

# THE CATALYST

**DETECT. INTERDICT. DISRUPT.**

Official magazine of the National Guard Counterdrug Program

Vol. 12, Issue 1



**CALIFORNIA'S OPERATION FULL COURT PRESS**



# ★ NATIONAL GUARD ★ COUNTERDRUG

## Letter from Leadership

With the start of the fiscal year upon us, we celebrate the successes of the previous year and prepare for the challenges ahead.

Across the nation and in every sector, fundamental economic assumptions have dramatically changed. Budget constraints, cuts and realignments have created economic challenges like never before seen in the Counterdrug program.

At the National Guard Bureau Counterdrug Program (NGB J32-CD), we responded swiftly to the evolving economic downturn by developing a threat based resourcing model to objectively assess the overall drug threat to the nation

and a comprehensive look at factors that contribute to the overall drug threat picture in states as viewed by the National Guard Counterdrug Program and our stakeholders. This was done to introduce a higher level of objectivity into the Counterdrug state funding allocation process in recognition of a constantly evolving and complicated drug threat

picture. Given the magnitude of the budget reductions required, we must design lasting, sustainable changes in how Counterdrug aligns its resources to its mission. To downsize everything equally would likely pave a path to mediocrity; even last year we asked states, in aggregate, to reduce their base budgets. Our new budgets must provide the financial margin for innovation, while addressing the pressing need to renew and maintain our relationships within our communities and our Counterdrug training centers. We must curtail functions and habits that do not accelerate our progress.

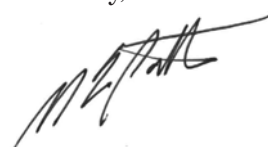
To prepare for such difficult decisions, our Strategic Plans section was charged to look beyond the scope of any individual state and design broad, creative strategies to cut expenses and share resources while sustaining Counterdrug standards. The Strategic Plans section responded with great energy to the challenge and we have implemented threat based resource funding for fiscal year 2012.

In setting budgetary priorities, Counterdrug's core mission and values must guide us. Not every decision can be made by consensus; but I hope that, when possible, we will continue to approach these challenges collaboratively.

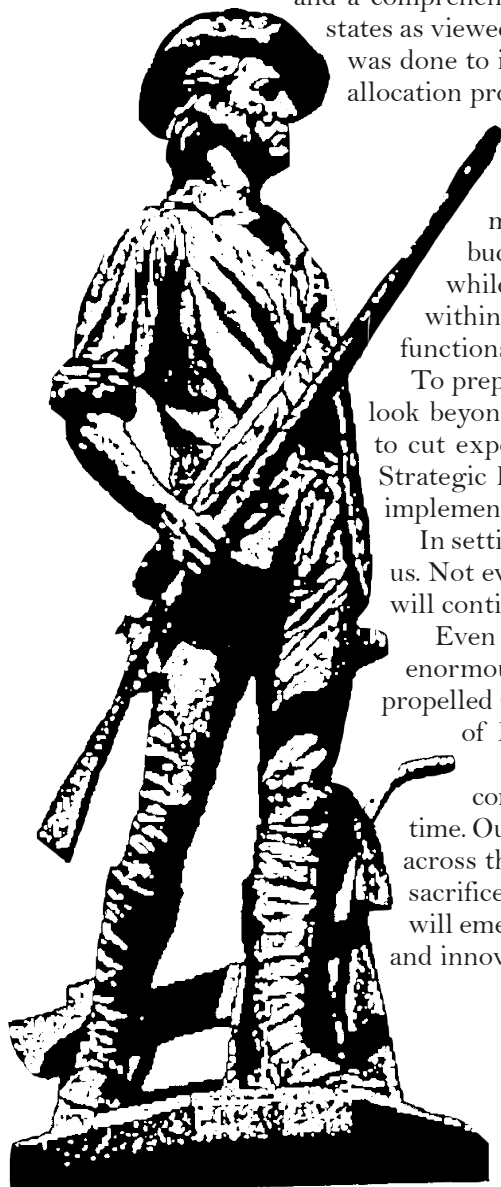
Even in the midst of unprecedented economic challenge, fiscal year 2011 was an enormously successful year and our long-standing mission and capabilities have propelled Counterdrug to the center of conversation with the office of the Secretary of Defense and our interagency partners.

I close with a profound expression of gratitude to the entire Counterdrug community for all that you have done to inform crucial decisions in this difficult time. Our success depends on distributed leadership – the willingness of individuals across the Counterdrug Program to lead by example and bring others along. Real sacrifices lie ahead, but I continue to be optimistic that the Counterdrug Program will emerge stronger, more flexible and better equipped to generate the knowledge and innovations the nation and world need now more than ever.

Sincerely,



Lt. Col. Michael Patterson  
(Acting) Division Chief



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### Articles:

- Include first and last names, rank and/or title, and verify spelling of all names of personnel in the story.
- Spell out acronyms, abbreviations and full unit designations.
- If there is a public affairs officer assigned to your unit or at state level, ensure that person reviews the article prior to submission.
- Send article and accompanying photo(s) separately.

### Photographs:

- Make sure photo has been reviewed and approved for release (OPSEC).
- Highest resolution possible.
- NO retouched photos.
- Outline (caption): must include who is pictured, what is happening and date of the photo, where the event takes place. Be sure to include rank, title, unit.
- Byline: who took the photo.

Email submissions to:

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Cover Photo



During Operation Full Court Press in July, federal, state and local agencies removed thousands of pounds of debris from recently eradicated illegal marijuana grow sites in the Mendocino National Forest in northern California. The operation involved more than 20 federal, state and local partners whose mission was to identify, eradicate and reclaim marijuana grow sites on public lands.



Courtesy Photo

(left) Alan Brickman, Executive Director Council on Alcohol and Drug Abuse for greater New Orleans (CADA), Lt. Col. Ray Schindler, Staff Sgt. Sean O'Brian, Maj. Donna Jones, Ernest Airhia, Executive Director of Greenpath International, Inc., and Lt. Col. Dallas Jones after the 14th Annual Awards luncheon sponsored by CADA April 15. The Bronze Key Award was presented to the Louisiana National Guard Counterdrug Program. The Bronze Key Award recipient is nominated by the CADA Board of Directors for special recognition by the National Council on Alcoholism and Drug Dependence (NCADD), which is the highest honor an NCADD affiliate can give.

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## Civil Operations skills used in Counterdrug

Capt. Benjamin Bruening, Missouri National Guard Counterdrug Task Force member, is a subject matter expert in the National Guard Bureau Civil Operations Coalition and has been engaged in Civil Ops training and development for the past eight years.

Bruening's intimate understanding of prevention fundamentals and coalition development allowed him to provide in-depth support to coalitions and communities attempting to unite, whether working under combat conditions, or conditions in any inner city in the United States or in rural towns of Kosovo.

Bruening developed a white paper on "**The Role of Drug Demand Reduction in DoD Operations**" which follows below, with personal notes.

There is a growing need for coalition development in all theaters DoD operates, whether that is working with communities in the U.S. or groups in Afghanistan, Africa or other partner countries. Working with likeminded partners, organizing and building skills to make them more effective is a need across the spectrum. Enabling local groups to identify issues and giving them tools to effect change in their environment create more stable communities. There currently is a section in DoD that is well trained and experienced to fill this need, but often overlooked.

In 2005 Counterdrug embarked upon a project to demonstrate its core competencies both to domestic operations and combatant commanders. For Civil Operations (formerly known as Drug Demand Reduction), these competencies of coalition development were proven both within the framework of counternarcotics nexus and application outside this nexus. Initially dubbed Mithra's Hammer, working groups spent over a year selecting and fine tuning the branch's core competencies in an effort to explore which competencies applied toward both CONUS and OCONUS operations.

After this process was complete, Counterdrug developed several teams of expeditionary groups that were well trained and equipped to conduct special operations. This expeditionary force was officially called the Counter Narcotic/ Narco Terrorism Expeditionary Force (CNTTF). A component of CNTTF was a team called Civil Ops. This team took all the relevant core competencies of the Civil Operations section and applied them to domestic and foreign operations.

The lessons learned from this project and the concepts gained have furthered the Civil Ops program. Many of these strategies

and the training created continue to be utilized.

In 2008, Capt. Benjamin Bruening, also a member of the planning team for CNTTF, was deployed to Kosovo as part of KFOR10. During this rotation, Bruening was given the unique opportunity to apply many of the CNTTF concepts to the NATO mission in Kosovo through a partnership with the local military, Kosovo Security Forces (KSF). This partnership resulted in building a coalition to train youth in

*"We are taking groups that want to make a change. We help them organize and are teaching them to be more effective and making a difference."*



left - Maj. Estref Urugi, TMK (Albanian Homeland Defense Force), Lt. Col. John Parker, Battalion Commander, Task Force Thunder, a member of the Kosovar Red Cross based in Kamenica, and Chief of the Fire Department of Kamenica sit down and prepare for a training class in the principal's office at Kamenica High School. "This was the first time these organizations had come together as one group to achieve a common goal," said Bruening.

disaster response. Kosovo lies on a major fault line and has experienced many earthquakes. A community issue identified through this coalition was how to train their youth to adequately deal with a large scale natural disaster.

Through several months of planning and coalition development, this region conducted a first of its kind multi-agency training event. The coalition consisted of U.S. Forces, KSF, local police and fire, local government and Red Cross. In the implementation phase, almost 3,000 youth were trained in the two major municipalities of the area of operations, Gjilane and Kamenica. The project was a complete success as noted by the Mayor of each municipality and a major win for the U.S. partnerships in the area.

*"The process can be applied to many things. The whole prevention concept and strategies to combat problems. We teach the theory behind it."*

# Hawaii duo making a difference in CD

Story and photo by Tech. Sgt. Betty Squatrito-Martin  
NGB-Counterdrug Public Affairs

Some people call them pivot points, some people call them significant emotional events; whatever they are called, they are moments in time that enlighten, moments that evoke thought, moments that induce change, moments that often give or solidify purpose to one's life.

It was these small moments in time that led the brother and sister duo, Staff Sgt. Sam Hesch, 111th Army Band, Hawaii Army National Guard and Sgt. 1st Class Linda Hesch, National Guard Bureau (NGB)-Counterdrug, to solidify their purpose with the Counterdrug program.

For Staff Sgt. Hesch, it was an event that, in many ways, shattered the psyche of Hawaii. It was January 2008, on a seemingly uneventful day in Hawaii, when an emotionally unstable individual threw a toddler off an overpass into the traffic on the West bound side of the H-1 freeway in downtown Honolulu.

"I was devastated when that kid was thrown off the over pass," said Staff Sgt. Hesch.

Just as most of the community was wondering, Staff Sgt. Hesch also wondered, how something like this could happen in Hawaii, a place known for its Aloha Spirit and Ohana (family).

The investigation revealed that nearly every adult in that young toddler's life was involved, in one form or another, with Methamphetamine or some other illicit drug.

"It was at that time that I realized just how bad the drug problem was in Hawaii," said Staff Sgt. Hesch.

It was at that moment, he knew he was in the right place at the right time working for the Counterdrug Program.

"I was performing case support work for law enforcement working at the High Intensity Drug Trafficking Area, and I was happy I was making a difference and helping get drugs off the street," said Staff Sgt. Hesch.

Today, Staff Sgt. Hesch is working with the Substance Abuse Program in Hawaii, helping Soldiers, Airmen and their families.

As Staff Sgt. Sam Hesch was solidifying his purpose, his sister, Sgt. 1st Class Linda Hesch, has been with Counterdrug since 2004. She initially began her tenure with the Counterdrug Program in Hawaii as a substance abuse coordinator, and now works at NGB writing national policy for the Substance Abuse Program for the 54 states and territories.



Sgt. 1st Class Hesch made her way to NGB as a result of her experience running the Substance Abuse Program in Hawaii. It was her pivot point. As her assignment in Hawaii was winding down, she knew she wanted to give more to the Counterdrug Program.

"I wanted to help make the Substance Abuse Program more efficient, and I wanted it to reach more people," said Sgt. 1st Class Hesch. So, when the position at NGB became available, it was too big of an opportunity to pass up," she said.

The Hesch's are now working to serve their communities, having an impact on the lives of Soldiers and Airmen and their local communities.

"We are making a big difference in Soldiers and Airmen's lives," said Staff Sgt. Hesch. "I was able to have an impact. After thinking there was nothing I could do personally, I found I could do something."

"The biggest way we know we are helping is more people are seeking help before they get caught," said Sgt. 1st Class Hesch.

Helping is more than just managing drug tests.

"The mindset is changing, we are learning more prevention and deterrence and learning to fix broken people rather than just writing them off and getting rid of them," said Sgt. 1st Class Hesch.

"I consider myself fortunate," said Hesch. "I see the potential for what I can do with my position, and it's very exciting."

Pivot points, they change people. In this case, the Hesch siblings used moments in time to solidify their purpose. Whether on the national or state level, each is making an impact in their community. ■

## MCTC criminal analyst course now worth college credit

The American Council on Education (ACE) has recommended the Criminal Analyst Phase II course held at the Midwest Counterdrug Training Center (MCTC), Camp Dodge, Iowa, be worth two semester college credits.

This is a huge accomplishment for the program," said Capt. Mesha Cichon, Analysis and Fusion Section Chief NGB Counterdrug.

"The National Guard Counterdrug Program has strived for years to ensure all criminal analysts in the field are trained to the same high standard," said Mark Cooper, lead instructor. "The

American Council on Education's recommendation that the Criminal Analyst Phase II Course be awarded two semester hours validates the National Guard's efforts have been highly successful," he added.

According to the course description, students will be able to understand basic and advanced terminology used in criminal investigations; understand support role functions in Counterdrug criminal analysis; recognize

basic trends in world drug issues; use the internet as a valuable aid in research; and understand the various federal agencies responsible for counterdrug enforcement and intelligence, basic laws in search and seizure, basic concepts in financial investigations, basic concepts of gangs and outlaw motorcycle organizations, and protocols for dissemination of sensitive information. ■





# Counterdrug implements Threat Based Resource Model (TBRM)

Story by Maj. Celine Combs  
NGB-Counterdrug

The National Guard Counterdrug Program (NG CDP) is leading the Deputy Assistant Secretary of Defense for Counternarcotics and Global Threats (DASD/CN&GT) effort to engage in funding based on measurable metrics and threats. The implementation of the Threat Based Resource Model (TBRM) in the fiscal 2012 budget will strengthen the National Guard's national security capability by allocating resources to all states and territories based on the severity of the narcotics threat faced by each state.

A 2005 report from the Government Accountability Office (GAO) directs the Department of Defense (DoD) Counternarcotics program to, "develop and coordinate counternarcotics performance measures," while a 2007 report from the Office of National Drug Control Policy (ONDCP) directs, "all national drug con-

trol programs to have a performance reporting program as an integral part of the agency's budget and management process."

In addition, the DASD/CN&GT report from 2010 requires all DoD Counternarcotics programs to, "show quantitative and qualitative performance."

Historically, there has been a significant threat on the southwest U.S. border and other southern arrival zones, however, the threat has evolved, and exists in the interior of the nation as well as along the northern border.

The TBRM provides a logical, scientifically based method of examining state counterdrug needs and setting a counterdrug strategy.

DoD budgets are projected to get tighter over the course of the next few years, and linking strategy and funding to the actual measured threat using the TBRM is the best way to justify funding of the NG CDP.

The TBRM aligns the NG CDP with

the National Security Strategy, DoD priorities, and the DASD/CN&GT NG CDP mission set to **Detect, Interdict** and **Disrupt** the narcotics threat.

The TBRM will gradually be employed into the state plans budget through fiscal year (FY) 2015.

All 54 states, territories and the District participated in the development of the TBRM, as well as interagency partners and subject matter experts.

The comprehensive, multi-variable comparative analysis was conducted using the Analytic Hierarchy Process (AHP); a tool used by decision makers to provide unique and valuable information about the current trends that affect programs and resource allocation decisions. The AHP is a unique instrument for policy makers; it

- See TBRM Page 10

## Flight medics hone skills during marijuana eradication mission

Story and photo by Senior Airman Jessica Green  
CNG JFHQ Public Affairs

California Army National Guard medics worked with flight crews from the California National Guard's Joint Task Force Domestic Support-Counterdrug during Operation Full Court Press, a 25-agency mission targeting illegal marijuana grow sites in the Mendocino National Forest in July.

Counterdrug planners identified the need for a medical team with the ability to swiftly reach restricted and potentially hazardous environments to provide emergency medical care to injured personnel. The medics were prepared to extract, treat, stabilize and evacuate the injured, while acting in a threat-evading recovery role.

The three medics who participated in Full Court

Press received enhanced medical training through the Flight Medical Aidman's course at the U.S. Army School of Aviation Medicine on Fort Rucker, Ala.

The course consists of 86 academic hours of medical subjects, 19 hours of aeromedical subjects and 44 hours of aviation subjects.

The medics embedded with Counterdrug teams on California Army National Guard UH-60 Blackhawk helicopters and California Air National Guard HH-60G Pave Hawk helicopters.

"To my knowledge, this is the first time Army medics have functioned as a part of an Air Force flight crew — at least in California," said Air Force Maj. Brian Finnerly, a Counterdrug HH-60G Pave Hawk helicopter pilot.

"They were able to log flight and training time on Air National Guard helicopters after [the National Guard Bureau] approved the interfly mission."

Army Sgt. Andrew Neil, who was recently hired to the Task Force, has already proven to be an asset to the Counterdrug mission with his 11 years of combat medic experience.

"Having medics on the flight with us, not only for their expertise in the case of emergency, but as another set of eyes and hands in the back [of the helicopter], is extremely reassuring during missions like these," Finnerly said. He also emphasized the importance of building rapport between Army and Air Guard personnel, because while deployed overseas they are often integrated into a single crew.

"Working with Counterdrug is a great opportunity to become proficient working in the aircraft," Neil said. "Any additional time performing my job, outside of a traditional Guardsman status, is a great chance to improve my skills and more adequately support the mission." ■



Army Sgt. Andrew Neil, a flight medic with the CNG's Joint Task Force Domestic Support-Counterdrug, examines the ground below from an Air Guard HH-60G Pave Hawk helicopter during Operation Full Court Press in July in northern California. Neil and other medics provide valuable medical support for Counterdrug missions and also serve as helicopter operations and management specialists.

# NCTC provides variety of training

Story and photos by Tech. Sgt. Betty Squatrito-Martin  
NGB-Countedrug Public Affairs

Nestled at the base of the Blue Mountains and bordered by gently rolling farm lands stretching as far as the eye can see, located approximately 25 miles east of Harrisburg, Penn., sits the Northeast Counterdrug Training Center (NCTC) in Fort Indiantown Gap.

On a cool, crisp March day, the Pennsylvania National Guard's NCTC hosted the Community Anti-Drug Coalitions of America (CADCA) and the U.S. Marshals Service.

According to Lt. Col. Gilbert R. Durand, II, Pennsylvania Joint Task Force Commander, NCTC provides necessary facilities and support to Law Enforcement Agencies and coalition based organizations to enhance their ability to remove illegal drugs from the streets and to educate communities in the latest drug prevention techniques.

As if to punctuate Kiehl's remarks, CADCA members filled a state-of-the-art classroom, taking part in The National Coalition Academy; a comprehensive training program to include the entire planning, implementation and evaluation process coalitions go through, while the U.S. Marshals officers entrenched themselves in high risk entry scenarios at the state-of-the-art High Risk Entry Facility (HREF.)

"For a trainer, the facility is fabulous," said Dave Shavel, contract trainer with

CADCA. "We have interactive blackboard, we have individual work stations for each of the participants to be able to not only listen to class, but when we have activities or projects for them to work on, they can actually go on to the workstation on their computers and do the work."

The equipment is great, lodging is awesome and National Guard Counterdrug staff members are supportive of what we are doing, which makes it easy to be away from family, said Megan Scott, director Morgan City Partnership and CADCA attendee.

While CADCA members shared ideas and experiences in the state-of-the-art classrooms, the U.S. Marshals Service officers were honing their high risk entry skills at another location on base.

The HREF provides residential, apartment and office scenarios with indoor and outdoor entries with and without stairwells. The facility is completely wired for light and sound effects. In addition, it is wired for video recording, which allows



The Northeast Counterdrug Training Center in Fort Indiantown Gap, Penn., played host to the Community Anti-Drug Coalitions of America's training workshop Feb. 28-March 4. The 35 trainees hailed from 20 different states and represented 23 different coalitions.

trainees to immediately review and critique their performance.

Having different rooms available, the apartment setting, listening to music, the distractions, and having role players is helpful; it allows us to engage in a number of real life situations, said Officer Ester Rhodes.

After each scenario, the officers are given a short debrief of their performance.

"This facility is invaluable to us; there are no other facilities where we can look at, or are able to watch our officers when they're training like we can here," said Alix Fils-Aime, U.S. Marshall, head of High Risk Training.

"It's easier to be criticized here than to be criticized because there was an error made out there (the street) that could potentially pose a risk to yourself or to another officer," said Rhodes.

The day's events were just a sampling of the several hundred events that take place each fiscal year at NCTC.

Attendees always learn something they can apply when they are on the job, said Kiehl.

Not only can attendees improve their job skills and techniques, they can earn college credit.

Kiehl said, NCTC has received recognition from two universities for college credit. As a result, law enforcement officers, military members, or members from community based organizations can attend training and submit their certificates to the university and receive college credits. ■



U.S. Marshals receive last minute instructions as they prepare to practice high risk entry tactics at the Northeast Counterdrug Training Center in Fort Indiantown Gap, Penn., March 2.



# Abracadabra: Can't see it?

Story and photos by  
Tech. Sgt. Betty Squatrito-Martin,  
NGB-Counterdrug, Public Affairs

Background photo illustration by  
Master Sgt. Megan Hunter,  
NGB-Counterdrug, Media

Just as the magician provides an illusion, so too does Mother Nature, and just as the magician's illusion can be revealed, so too can Mother Nature's cover be penetrated—with the right technology. In this case, the right equipment: the AN/TPS - 75 transportable three dimensional air search radar, employed by the National Guard Counterdrug Federal Operations Mobile Air

Surveillance System (MASS) unit.

The MASS unit deployed to an undisclosed location along the Canadian border in Northern Minnesota during May and June in conjunction with Joint Task Force North (JTF-N) to be watchful eyes for the U.S. Border Patrol during Operation Iron Fence.

"Our mission is to set up a site and keep a big eye on an area," said Senior Airman Aaron Driver, MASS unit radar technician.

Like the magician's hat, the densely populated forests, mountainous terrain and gorges along the Canadian border provide cover for the

proverbial rabbit. And, like the magician, the AN/TPS - 75 radar knows what goes on behind the scenes.

Chief Master Sgt. Jose Hernandez, 141st Air Control Squadron, Puerto Rico Air National Guard, said "The eye can't detect any targets; you can look at the sky and you don't see any aircraft; but, when you go to our screen, you see hundreds of aircraft."

According to Maj. Samuel Rosario, mission planner, JTF-N, there is not much else the Border Patrol can depend on to face some of the threats they face on a daily basis.

"The National Guard is a force





# With radar...you can

multiplier for us," said Brent Everson, supervisor U.S. Border Patrol, Grand Forks sector. "It [the Guard] is going to help secure both the Canadian and U.S. sides of the border from transnational criminal organizations and other people who want to do harm in the area."

Bringing the AN/TPS - 75 radar capability to the U.S. Customs and Border Protection (CBP) greatly enhances the CBP's ability to look at areas otherwise unseen, which gives them greater situational awareness, said Rosario.

Once information is gathered, it is sent to analysts at another location such as the Air and Marine Operational Center (AMOC).

"My primary job is to make sure the information coming out of the radar gets sent to the distant end, such as the AMOC, intact and in a format that can be used," said Staff Sgt. Jason Speaker, MASS communications technician.

Once the information reaches the AMOC, it is analyzed in conjunction with other assets used by the CBP, which enables them to see where the planes are, to see their potential destinations, and to plan their course of action.

Although the AN/TPS - 75 appears

to be magic, one thing is certain, it is not magic that makes a mission like Operation Iron Fence possible.

In order for a mission like this to take place, the law enforcement agency first identifies the need then sends a request to Joint Task Force North to help them fill the mission requirements. Upon request, JTF-N, locates personnel and equipment that meet the mission requirements. Once the equipment and personnel are identified, JTF-N seeks volunteers to fulfill the mission requirements. As a result, those who participate in missions like Operation Iron Fence do so strictly on a voluntary basis.

Guardsmen volunteer to participate in the mission, in part, because they receive training in a "real world" mission environment.

"One of the biggest take aways for

me is the training I have received from actually setting up the radar at an interesting site such as this," said Driver.

"Operation Iron Fence is a win win for everyone involved," said Rosario. "When Guard personnel come here from their units, they are doing a real world mission while training on their specific jobs and tasks, and the Border Patrol gains situational awareness."

Whether unveiling the cover of Mother Nature or planning and fulfilling mission requirements, one thing is certain, missions such as Operation Iron Fence are mutually beneficial.

The Guard brings a capability not possessed by the law enforcement agencies. As a result, the Guard members enhance their operational capabilities by attaining training in a real world mission while assisting the CBP in securing the border. ■

(Left) Counterdrug Federal Operations Mobile Air Surveillance System (MASS) unit members assist the U.S. Customs and Border Protection with securing the Canadian border in northern Minnesota during Operation Iron Fence. The MASS unit deployed with the AN/TPS-75 radar to assist border protection with seeing incursions into U.S. territory. The AN/TPS-75 is one of the military's unique capabilities provided by National Guard Counterdrug Federal Operations to help secure the border and give law enforcement agencies an additional tool in the fight to stop drugs from entering the United States.

(Right) Senior Airman Aaron Driver, MASS unit radar technician checks the radar controls.





# Maine holds Team Readiness Training

Story and photo by Spc. Alyson Pelletier  
MENG 121st Public Affairs Detachment

The Maine National Guard Counterdrug Program conducted Team Readiness Mini Module facilitator training at its Augusta, Maine, headquarters in August. Year-end funding, available through the National Guard Bureau Substance Abuse Program, made the training possible.

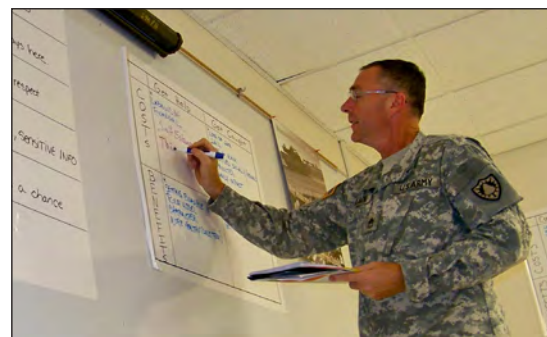
Thirteen Maine National Guard members and two Idaho Guard members took part in the training. Many of them were unfamiliar with the Team Readiness program, let alone the Team Readiness Mini Modules.

The Team Readiness program is a substance abuse prevention program the National Guard Bureau developed in conjunction with Dr. Joel B. Bennett from Organizational Wellness and Learning Systems (OWLS). The program is not only designed to help Soldiers and Airmen become more aware of stress and coping mechanisms, but to teach team members how to identify stress in others and help them cope.

"Team Readiness was adapted from a nationally recognized program called Team Awareness," said Dr. Bennett. "This pro-

Brawn, the Maine National Guard Prevention Treatment Outreach Coordinator.

"Of all the services, the National Guard has had the highest drug positive



Sgt. 1st Class Roger Brawn, Prevention Treatment Outreach Coordinator for the Maine Counterdrug Program, instructs the class during Team Readiness training held in August.

rates in the country, so a program was needed to help reduce that," said Brawn. "We also learned that prevention education programs that just talked about the negative effects of drugs didn't work. They were not scientifically based."

Team Readiness Mini Modules are a modified version of the Team Readiness program. The Team readiness program involves six modules and requires 90 minutes for each module. The Mini Module program includes five modules that require 20 to 30 minutes to complete.

Maine is one of two states in the country to administer the Team Readiness Mini Module facilitator course. The three-and-one-half-day course involves every student facilitating at least two modules.

The idea behind the classroom hands-on approach versus the online course is that students gain interpersonal skills that cannot be taught by reading and clicking through slides. The program and the class is very interactive. Almost every module has an activity and participants are encouraged to interact.

Since the implementation of the Team Readiness program within units of the Maine Army National Guard, Brawn has seen a decrease in drug positive rates. "I have facilitated the full version of the Team Readiness class," said Brawn, "and was amazed at the results. Not only did we see a reduction in the drug positive rates over time for those units but the immediate impact was incredible. I was not fully prepared to have so many soldiers that wanted help or information to come forward directly after the class. That was one of those, 'Wow, this program really works!' moments. The drawback was I was the only person trained to deliver it in our state. With the new Mini Modules versions we should be able to reach out to every unit and service member in our state." ■

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*"I was not fully prepared to have so many Soldiers that wanted help or information to come forward directly after the class. That was one of those, 'Wow, this program really works!' moments."*

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Sgt. 1st Class Roger Brawn  
Prevention Treatment Outreach Coordinator

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gram has been shown to reduce stress, enhance help-seeking, improve the work climate, and reduce risks for problem drinking. The program appears to work by giving employees skills they need to work together in supporting each other, to stay healthy; and, when they are at risk for poor habits, encouraging them to get the help they need. Because it is a classroom-based program with a lot of group discussion and peer-to-peer awareness exercises, the program emphasizes a lot of 'taking care of our own' in the local community that makes up each Guard unit."

The Team Readiness program is facilitated at the unit level, and each facilitator receives training from Sgt 1st Class Roger

## - TBRM Page 6

offers an approach that is as flexible as it is innovative. It has been designed to account for the fluid nature of the narcotics threat faced by the nation. This flexibility helps NGB CD and other stakeholders make continual adjustments to their programs on an 'as-needed' or 'as-required' basis. The desired end goals are a more effective and efficient management of resources, coordination of effort, and a more collaborative effort to implement NG CDP policy.

It is unrealistic and inefficient to rapidly increase or decrease state Counter-

drug Programs. States having a baseline budget and an understanding that each year they will be within a certain percentage based on threat will assist with planning. The progressive implementation enables states to better plan future operations.

While not a "be all and end-all" resource that eliminates discretion by automating necessary human judgment – the TBRM does support, in a unique way, the decisions the NG CDP must make in FY12 and in future years regarding resource allocation.

The TBRM is meant to be an iterative process that evaluates the threat

on an annual basis. As the threat evolves, so do resource allocations.

The TBRM process is not unlike the funding allocations used for law enforcement grants such as the Edward Byrne Memorial Justice Assistance Grant (JAG).

The implementation of the Threat Based Resourcing Model in FY12 reflects a continued commitment to fully fund and support today's global operations while ensuring the National Guard Counterdrug Program is prepared to face the likely challenges of the future. ■



# Operation Grim Reefer successful, professional operation

Story by Capt. Catalina Carrasco  
38th Infantry Division, Public Affairs Officer

The Indiana National Guard participated in a multiagency operation led by the Indiana State Police to eradicate marijuana in the state, which started Aug. 22, and lasted for seven days.

Operation Grim Reefer was a follow-up to Operation Hoosier Thunder, which occurred in 2010. This year, as in the previous operation, the Guard provided personnel, equipment, aircraft, communications and intelligence assets.

“Given the complex nature of the mission and multiple-agency involvement, it takes months to prepare,” said Lt. Col. Kevin Extine, Indiana National Guard Counterdrug Task Force Chief. “The operational planning, training and risk-mitigation measures that go into this type of operation began at the end of last year’s operation and continued through mission completion.”

The search took place around 30 counties making up the southern part of the state. Grim Reefer personnel efforts resulted in the eradication of 7,548 marijuana plants located in 127 plots and two indoor locations. The search resulted in nine arrests with 22 charges. The personnel also located two methamphetamine labs and confiscated one weapon.

Grim Reefer personnel were divided into ground and air teams. Each team was comprised of members from the Indiana State Police, U.S. Forest Service, Drug Enforcement Administration, Indiana Department of Natural Resources Law Enforcement Division, and the Indiana National Guard. Personnel from the Counterdrug Task Force and the 38th Infantry Division represented the Guard.

The air teams flew in either a UH-60 Blackhawk or OH-58 Kiowa helicopters operated by Soldiers from the 38th Combat Aviation Brigade.

Personnel on the aircraft spent hours flying

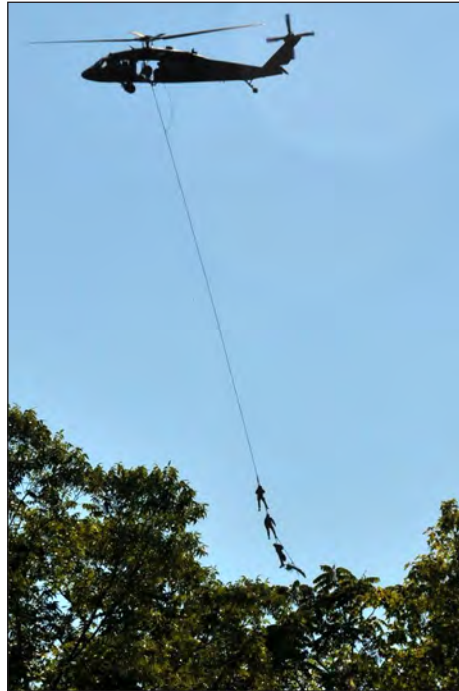


Photo by Sgt. Lorne Neff, INNG, JFHQ

Operation Grim Reefer team members hang from a rope as a UH-60 Blackhawk extracts them after eradicating marijuana plants in southern Indiana. The eradication resulted in the removal of more than 7,500 plants in 30 counties over a seven-day period.

over the area searching for marijuana plants, particularly around the Hoosier National Forest and public lands. Once the plants were identified, the location coordinates were provided to the ground teams. The ground teams then eradicated the illegal growth.

Locations out of the reach of the ground teams required air mobile eradication teams to complete the task. The air mobile teams either repelled into the area from a UH-60 Blackhawk or used the Special Patrol Infiltration and Extraction System (SPIES).

“It’s a means of extracting up to 14 personnel over short distances,” said Staff Sgt. Brett Keller, a Counterdrug Task Force team leader of SPIES.

“What we found during operations like

this is that drug trafficking organizations and local growers alike like to take advantage of remote locations to operate due to the limited chance of detection. This is just a way for us to adapt our tactics to meet that threat, get people on the ground in places where most people wouldn’t be able to get to,” said Keller.

In keeping up with the National Guard’s continued efforts, this mission also served to test communications capabilities. For that reason, the Indiana Guard’s 53rd Civil Support Team joined the operation.

“The most important product and process we were able to glean was a solid assessment of the current communication capabilities of the counterdrug team,” said Sgt. 1st Class Michael Galloway, CST’s communications chief. “This allowed us to assist them in configuring a more secure and seamless communications package for future missions.”

Operation Grim Reefer’s successful mission displayed the value of their Counterdrug training and operations experience.

“We accomplished our goal,” said Evan Johnson, one of the ground team’s leaders. “We eradicated a large amount of marijuana in southern Indiana,” he said referring to the more than 7,500 plants that they found.

According to Extine, the National Guard’s support to reduce the drug supply has been a valuable asset to Indiana State Police. Sgt. Lou Perras said military operational support provides a transparency for civilians to see the services uniformed personnel provide their local communities.

“By continuously refining the plan and adapting to ‘boots on the ground’ intelligence,” said Extine of the personnel performing the mission “we will continue to make these types of operations successful year in and year out.”

“It has been a very successful operation, a very professional operation, and I’m just proud to be a part of it,” said Perras. ■



## Counterdrug Airman: Airman of the Quarter

**Tech. Sgt. Joseph Nagengast, Counterdrug Federal Operations Host Nation Rider Program escort in Miami, Fla., was named the Air National Guard Non-Commissioned Officer of the Quarter for the second quarter of the year. Nagengast will receive a plaque, citation, check, and a swag bag (goodie bag) from AAFES.**

**Nagengast is now in the running for Air National Guard “Airman of The Year.”**



# Operation Full Court Press cleans up!

Story by Master Sgt. David J. Loeffler, CNG JFHQ Public Affairs  
Photos by Sgt. Lalita Laksbergs, NGB-Counterdrug, Public Affairs

As hikers, campers and nature enthusiasts enter the Golden State's forests, too few realize the dangers lurking deep within the canopy. The perils they face are not limited to terrain and wildlife; they now face a large number of criminal organizations growing marijuana in California's parks, reserves and public lands. The growers, often armed and dangerous, continue to damage the environment, poison the watershed and escalate their violence.

The "Emerald Triangle," known for decades for its cultivation of high-grade marijuana, was the target for a multi-agency marijuana eradication effort, Operation Full Court Press, in July. The operation targeted large-scale, illegal grow sites in and around the Mendocino National Forest, with participation from 25 local, state and federal agencies. California National Guard (CNG) Soldiers and Airmen supported Full Court Press with aviation assets, criminal analysis, logistics, IT networks and reclamation efforts.

"One of the California National Guard's most important roles is the planning from the beginning. Bringing all of the agencies and resources together is 90 percent of the mission," said Air Force Maj. Sean Bo-

thelio, intelligence officer for the CNG's Joint Task Force Domestic Support-Counterdrug. "We assist law enforcement agencies by gathering information from traffic stops, suspected grow areas and suspected drop points and generate intelligence reports that can be used to piece it all together."

CNG Soldiers and Airmen also provided ground tactical support, and CNG aviation assets used multi-spectral imagery to detect water usage and ground disturbances in potential grow sites. Guard members on the ground removed miles of plastic irrigation line and tons of pesticides, fertilizer and garbage from the forest.

The trash generated by the growers, much of it hazardous material, was airlifted from the grow sites and transported for further processing.

"It's a lot like 'Groundhog Day,'" a reclamation team member said after his fourth day removing waste, referring to the 1993 movie in which Bill Murray's character relives the same day again and again. "But we know we are making progress and doing this for the right reason."

The reclamation teams consisted of a full spectrum of law enforcement agents, with CNG members integrated into the teams. The teams were lowered from helicopters, or hoisted, into the remote grow sites and spent long days cleaning up trash and "chasing line."

The intricate web of black irrigation tubing often led members through treacherous terrain to additional grow sites and further scarred forest.

"[Criminal organizations] are clear-



During marijuana reclamation activities in the Mendocino National Forest, members of the High Sierra Volunteer Trail Group's Grow Site Restoration Team worked with CNG Joint Task Force Domestic Support - Counterdrug members to remove and haul away more than 25 tons of trash, over 5,000 pounds of fertilizer and over 40 miles of irrigation lines from recently eradicated illegal marijuana grow sites during Operation Full Court Press.

cutting trees, poaching animals, damaging water sources and poisoning the forest," said Lt. Sam Castillo of the California Department of Fish and Game. "It is common for the growers to use rodenticides, pesticides and fertilizers, many of which are illegally brought into this country... that eventually gets into water that is consumed by plants, animals and people."

Full Court Press resulted in seizure

or eradication of 632,000 marijuana plants and two tons of processed marijuana, according to the Mendocino County Sheriff's Office.

Agents also seized \$30,000 in

U.S. currency, 38 weapons and 20 vehicles, and arrested 159 individuals.

"The growers do tremendous damage to California's land, and they pose serious risks to the citizens of California," said Army Maj. Gen. David S. Baldwin, adjutant general of the CNG.

"I am very proud of the efforts of the Soldiers and Airmen of the California National Guard and their involvement in Full Court Press. They are highly trained professionals who provide unique abilities to law enforcement agents who take on this very difficult, demanding and important mission., said Baldwin. ■



Members of the High Sierra Volunteer Trail Group's Grow Site Restoration Team worked with CNG Joint Task Force Domestic Support - Counterdrug members and California Department of Fish and Game personnel to remove trash, irrigation lines and hazardous debris from eradicated remote illegal marijuana grow sites during Operation Full Court Press.

This project also was used as a springboard to launch a substance abuse community coalition in Gjilane. This multi-sector community coalition included local educators, businesses, NGOs, government agencies, emergency response and military. Although this initiative was started late in the KFOR10 rotation, the coalition was able to form and receive several substance abuse coalition development trainings. When Bruening ended his rotation, two coalitions had been developed and were given many of the tools needed to be successful in their future efforts.

Although these are small anecdotal instances of the application of Civil Ops forces, the implications are much more wide spread. Counterdrug Civil Ops brings some very specific skills to the fight that are not replicated anywhere else in DoD. We continue to

see community development needs in our areas of operation both foreign and domestic.

The core competencies of the civil operations teams are completely overlooked yet easily applied in many instances.

Overall, the need for Civil Ops teams on both the CONUS and OCONUS missions are twofold.

First, reducing the drivers of demand, the local conditions that create an environment

for substance abuse and other risk factors, works to stabilize a community and make it safer. Whether this is within the U.S. creating a safer environment for our own citizens or on foreign soil creating a safer environment for deployed Soldiers and a more stable nation, the cause and effect are the same. Second, there is a

*"We worked with groups that were trying to affect change. We worked hard to all agree on one piece to fix...the most important thing. Then we broke it down into more manageable pieces for each group."*



Capt. Benjamin Bruening spoke to students at Kamenica High School, Kosovo, during a block of training related to 'Character Ed'. The 'Character Ed' portion of training was a mentoring class built around Army values. The training was transmitted through a translator as only 10 percent of students were fluent in English.

growing need both in the Title 10 and Title 32 mission for coalition development.

Whether working with local community coalitions or multi-agency coalitions of foreign entities, many of the key principles in this work are the same. The only place in DoD where National Guardsmen are consistently trained and developed in the field with these skills is within Counterdrug Civil Operations. ■

## TX JOINT TASK FORCE HELPS RECLAIM NEIGHBORHOODS

Story and photo by Sgt. Lamine Zarrad  
TXNG 100th Mobile Public Affairs Detachment

A convoy of construction machinery, illuminated by police cruiser strobe lights, resembled a Mardi Gras parade rather than a military convoy. However, the adults and children of the Harlingen communities, greeted the Soldiers and Airmen of the motorcade like wartime heroes.

The servicemembers and their equipment were part of Operation Crackdown, the Texas Military Force's effort to reclaim neighborhoods from the influences of violence and illegal drugs.

Operation Crackdown employed seized drug funds to rent machinery and equipment for the demolition of houses used in drug-affiliated activities, said Army Staff Sgt. Michael Leslie, the Noncommissioned Officer in Charge of the operation.

"The National Guard is a community organization," said Col. Randal E. Davis, the commander of the Texas Military Forces Joint Counterdrug Task Force. "We live in this community. We are here to help."

"It's a joint operation," said Air Force Capt. Samantha A. Martinez, the Officer in Charge of Operation Crackdown.

During Operation Crackdown missions, the National Guard Soldiers and Airmen operate jointly with the local authorities and federal agencies in demolishing houses with a connection to illicit activities.

Successful community policing relies on continuous cooperation between various local, state and federal agencies, said Tom Whitten, Harlingen's police chief.

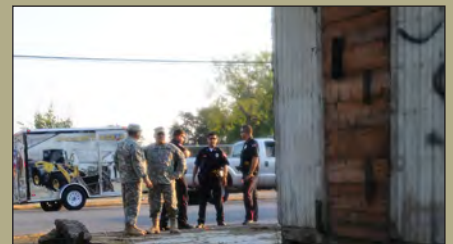
"The joint effort will especially benefit the children in the communities, as some of the decrepit houses are in near proximity to schools," said Carlos Yerena, Harlingen city manager.

"We are very happy that we came together to help clean up the city," said Lt. Miryam Anderson, an officer with the Harlingen Police Department.

The fifth graders of James Bowie Elementary (JBE), situated directly across the street from a house riddled with gang-affiliated graffiti, showed plenty of enthusiasm about the project.

The children are expecting newly planted trees in place of the decrepit building, said Kiara Trevino, a fifth grader at JBE who formerly resided next-door to the targeted structure.

Prior to demolishing the house, Counter-



Members of the Texas Military Forces Joint Counterdrug Task Force conduct a house demolition in Harlingen, Texas, Aug. 31.

drug Task Force servicemembers with the Civil Operations program provided anti-drug education to children attending JBE.

Law enforcement agencies consistently reported reduced crime rates in the communities participating in Operation Crackdown, said Martinez.

Since inception in 1993, Operation Crackdown has demolished nearly 1,200 dilapidated houses in over 40 Texas communities, said Davis.

"We are working side by side with our law enforcement partners and local communities," said Davis, "to interdict the flow of drugs, remove safe havens for their use, and reduce demand within the state to make our communities safer." ■



# 'EYES IN THE SKY'

Story and photo by Sgt. Rebekah Malone  
LANG Public Affairs Office

In the pre-dawn hours on July 27, helicopter pilots and crew chiefs from the Louisiana National Guard (LANG) Counterdrug Task Force readied their equipment at the Army Aviation Support Facility in Pineville, La.

The mission: help bring in the bad guys.

Headed by the Terrebonne Sheriff's Office Narcotics Task Force, the Houma, La., round-up included more than 200 agents and support personnel. Participating agencies included the Louisiana State Police Narcotics Division, St. Mary's Narcotics Division, Drug Enforcement Administration New Orleans Field Division, Louisiana Probation and Parole and the Houma Police Department.

According to Capt. Michael S. Russell, the assistant task force commander from Terrebonne Narcotics Task Force (TNTF), the TNTF executed a series of 25 search warrants and attempted 73 arrest warrants based on more than 24 months of covert investigation. This round-up resulted in the seizure of 698 grams of narcotics, 22 weapons and more than \$50,000 in cash.

"Executing the warrants at one time created an element of surprise," said LA State Trooper Sgt. Brett Lange, who has worked with the LANG for 15 years. He said the cross-agency cooperation enabled the successful operation.

"If we don't work together, we'll never get the job done," he said.



During the top-cover aviation operation, two LANG UH-72A Lakota's watched from the air while law enforcement agents on the ground executed the warrants, providing a bird's eye view in the event suspects attempted to flee to avoid arrest.

"Our mission was to fly top-cover for law enforcement agencies (LEAs) serving warrants to ensure if they attempt to run, we can follow them by air," said Lt. Col. Ray Schindler, commander of the Counterdrug Task Force. "We talk to the officers on the ground from the air to assist them in apprehending."

"Over the years, our capability to assist LEAs has increased due to the addition of radios that are compatible and on the same frequency the LEAs use on the ground," said Schindler.

Col. Mike Solet, the sheriff's assistant with the Terrebonne Parish Sheriff's Office, was in charge of the operation and monitored the mission from the LANG's UH-72A Lakota. He said the Guard's main contributions were the resources they provided to the round up.

"Counterdrug is so familiar with our terminology, we work well together," said Solet, who first worked with Counterdrug in 1995.

The task force has flown more than 100 missions this year assisting federal, state and local agencies. Later this year, two of the Lakotas will receive



Col. Mike Solet, sheriff's assistant with the Terrebonne Parish Sheriff's Office, observes law enforcement agents on the ground in Houma, La., during a round-up executing search and arrest warrants, July 27.

upgraded equipment to include: digital video recorders, search lights, touch screen displays of moving maps and a hoist.

"So far, over 400 hours have been flown in support, with another 250 to 300 scheduled until 30 September," said Lt. Col. Dallas Jones, deputy commander of the Counterdrug Task Force.

"The Guard's new aviation equipment provides additional capabilities than what most law enforcement agencies have readily available to them," said Schindler. "When they need aviation assets that they otherwise cannot get, they know they can call the LANG Counterdrug Task Force for support."

Designed to provide highly skilled personnel, specialized equipment and facilities to law enforcement agencies and community based organizations in response to a changing drug threat; the Counterdrug Task Force is the catalyst for synchronized cooperation between federal, state and local agencies across the full spectrum of counterdrug homeland security operations. ■

## First Criminal Analyst of the Year Award

The California National Guard Joint Task Force Domestic Support - Counterdrug is home of the first National Guard Counterdrug Criminal Analyst of the Year award winner.

An Airman from the Central Valley High Intensity Drug Trafficking Area Marijuana Investigation Team, garnered the first award due to outstanding support and contribution to law enforcement agencies.

The Guardsman\*, who was selected above 700 criminal analysts, supports a multi-agency coalition focused on interdiction and prevention of marijuana grown on public lands. The Airman's expertise lies in analyzing pen registers, wires, subpoenaed records and databases to produce investigative leads for task force officers.

The Guardsman's efforts in synthesizing over 108 actionable intelligence reports directly resulted in 32 criminal cases, 130 suspects apprehended, 64 weapons confiscated, 663,898

plants eradicated, 6,934 pounds of processed marijuana seized, 4.4 pounds of cocaine and 25 pounds of crystal meth being seized.

According to Lt. Col. Michael E. Patterson, acting chief, NGB-J32 Counterdrug Division, the Air Guardsman demonstrated extraordinary initiative by developing new analytical techniques to capture thousands of cell phone GPS locations, then put them into a functional map for investigators and then shared the techniques with analysts in their state.

"The Counterdrug Guardsman's efforts and accomplishments bring a great deal of value to the Counterdrug Team," said Patterson.

The National Guard Bureau Analysis and Fusion Section developed the award to recognize the outstanding support and contributions Counterdrug criminal analysts provide law enforcement agencies. ■

\* The name of the CANG JTFDS-CD award winner withheld due to the sensitive nature of the job.





# GUAM, SAIPAN AND TINIAN BATTLE ILLICIT DRUGS

Story and photos by Tech. Sgt. Andrew Jackson, HING 154th Wing  
Tech. Sgt. Betty J. Squatrito-Martin, NGB-Counterdrug Public Affairs,  
contributed to the story

During World War II, many a battle was fought on the islands in the Pacific; the guns have long since gone silent, but that does not mean battles are not still being waged on the islands. However, today, instead of foreign country, the adversary is illicit drugs.

One of the battles, an effort to rid the islands of illegal marijuana grows, was fought in August on Guam, Saipan, Tinian and Rota by a multiagency task force made up of Guardmembers from Guam, Hawaii, Nevada and Florida, Drug Enforcement Agency (DEA), Federal Bureau of Investigation (FBI), Office Special Investigations (OSI), Coast Guard Investigative Service (CGIS), Postal Inspectors Office, Internal Revenue Service-Criminal Investigations (IRS-CI), the U.S. Marshals, and officers from the Oahu and the Kauai Police departments.

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*"Even if we were to walk away from here with just 50 plants, it would be great."*

1st Sgt. John Pangelinan  
Guam Counterdrug Program

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This operation provided an opportunity to continue the development of interagency relationships. "Whenever we have a chance to work with our Hawaii counterpart and Federal agencies both from Guam and Hawaii, it's great. I just love the camaraderie," said 1st Sgt. John Pangelinan, Non-Commissioned Officer in Charge, Guam Counterdrug program. "It shows a good combined effort of every agency fighting for the same cause, getting drugs off this island (Guam)," he added.

The mission begins as ground crews and aircrews, in separate locations, coordinate the day's activities. Radios are passed out, helicopters are fuelled and flight checked, and machetes are issued. The ground crews, a combination of federal and state law



A police officer counts the confiscated marijuana plants while a Guam National Guard member records the count. National Guard Soldiers and Airmen from Guam, Hawaii, Nevada, and Florida, supported marijuana eradication missions in August along with the DEA, FBI, OSI, CGIS, Postal Inspector's Office, IRS-CI, the U.S. Marshals office, local law enforcement and officers from Oahu and Kauai Police departments.

enforcement agencies (LEAs), make their way to the Humvees, while aircrews, Hawaii, Florida, and Nevada National Guard Counterdrug personnel and the DEA, board their helicopters.

Soon the whirl of rotary blades is heard as helicopters take off to provide a platform to gather intelligence from the sky. The ground crews board the Humvees and roar off to position themselves for a quick response to information provided by the aircrews. Eventually, the ground crews will converge on the illicit crops that have been spotted by the well trained eyes of the pilots and spotters.

Once on location, the ground crews spring into action, machetes in hand, to clear away brush enabling the LEAs to uproot any marijuana that has been spotted and to destroy all materials associated with growing the illicit crop from pots to water jugs.

Once the flying mission ends, ground teams tally the number of plants confiscated.

Guam's two day mission yielded over 800 plants and over 100 mature buds. Saipan's one day mission brought in over 900 plants, and the missions on Tinian and Rota produced 300 plants.

"Even if we were to walk away from here with just 50 plants, it would be great," said Pangelinan. "Just our presence out there, is letting the island (people) know that drugs are not going to be tolerated here on the island (Guam)," said Pangelinan. ■



Law enforcement officials bundle and carry off marijuana plants confiscated on Guam during the marijuana eradication mission in August. National Guard Soldiers and Airmen from Guam, Hawaii, Nevada and Florida Counterdrug programs, supported the DEA, FBI, OSI, CGIS, U. S. Postal Inspector's Office, IRS-CI, the US Marshals office, local law enforcement and Officers from Oahu and Kauai Police departments during the marijuana eradication missions on Guam, Tinian, Saipan and Rota.





# When it seems like there's no hope, there is help.

If you feel trapped...If you feel you have no one to turn to...If you've been feeling down for a while and you're not exactly sure why...

It's important to talk to someone. You can talk to someone right now by calling the Lifeline. Help is available at any time of the day or night—and it's completely free and confidential. We're here to listen and to help you find your way back to a happier, healthier life.

If you or someone you know is thinking about suicide,  
call the National Suicide Prevention Lifeline:

**1-800-273-TALK (8255)**

**With help comes hope.**

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U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Substance Abuse and Mental Health Services Administration  
[www.samhsa.gov](http://www.samhsa.gov)

National Guard Counterdrug is on the Web at:

[www.facebook.com/NGBCounterdrug](http://www.facebook.com/NGBCounterdrug)

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