sustainment Battle Laboratory [SBL], respectively) to plan, execute, and report/document the experiment each year.

A crawl-walk-run approach was adopted to build MSSPIX. The “crawl” phase, which was executed in 2017, was led by the U.S. Army Training and Doctrine Command (TRADOC) Capability Manager—Maneuver Support. This effort consisted of six individual experiments simultaneously conducted at Fort Leonard Wood. The results were captured in a single report. Some of the assessed technologies included a fire control system, leader-follower technology, an explosive ordnance disposal common robotic system, and a training package for operation of a base camp.

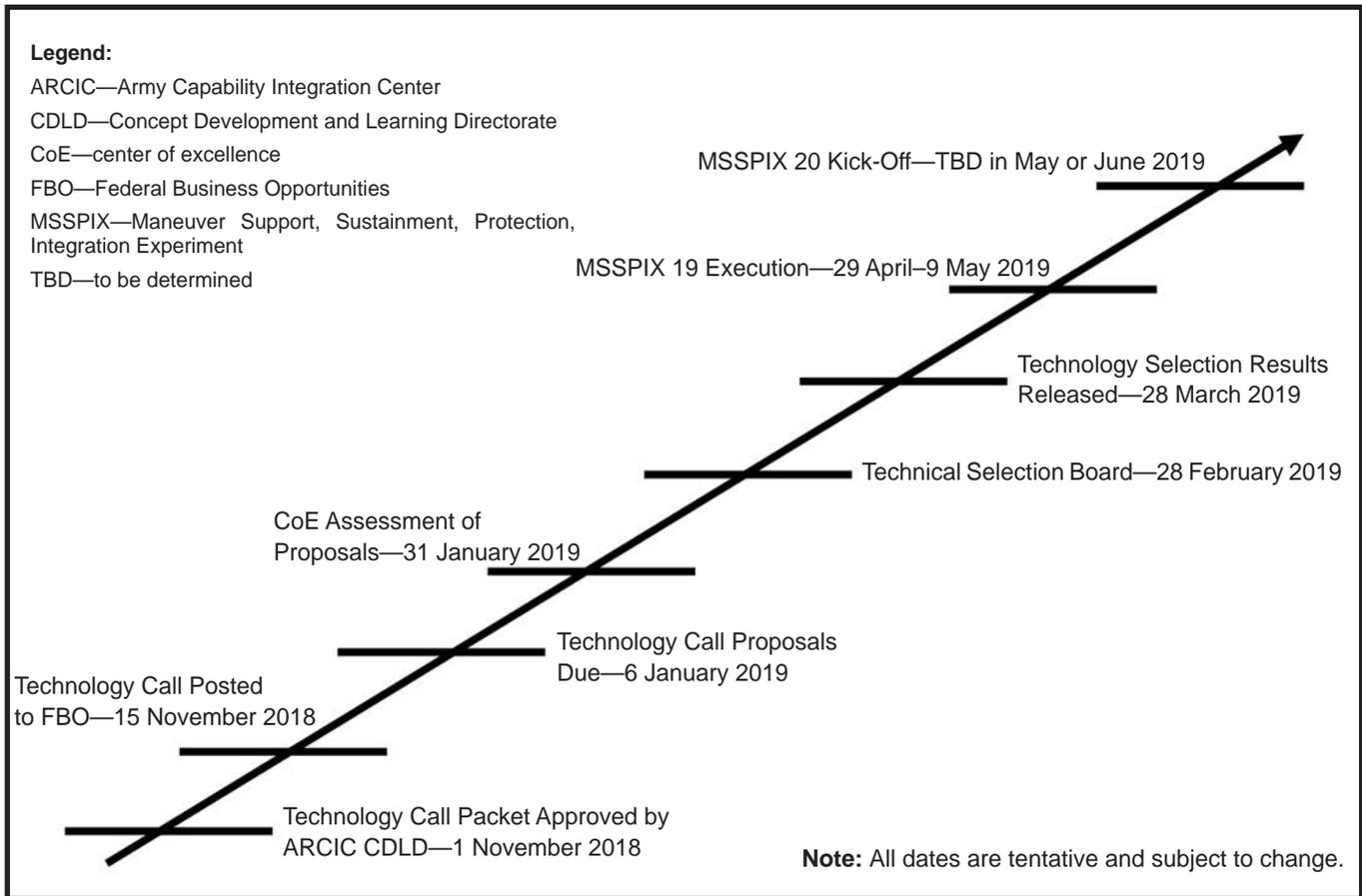
In 2018, responsibility for planning and execution at MSCoE shifted to MSBL. MSBL personnel introduced the “walk” phase. U.S. Army Research, Development, and Engineering Command and Engineer Research and Development Center, U.S. Army Corps of Engineers,



A CBRN Soldier puts an unmanned aerial vehicle into operation.

elements were asked to provide research or engineering efforts that were mature enough for a prototype assessment and appropriate for the venues and proponents involved. The elements also needed to be willing to provide resourcing for inclusion in the assessment.

By the execution on 3 April 2018, nine technologies from the government and private-sector organizations were included in the experiment. The capabilities assessed included the integration of chemical, biological, radiological, and nuclear (CBRN) sensors on robotic platforms; an additive manufacturing capability used to build structures; software to enable the informed identification of base camp and airfield site selection; software to aid in planning the design and operations of base camps; a remote bridge assessment tool; and a render-safe technology for explosive ordnance disposal Soldiers. Additionally, there was one technology that leveraged the venue for the conduct of a limited objective assessment. This limited objective assessment was included on short notice at the request of the Requirements Determination Division, Capabilities Development and Integration Directorate, MSCoE.



**Draft timeline for MSSPIX 2020 future operations**

The “run” phase, MSSPIX 2019, will be executed in April 2019 at Fort Leonard Wood. In October 2017, the Concept Development and Learning Directorate, ARCIC, sought proposals and sent a technology call memorandum through formal channels to Army organizations. The U.S. Army Contracting Command, Redstone Arsenal, Alabama, then posted a Broad Agency Announcement to the Federal Business Opportunities Web site at <www.fbo.gov>, seeking proposals from the private sector. Currently, MSSPIX 2019 is slated to assess 26 technologies—15 from government organizations and 11 from private-sector organizations.

For MSSPIX 2020, the desire is to sustain the process to receive proposals and conduct technology selection activities. The five overarching experiment objectives, which will remain unchanged, answer the following questions:

1. How does the Army better enable Multi-Domain Operations and Beyond Soldiers to understand the operational environment (conditions, circumstances, and influences) in support of the employment of capabilities that enable commanders’ decisions? (MSCoE)
2. How does the Army conduct shaping activities to influence the local population, enemy forces, and other actors as well as the terrain within the operational

environment? (MSCoE)

3. How does the Army better mitigate the effect of obstacles designed or employed to impede freedom of movement? (MSCoE)
4. How can maneuver support forces be better enabled to provide enhanced technical protection capabilities? (MSCoE)
5. How does the Army provide the capability to extend endurance and operational reach, increase operational readiness, reduce demand, and execute responsive sustainment to widely dispersed units in support of multidomain battle operations? (SCoE)

Although the objectives never change, the desired focus areas are subject to change each year based on changing priorities. The focus areas provide technology providers with a clearer view of what MSCoE and SCoE are interested in assessing. As an example, gap crossing could be a focus area under Objective No. 3 above.

The execution date for MSSPIX 2020 has not been determined but will likely fall in the April–May 2020 timeframe. After the technology call memorandum is signed by the Concept Development and Learning Directorate, another Broad Agency Announcement will be posted to



**An engineer Soldier works with the Remote Bridge Assessment Tool.**

the Federal Business Opportunities Web site by the Army Contracting Command. This is expected to happen in October or November 2018. For private-sector organizations that have search filters set to monitor postings, the recommended subject will be “MSSPIX 20 Technology Call.” Additionally, the North American Industry Classification System code previously used was 541 (Professional, Scientific, and Technical Services)/541990 (All Other Professional, Scientific, and Technical Services).

To participate in MSSPIX, technology providers (government or private-sector organizations) can expect to incur travel expenses for their organization to attend limited planning events and the assessment, costs for the development and delivery of training for their users to fully understand the technology, costs associated with attaining a safety release, and shipping costs to transport the technology to the assessment location. As a general practice, safety releases require funding only if an item requires testing. Testing may be avoidable if the U.S. Army Test and Evaluation Command, Aberdeen Proving Ground, Maryland, is provided sufficient information from historical records to assess a technology. The MSSPIX team will connect technology providers with points of contact in the Army Test and Evaluation Command early in the current-operations stage. The assessment and analysis, as well as access to Soldiers who will use the technologies, are provided at no cost to technology providers. Building the assessment is a cooperative effort between the MSSPIX team, technology providers, and technology sponsors. A sponsor (typically a TRADOC representative from a center

of excellence/capability developer) represents Soldiers employing a capability.

It’s important to note that MSSPIX is not a test. In Army acquisition language, tests are used to support acquisition decisions. While testers can certainly leverage MSSPIX results, this does not alleviate developmental or operational testing requirements. MSSPIX will not provide a comparative analysis of systems, regardless of their status (fielded Army equipment or capability from the private sector.)

In summary, if you have a technology that you believe is a good fit for MSSPIX and would like for it to be used by Soldiers during an assessment, watch for the technology call each fall on the Federal Business Opportunities Web site. While there are some limits to what can be assessed, every attempt is made to accept all proposed technologies that show a clear alignment to the experiment objectives and subordinate focus areas. 

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**Endnote:**

<sup>1</sup>TRADOC, *Army Campaign of Learning, Annual Planning Guidance for FY19–23*, 18 October 2017, p. 7.

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# INVESTIGATING THE SUICIDE DEATH SCENE

By Mr. Mark S. Lindsay

**A**t some point in a police officer's law enforcement career, he or she will respond to the scene of a suicide. Upon arrival at the scene, investigators should keep in mind that once the body is removed and the scene is released, the condition of the scene will never more closely match its original state than when the investigator arrived.<sup>1</sup> Once the investigator releases the scene, all uncollected and undiscovered evidence becomes useless. Furthermore, to ensure the integrity of the scene, the investigator must handle a suspected suicide like a homicide investigation. As with all crime scenes, the primary officer and the investigator must control access.

The two principal factors that provide the most physical evidence for the investigator are the body and the crime scene. These factors also provide the investigator with the information necessary to start a psychological "autopsy" of the victim, which will help determine the mental state of the victim in the 72 hours leading up to the death.

For a death to be ruled a suicide, three areas of consideration must support a finding of suicide—the body (autopsy), the location (crime scene), and the psychological state of the victim. If any of these three areas of consideration do not independently support a finding of suicide, then the investigator must re-examine the case.

Outside factors can affect the outcome of a suicide determination. Why do I consider the psychological state of mind of the victim to be on the same level as the autopsy and crime scene? The reason is that suicide is more than a physical act; there is also a psychological component of suicide. Until a person views suicide as the best alternative and eventually accepts it as the only alternative, he or she will not commit suicide.

Three time periods are reviewed during the investigation—the 72 hours before the victim was found, the past 6 months of the victim's life, and the past 6–12 months (or longer) of the victim's life. The investigator searches the past 6 months for acute stressors and the past 6–12 months (or longer) for chronic stressors.

In the United States, there are two medicolegal investigative systems—the coroner system and medical examiner system. The coroner system includes a coroner, which is an elected position that anyone can hold as long as he or she

meets the election law standards for the jurisdiction. No formal medical training is required to serve as a coroner. The medical examiner system includes a medical examiner, who is trained and licensed as a doctor and has received pathology training.<sup>2</sup>

## Crime Scene

The crime scene is a fragile place. Many factors and events have an impact on the integrity of the crime scene. For example, the scene can be affected by family members tampering with the scene, the experience level of the investigator and crime laboratory personnel processing the scene, and weather conditions and other environmental factors.

Each crime scene is different and may require a different approach to processing. Some of the more common scenes encountered by an investigator are related to firearms, hanging or asphyxiation, overdose, single-vehicle accidents, and suicide by cop. How people end their own lives is limited only by their imagination.

There are basic protocols that should be adhered to at all crime scenes. The five basic steps of crime scene processing are—

- **Step 1: Interview.** The crime scene technician interviews the first officer on the scene or the victim to ascertain the "theory" of the case (or determine what allegedly happened, what crime took place, and how the crime was committed). This information may not be factual, but it provides a basis from which to start.
- **Step 2: Examine.** The crime scene is examined to ascertain if the theory of the case is substantiated by the observations of the crime scene technician. Objectives of the examination are to identify possible items of evidentiary nature, locate the point of entry and the point of exit, and obtain a general layout of the crime scene.
- **Step 3: Photograph.** Photographing the crime results in a pictorial view of the scene and items of possible evidence. There are generally two categories of crime scene photographs—overall views and items of evidence.
- **Step 4: Sketch.** The crime scene technician completes a rough sketch to illustrate the crime scene layout or identify the exact position of the deceased victim or other evidence at the crime scene. A crime scene sketch may not be completed on every case; however, some form of

sketching occurs in most cases. For example a sketch may be made on a fingerprint lift card to identify exactly where the latent print was recovered.

- **Step 5: Process.** The crime scene technician processes the scene for physical and testimonial evidence. It is his or her responsibility to identify, evaluate, and collect physical evidence from the crime scene for further analysis by a crime laboratory.

The five steps of crime scene processing can be intermingled. If the theory of the case dictates that the intruder forcibly entered a residence through a window, then the crime scene technician needs to examine the window area for footwear patterns, tool marks, trace evidence, and latent fingerprints. Upon finding such items of evidence, the technician should photograph the location and possibly complete a sketch showing the exact location of the evidence. This intermingling of steps continues throughout the processing of the crime scene. The recording of the crime scene by photographs, sketches, and field notes takes place throughout the entire process.<sup>3</sup>

The crime scene serves as the primary source of physical evidence, but the investigator must remember that there may be two different crime scenes. For example, in a case of a suspected “jumper,” Scene 1 would be the location from which the victim jumped. Scene 2 would be the point of impact. The collection and preservation of this evidence are vital to the investigative process.

The investigator must answer the following questions about the crime scene:

- Could the victim have caused the wound?
- Was the victim physically able to accomplish the act?
- Does the victim’s body show prior suicide attempts?
- Are the wounds within the reach of the victim?
- Do the wounds fit the overall picture of a suicide? (Remember that a suicidal person can be very inventive with regard to the method of death.)
- What was the overall medical and psychological state of the victim over the past year?<sup>4</sup>

Dr. Victor Victoroff stated that, by fixing limits to what he or she wants to know, an investigator assumes the answer he or she wants to hear.<sup>5</sup> This makes it difficult for observers to tell an investigator what he or she would rather not hear. The investigator must keep an open mind while investigating.

### Alteration of the Scene

There are many social, political, and personal reasons that a family may not want a death to be ruled a suicide. Research conducted by Mr. James Selkin concluded that the most common motivation for a family to conceal facts is probably related to the life insurance policy of the deceased.<sup>6</sup> Family members sometimes stage the scene to steer the investigation into a finding of accidental death or homicide.<sup>7</sup> Family members can, and have, removed suicide notes, weapons, and other pieces of primary evidence from the scene.

In addition to the intentional altering of the scene, a crime scene can be altered by a process known as transference.<sup>8</sup> There are three ways that a scene can be altered by transference:

- The perpetrator removes traces of the victim from the scene.
- The victim retains traces of the perpetrator and may leave traces of himself/herself on the perpetrator.
- The perpetrator leaves behind traces of himself/herself at the scene.

Other forms of unintentional alteration can be committed by medical personnel attempting to save the victim or the first responding officer securing a weapon by unloading it or removing it from the victim’s hand or place where it fell.

### Suicide Plan

Planning for suicide ranges from no plan at all to a very elaborate plan. Some cases that have, at first, appeared to be murders were determined to actually be very elaborately planned suicides. On a very basic level, the two principal requirements needed to complete a suicide are the will and the means to end one’s own life. The will to end one’s own life is addressed by the psychological autopsy performed by the investigator on the mental state of the victim.

The investigator must answer the following questions about a suicide crime scene:

- How did the victim commit suicide?
- Did the victim have the means available to commit suicide?
- How difficult was it for the victim to obtain the means to commit suicide?
- Was the victim familiar with the method used to commit suicide? (Research shows that most successful suicides are successful because the victim was familiar with the method used to end his or her life. For example, police officers tend to use firearms [either their service weapon or their off-duty weapon] and doctors tend to use pills to commit suicide.)
- Was the date of the suicide important to the victim? (When interviewing family and friends, the investigator should determine whether the date had significant meaning to the victim. Was it the anniversary of an important date?)
- Had the victim just been fired or demoted?
- Did a family member or loved one recently die? (In cases of youth suicide, it’s not uncommon to find that the child’s mother recently died and that the child had been told that his or her mother was now in a better place. The child may then commit suicide to be with the mother.)
- Where did the victim commit suicide? (Suicides that occur in the house frequently occur in the bedroom, bathroom, or basement. Suicides that occur outside may occur in the yard or in wooded areas. Some suicides, as in the case of a jumper, occur in a public area. Drowning can occur in any body of water.)

Some suicide victims make preparations, evidence of which is often found in the home. In more than 44 years of

experience in the field, I have found that some people who commit suicide leave important papers out so that they will be found by the survivors. I have also found that veterans who may want to be buried in their uniform prepare their uniform with all of their ribbons and metals.

## Suicide Notes

Various estimates suggest that suicide notes are left only in approximately 25 percent of suicides.<sup>10</sup> This figure may or may not be accurate because it is not known what percentage of family and friends remove suicide notes. Notes left by the victim are no longer restricted to hard copy handwritten or typed messages. Suicide notes have also been found recorded on audio tapes (such as answering machine tapes) or video tapes. Suicide notes should be handled like any piece of physical evidence. They should be photographed and preserved for forensic testing (fingerprinting, handwriting or typewriter analysis, carbon dating, or voice stress analysis).

Disputed suicide notes fall into two categories:

- The handwriting.
- The document itself.

There are four stages of handwriting development in the course of a person's life:

- The formative or learning stage.
- The impressionable or adolescent stage.
- The maturity stage (the longest stage).
- Degeneration.<sup>11</sup>

Furthermore, there are two types of standard writing—spontaneous and requested.<sup>12</sup> Spontaneous handwriting refers to everyday handwriting; requested handwriting is prepared at the request of an examiner. Individual handwriting characteristics, specifically those acquired over years of practice and repetition, are the result of unique physical ability and neuromuscular composition, mood, and the way in which a person sits while writing. Intoxicants and stress levels can also cause observable effects upon a person's handwriting.<sup>13</sup>

Upon discovery of a note written with ballpoint ink, the investigator should record the lighting conditions to which the note was exposed. Research has indicated that exposure of various blue inks to daylight or fluorescent lighting causes significant changes in the composition.<sup>14</sup> This becomes important if there is a question about whether multiple entries were written with the same type of ink.

Based on my experience, the content of suicide notes falls into one of three categories:

- **Closure.** Closure suicide notes are written in an attempt to make amends with friends, family, and other acquaintances.
- **Revenge.** The objective of a revenge suicide note is to make the recipient of the note feel guilty over the death of the victim.
- **Explanation.** The purpose of an explanation suicide note is to help the reader understand why the victim chose this course of action.

Finally, the absence of a suicide note can result in much devastation. A suicide leaves a lot of unanswered questions. Why did the victim commit suicide? Did someone cause the victim to commit suicide? Is it our fault? Could we have done something to help? Without a note, family and friends are unable to answer these questions, which adds to the suffering of those who might have to deal with guilt for the rest of their lives.

The suicide victim can avoid leaving a note, but cannot avoid sending a message. The message is one of rejection—the victim did not care enough to leave a simple note to say goodbye. What value does a suicide note have for the investigator? Will it provide a reason for the suicide? Probably not. The suicide note, when evaluated for information about the victim's life, helps support the determination of suicide as the manner of death.

## Transjurisdictional Suicide

Although any suicide can be difficult for law enforcement officers or mental health professionals, certain suicides can be more problematic than others. A small percentage of suicidal people travel to a distant area to commit suicide. In these transjurisdictional suicides, investigators may encounter problems in identifying the victim and gathering information to assist in the investigation.

These cases help boost the victim's perception that he or she is alone in the world and decreases the chance that the victim will be interrupted by family or friends. Once a suicidal person has made a commitment to end his or her life, major traffic routes allow the victim to arrive at a transjurisdictional location within the 48- to 72-hour window of risk that exists for a suicide.

There are some common characteristics of transjurisdictional suicides.<sup>15</sup> The victim is not a resident of the state or county where the suicide occurred. The victim's hometown is generally located along a major road connecting to the suicide site. The victim typically drives to the scene, with an average driving time of about 6 hours. The victim usually checks into a well-known hotel or motel; and although there is no apparent reason for choosing that hotel or motel, it is often part of a local or national chain. The suicide generally occurs within a day of checking into the hotel or motel. The victim typically leaves a suicide note.

## Conclusion

I have tracked years-long suicide cases of law enforcement agencies that are still being sued and questioned about their finding of suicide. In my opinion, there are three questions that, if not answered properly by the investigator, will create problems for the investigator, the agency, and the family and friends of the victim of suicide:

- Were all three areas of consideration (autopsy, crime scene, and psychological state of the victim) investigated?
- Do the findings from each area support the determination of suicide?
- Were the findings explained to the family?

Some family members will never accept the fact that their loved one committed suicide. 

*(Continued on page 26)*

# Key Leader Workshop

By Sergeant First Class Helen M. Miller

**T**he 46th Military Police Command, headquartered in Lansing, Michigan, is training and preparing for its role of providing mission command for the national Chemical, Biological, Radiological, and Nuclear (CBRN) Response Team. A key element for success is ensuring that subordinate units are trained and prepared as well. The CBRN Response Team consists of members from Regular Army units, Army National Guard units from 12 states, and U.S. Army Reserve units.

Training together and ensuring that everyone is trained and prepared can be a challenge. With that in mind, the 46th Military Police Command (Task Force 46), hosted a command and control chemical, biological, radiological, nuclear response element (C2CRE) key leader workshop in Detroit, Michigan, 17–21 September 2018. The intent of the workshop was to—

- Build and strengthen individual and unit relationships across Task Force 46 formations.
- Provide command intent and guidance for mission preparations and execution.
- Establish a common understanding of standards, policies, procedures, and requirements.

The workshop assessed overall unit and deployment readiness and identified opportunities to improve readiness with the chemical, biological, radiological, and nuclear response enterprise (CRE). Brigadier General Paul Rogers, Deputy Commander, 46th Military Police Command, stated that the biggest benefit of the workshop was bringing experienced units that were on mission the previous year together with the units that would be on mission the following year to exchange lessons learned, build relationships, and share experiences.

Army National Guard Soldiers and units involved in the workshop generally spend their drill time training for our Nation's worst day—a CBRN attack on U.S. soil. The task force Soldiers need to be prepared to report immediately to



Soldiers participate in the C2CRE key leader workshop.

their armories, prepare their vehicles, obtain situational awareness, and travel to the disaster area. They must also prepare to work with first responders to help with recovery operations.

“This is not an easy situation to think about or train for, but the units need to be prepared to work together as a team if it happens,” said Sergeant First Class Lauren Burttts, the unit readiness noncommissioned officer. “Getting together regularly and having workshops and planning meetings help the units get to know who they will be working with. The workshop can also help leadership plan and prepare to be ready when the call comes,” she continued.

During the workshop, Soldiers became familiar with the mission and discussed a variety of topics, to include Army

National Guard Bureau support, training requirements, logistical requirements, and operational requirements. Captain Jay Falcon, training officer for the 119th Combat Sustainment Support Battalion, New Jersey Army National Guard, whose unit is new to the mission this year, said, "We are the C2CRE; we are the ones that can go out and work directly with the public, help them get out of the area, and help assist the first responders in their efforts." Falcon also stated that "Water, fuel, resupply of food, and other issues are the things we will be dealing with. Being able to come to Michigan and get together and talk with the units coming off mission about their best practices helps keep us from re-inventing the wheel and helps us to be able to improve even more on the processes."

"The key leader workshop is important for many reasons," said Major General Michael Stone, Commander, Task Force 46. "The units coming on this mission are incredibly competent, and many of our units come from hurricane states [that] have lots of experience dealing with disaster type scenarios. They also have domestic operation experience. They have the training, but they are new to this particular mission. It's very important to me as the commanding general for the new units to come meet with the headquarters [and] to understand the expectations of myself, Lieutenant General Buchanan, and U.S. Army North before they go on mission [and] before we get the training we will conduct together," he continued. Lieutenant General Jeffrey Buchanan is the current commander of U.S. Army North, the land component command responsible for the defense of most of North America.

Stone added that he enjoys being able to drill down with individual units and assist with their readiness problems and resource challenges. Not every organization operates in the same way, and this provides a platform to establish expectations. Some units may have budget or training issues or logistics complexities, he explained. Stone also stated that "We are authorized up to 1,500 Soldiers for this mission, but we do not have that many. So many of the capabilities that we get are portions of units." Stone indicated that the task force gets full-time and part-time Soldiers educated on the processes and systems so that they can share the knowledge back at their headquarters.

According to Major General Stone, this is America's most important mission. The workshop was all about readiness, and it doesn't just magically occur. "We all have to work at it together," he concluded. The ultimate goal is to ensure that Task Force 46 is equipped and postured to provide ready, trained, and relevant forces to quickly respond to national emergencies in all operational environments. 

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*Sergeant First Class Miller is the public affairs noncommissioned officer in charge for the 46th Military Police Command, Michigan Army National Guard.*

*("Investigating the Suicide . . .," continued from page 24)*

#### **Endnotes:**

<sup>1</sup>Authur E. Westveer, "Lecture Series on Preliminary Homicide Investigation," Behavior Science Unit, Quantico, Virginia, 1995.

<sup>2</sup>Werner U. Spitz and Russell S. Fisher, *Medicolegal Investigation of Death: Guidelines for the Application of Pathology to Crime Investigation*, 2d Edition, C. C. Thomas, Illinois, 1980, pp. 3, 557–558.

<sup>3</sup>Hayden B. Baldwin, "Crime Scene Processing Protocol," 2001, <<http://www.feinc.net/>>, accessed on 16 January 2019.

<sup>4</sup>Authur E. Westveer, "Advanced Death Investigation Course," Federal Bureau of Investigation (FBI) Academy, 1995.

<sup>5</sup>Victor M. Victoroff, "The Suicidal Patient," *Medical Economics Book*, New Jersey, 1983, pp. 49–63.

<sup>6</sup>James Selkin, "Psychological Autopsy: Scientific Psychohistory or Clinical Intuition," *American Psychologist*, Volume 49(1), January 1994, pp. 74–75.

<sup>7</sup>John E. Douglas and Corinne Munn, "Violent Crime Scene Analysis: Modus Operandi, Signature and Staging," *FBI Law Enforcement Bulletin*, February 1992, pp. 1–10.

<sup>8</sup>Vernon J. Geberth, *Practical Homicide Investigation: Tactics, Procedures, and Forensic Techniques*, 3d Edition, CRC Press, Florida, 1996.

<sup>9</sup>Chesterene Cwiklik, "An Evaluation of the Significance of Transfer of Debris: Criteria for Association and Exclusion," *Journal of Forensic Sciences*, Volume 44, No. 6, 1999, pp. 1136–1150.

<sup>10</sup>Edwin Schneidman, *Suicide Thoughts and Reflections, 1960–1980*, Human Sciences Press, New York, 1981.

<sup>11</sup>Roy A. Huber and A. M. Headrick, *Handwriting Identification: Facts and Fundamentals*, CRC Press, Florida, 1999, p. 217.

<sup>12</sup>Marie D. Stinson, "A Validation of the Influences of Alcohol on Handwriting," *Journal of Forensic Sciences*, Volume 42(3), 1997, pp. 411–416.

<sup>13</sup>Ibid.

<sup>14</sup>Jan Andrasko, "Change in Composition of Ballpoint Pen Inks on Aging in Darkness," *Journal of Forensic Sciences*, Volume 47(2), March 2002, pp. 324–327.

<sup>15</sup>R. L. Hanzlick and W. K. Ross, "Suicide Far From Home: The Concept of Transjurisdictional Suicide," *Journal of Forensic Sciences*, Volume 32(1), January 1987, pp. 189–191.

#### **Reference:**

Samarendra Basu, et al., "Suicide Reconstruction by Glue-Lift of Gunshot Residue," *Journal of Forensic Sciences*, Volume 29(3), 1984.

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*Mr. Lindsay began his career in law enforcement as a military police Soldier in 1972. In 1978, he left the military to enter civilian law enforcement. After retiring from the Baltimore City Police Department in 1999, he entered federal law enforcement as a criminal intelligence specialist assigned to the Bureau of Alcohol, Tobacco, and Firearms. In 2008, he returned to military law enforcement, where he was assigned to the Command Intelligence Operations Center, U.S. Army Criminal Investigation Command (commonly known as CID), and finished his career working cold cases.*

# The Revision of U.S. Army Field Manual 3-39

By Major Mary M. Smith and Sergeant Major Douglas M. Loggins (Retired)

**F**uture operations will occur in a more complex, chaotic, violent, and uncertain operational environment than in the past. Field Manual (FM) 3-0, *Operations*, which was published in October 2017, reintroduced to the Army a doctrinal approach for our theater armies, corps, divisions, and brigades, addressing the challenges of a peer/near-peer threat.<sup>1</sup> Augmenting the Army's capstone doctrine, Army Doctrine Publication 3-0, *Operations*, describes how the Army, as part of a larger joint force, assists in shaping the operational environment, preventing conflict, conducting large-scale ground combat operations, and consolidating gains.<sup>2</sup> This refocus of unified land operations with emphasis on large-scale ground combat operations led the Military Police Doctrine Team to conduct an analysis and determine the need for a revision of FM 3-39, *Military Police Operations*.<sup>3</sup> The revision of FM 3-39 will reorient military police support to large-scale ground combat while simultaneously supporting other types of operations around the world to prevent peer/near-peer adversaries from gaining positions of relative advantage.

In our team approach to FM 3-39, we set out to describe how military police organize for purpose and provide professional policing, investigations, corrections, and security support across the full range of military operations to protect the force, enable maneuver, and shape the security environment. These technical capabilities, executed through the military police disciplines (police operations, detention operations, and security and mobility support) integrated with police intelligence operations, by means of the military police core competencies, are set to enable commanders to apply maximum combat power in support of decisive action. Through a unique policing lens, the Military Police Corps enhances the Army's ability to control terrain, protect populations, defeat enemy forces, and consolidate gains. See Figure 1, page 28.

We want to ensure that this revision of FM 3-39 remains rooted in time-tested principles and fundamentals but flexible enough to accommodate new technologies and organizational changes. It continues the evolution of military police operations in support of unified land operations and emphasizes military police support to simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. See Figure 2, page 29, for a detailed crosswalk of the military police disciplines and technical and

tactical tasks. Significant highlights captured by this revision of FM 3-39 include—

- Discussion on military police support to Army operations, with a focus on large-scale ground combat and the operational framework described by FM 3-0.
- Discussion on the operational environment and how crime, disorder, and the fear of crime are persistent, debilitating factors that can contribute to instability in an area of operations.
- Historical military police vignettes and quotes to help illustrate and portray relevancy to the modern-day military police formation, enabling discussion across the training and operational forces.
- Organizational charts and detailed discussion on military police capabilities by formation.
- Additional planning and sustainment considerations specific to military police operations.
- Detainee categories nested with those discussed in Joint Publication 3-63, *Detention Operations*.<sup>4</sup>

General summaries of the five chapters and three appendices that will make up the new FM 3-39 are as follows:

- Chapter 1 provides an overview of the operational environment and describes the conceptual frameworks that leaders use to understand the operational environment through a unique military police perspective.
- Chapter 2 lays out the foundation of military police operations and introduces the three military police disciplines (police operations, detention operations, and security and mobility support), with detailed discussion on police intelligence operations through the integration of police intelligence activities in military police operations.
- Chapter 3 highlights military police force structure through technical capabilities and tactical tasks that enable the elements of combat power and support the generating force and the operational Army across the range of military operations.
- Chapter 4 describes how military police support Army operations by integrating military police disciplines during decisive action. These disciplines are applied through the elements of combat power to support combined arms operations.
- Chapter 5 identifies planning and sustainment responsibilities, integration, and processes for military police

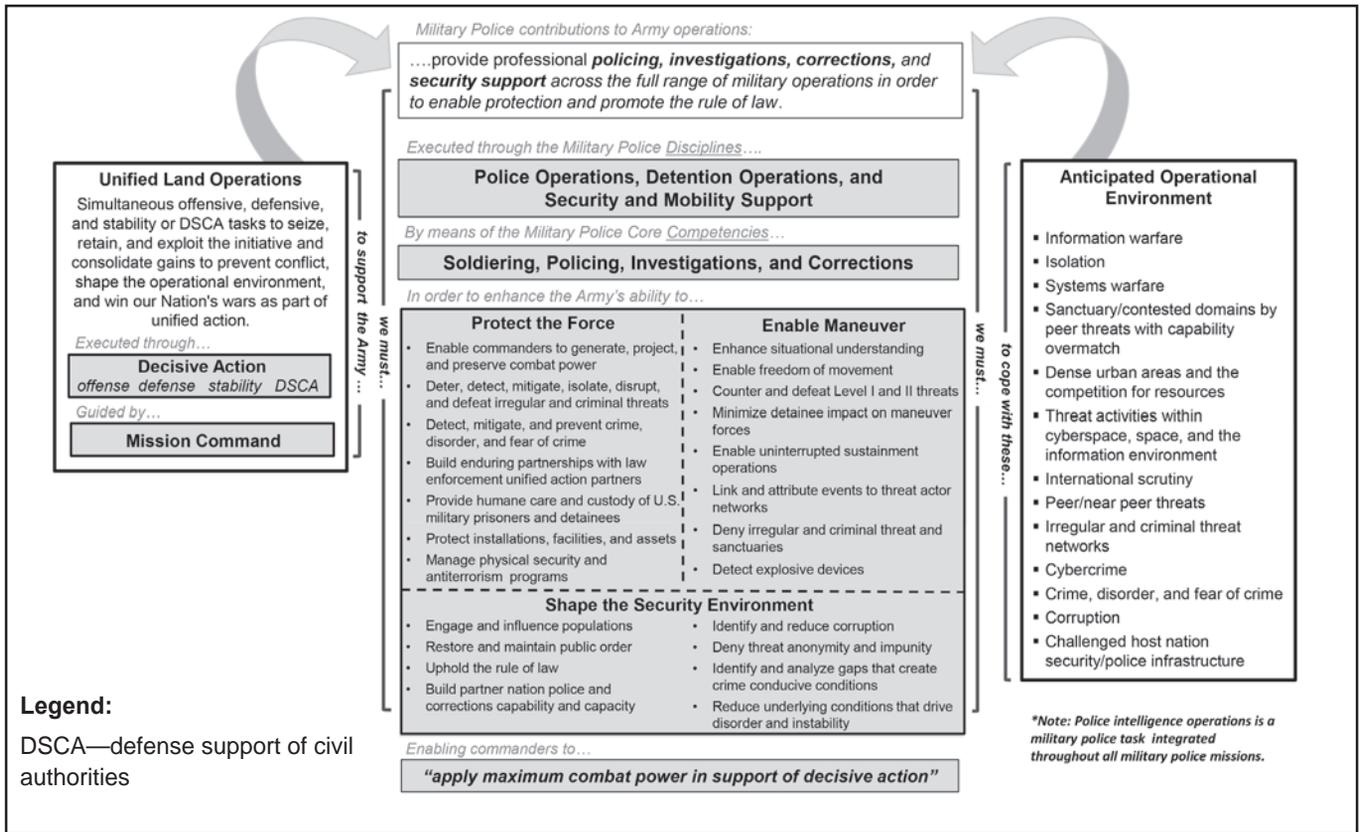


Figure 1. Military police support to Army operations

units and planners. It further describes command and support relationships and additional sustainment considerations that uniquely affect military police operations.

- Appendix A provides organizational descriptions and capabilities of the current military police force structure.
- Appendix B provides detailed information regarding the battlefield confinement of U.S. military prisoners.
- Appendix C provides the framework for police intelligence operations and discusses this function as a continuous and integrated military police task within all military police operations.

As Army professionals, our doctrine is designed to be our body of professional knowledge that guides how Soldiers perform tasks to fight and win our Nation's wars. Doctrine serves as the starting point for thinking about how to plan, direct, execute, and assess our conduct of operations. Doctrine provides a coherent vision of warfare; enhances our operational effectiveness; provides a common frame of reference and cultural perspective; provides a common professional language, which we must know; and highlights our military police contributions in support of the Army's four strategic roles within unified action—all while discussing the desirable character traits required of our Soldiers and leaders of today. We must not just read, but read and understand, our doctrine. The principal audience for FM 3-39 includes commanders and staff elements at all

echelons and military police personnel who are tasked with planning, directing, and executing military police missions. It will be further utilized by training developers and educators throughout the Army. FM 3-39, *Military Police Operations*, is our doctrine; and it has been revised especially for you, the reader and military police professional.

**Endnotes:**

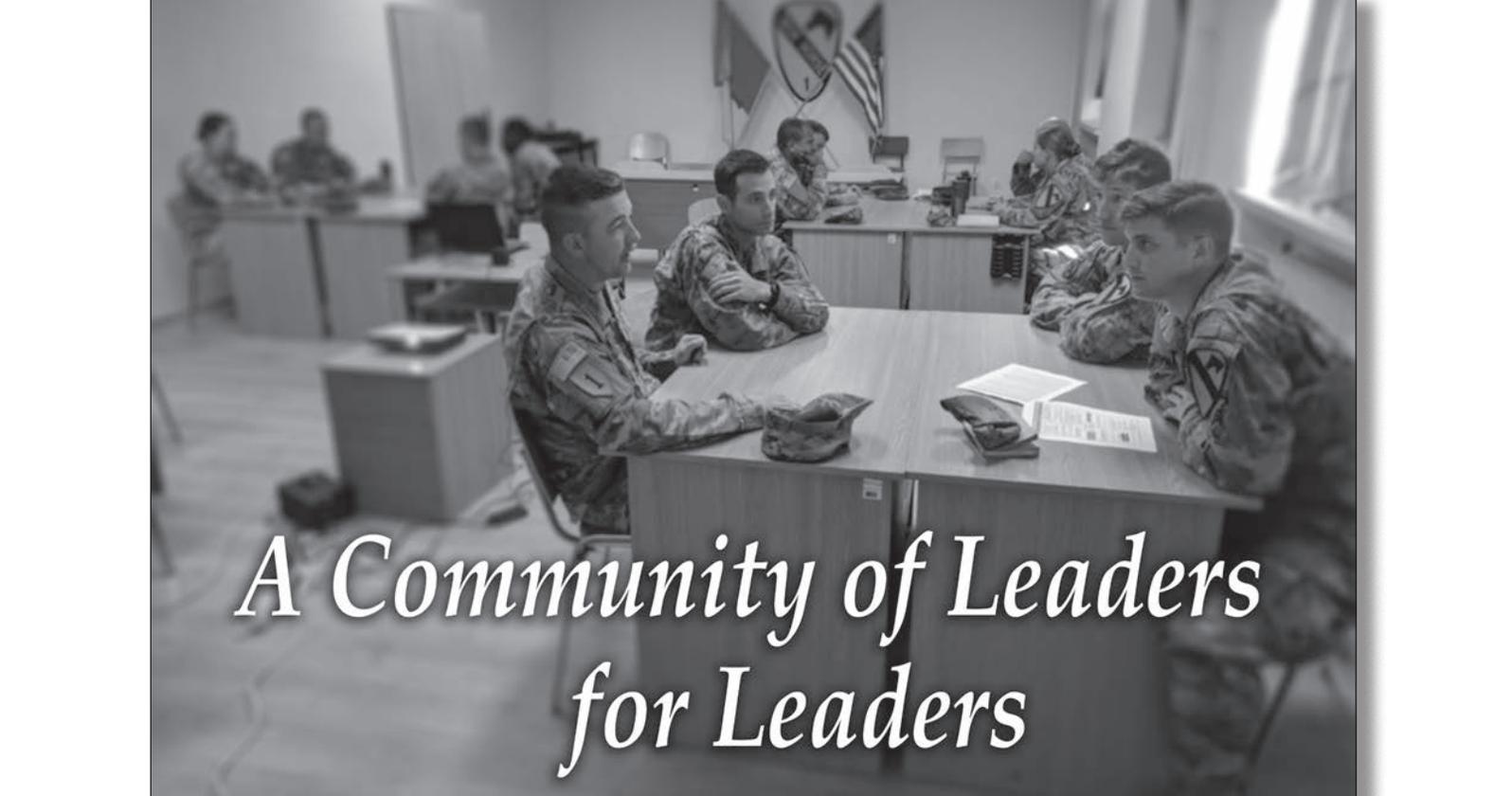
- <sup>1</sup>FM 3-0, *Operations*, 6 October 2017.
- <sup>2</sup>Army Doctrine Publication 3-0, *Operations*, 6 October 2017.
- <sup>3</sup>FM 3-39, *Military Police Operations*, 26 August 2013.
- <sup>4</sup>Joint Publication 3-63, *Detention Operations*, 13 November 2014.

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*Sergeant Major Loggins (Retired) is the deputy chief of Military Police Doctrine, G-3/Directorate of Training and Doctrine, Maneuver Support Center of Excellence, Fort Leonard Wood, Missouri. He retired from the U.S. Army after serving 23 years. He holds a bachelor's degree from Columbia College, Missouri.*

<b>Military Police Disciplines</b>			
	<b>Police Operations</b>	<b>Detention Operations</b>	<b>Security and Mobility Support</b>
<b>Technical and Tactical Tasks</b>	Perform law enforcement	Confine U.S. military prisoner	Provide support to mobility <ul style="list-style-type: none"> <li>• Provide support to breaching</li> <li>• Provide support to clearing</li> <li>• Provide support to gap-crossing</li> <li>• Develop a traffic control plan</li> <li>• Conduct main/alternate supply route regulation and enforcement</li> <li>• Support passage of lines</li> <li>• Conduct straggler movement control</li> </ul>
	Conduct police engagement	Conduct detainee operation	
	Conduct crime prevention		
	Conduct criminal investigations		
	Conduct law enforcement raids		
	Employ forensic analysis or biometric identification capabilities support	Conduct host-nation corrections training and support	Conduct area security <ul style="list-style-type: none"> <li>• Conduct base/base camp defense</li> <li>• Conduct critical asset security</li> <li>• Conduct protective services</li> <li>• Conduct response force operations</li> <li>• Conduct lines of communications security</li> <li>• Operate checkpoints</li> <li>• Support port area and pier security</li> <li>• Conduct area damage control</li> </ul>
	Conduct traffic management and enforcement		
	Provide customs support		
	Provide support to civil security and civil control <ul style="list-style-type: none"> <li>• Restore and maintain order</li> <li>• Support border control, boundary security, and freedom of movement</li> <li>• Establish an interim criminal justice system</li> <li>• Conduct host-nation police training support</li> </ul>		Conduct reconnaissance and surveillance
	Perform civil-disturbance control		Apply antiterrorism measures
	Provide support to civil law enforcement		Implement physical security procedures
	Provide evidence response team support		Provide MWD support
	Employ special reaction teams		Provide support to populace and resources control <ul style="list-style-type: none"> <li>• Conduct dislocated-civilian operations</li> <li>• Support noncombatant evacuation operations</li> </ul>
			Conduct logistics security
<b>Legend:</b>			
MWD—military working dog			

**Figure 2. Military police disciplines and technical and tactical tasks**



# A Community of Leaders for Leaders

*By the Center for Junior Officers*

**M**ilitary Police junior officers: Are you looking for a professional space to connect with like-minded leaders about improving yourself and making your unit more effective? Check out Junior Officer (JO) at <http://jo.army.mil>, your dedicated space for professional development.

## What is JO?

JO is an online space dedicated to the professional development of Army junior officers and the organizations they lead. In JO, junior officers can find a wide array of leader development resources, including—

- **Blog posts**—original articles on topics relevant to junior officers. New content from junior officers is welcome!
- **Document database**—a repository of professional documents authored by other junior officers and shared to help others.
- **Company Commanders' Leader Professional Development modules**—mobile-friendly leader professional development modules with short videos, articles, and discussion questions.
- **Online Leader Challenge**—a means to put yourself in the shoes of a junior officer facing a tough dilemma with no clear correct answer.
- **Online forums**—a members-only space where junior officers can share ideas and insights.

## Online is Great, but What About Face to Face?

For organizations looking to professionally develop their junior officers in person, the Center for Junior Officers will provide a custom training package. Options include—

- **Leader Challenge**—a video-based leader development program with discussion.
- **Great Teams Exercise**—a means of sharing and learning from the experiences of others on a great team.
- **Dog Tag Exercise**—an exercise that can be used to build a visual plot of professional experience to reveal new aspects and talents of your team members.
- **Third-Generation Leadership Talk**—a concept that focuses on impacting future leaders entering into Service.
- **Company Level Leader Interviews**—a way to share your experience with a leadership challenge.
- **Leader/Visual Metaphor Exercise**—an exercise used to identify current values reflected in the organization and to discuss future development.
- **Leadership Psychology Talk**—a presentation on a wide range of topics related to the psychology of leadership.

The Center for Junior Officers is an Army-sponsored unit that supports junior officers across the force. To find out more, contact the Center for Junior Officers by e-mail at [info@jo.army.mil](mailto:info@jo.army.mil).

See you on JO!

# THE RESERVES GO RAMPAGE

By Sergeant Michael Kechula

Soldiers of the 491st Military Police Company, Riverside, California, had the unexpected support of a guest during range operations at Fort Irwin, California. A man known as “Rampage” made the 3-hour drive from his home in February 2018. Mr. Quinton “Rampage” Jackson has been a mixed martial arts (MMA) icon since 1999, fighting for the Pride Fighting Championships and Ultimate Fighting Championship®. He is currently a heavy-weight fighter for Bellator MMA™. Rampage, who holds a professional record of 38–13, is a champion, earning the light-heavyweight title for the Ultimate Fighting Championship and middleweight championship for the Pride Fighting Championships. Rampage, who is also an actor, has appeared in many roles in television shows and movies. He is best known for his role as B. A. Baracus in the movie *The A-Team*.<sup>1</sup>

Rampage made the trip to Fort Irwin after I spoke with his friend, trainer, and manager, Mr. Tiki Ghosn, who was thrilled about the idea of a visit. Upon arrival, he and Rampage caught a glimpse of what the Army is really all about; they watched Soldiers train, prepare their gear, and qualify with their weapons. They were also present for a 96th Military Police Battalion promotion ceremony, where Rampage pinned a Soldier from specialist to sergeant. Shortly thereafter, he gave a speech saying, “Thank you for all that you do for our country. You are the real superheroes.



You should be the ones signing autographs—not people like me. I got into this sport because I love to fight; but you guys fight for our country, and I just want to give you my thanks from the bottom of my heart. Much love.”

After the promotion ceremony, Rampage and Ghosn hung around to take pictures, sign a few autographs, and even grab a bite of hot chow with the Soldiers. When asked, Tiki Ghosn said that he and Rampage had a blast and would love to return anytime.

Sometimes, our jobs can be really stressful and demanding, with long days, tough work, and time spent away from loved ones. I encourage leaders at all levels to reward hard work in any way possible. Be creative! Building unit morale is essential for creating a positive work environment and motivating Soldiers to accomplish the mission—big or small. The Soldiers of the 491st Military Police Company appreciate the time that Quinton “Rampage” Jackson and Tiki Ghosn spent visiting the unit.



#### Endnote:

<sup>1</sup>Olivier Megaton, director, *The A-Team*, 20th Century Fox, 11 June 2010.



*Sergeant Kechula is a squad leader for the 491st Military Police Company, Riverside, California. He has been in the Army for 9 years. He holds a bachelor's degree in criminal justice and a master's degree in business administration.*



# Headquarters and Headquarters Detachment, 503d Military Police Battalion



## Lineage and Honors

Constituted 27 February 1922 in the Organized Reserves as the 303d Military Police Battalion.

Organized in March 1922 with Headquarters at Harrisburg, Pennsylvania.

Inactivated 1 January 1938 at Harrisburg, Pennsylvania; concurrently withdrawn from the Organized Reserves and allotted to the Regular Army.

Redesignated 1 June 1940 as the 503d Military Police Battalion.

Activated 1 February 1943 at Camp Maxey, Texas.

Inactivated 13 March 1946 at Camp Kilmer, New Jersey.

Activated 15 June 1946 in Italy.

Inactivated 15 November 1947 in Italy.

Activated 16 February 1949 at Fort Bragg, North Carolina.

Reorganized 1 November 1970 to consist of Headquarters and Headquarters Detachment, 503d Military Police Battalion (Companies A, B, and C; concurrently inactivated at Fort Bragg, North Carolina).

## Campaign Participation Credit

### *World War II*

Normandy

Northern France

Rhineland

Ardennes-Alsace

Central Europe

### *Armed Forces Expeditions*

Dominican Republic

Grenada

Panama

### *Southwest Asia*

Defense of Saudi Arabia

Liberation and Defense of Kuwait

### *War on Terrorism*

Campaigns to be determined

## Decorations

Meritorious Unit Commendation (Army), Streamer embroidered EUROPEAN THEATER

Meritorious Unit Commendation (Army), Streamer embroidered DOMINICAN REPUBLIC 1965–1966

Meritorious Unit Commendation (Army), Streamer embroidered SOUTHWEST ASIA 1990–1991

Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 2003–2004

Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 2004–2005

Army Superior Unit Award, Streamer embroidered 1988

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# The Revision of Army Doctrinal Publication 3-37

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By Major Mary M. Smith and Sergeant Major Douglas M. Loggins (Retired)

To successfully conduct operations, commanders and their staffs must conceptualize capabilities in terms of combat power. There are eight elements of combat power: leadership, information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection. The Army collectively identifies the last six of these elements as the Army warfighting functions. A warfighting function is a group of tasks and systems (people, organizations, information, and processes), united by a common purpose, that commanders use to accomplish missions and training objectives. Army Doctrinal Publication (ADP) 3-0, *Operations*, published in October 2017, defines the protection warfighting function, establishes the primary protection tasks, and addresses the challenges of today's operational environment.<sup>1</sup> Field Manual (FM) 3-0, *Operations*, augments ADP 3-0 and Army Doctrine Reference Publication (ADRP) 3-0, *Operations*, describes how the Army, as part of a larger joint force, provides strategic support to shape the operational environment, prevent conflict, and conduct large-scale ground combat operations; and consolidates gains against peer/near-peer threats.<sup>2,3</sup>

The primary focus of the revision of ADP 3-37, *Protection*, was to align the coherent vision of warfare with ADP 3-0 and FM 3-0.<sup>4</sup> ADP 3-37 specifically focuses on protection support to large-scale ground combat operations while simultaneously supporting other types of operations around the world to prevent peer/near-peer adversaries from gaining positions of relative advantage. See Figure 1, page 34.

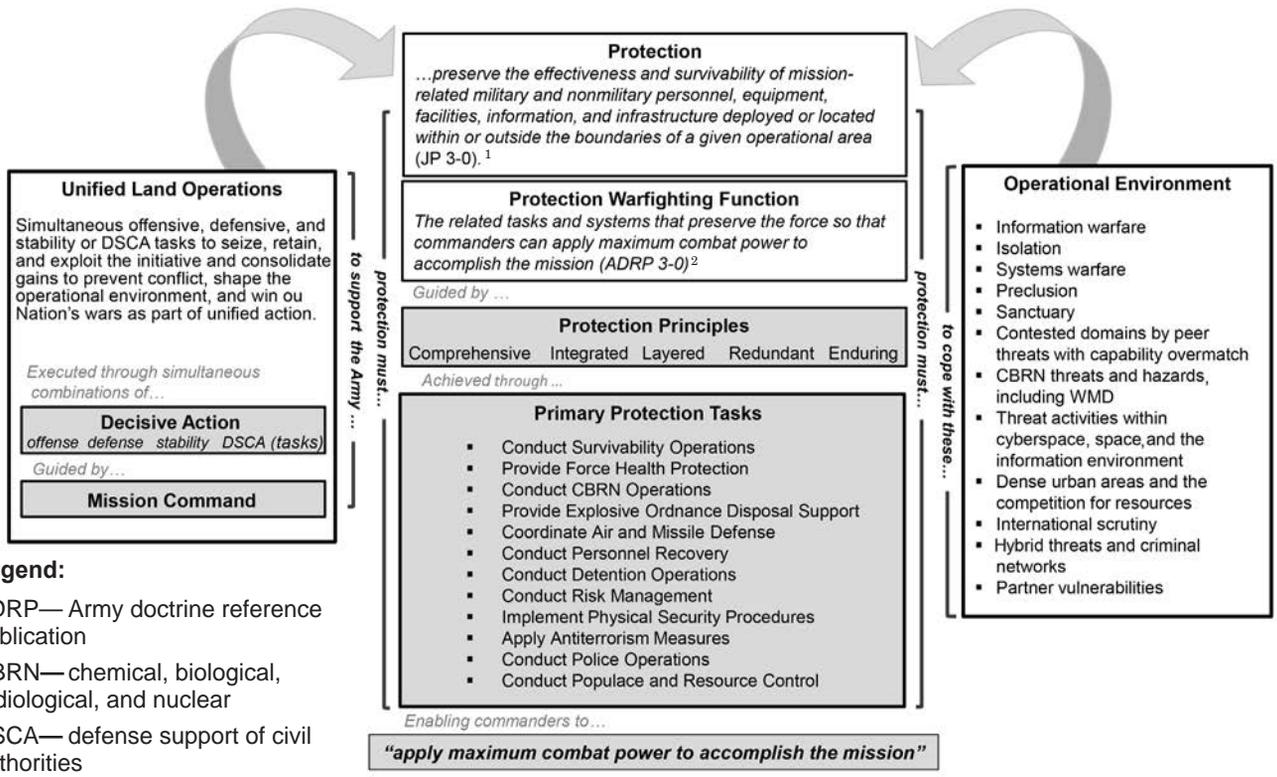
Revised ADP 3-37 is a consolidation of previous ADP 3-37, *Protection*, and previous ADRP 3-37, *Protection*, both published in August 2012.<sup>5,6</sup> ADP 3-37 reinforces the idea that protection is not linear; planning, preparing, executing, and assessing protection are continuous and enduring. The publication describes protection as an important contributor to operational reach and explains that it closely relates to endurance and momentum. The publication also contributes to the commander's ability to extend operations in time and space. ADP 3-37 discusses how synchronizing, integrating, and organizing protection capabilities and resources throughout the operations process preserves combat power and mitigates the effects of threats and hazards.

ADP 3-37 emphasizes the importance of planning and expanding protection priorities, to include protecting mission

partners, civilian populations, equipment, resources, infrastructure, and cultural landmarks across the range of military operations. Military police are critical to protecting the force, preserving combat power, enabling freedom of action, and preventing or mitigating the effects of threats and hazards. Military police provide support to the protection warfighting function through the military police disciplines (police operations, detention operations, and security and mobility support). Military police conduct five (detainee operations, police operations, antiterrorism, physical security, and populace and resources control) of the 12 primary protection tasks and are key to the execution of area and local security tasks throughout an area of operations. Military police are also critical to protection cells and working groups. The senior military police officer on a commander's staff (provost marshal) at echelons above brigade normally serves as the chief of protection and principal advisor to the commander on all matters relating to protection warfighting, to include advising the commander on where to allocate and employ protection capabilities. Figure 2, page 34, shows the integration and synchronization of protection tasks during large-scale ground combat operations in support of gap crossings, movement corridors, and support areas.

The significant changes and additions in the revised ADP 3-37 include—

- Discussion on how the execution of continuous protection must occur throughout all operations for the purpose of—
  - Shaping.
  - Preventing.
  - Conducting large-scale ground combat operations.
  - Consolidating gains.
- A protection prioritization list, which is a key protection product that is developed during initial assessments and is based on criticality, vulnerability, and threat probability. The list is continuously assessed and revised throughout each transition of an operation. See Figure 3, page 35.
- Identification of four additional consideration protection tasks—area and local security activities, operations security, cyberspace operations, and electronic warfare operations—that support the primary protection task.
- Discussion on how commanders develop protection strategies and priorities for each phase or transition of an operation.



**Legend:**

- ADRP— Army doctrine reference publication
- CBRN— chemical, biological, radiological, and nuclear
- DSCA— defense support of civil authorities
- JP—joint publication
- WMD—weapons of mass destruction

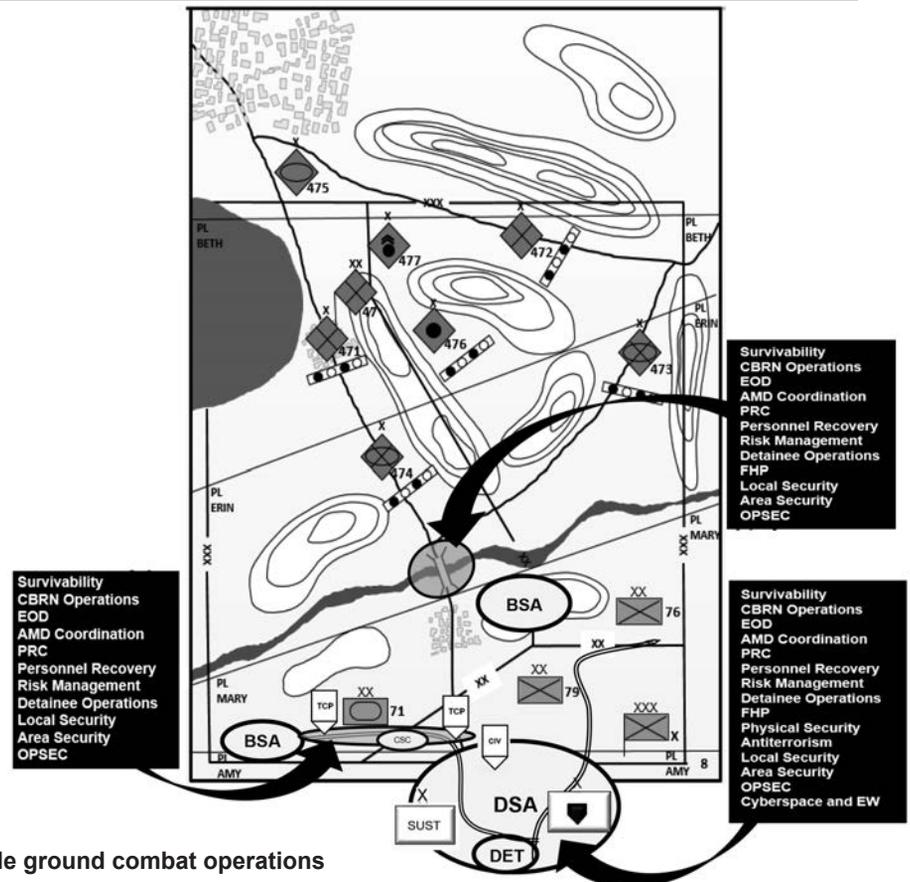
**Endnotes:**

1. JP 3-0, *Joint Operations*, 17 January 2017.
2. ADRP 3-0, *Operations*, 6 October 2017.

**Figure 1. Protection support to Army operations**

**Legend:**

- AMD—air and missile defense
- BSA—brigade support area
- CBRN—chemical, biological, radiological, and nuclear
- CIV—civilian
- CSC—convoy support center
- DET—detachment
- DSA—division support area
- EOD—explosive ordnance disposal
- EW—electronic warfare
- FHP—force health protection
- OPSEC—operations security
- PRC—populace and resource control
- SUST—sustainment
- TCP—traffic control post



**Figure 2. Protection in support of large-scale ground combat operations**

Rec Priority	Asset	Location	Notes	Requirement	Threat	Mitigation	Unit Tasks
1	DIVARTY Q53 (Radar)	PL Bobcat	Critical for Counterfire Missions, 4x	1 x MP Co	ENY Air, IDF(G-6, 9A51, 9A52, 2S19), SPF, EW Jamming	Survivability Position; Passive Air Defense; CAV Sqdn & MP Co Securing	SPF, A, 3-265 1-172 CAV 233 MP Co
2	DIVARTY Q36 (Radar)	PL Bobcat	Critical for Counterfire Missions, 3x	1 x MP Co	ENY Air, IDF(G-6, 9A51, 9A52, 2S19), SPF, EW Jamming	Survivability Position; Passive Air Defense; CAV Sqdn & MP Co Securing	A, 3-265 1-172 CAV 233 MP Co
3	DIVARTY Q37 (Radar)	PL Bobcat	Critical for Counterfire Missions, 3x	1 x MP Co	ENY Air, IDF(G-6, 9A51, 9A52, 2S19), SPF, EW Jamming	Survivability Position; Passive Air Defense; CAV Sqdn & MP Co Securing	A, 3-265 1-172 CAV 233 MP Co
4	3-197 MLRS	PL Bobcat	Bn Assigned to DIVARTY, 16x	1 x Avenger Plt	IDF(G-6, 9A51, 9A52, 2S19), Chemical Attack	Survivability Position; Passive Air Defense; CAV Sqdn & MP Co Securing	A, 3-265 1-172 CAV 233 MP Co
5	2-18 HIMARS	OBJ Viking	Bn Assigned to DIVARTY, 16x	1 x Avenger Plt	IDF(G-6, 9A51, 9A52, 2S19), Chemical Attack	Survivability Position; Passive Air Defense; CAV Sqdn & MP Co Securing	A, 3-265 1-172 CAV 233 MP Co
6	814-206, 957-206 MRBC	In Place on River	Maintain GLOC	1 x Avenger Plt; Secure by ABCTs	SPF, IDF(G-6, 9A51, 9A52, 2S19)	Passive Air Defense; Defended in Echelon	B, 3-265(-)
7	Division Support Area	With 404MEB	Open Additional GLOC	1 x Avenger Plt; Secure by MEB	SPF, IDF(G-6, 9A51, 9A52, 2S19)	Passive Air Defense; Defended in Echelon	B, 3-265(-)
8	C/3-4 Patriot	With DMAIN	Corps Asset	1 x MP Plt	SPF, IDF(G-6, 9A51, 9A52, 2S19), Chemical Attack	1 x MP Plt Organic Avenger System	3/333 MP Co (-)
9	1-201FA Bn	PL Bobcat	Fires Support DIVARTY, M109A6 Btys	1 x Avenger Plt	ENY Air, IDF(G-6, 9A51, 9A52, 2S19)	Passive Air Defense	A, 3-265 1-172 CAV 233 MP Co
10	1-82FA Bn, 1-7FA Bn	With organic Bde	Fires Support to Maneuver Units, M109A6 Btys	3 x Avenger Plts	ENY Air, IDF(G-6, 9A51, 9A52, 2S19)	Passive Air Defense	B, 3-265(-) C, 3-265(-)
11	CL III, V, & VII Re-supply Missions	Ganja-PL Giants	TACON for Convoy Security	2 x MP Co	SPF, IDF(G-6, 9A51, 9A52, 2S19)	MP Convoy Security	252 MP Co 253 MP Co
12	265 ADA Bn (Avengers)	Various	Necessary for Protection Plan of Other PPL	1 x Plt per Bty (3 x Plt total)	Chemical Attack, SPF		Secure by supported units

DAL—those critical assets with air defense units assigned for AMD.

Critical assets with units designated to provide additional security beyond self-secure.

**Legend:**

- ABCT—armored brigade combat team
- ADA—air defense artillery
- AMD—air and missile defense
- Bde—brigade
- Bn—battalion
- Bty—battery
- CAV—cavalry
- CL—class
- Co—company
- DAL—defended asset list
- DIVARTY—division artillery
- DMAIN—division main
- ENY—enemy
- EW—electronic warfare
- FH—field hospital
- GLOC—ground lines of communication
- HIMARS—High-Mobility Artillery Rocket System
- IDF—indigenous forces
- MEB—maneuver enhancement brigade
- MLRS—Multiple-Launch Rocket System
- MRBC—multirole bridge company
- MP—military police
- OBJ—objective
- PL—phase line
- Plt—platoon
- PPL—protection prioritization list
- Rec—recommended
- SPF—special forces
- Sqdn—squadron
- TACON—tactical control

**Figure 3. Sample protection prioritization list**

The prioritization of protection assets is situation dependent on the resources available. The goal of protection capabilities integration is to balance protection with the freedom of action throughout the duration of military operations to enable commanders to apply maximum combat power to accomplish the mission. This is achieved by the integration of reinforcing or complementary protection capabilities to mitigate or assume risk for identified and prioritized vulnerabilities. The collaboration, integration, and synchronization between the warfighting function capabilities/tasks assist in identifying threats and hazards and mitigating the effects. Not all assets listed on the protection prioritization list receive continuous protection. Some critical assets only receive protection when resources are available. Commanders, with the support of their staffs, determine and direct protection priorities.

**Endnotes:**

<sup>1</sup>ADP 3-0, *Operations*, 6 October 2017.  
<sup>2</sup>FM 3-0, *Operations*, 6 October 2017.

<sup>3</sup>ADRP 3-0, *Operations*, 6 October 2017.  
<sup>4</sup>ADP 3-37, *Protection*, 11 December 2018.  
<sup>5</sup>ADP 3-37, *Protection*, 31 August 2012, obsolete.  
<sup>6</sup>ADRP 3-37, *Protection*, 31 August 2012, obsolete.

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# FORENSIC SCIENCES IN THE PACIFIC THEATER OF WAR

*By Master Sergeant Patrick V. Garland (Retired) and Mr. David B. Flohr*

In early 1942, thousands of American troops began arriving in Australia, preparing to fight the war in the Pacific. By 1943, there were 250,000 Americans stationed in Melbourne, Sydney, and Brisbane. This was a time when very few Australians traveled overseas. As a result, their perception of Americans had been framed by a wide variety of movie genres (westerns, gangster films, musicals, light-hearted screwball comedies, and horror films), which were extremely popular in Australia. Army military police units were among the arriving troops. U.S. Army Base Section 3, located near Brisbane, Australia, established a provost marshal headquarters in a downtown building. This building served as a military police station and temporary confinement facility.<sup>1</sup> Brisbane was also the location of a scientific police forensic laboratory, led by a self-taught criminalist, Mr. Thomas Martin Baty, who, by 1936, had become the officer in chief of the newly formed Firearms Section of the Queensland Police Department.

Baty, the son of a miner, was unable to continue his formal education past completing his Junior Certificate in High School due to limited family funds. In 1925, at the age of 16, Baty was appointed as a clerk in the Land and Income Tax office in Brisbane. Five years later, in 1930, he was transferred to the Department of Public Instruction. Being dissatisfied in that position, he took a job as a clerk in the Accounts Branch of the Police Department. Initially, the young clerk, under the supervision of the inspector in charge of the Criminal Investigations Branch, was assigned clerical work. However, due to his ability to create detailed drawings, Police Commissioner Cecil J. Carroll directed that Baty be used to prepare accurate, scaled crime scene drawings. In 1936, his dedication and determination was recognized, and Baty was hand-selected to head the new Firearms Section of the Police Department. Baty threw himself into this new job and spent his leisure time studying all he could on police science and, specifically, ballistics—the scientific study of projectile movement. He collected ballistic data and built a reference library on firearms and ammunition. Although he lacked formal training and experience in the use of a microscope, Baty soon learned how to use the microscope for examining submitted evidence.



**Constable Thomas Martin Baty**

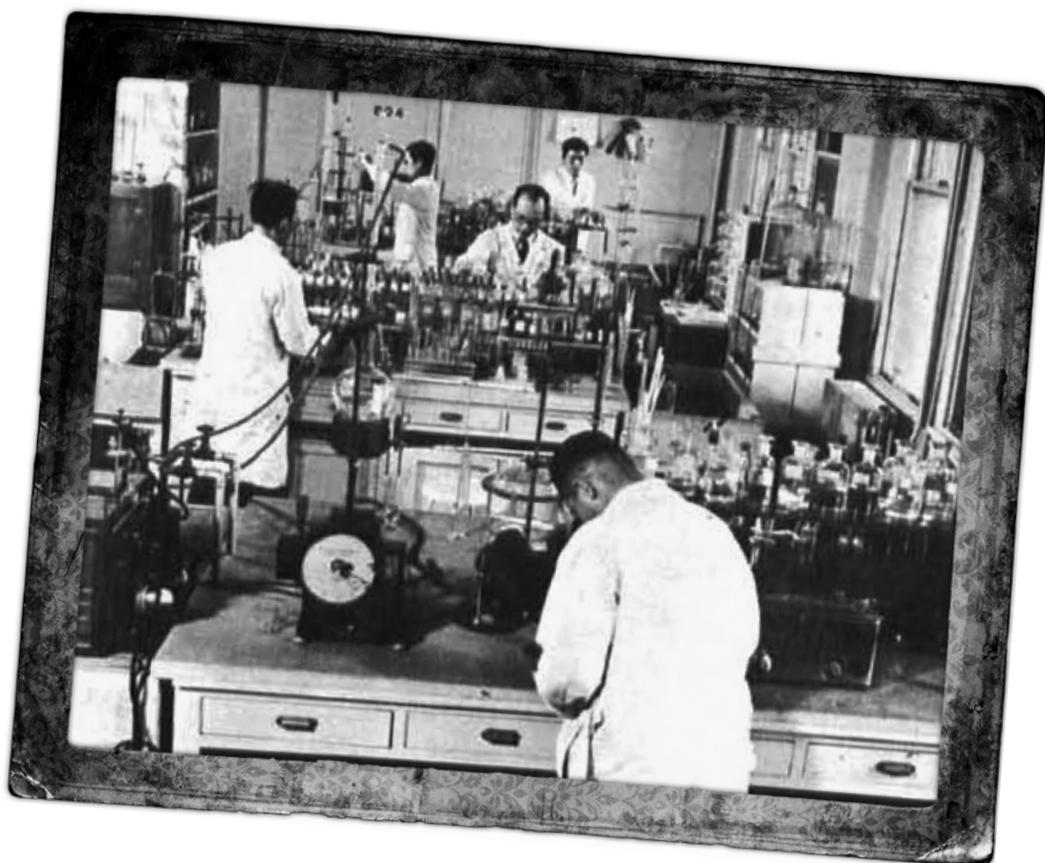
Baty pressed Commissioner Carroll to use science at the scene to help solve crimes. Based on that recommendation, Commissioner Carroll advised Baty to resign his public service position and join the police force so that he could implement his new ideas. When Baty joined the police force in January 1936, he was appointed as a constable. Shortly afterward, he was provided with two police cadets to work as understudies alongside him in the Firearms Section. He worked his first ballistics case, a microscopic examination of two .22-caliber bullets on 23 October 1937. Before long, and as a result of his voracious reading of scientific literature, Baty realized just how underutilized police science was in Queensland. After all, many foreign countries had their own crime laboratories.

On a visit to Sydney in 1938, Baty visited with chemists, physicians, and the former director of the United Kingdom Nottingham Police Laboratory. That visit cemented in his mind the notion that police technical experts were needed in Queensland, and he was committed to bringing that to pass. To do so, Baty realized that he had a personal need for tertiary education. Therefore, in 1939, he enrolled in the University of Queensland to study science. He embarked on an arduous schedule that included performing police work during the day and attending university lectures at night and on Saturday. Baty's workaholic push for an education impressed the Dean of the Science Faculty, and he was permitted to perform police work in the university laboratory.

As the storm clouds of war were gathering on the horizon, Baty and his team were moved into new quarters that would accommodate the growth of his department. With the move, a new technical bureau was formed, with Baty heading the combined Firearms Section and a new technical section. The police scientists in these sections were tasked with working for various commonwealth departments and the armed forces due to Japan's entrance into World War II in 1941. In 1942, the American Provost Marshal's Office approached Baty to perform part-time work examining evidence collected from crimes committed by U.S. forces. He agreed to use his scientific skills to assist in the adjudication of U.S. cases. However, he required that the United States supply him with all the necessary equipment to perform his scientific investigations. The U.S. Provost Marshal agreed to Baty's terms and made all the arrangements necessary to secure his services to the U.S. military.

The war years increased the case load of the Scientific Section, requiring the addition of several other personnel, including a host of clerks and typists to prepare reports. In addition to laboratory work, technicians photographed and processed crime scenes and then drafted to-scale sketches of the scenes based on detailed records of where evidentiary items were found. The value of their work yielded more requests for crime scene assistance and laboratory examinations each year. In 1944, 208 scientific investigations and 43 ballistics examinations were conducted. That same year, Baty attained the rank of detective.

In March of 1945, the American Provost Marshal contacted Queensland Police Commissioner Car-



**Police work being conducted in a crime laboratory**

roll requesting that Baty be allowed to accompany the U.S. armed forces to the Philippines for the express purpose of assisting in establishing a crime laboratory. Surprisingly, Carroll agreed to the proposal and Baty was authorized two leaves of absence—44 days of recreation leave and 20 weeks of service leave—along with permission to accept employment with the U.S. Army.<sup>2</sup>

Baty was immediately flown to Leyte, in the Philippines, to testify in a court-martial and then on to Manila, where he diligently began establishing the U.S. Army Crime Laboratory. In a newspaper interview conducted in 1946, Baty described Manila as the No. 1 crime city based on the fact that, in the three previous years, he had worked close to 440 murder investigations involving firearms.<sup>3</sup>

The Associated Press reported that hours of patient work by Mr. Tom Baty, noted Brisbane criminologist who headed the Manila police laboratory, helped smash Manila's biggest ring of motor car thieves.<sup>4</sup> In that investigation, Baty tested many vehicles and identified those that had been stolen from the U.S. Army, repainted (with fake registration numbers), and rechromed. In that same Associated Press article, Baty related that the U.S. Army was relocating the laboratory to Tokyo, Japan, and that he had been hired to the position of laboratory director.

Although Baty did serve at the Tokyo forensic laboratory, noted criminologist Colonel Calvin H. Goddard was appointed director in 1948.<sup>5</sup> Goddard had an eclectic and highly successful background prior to taking command of



**Colonel Calvin H. Goddard**

the Army's Tokyo laboratory. He graduated from medical school in 1915, served in the Army Medical Corps during World War I, served as the assistant director for business administration of the Johns Hopkins Hospital in 1920, and accepted the position of administrative director of the Cornell University Clinic in New York City in 1924. In 1925, Goddard established the Bureau of Forensic Ballistics in New York City, New York, with Charles E. Waite, Philip O. Gravelle, and John H. Fisher.

Later, with Goddard's guidance and support, Gravelle adapted the comparison microscope, which was invented in 1911 by the Optical Institute of Wilhelm and Heinrich Seibert in Wetzlar, Germany, for forensic work. The adaptation of the comparison microscope allowed technicians to simultaneously view and compare the characteristic markings left by rifling grooves and the firing pin impressions and/or extractor claws on cartridge cases on test-fired and evidence bullets. Goddard's first paper on these new methods was published in *Army Ordnance* in 1925.<sup>6</sup>

Goddard's notoriety for the comparison microscopic adaptation and analysis of firearms evidence came to national attention during the late 1920s due to his work on the Sacco-Vanzetti and St. Valentine's Day Massacre cases.

As a result of these and other successes, Goddard was asked to establish and lead the first independent forensic crime laboratory in the United States at Northwestern University, Chicago, Illinois. The laboratory provided testing in the areas of ballistics, fingerprints, blood analysis, and trace evidence. In 1932, following Goddard's successful leadership of the Northwestern laboratory and with his guidance, the Federal Bureau of Investigation set up its first crime laboratory.

Upon taking command of the Army's Tokyo laboratory, Colonel Goddard realized that the facilities and equipment were inadequate; therefore, only limited scientific services were offered. Goddard modernized the facility, acquired state-of-the-art scientific equipment, and added Japanese and American civilian technicians to the staff. Under the tutelage of Baty and Goddard, several U.S. military personnel and Japanese and U.S. civilians were trained and certified as examiners. As a result, the Tokyo laboratory developed into a full-service crime laboratory and was tasked with analyzing crime scene evidence items from all branches of the armed forces deployed in the Pacific area.

In 1947, the Army's Tokyo laboratory was established in a vacant space in the Teikoku-Sogo office building and designated as the 8227th Army Unit. In 1952, the laboratory moved into a modern, laboratory-designed facility at Camp Fuchinobe, Japan, where it was redesignated as the Far East Criminal Investigation Laboratory. Finally, in 1958, the laboratory made its final move to Camp Zama, Japan, where it was redesignated as the 515th Military Police Detachment Crime Laboratory.

During the Vietnam War, an in-theater laboratory was established as the U.S. Army Republic of Vietnam Crime Laboratory on Long Binh Post, which was the largest U.S. Army base in Vietnam. This embedded laboratory expedited the analysis and adjudication of the ever-increasing amount of drug-, firearm-, and fingerprint-related evidence originating from U.S. forces stationed in Vietnam. As involvement in Vietnam was winding down, the laboratory was deactivated and its mission was reassumed by the laboratory at Camp Zama, Japan.

Highly specialized, the Camp Zama-based laboratory was the second of three crime laboratories created by the U.S. Army to perform examinations of evidence collected from crimes committed by U.S. military personnel at the onset of World War II. The first laboratory was established in Algiers, North Africa, and moved in support of advancing U.S. forces until, by war's end, it was permanently located in Frankfurt, Germany. The Army's third crime laboratory originated at Fort Sam Houston, Texas, and moved to permanent facilities at Camp Gordon, Georgia, in 1948. The Camp Gordon laboratory was co-located with the Military Police School and was known as the 8801-5 Technical Service Unit until being redesignated as the U.S. Army Criminal Investigation Laboratory (USACIL) in 1950.

With the designation of the U.S. Army Criminal Investigation Division Command as a major command within the

*(Continued on page 40)*

# Protection Integration in the Operations Process

By Major Tara K. Bradley

**B**ased upon observations from warfighter exercises conducted by the Mission Command Training Program, U.S. Army Combined Arms Center, Fort Leavenworth, Kansas, military staffs struggle to understand protection along with varied supporting tasks as a warfighting function. As a result, units have trouble integrating and executing protection activities into the planning and execution phases of operations. They incorporate protection tasks as an afterthought, in reaction to preventable battlefield losses. Several symptoms contribute to this issue, including the failure to identify roles and responsibilities for protection planning, failure to plan for protection tasks, and lack of synchronization tools and processes to provide inputs to planning and execution. This article delves into this topic through the lens of the warfighter exercise life cycle.

Army Doctrine Reference Publication (ADRP) 3-37, *Protection*, states:

*The protection cell . . . is responsible for integrating, coordinating, and synchronizing protection tasks and activities. The protection cell advises commanders on the priorities for protection and coordinates the implementation and sustainment of protective measures to protect assets according to the commander's priorities. The protection cell . . . helps develop a concept of protection tailored to the type of operation the unit is conducting.*

*During the planning process, the protection cell . . . provides input to the commander's military decision-making process by integrating the threat and hazard assessment with the commander's essential elements of friendly information, the [critical asset list] CAL, and the [defended asset list] DAL.<sup>1</sup>*

ADRP 3-37 provides detailed information on the responsibility of the protection cell but does not clearly outline specific responsibilities that staff members have within the

protection cell. Brigades are not sourced with protection cells; they usually fill the requirement with a junior officer or junior noncommissioned officer, placing them in charge of a standalone cell. This results in a lack of integration across the warfighting functions or a deficit of expertise to synchronize protection tasks within the maneuver concept of operations; it is often the reason protection becomes an afterthought. Personnel from each warfighting function or staff section owe input to the protection cell.

Very few brigades can afford to internally source a protection cell with all of the warfighting functions assigned to it. However, all brigades should identify planners within those warfighting staff sections to be responsible for providing protection input into planning, which would then be integrated by a protection officer in charge (OIC)/noncommissioned officer in charge (NCOIC) into the unit's overall maneuver concept of operations. The protection OIC/NCOIC would be responsible for articulating unit protection requirements, risks, and opportunities while coordinating with other staff members.

During planning activities before a warfighter exercise, units rarely effectively integrate protection activities into plans and operations. At the earliest stages of the military decision-making process, protection is an afterthought. During intelligence preparation of the battlefield, the staff identifies enemies and environmental threats and hazards, but often fails to connect threats and risks to friendly forces in terms of each warfighting function. Units struggle to understand capabilities inherent within the organization and most often do not understand the capabilities of attached units, support units, and adjacent units. They focus on unit mission and type versus the tasks the unit is able to accomplish. Units also struggle to identify key assets, locations, or mission-critical equipment essential to mission success. As a result, staffs fail to correlate capability gaps with protection assets and the risks associated with those capability gaps.

A thorough understanding of enemy threats in the operational environment, coupled with a full understanding of available capabilities, allows the staff to parcel out tasks to subordinate units. However, that parceling cannot be accomplished until the unit identifies the assets necessary for protection. Units often fail to produce a CAL that prioritizes mission-critical assets and does not task subordinate responsibility, which results in the lack of a DAL. Additionally, the exclusion of some or all warfighting functions or staff sections in the development of the CAL and DAL results in key assets being unnecessarily destroyed or damaged due to the lack of protection.

Many units struggle to carry over initial protection planning into tools and processes to ensure integration of protection activities during execution. The development and constant revision of a protection running estimate are key for the protection cell. The running estimate should contain more information than the CAL and DAL and must include input from other warfighting staff sections. The lack of a complete running estimate often results in a scheme of protection that is not integrated with the maneuver, intelligence, and sustainment schemes. Key battle rhythm events such as shift change, operations synchronization meetings, and select working groups facilitate updated and integrated protection efforts across the staff and time horizons. Units that identify key working groups and include the protection OIC/NCOIC and planners are more successful in addressing protection efforts within the entire operations process.

The successful incorporation of protection into operations requires a team effort. Assigning staff planners the responsibility to consider and provide protection-related input during planning and throughout the remainder of the operations process improves the integration and synchronization of capabilities and resources. Units that successfully integrate warfighting functions—to include protection—decrease preventable losses and preserve combat power, leading to mission accomplishment. 

**Endnote:**

<sup>1</sup>ADRP 3-37, *Protection*, 31 August 2012.

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*Major Bradley is a protection observer, coach, trainer for the Operations Group Foxtrot Mission Command Training Program. She holds a bachelor of arts degree in criminal psychology from Auburn University, Alabama, and a master of arts degree in organizational and business security management from Webster University.*

*(“Forensic Science . . .,” continued from page 38)*

the Department of the Army in 1971, the Army’s three crime laboratories were absorbed into the command structure and designated as USACIL-EUROPE for the laboratory in Germany, USACIL-CONUS for the laboratory in Georgia, and USACIL-PACIFIC for the laboratory in Japan. With the end of the Cold War and the downsizing of military assets worldwide, USACIL-PACIFIC was inactivated in 1993 and USACIL-EUROPE was inactivated in 1996. As a result, USACIL-CONUS became the Army’s sole criminal investigation laboratory and was redesignated as USACIL. USACIL is responsible for examining evidence from crimes committed by military personnel worldwide. It is currently one part of the multidisciplinary Defense Forensic Science Center at Fort Gillem, Gillem Enclave, Forest Park, Georgia.

**Author’s note:** A great debt of gratitude is due to Ms. Virginia Gordon, assistant curator, Queensland Police Museum, Brisbane, Australia, for access to police records and links to newspaper clippings related to Mr. Thomas Martin Baty. 

**Endnotes:**

<sup>1</sup>Patrick V. Garland and Mark S. Lindsay, “Round Mountain Detention and Rehabilitation Center,” *Military Police*, Spring 2016, pp. 68–69.

<sup>2</sup>Queensland Police Department Internal Letter to the Commissioner of Police, 29 February 1946.

<sup>3</sup>“Manila World’s No. 1 Crime City,” *Brisbane-Queensland Truth*, September 1946, p. 15.

<sup>4</sup>Australian Associated Press, “C.I.B. Man’s Manila Coup,” *The Courier-Mail*, 17 December 1945.

<sup>5</sup>Calvin Goddard, “The Criminal Investigation Laboratory,” *Gun Digest*, 8th Edition, 1954, p. 147.

<sup>6</sup>C. W. Muehlberger, “Col. Calvin Hooker Goddard, 1891–1955,” *Journal of Criminal Law and Criminology*, Volume 46, 1955.

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*Master Sergeant Garland retired from the U.S. Army in 1974. During his military career, he served in military police units and criminal investigation detachments and laboratories. At the time of his retirement, he was serving as a ballistics evidence specialist at the European Laboratory. He remained in this career field until retiring from civilian law enforcement in 1995.*

*Mr. Flohr started his Department of the Army civilian career with USACIL as a trace evidence chemist in 1977. He holds a bachelor of science degree and a master of science degree in chemistry. He became a lead/supervisory chemist in 2006, and he retired from USACIL in 2017.*

**MILITARY POLICE BRIGADE LEVEL AND ABOVE COMMANDS**

COMMANDER	CSM/SGM	CWO	UNIT	LOCATION
David Glaser	Larry Orvis		OPMG	Alexandria, VA
David Glaser	Brian Flom	Edgar Collins	HQ USACIDC	Quantico, VA
Brian Bisacre	Michael Bennett	Joel Fitz	USAMPS	Ft Leonard Wood, MO
Duane Miller	Brian Flom		Army Corrections Cmd (ACC)	Alexandria, VA
Michael Stone	Jody Arrington		46th MP Cmd	Lansing, MI
Marian Garcia	Craig Owens	Robert Combs	200th MP Cmd	Ft Meade, MD
Martin Pennock	Gerald Schmell		2d Bde, 102d Division, 80th Tng Cmd	Ft Leonard Wood, MO
Michelle Goyette	William Mayfield		8th MP Bde	Schofield Barracks, HI
John Hafley	Robert Provost		11th MP Bde	Los Alamitos, CA
Curtis Schroeder	Gregory Kleinholz		14th MP Bde	Ft Leonard Wood, MO
Caroline Horton	William Ramsey		15th MP Bde	Ft Leavenworth, KS
Larry Dewey	Mark Hennessey		16th MP Bde	Ft Bragg, NC
Glenn Schmick	Ted Pearson		18th MP Bde	Sembach AB, Germany
Thomas Russell Tutty	Norman Laird		42d MP Bde	Joint Base Lewis–McChord, WA
Craig Maceri	Robert Wall		43d MP Bde	Warwick, RI
Peter Cross	Byron Robinson		49th MP Bde	Fairfield, CA
Richard Ball	Clayton Sneed		89th MP Bde	Ft Hood, TX
Hector Herrera	Jose Perez		92d MP Bde	San Juan, PR
Scott Hiipakka	Catherine Farrell		177th MP Bde	Taylor, MI
David Samuelson	John Jenkins		290th MP Bde	Nashville, TN
Kelly Jones	Lawrence Canada		300th MP Bde	Inkster, MI
Vincent Duncan	Anthony Simpson		333d MP Bde	Farmingdale, NY
Darcy Overbey	Jeffrey Baker	Mark Arnold	3d MP Gp (CID)	Hunter Army Airfield, GA
Sarah Albrycht	Scott Painter	David Albaugh	6th MP Gp (CID)	Joint Base Lewis–McChord, WA
Kirt Boston	Jason Copeland	Celia Gallo	701st MP Gp (CID)	Quantico, VA
Steven Yamashita	Casey Freeman		Joint Detention Gp	Guantanamo Bay, Cuba

**MILITARY POLICE BATTALION LEVEL COMMANDS**

Christopher Minor	Jeffrey Culberson		2-80th MP Bn (TASS)	Owings Mill, MD
Robert Hogue	James Lamberson		2-95th MP Bn (TASS)	Baton Rouge, LA
Benjamin Hach	Jeffrey Caquelin		2-100th MP Bn (TASS)	Nashville, TN
David Minaschek	Jason Rhue		2-104th MP Bn (TASS)	Aurora, CO
Jeffrey Hill	Kermit Cook		2-108th MP Bn (TASS)	Ft Jackson, SC
Jessie Brewster	Nathaniel Reagin	Veronica Ferrer	5th MP Bn (CID)	Kleber Kaserne, Germany
Brian Bettis	Elvis Rodriguez	Anderson Wagner	10th MP Bn (CID)	Ft Bragg, NC
Eric Marhover	James Miller	John Lemke	11th MP Bn (CID)	Ft Hood, TX
Terry Hahn	Brice Rae	Paul Bailey	19th MP Bn (CID)	Wheeler Army Airfield, HI
Melissa Cantwell	Anthony Christianson	Anthony Caprietta	22d MP Bn (CID)	Joint Base Lewis–McChord, WA
Justin Towell	Richard Carroll		33d MP Bn	Bloomington, IL
Kevin Payne	Mark Haliburton		40th MP Bn (C/D)	Ft Leavenworth, KS
Erika Perry	Michael Montrose		51st MP Bn	Florence, SC
Scott Blanchard	Charles Smith		91st MP Bn	Ft Drum, NY
Timothy Johnson	Joseph Jonas		93d MP Bn	Ft Bliss, TX
Douglas Curtis	Matthew Selvaggio		94th MP Bn	Yongsan, Korea
Matthew Dick	Marcus Mitchell		96th MP Bn (C/D)	San Diego, CA
Joshua Campbell	Daniel Leasor		97th MP Bn	Ft Riley, KS
Matthew Schaffer	Paul Troccia		102d MP Bn (C/D)	Auburn, NY
Marshall Hunt	Javier Lugo		104th MP Bn	Kingston, NY
Bryan Mcilvaine	Jim Hummel		105th MP Bn (C/D)	Asheville, NC
Robert Bartran III	Craig Payne		112th MP Bn	Canton, MS
Harry Wille	Richard Magnum		115th MP Bn	Salisbury, MD
John Kinton	Michael Plemons		117th MP Bn	Athens, TN
Michael Cote	Anthony Atella		118th MP Bn	Warwick, RI
Luis De La Cruz	Jose Perez		124th MP Bn	Hato Rey, Puerto Rico
Richard Candelario	Francisco Ramos		125th MP Bn	Ponce, Puerto Rico
Michael Perez	Matthew Lamonica		136th MP Bn	Tyler, TX
Dawn Bolyard	James Summers		151st MP Bn	Gassaway, WV
Mark Campbell	Robert Rose	Kevin Grimes	159th MP Bn (CID)	Terra Haute, IN
William McDaniel	Fredinal Chisholm		160th MP Bn (C/D)	Tallahassee, FL
Brad Pierson	Tony Bruno		165th MP Bn	Annapolis, PA
Richie Gammons	Harold Cook		168th MP Bn	Dyersburg, TN
James Collie	James Scott		170th MP Bn	Decatur, GA
Joy Grimes	Patrick Cunningham		175th MP Bn	Columbia, MO

**MILITARY POLICE BATTALION LEVEL COMMANDS (continued)**

<b>COMMANDER</b>	<b>CSM/SGM</b>	<b>CWO</b>	<b>UNIT</b>	<b>LOCATION</b>
Eric Sharyer	Abraham Hinohosa		185th MP Bn	Pittsburg, CA
Matthew Boski	Jimmy Smith		192d MP Bn (C/D)	Niantic, CT
Alyssa Aarhaus	Chelsea Marx		193d MP Bn (C/D)	Denver, CO
John Blackburn	Daniel Truex		198th MP Bn	Louisville, KY
Todd Wheeler	Robert Pickett		203d MP Bn	Athens, AL
Scott Turner	Gabe Medina		205th MP Bn	Poplar Bluff, MO
Russel Harden	Ed Williams		210th MP Bn	Taylor, MI
Richard Cipro	Sean Ready		211th MP Bn	Lexington, MA
Daniel Olson	Luis Tellez		226th MP Bn	Farmington, NM
Robert Collins	Michael Smith		231st MP Bn	Prattville, AL
Jason Small	Jeffrey Whitworth		304th MP Bn (C/D)	Nashville, TN
Christopher Kidd	Paul Duros		310th MP Bn (C/D)	Uniondale, NY
Jack Gray	Fred Waymire		317th MP Bn	Tampa, FL
Jason Nagel	Reza Hajipour		324th MP Bn (C/D)	Fresno, CA
Porfirio Campos-Cruz	Mike Mega		327th MP Bn (C/D)	Arlington Heights, IL
David Farabaugh	Lawanda Hawkins		336th MP Bn	Pittsburgh, PA
Jordan Papkov	Pauline Lloyd		340th MP Bn (C/D)	Ashley, PA
Roland Lane	Raymond Daniel		372d MP Bn	Washington, DC
William Simpson	Katherine Menard		382d MP Bn	Westover AFB, MA
Joseph Adamson	Carrie Bruzzese		384th MP Bn (C/D)	Ft Wayne, IN
Martin Schmidt	Jonathan Emerick		385th MP Bn	Ft Stewart, GA
John McFarland	Michael Lacuesta		387th MP Bn	Phoenix, AZ
Leon Richardsonhill	Alfredo Ramos		390th MP Bn	Joint Base Lewis–McChord, WA
Cheley Gabriel	Mark Bell		391st MP Bn (C/D)	Columbus, OH
Jason Ruffin	Anthony Quinonez	David Knudson	393d MP Bn (CID)	Bell, CA
Jonathan Bennett	Shelita Taylor		400th MP Bn (C/D)	Ft Meade, MD
Steven Collins	Benjamin Radke		402d MP Bn (C/D)	Omaha, NE
Audrey Fielding	Robert Carr		437th MP Bn	Columbus, OH
Whitney Jensen	Patrick O'Rourke	Patrick Jones	502d MP Bn (CID)	Ft Campbell, KY
Jason Avery	John Eastwood		503d MP Bn	Ft Bragg, NC
Israel Thompson	Antonio Cox		504th MP Bn	Joint Base Lewis–McChord, WA
Matthew Jemmott	Shawn Klosterman		508th MP Bn (C/D)	Joint Base Lewis–McChord, WA
Sonja Whitehead	Robert Mattson		519th MP Bn	Ft Polk, LA
Steven Kane	Kathryn DeUnger		525th MP Bn	Guantanamo Bay, Cuba
Christian Whitted	Kerry Hommertzhaim		530th MP Bn (C/D)	Omaha, NE
Vivek Kshetrapal	Michael O'Neill		535th MP Bn (C/D)	Cary, NC
Clayton Jeffress	Darrell Tigues		607th MP Bn	Grand Prairie, TX
James Sheffield	Jason Vankleeck		701st MP Bn	Ft Leonard Wood, MO
Robert Rodock	Justin Shad		705th MP Bn (C/D)	Ft Leavenworth, KS
John Copeland	Joshua Kreitzer		709th MP Bn	Grafenwoehr, Germany
Joel Schuldt	Jose Shorey		716th MP Bn	Ft Campbell, KY
Charles Green	Wayne Butterbrodt		720th MP Bn	Ft Hood, TX
Philander Pinckney	Edmead Smith		724th MP Bn (C/D)	Ft Lauderdale, FL
Charcillea Schaefer	Shelley Marlowe		728th MP Bn	Schofield Barracks, HI
Robert Merry	John Loges	George Evans	733d MP Bn (CID)	Forest Park, GA
Elbin Rodriguez	Robert Snyder		744th MP Bn (C/D)	Easton, PA
Ryan Cagle	Matthew Thompson		759th MP Bn	Ft Carson, CO
Emma Thyen	George Julch		761st MP Bn	Juneau, AK
Travis Douget	Medwin Wallace		773d MP Bn	Pineville, LA
John Smith	Anthony Swancutt		785th MP Bn (C/D)	Fraser, MI
William Jennings	Kevin Daley		787th MP Bn	Ft Leonard Wood, MO
Jamon Junius	Michael Odle		795th MP Bn	Ft Leonard Wood, MO
William Karlage	Reginald Smith		850th MP Bn	Phoenix, AZ
William McKannay	Nicholas Kreiner	Martin Eaves	Benning CID Bn	Ft Benning, GA
Norman Pollack	Jesus Goytia	Matt Rayburn	Washington CID Bn	Joint Base Myer–Henderson Hall, VA
Jason Sama	Shola Walker	Paul Arthur	Protective Services Bn	Ft Belvoir, VA

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# DOCTRINE UPDATE

U.S. Army Maneuver Support Center of Excellence G-3/Directorate of Training and Doctrine			
Publication Number	Title	Date	Description
<b>Current Publications</b>			
FM 3-39	Military Police Operations	26 Aug 13	A manual that describes the military police support provided to Army forces conducting unified land operations within the framework of joint operations; increases the emphasis on simultaneous offensive, defensive, and stability tasks; and contains a critical discussion of the defense support of civil authorities.  <b>Status:</b> Under revision. Projected publication in 2d quarter fiscal year (FY) 2019.
FM 3-63	Detainee Operations	28 Apr 14	A manual that addresses detainee operations across the range of military operations and provides detainee operations guidance for commanders and staffs.  <b>Status:</b> Under revision. Projected publication in 3d quarter FY 19.
ATP 3-37.2	Antiterrorism	3 Jun 14	A manual that establishes Army guidance on integrating and synchronizing antiterrorism across the full spectrum of conflict and into the full range of military operations. It shows how antiterrorism operations nest under full spectrum operations, the protection warfighting function, and the composite risk management process.  <b>Status:</b> Current.
ATP 3-39.10	Police Operations	26 Jan 15	A manual that addresses each element of the military police law and order mission, including planning considerations, police station operations, patrol operations, police engagement, traffic operations, and host nation police capability and capacity.  <b>Status:</b> Current.
ATP 3-39.11	Military Police Special-Reaction Teams	26 Nov 13	A manual that serves as a guide for commanders, staffs, and trainers who are responsible for training and deploying military police special-reaction teams.  <b>Status:</b> Current.
ATP 3-39.12	Law Enforcement Investigations	19 Aug 13	A manual that serves as a guide and toolkit for military police, investigators, U.S. Army Criminal Investigation Command (commonly known as CID) special agents, traffic management and collision investigators, and Soldiers conducting criminal and traffic law enforcement (LE) and LE investigations. It also serves to educate military police commanders and staffs on LE investigation capabilities, enabling a more thorough understanding of those capabilities.  <b>Status:</b> Current.
ATP 3-39.20	Police Intelligence Operations	6 Apr 15	A manual that addresses police intelligence operations that support the operations process and protection activities by providing exceptional police information and intelligence to support, enhance, and contribute to situational understanding, force protection, the commander's protection program, and homeland security.  <b>Status:</b> Under revision. Projected publication in 3d quarter FY 19.

## U.S. Army Maneuver Support Center of Excellence G-3/Directorate of Training and Doctrine

Publication Number	Title	Date	Description
ATP 3-39.30	Security and Mobility Support	30 Oct 14	A manual that provides Army military police commanders, staffs, and Soldiers at all echelons a foundation for the conduct of security and mobility support in support of decisive action. The tasks in this manual are primarily focused on applying military police combat power in support of the movement and maneuver and protection warfighting functions. <b>Status:</b> Under revision. Projected publication in 2d quarter FY 20.
ATP 3-39.32	Physical Security	30 Apr 14	A manual that establishes guidance for all personnel responsible for physical security. It is the basic reference for training security personnel and is intended to be used in conjunction with the Army Regulation 190 (Military Police) series, Security Engineering Unified Facilities Criteria publications, Department of Defense directives, and other Department of the Army publications. <b>Status:</b> Current.
ATP 3-39.33	Civil Disturbances	21 Apr 14	A manual that addresses continental U.S. and outside the continental U.S. civil disturbance operations and domestic unrest, including the military role in providing assistance to civil authorities. <b>Status:</b> Current.
ATP 3-39.34	Military Working Dogs	30 Jan 15	A manual that provides commanders, staffs, and military working dog (MWD) handlers with an understanding of MWD capabilities, employment considerations, sustainment requirements, and the integration of MWDs in support of full spectrum operations. <b>Status:</b> Current.
ATP 3-39.35	Protective Services	31 May 13	A manual that provides guidance for protective service missions and the management of protective service details. <b>Status:</b> Current.
TC 3-39.30	Military Police Leader's Handbook	11 Aug 15	A manual that is primarily focused on military police operations at the company level and below. It provides an overview of fundamental guidelines and is a quick reference guide to help commanders, leaders, and Soldiers successfully execute key military police missions in support of unified land operations through the three disciplines of security and mobility support, police operations, and detention operations. <b>Status:</b> Current.
TM 3-39.31	Armored Security Vehicle	20 Aug 10	A manual that provides military police forces with the tactics, techniques, and procedures (TTP) and related information necessary for the employment of the armored security vehicle. <b>Status:</b> Current.

**Note:** Current military police publications can be accessed and downloaded in electronic format from the U.S. Army Military Police School Web site at <<http://www.wood.army.mil/usamps/>>. Comments or questions about military police doctrine can be e-mailed to <[usarmy.leonardwood.mscoe.mbx.mpdoc@mail.mil](mailto:usarmy.leonardwood.mscoe.mbx.mpdoc@mail.mil)>.

### Emerging Publications

FM 3-39.21	Tactical Employment of Expeditionary Forensics	To be published	A multi-Service forensics TTP that supports planners and warfighters by establishing TTP for tactical-level commanders, staffs, small-unit leaders, and Skill Level 1 collectors. This publication will detail the six forensic functions of recognize, preserve, collect, analyze, store, and share in support of operations and exploitation activities across the force. <b>Status:</b> Under development. Projected publication in 2d quarter of FY 20.
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## ***Military Police* Writer's Guide**

*Military Police* is a Department of the Army-authenticated publication that contains instructions, guidance, and other materials to continuously improve the professional development of Army military police. It also provides a forum for exchanging information and ideas within the Army military police community. *Military Police* includes articles by and about commissioned officers, war-rant officers, enlisted Soldiers, Department of the Army civilians, and others. Writers may discuss training, current operations and exercises, doctrine, equipment, history, personal viewpoints, or other areas of general interest to military police. Articles may share good ideas and lessons learned or explore better ways of doing things. Shorter, after action type articles and reviews of books on military police topics are also welcome.

Articles should be concise, straightforward, and in the active voice. Avoid using acronyms when possible. When used, acronyms must be spelled out and identified at the first use. Also avoid the use of bureaucratic jargon and military buzzwords. Text length should not exceed 2,000 words (about eight double-spaced pages).

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