

RECRUITER

United States Army Recruiting Command July 2011

Journal



AIRBORNE
All the Way!

page 14



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ON THE COVER: Staff Sgt. Joseph Tremblay explains Army airborne techniques during an Army airborne class. Photo by Christine June, Harrisburg Battalion. **BACK COVER:** Sgt. Sean C. Fleming, Army Career Center South Shore on Staten Island, duels against 16-year-old David Lawal, a student at the Bronx's Fordham Leadership Academy for Business and Technology, during a rigorous pull-up contest at Manhattan's Pier 86 during Fleet Week New York City 2011. Photo by T.M. Beller, New York City Battalion.

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RECRUITER Journal

U.S. Army Recruiting Command

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Transitions

Develop Comprehensive Plans, Share Your Knowledge

As we approach the end of the recruiting year once again well-positioned for success, I want to first thank the entire team for your hard work and sacrifice. What you do every day is extremely important to the command and to our Army. Secondly, I ask everyone to keep up the momentum. We cannot afford to become complacent and must continue to focus on the Army Reserve mission, especially Army Reserve Prior Service and Officer Candidate School, in order to bring the right individuals into areas our Army needs.

This month also takes us well into the annual season of transitions. At the end of June we said farewell to our Deputy Commanding General Brig. Gen. Bryan Roberts, who is heading to theater to join the Iraq Training and Advisory Team-Army, U.S. Forces-Iraq. Brig. Gen. Roberts has been a tremendous asset to this command and Robyn and I wish the Roberts the very best as they take on this new assignment. We also welcome Col. (P) Henry Huntley and his family as they join our team after serving with the Army Materiel Command. He brings a wealth of experience as a leader and as seasoned public and congressional affairs officer which will greatly benefit our command.

In addition, we have many new folks joining the team across USAREC, where well-planned transitions will be critical to our continued success.

Please be sure to develop comprehensive plans to share pertinent information with incoming personnel. Every brigade, battalion, company and station is unique in its geography and regional perspectives. Bottom line: we must properly arm our new leaders for success. From information about the mission and market to influencers, school plans, effective local marketing ideas, community issues, grassroots initiatives and partnerships — we must provide them the tools to help build upon your success.

For those who are leaving USAREC — no matter what level — I ask you to think back to when you first arrived in your position. What things did you need or want to know, but did not learn right away? What would have assisted you in your transition? Be sure to pass that knowledge on.

I also encourage you, whenever possible, to involve spouses and Families in your transition plans. They are a valuable part of our recruiting team and the insights and information they can share with incoming Families will make our entire team stronger.

On a final note, I'd like to urge everyone to make the time to spend time with your Families. Take advantage of this opportunity when children are out of school to have fun and enjoy time together. And whatever you choose to do — at home or away — please keep safety uppermost in your mind. Each one of you is important to the team!

Once again, thank you for what you do day in and day out representing our profession of arms across America and providing the strength for our force.

Army Strong!



Maj. Gen. David L. Mann

Marksmanship Unit Holds Annual Action Shooting Clinic

By Michael Molinaro
U.S. Army Marksmanship Unit

The fourth annual U.S. Army Marksmanship Unit Action Shooting Junior Clinic will be Oct. 28-30 at Krilling Range on Fort Benning, Ga.

Champions from the USAMU's Action Shooting Team, including three-time multi-gun national champion Staff Sgt. Daniel Horner and Pfc. Shane Coley, a former camp attendee and U.S. International Practical Shooting Confederation World Shoot team member, will be the primary instructors.

Juniors attending the clinic will learn advanced skills in drawing, accuracy, movement techniques, transitions and reloads. The first two days will consist of hands-on training with a match on Sunday to conclude the clinic.

There is no entry fee associated with the clinic. Attendees must bring all equipment, ammunition and provide their own transportation to and from the range, as well as all meals.

This is not a clinic for novice shooters — those wishing to attend must be USPSA classified. USAMU Soldiers relish the chance to pass on their expertise to junior shooters who have the desire to learn and enhance their skills while having fun. Groups will be broken down to ensure the instructor-to-student ratio is the best you will find anywhere.

"If it has ever crossed your mind to attend the junior camp, do it," said an attendee from last year's clinic. "Raise money, have a raffle, have a lemonade stand — just do whatever it takes to get there. The camaraderie between shooters and instructors was unmatched by anything else I have ever been involved in."

Space is limited. Registration will end Aug. 12. To learn more about the clinic and installation access, and to register, go to www.usamu.com.

Station Commanders of 3rd Quarter, FY 11

1st Bde — Staff Sgt. Lisa Niedziela, Hyannis RS, New England Bn
2nd Bde — Staff Sgt. Paul Parker Jr., Philadelphia RS, Baton Rouge Bn
3rd Bde — Sgt. 1st Class Eric Miller, Fairview Heights RS, Indianapolis Bn
5th Bde — Staff Sgt. Melissa Lowery, Lawton West RS, Oklahoma City Bn
6th Bde — Sgt. 1st Class Joe Flores, Santa Clarita RS, Los Angeles Bn
MRB — Sgt. 1st Class Jorge Larez, San Antonio Medical RS, 5th MRBn

Live Scan Errors

Ensure you know the correct live scan procedures. More than half of all prints submitted have failed due to recruiter error (misspelled name, projected from the wrong RSID). Users should review the details and accuracy and ensure no applicants are sent to the floor without prints, which is not authorized. For live scan process details, reference USAREC Msg 11-190.

MEPS Chaperone Policy

USMEPCOM implemented a revised chaperone policy as of July 15. Ensure you know the changes to the policy to accurately inform your applicants of their rights.

MEPS will provide a chaperone during the medical examination if the examining practitioner is of the opposite sex, or if the applicant and examining practitioner are of the same sex and either party requests one.

For complete information, reference USMEPCOM Regulation 40-1, section 2-7, Medical Processing and Examination.

Blue Star Museums

The Blue Star Museums initiative is a partnership among Blue Star Families, the National Endowment for the Arts and more than 1,000 museums across America. First launched in the summer of 2010, Blue Star Museums offers free admission to active duty military personnel and their Families Memorial Day through Labor Day.

For more information, visit www.nea.gov/national/bluestarmuseums.

DID YOU KNOW? Recruiters Can Apply for Old Guard

Recruiting Command is taking nominations from recruiters who want to serve with The Old Guard at Fort Meyer, Va. Packets must be received at USAREC Headquarters by Aug. 30 for consideration.

The requirement is for one active duty regular Army sergeant first class 79R with a minimum of 24 months rated time as a large station commander. He or she must also have completed the appropriate level of NCOES and have no history of recruiting impropriety. The selected NCO would be expected to report in March 2012 for a 36-month tour.

Interested individuals must submit a DA Form 4187 volunteering for assignment through their chain of command.

For additional eligibility requirements and the nomination process and requirements, reference USAREC Msg 11-191.

Check Out This Month's Excellence in Innovation Idea

Recruiting Command's new Excellence in Innovation program captures ideas, best practices and innovation from across the command. This month's top idea comes from Sgt. 1st Class Robert Crothers, Houston South Company.

Every month a new theme will be the topic for station commanders to submit their thoughts and best practices for review and selection as the winner of the Excellence in Innovation award. The station commander selected each month will have the opportunity to do a video of his or her innovative idea to be broadcast to the entire command.

To learn more about the program, submit an idea or view the innovation of the month, visit <https://forums.army.mil/secure/communitybrowser.aspx?id=1234962&lang=en-US>.

Self-Development & Lifelong Learning

What Are You Doing to Improve Personally, Professionally?

At the beginning of the year I urged everyone in the command to renew their commitment to self-development, whether in the form of improving your personal health, physical fitness, career development, professional education or overall resiliency.

I'm revisiting that topic this month because of how critically important continuous life-long learning and self-development are — not only to us as individuals, but also to the command and the Army as a whole.

As the global environment in which we operate changes so, too, do the needs of our Army. To meet the Army's ever-changing missions and needs, Soldiers must supplement institutional and organizational training and education with continuous, planned self-development.

The Army Leadership manual (FM 6-22 8-36) pointedly states, "Army leaders never stop learning and seek out education and training opportunities beyond what is offered in required schooling or during duty assignments."

General Omar Bradley called the obligation of Army leaders to learn and grow in their professions "clearly a public duty." It's an NCO's responsibility to know what training is required and when, and how to go about getting it — as well as to ensure his or her Soldiers have the right training and are focused on self-development.

Army Regulation 350-1 and the newly updated USAREC Reg 350-1 Training and Leader Development (effective July 14, 2011) covers the "will do" for Armywide and recruiting specific training. The 79R Soldier Training Publication, Army FM 7-0 (Training Units and Developing Leaders for Full Spectrum Operations), and USAREC 3-series Manuals provide the tasks, procedures, assessment guide and "how to apply" training and "how to think" about operations within the Army and USAREC.

Self-development is very important for personal growth, as well. We should all want to become better — both professionally and personally.

Individual self-development can take the form of job-specific training, leadership programs or degree completion — or it could just be something you've always wanted to learn, such as a new

language, sport or even a home-improvement skill.

Whatever self-development course you choose to pursue, you make yourself stronger, USAREC stronger and the Army stronger because of the initiative, variety and depth of skills and expertise you bring to the team.

The Center for Army Leadership has also developed a workbook-style "Army Handbook for Self-Development" (January 2011) to help Soldiers identify strengths and weaknesses, set a direction for self-development, improve learning skills to make the most of every opportunity, and stay on track to achieve their goals. Download it from the CAL site at http://usacac.army.mil/CAC2/CAL/repository/SDev_Handbook20.pdf.

With such a large percentage of our recruiting force assigned to USAREC for just one tour, it is also critical Soldiers continue their professional development in their primary specialty to remain proficient in their skills and competitive for promotion when they leave USAREC.

The Army's new Structured Self-Development program, which the Army began phasing in earlier this fiscal year, also helps our NCOs remain on track with required Armywide learning regardless of whether they convert or return to their career fields. There are four levels of training for continuous growth throughout a Soldier's career. While this program is in its early stages, it's important for NCOs to understand the changes to educate themselves and their junior NCOs/Soldiers on the way ahead.

To learn more about Structured Self-Development and the Army Learning Concept 2015, visit the TRADOC Institute for Noncommissioned Officer Professional Development Web site (www.tradoc.army.mil/IN-COPD/index.html).

Army leaders have an obligation to themselves, to their subordinates and to the Army to make self-development — and therefore leader development — a priority for themselves and for their subordinates. They go hand-in-hand.

The June 2011 Center for Army Leadership report on leaders' perceptions of Army leaders and Army leadership practices, however, finds that leader development shows considerable room for improvement Armywide. Next month I'll continue with this topic, focusing more on the leader development aspect.



Command Sgt. Maj. Todd Moore

**Join the Recruiting ProNet
Profession of Arms Discussion:**

What Does it Mean to be a Professional Soldier in Recruiting Command?

<https://forums.army.mil/secure/communitybrowser.aspx?id=1380848>

Command Welcomes New DCG

By Julia Bobick
Recruiting Command

Recruiting Command's new deputy commanding general and his family are no strangers to Kentucky or Fort Knox. In addition to serving two assignments with the 3rd Battalion, 46th Infantry in the '80s, Col. (promotable) Henry Huntley is a graduate of Kentucky State University in Frankfort; his wife, Faye, is a Kentucky native; and his daughter, Shannon, was born at Ireland Army Community Hospital.

"My family and I are honored to be back at Fort Knox ... equally it's great to be back in the great state of Kentucky," said Huntley, who added he is also extremely proud to be part of such an important mission for the Army.

Huntley comes to USAREC from Fort Belvoir, Va., where he was director of public and congressional affairs for U.S. Army Materiel Command. Huntley has held a number of public affairs assignments throughout his career, including Public Affairs Officer for the Vice Chief of Staff of the Army; Chief of Plans for the Office of the Chief of Public Affairs and Executive Officer to the Chief of Public Affairs.

His family, which also includes son, Brandon, could not attend the ceremony.

"Henry is definitely the right person at the right place at the right time. We could not be happier to have him join the team. His amazing performance in many diverse assignments will benefit USAREC for many years to come," said Maj. Gen. David L. Mann, USAREC commanding general, who hosted the June 29 ceremony on Fort Knox's Flagg Field to welcome Huntley and farewell Brig. Gen. Bryan Roberts.

The outgoing deputy commanding general is headed to an

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— Maj. Gen. David L. Mann
USAREC Commanding General



Outgoing Deputy Commanding General Brig. Gen. Bryan Roberts, USAREC Commanding General Maj. Gen. David L. Mann, and Col. Henry Huntley salute during honors.

assignment as director of the Iraq Training and Advisory Team-Army, U.S. Forces-Iraq, Operation New Dawn, Iraq.

"It's very, very hard for me to believe it's been a year since I joined the Accessions Command team; it's equally hard for me to believe that before coming here to USAREC I didn't know where we got our great Soldiers from who I've been leading for 27 years, often in combat. All I know is that they showed up and hit the ground running," Roberts said.

He gave credit to the more than 9,000 noncommissioned officers across the country who recruit America's Future Soldiers with passion and professionalism, as well as the support staff across the command who ensure recruiters and their Families have what they need to be successful.

"There's no doubt that the Army's strength starts here. I'm extremely honored to have been a part of this great team; I'll definitely be an advocate for you wherever I go. I know they say be careful what you ask for, but I'd be equally honored to serve here again."

Roberts' "leadership, enthusiasm and drive were instrumental in the numerous successes achieved during the past year,

surpassing our recruiting goals and ensuring we bring in the best and brightest to join the team," Mann said. "He understands the importance of partnering with our educators, of keeping our kids in school, of making sure they fulfill their true objectives, regardless of whether they come into the Army."

Mann called him a well-respected leader and mentor, and a strong advocate for teamwork and sharing best practices not only across Recruiting Command, but with all the Army's accessions partners, as well.

"Simply put, General Roberts is one of the most talented and dedicated leaders I know and I can't thank him enough for all he has done to ensure the strength of our Army. He has made an incredible difference and we will truly miss him."

USAREC

Incredibly Rewarding Assignment

By Brig. Gen. Bryan Roberts

Aside from the mission I participated in following Hurricane Katrina, Recruiting Command has been the most rewarding mission of my 28-year career. For the past year as deputy commanding general, I've been part of a process that is helping our own — helping provide the Strength of the Army: its people.

In my opinion, the job of the noncommissioned officers and officers in Recruiting Command is without a doubt the most important job in the Army. The motto "Strength Starts Here" is sort of cliché-ish, but it's very clever — it hits the nail on the head.

Being an Army Strong Army starts with the more than 9,000 Soldiers we have recruiting in communities across the Nation. For the past 236 years, without a process and standards and the individuals to execute the mission of putting people in boots, we could not have an Army.

I'm honored to have been a part of this command and that process.

The most rewarding aspect for me personally is the individuals whom I've had the honor to help — from applicants to recruiters, civilians and their Families — and knowing the numerous kids our recruiters help every day through mentoring, coaching and teaching.

My most memorable events were those when I had the opportunity to talk to students about the keys to success, not just about what the Army can do for them. Kids are very impressionable; they are hungry for information that will help them succeed, make them better people and help them become who they want to be. I like to play a part in that. What I've noticed in the Army recently is there are a lot of opportunities in the Army to do that, especially in this command.

What this past year has shown me is that everyone wearing this uniform is looked upon as a role model. A Soldier is as credible — if not more credible — than

any role model a kid can have, with the exception of their parents. We must take every opportunity to share what we know to help kids succeed in life.

It is imperative we give back to America — one community at a time — for all the support we get from this nation. So as much as the recruiting mission is important, so is the mission they have to contribute to their communities.



During a visit to an Indianapolis recruiting station, Brig. Gen. Bryan Roberts scored a first of his career: promoting a Future Soldier. Roberts promoted Cierra Fountain in front of her mother and all the station's recruiters.

We've got some real heroes across the command — professional Soldiers backed by exceptional Army Strong Families. Our recruiters work very hard to make mission, but they also work very hard to make a difference. Everywhere I went I met and heard stories about recruiters volunteering in their communities, schools and churches. It wasn't battalion and company commanders telling me the stories — it was community leaders and educators bragging on our Soldiers. It's really rewarding to hear that — I hope all our NCOs and officers know how much they are appreciated in their communities.

The role we play as ambassadors for the Army can never be overstated. Our recruiters are seamlessly embedded in America's communities, in many places where they are the only Soldiers Ameri-

cans see and all they know about the U.S. Army. Every day our NCOs and officers represent every man and women in this uniform today, as well as everyone who ever donned the uniform. We can't screw that up.

Our veterans are very proud of us and we have to take every opportunity to ensure they know we are just as proud of them.

One of the coolest things I've seen as DCG is the tremendous support the military gets from America's communities. From the heartwarming reception and generosity shown to servicemembers at airports to the numerous ways communities salute their past, present and future military members, wounded warriors and Families — it's abundantly evident America loves its Soldiers. And if they have the wherewithal, they'll do anything for us.

What I've come to realize is the American people are incredibly appreciative of our Soldiers, and they truly give us something to fight for. Before I came to USAREC, what I'd seen was Hampton, Va., where I grew up, Ypsilanti, Mich., where I went to college, and the numerous military installations where I served. What I hadn't seen was America. This job has taken me from coast to coast and places in between, and I've seen how great this country is, how great its people are, and why it's worth serving.

As good as we are, though, there's still a stigma attached to the Army — that it might be good for others, but not me or my family — that we have to continually fight. That's not a negative thing — we should be proud to continue to tell the Army story. This is such an important mission for our Army.

I only hope that in some small way I've made a difference not only in this command, but for our entire Army. I will definitely be an advocate for this command wherever the Army takes me from here.

See you on the high ground.

Changing Our Lives From the Inside Out

By Chaplain (Lt. Col.) Thomas W. Cox

There was an old man who lived on a farm in the mountains of eastern Kentucky with his young grandson. The grandson saw his grandpa read from his old worn-out Bible every morning. He wanted to be just like his grandpa. One day the grandson asked, “Papaw, I try to read the Bible just like you but I don’t understand it, and what I do understand I forget as soon as I close the book. What good does reading the Bible do?”

The grandfather looked at him and said, “Take this coal bucket down to the river and bring back a bucket of water.”

The boy did as he was told, even though all the water leaked out before he could get back to the house. The grandfather laughed and said, “You will have to move a little faster next time,” and sent him back to the river several times.

Finally, although the boy knew it was impossible, he scooped the water and ran hard, but when he reached his grandfather the bucket was again empty. Out of breath, he said, “See Papaw, it’s useless!”

The old man replied, “So you think it is useless?”

The old man said, “Look at the bucket.”

The boy looked at the bucket and for the first time he realized the bucket looked different. Instead of a dirty old coal bucket, it was clean.

His grandfather stated, “Son, that’s what happens when you read the Bible. You might not understand or remember everything, but when you read it, it will change you from the inside out.”

That’s how God works in our lives. God wants us to know Him; He has provided the Bible to proclaim to you and me who He is and how we can have a life changing relationship with Him. The Bible is full of spiritual truths that will benefit every area of our lives — such as fatherhood, motherhood, leadership, trust, decision-making and relationships, to name a few.

It’s a sad fact that many people have a Bible in their homes, but far too many have no idea of its value to their lives or its truths which changes our lives us from the inside out and slowly transforms us. For example, the book of Proverbs contains practical and spiritual wisdom which can bless anyone’s life. I encourage you to seek to know God. It can begin by taking time to read a portion of the Bible daily.



Pride, Honor, Tradition

One of Airborne NCO's First Recruits Makes Everlasting Impression

By Sgt. David Gross
Jonesboro Recruiting Station

I grew up with a hero as most children do. Mine happened to be my oldest brother, Sgt. 1st Class Curtis Gross. He was and still is a noncommissioned officer of high distinction among the airborne and Special Forces communities.

His dedication to Family, unit, corps and country are what I emulated and strived to achieve. I wanted to follow in his footsteps no matter where they lead. However, never in my wildest dreams did I ever expect to have those footsteps lead me out the door of an Army C-131 flying at 500 feet, and I'm sure that for Pvt. Javon Oubre it was the same.

As an Army recruiter I speak to countless people on a daily basis, some with intentions of joining and some who wish simply to express their gratitude. With all the ins and outs of recruiting it becomes increasingly difficult to remember every face and/or name.

However, with Pvt. Oubre this was not the case.

Javon came into my office a thin timid young man with hopelessness in his eyes. He was a recent graduate of Riverdale High School and had no idea what he was going to do with his life. He along with many others in this time of economic struggle, was trying to find a job without much success. With work continuously avoiding his grasp and no means to further his education he turned to our doors for help.

At this time I was the "Rookie" within Jonesboro Recruiting Station, with only a month or two of experience under my belt.

Javon was among my first recruits and will be one of the few who will stick with me forever. We instantly connected and built an amazing rapport. I saw a lot of myself in him. With some gentle persuasion and a lot of positive reinforcement Javon finally committed to the choice that would forever change his life.

After hours of conversation over a span of days, Javon decided the Army was the right option for him and pushed forward with enlistment as an infantryman (11X). From that moment, Javon had become a different person, a flame had been ignited within him and aura of pride and honor radiated from him.

Day in and day out Javon would bombard me and my fellow recruiters with questions, taxing our knowledge and experiences, doing all he could to learn more. He began to live, breathe and sleep the Army.

As with all recruits he shipped to Basic Combat Training and I figured I would never hear from him again, however; this was not the case. Oubre began to call frequently with updates on his progression and achievements.

One call however, affected me more than anything, more than combat, more than the mental drain of recruiting. At 10 p.m. on a Wednesday, I received a call from Pvt. Oubre — he was solemn and very serious. He began to tell me how grateful he was for all I had done for him.

He then went on to tell me how I had saved his life and he knew without a doubt that he would be dead if it weren't for my aid. He told me I was his hero and he would be honored if I would pin his Airborne Wings on him.

I was touched in ways I never thought would happen on recruiting duty.

That Friday I got into my automobile and headed to Fort Benning, Ga., the home of the Infantry, to the U.S. Army Airborne School. During the graduation they called for all second-, third- and fourth-generation Paratroopers to step forward and receive their wings from their former or current Paratrooper loved ones.

It was here I truly grasped the pride and honor my brother felt. Oubre approached me and told me he had told his "Black Hat" (Airborne School Instructor) I was his recruiter and brother and that I was the only family who supported him. For this reason, he was allowed to have his wings presented with the Multi-Generational Paratroopers.

I will never forget Pvt. Oubre or the sense of pride and honor me gave me. To be a hero and source of drive and motivation for another is the greatest accomplishment, not only as a recruiter or a Soldier, but as a person.

WINNER

Successful Engagements Begin Within

By Sgt. 1st Class Mark J. Zajonczkoski
Mattydale Recruiting Station

Being a large station commander in the heart of Syracuse, N.Y., we see our fair share of events that require mass engagement. Our community is rich with colleges, high schools, Reserve units and veterans. Being able to communicate efficiently and effectively with those people is a key piece of our mission.

There are many things, in my eyes, that make can make an engagement successful. One of the most important is the ability to place yourself at the level of the person you are speaking with. A very important thing I have learned over my time in my previous jobs, as well as in recruiting, is that people do not want to be talked down to. Most are looking for someone to talk to. They want someone to relate to. Someone they can talk to at their level.

I find great success at all of my events and community outreach gatherings by simply being human. I talk to everyone as if they were my equal. This seems to bring a sense of trust and morality to the conversations I have with those individuals. Regardless of whether it's a 17-year-old high school student or an 80-year-old World War II veteran, they all get treated as equals.

Many times I find the people we engage are looking for someone to listen to them. Even applicants interested in some sort of military service, a good majority of the time, are looking for someone to listen to what they want.

Another thing I find extremely important to outreach and engagement is presence. We as leaders should have a strong presence no matter what the situation is. We, as Soldiers, are the fighting force of America. We have taken an oath to protect the United States and the people who live within the United States. We are expected to act, dress, talk and carry ourselves accordingly. Simple discipline in these matters is a necessity to our engagement and outreach. If we dress sloppy, don't have the discipline to wear our headgear, curse in front of people, act inappropriately, or carry ourselves with anything but pride and strength, how does this make us look in the eyes of the public and our market? We must do what is right in the absence of supervision.

All recruiters/Soldiers need to ensure they are doing the right thing while engaging the civilian population. This applies to us on and off duty. We can never be sure who is watching or when we are being watched. When we go to a high school, these students, staff, and visitors are watching our every move. When we go to our local VFW or American Legion, they are looking at our discipline and standards. We must be disciplined and self confident at all times.

These are the important things to successfully engage our communities. We must be disciplined and approachable. We are representing the United States Army and military to our civilian communities. We should be able to educate, communicate, and operate with those communities with discipline, military bearing and integrity. As Soldiers, we should be cautious of our actions at all times, ensuring not to bring a negative opinion or vision upon ourselves. As leaders we should be able to handle any situation that may be thrown in our direction. As recruiters, we should be able to answer any questions, assist our communities in any way needed, and mentor young Americans to lead an ethical lifestyle.

These are the things that make community outreach and engagement a successful tool in our kit bags. Not one of us is 100 percent proficient in this, but we as Soldiers have an amazing ability to constantly grow and evolve to become more efficient and effective with these events. You must remain confident and use these tools to be successful. We should appear and act as professionals at all times. We should represent what we really are to the civilian population.



Knowing Market, Planning Keys to Success

By Sgt. 1st Class David J. Woodruff
Reading Recruiting Center

Outreach and engagement is the mutual exchange of resources, information and expertise between the U.S. Army Recruiting Command and its much broader external community, schools, government agencies, businesses, nonprofit organizations, community groups and individuals. The practice reaching out to the community includes both shaping and decisive operations.

Outreach and engagement is connecting the Army and the community. To effectively connect the community and the Army you must have a network of influencers. The influencers can be teachers, political officials or local members of the clergy, etc. Generation Y and I are built on technology and trust. If they don't trust you they will not connect with you. Outreach and engagement activities will merge the gap of trust and give evidence of a technological diverse force. The U.S. Army has created a grassroots outreach program to ensure that the value of being a Soldier is well understood and that positive attitudes toward Army service are fostered at the local level.

Developing an outreach and engagement program requires recruiting NCOs and civilians to understand the market. The prime market is a generation surrounded by the information highway and advanced technology. The 17- to 24-year-olds have a cell phone and communicate by text and Web-based communication. We must meet the market at their level. We must get smarter if we are going to connect with the market. Texting and social networking are the way of the future.

The heart and soul of outreach and engagement is more dependent than ever on electronic means of communication. Communicating with your community is critical to combat false perceptions and educate the community on programs and opportunities offered by the Army.

Planning for a successful outreach and engagement incorporates the "outreach model" that simply says to effectively engage in outreach you must have someone to engage and know who you are engaging. The model takes shape with youth and family branching off to align policy change with increasing demand for change by the use of outreach planning. The key components used in planning an outreach

and engagement plan consist of the following five elements: objective, goal, key message, tools and resources, and review.

Objective — At the conclusion of the event what are we going to look for as return on investment (ROI). You can determine your ROI by reviewing past AARs and knowing your market.

Goals — Goals are based on your key message, demographic trends and relating the message to the commander's goals and priorities. Your goal also includes your return on investment.

Key Message — What market and audience will your outreach plan target? Building your key message to fit your target audience will increase your ROI (high school, college, civic organization, etc.).

Tools and Resources — Preplanning is critical to execute a successful event. Your planning must start at the earliest date to effectively reserve and schedule all resources for the day of the event.

Review — After-action reviews are critical to the success of future events and continuity among current and future center commanders.

Conducting a written AAR and making this part of the center's continuity book are key in continued success and evaluation of future events conducted in the center's footprint. The key component missing when center commanders come and go is continuity. The next center commander has no idea what happened or failed to hap-

pen during past events as leaders we can fix this with solid continuity among leaders.

The basis of how you engage your community depends on your market and your network support elements. From the county fair to presenting the Army Reserve Scholar Athlete Award, we are involved in outreach and engagement. The climate in USAREC continues to change with technology. We no longer engage the community as we did five years ago. The NCOs representing the command must know and understand how to communicate from generation to generation. The choice of today's market is texting and social networking.

How are we going to shape USAREC to adapt and engage the prime market while changing our ways to meet today's technology? To remain successful we have no option but to embrace change and change the way we conduct day-to-day business.



The Art of Army Storytelling

By Steve Lambert
USAREC Chief of Marketing

We're not just Soldiers, we're storytellers

We all have an Army story that conveys a message of how the Army has made us different. Maybe it guided us down a different path, maybe it reinforced a personal philosophy, maybe it gave us the opportunity to experience a different culture or allowed us to explore educational opportunities.

Whatever the path, that personal story told with passion and conviction is the most persuasive message a recruiter can make to a prospect or parent. Personal stories are almost always perceived as more genuine than promotional messages. We are after all, a culture that prides itself on the stories it tells.

And just like a dog smells fear, our audiences recognize when a recruiter is speaking their personal truth or making a sales pitch.

With only 14 percent of Millennials (our target market) trusting advertising sales pitches but 78 percent trusting peer recommendations, it's easy to see why this approach has a tendency to break through the over 3,000 advertising messages a day consumers are exposed to (www.superprofile.com).

But as any good storyteller will tell you, it takes thought and lots of practice to get it right. The first step is to summarize your military experience, especially how your Army story might have contributed to your emotional, physical or spiritual strength. Then, like any good communicator, consolidate it into a series of concise but complete sound bites.

My personal Army sound bite starts with "I am an Army Soldier, like my father and grandfather before him. Together we total over 50 years of uninterrupted service to this great nation." Then I move from a motivational message to an opportunity message with, "I have been educated in several countries and experienced a variety of cultures thanks to the U.S. Army." And finally, I close with an educational opportunity message, "Army educational programs have allowed me to advance all the way to a PhD."

The key is to keep the story real. Don't embellish any aspects just because they are impactful. Research has shown that even less polished speakers usually exude confidence and energy when they are conveying something they know and believe in.

We all have great stories inside of us. We just need to dig them out and craft them into interesting sound bites. An old Native American saying is that it takes a thousand voices to tell a single story; we have tens of thousands of Soldiers telling the Army Strong story every day.

But what about those Soldiers with a tragic story? Some of the most inspirational Army stories I have heard come from those who overcome tragedy and seemingly insurmountable circumstances. Retired Sgt. 1st Class Dana Bowman, a former Golden Knights jumper who lost both his legs during a jump, went on to become an international motivational speaker. His personal slogan is, "It's not the disability, it's the ability."

While we might not have as inspirational a story as Bowman, each of us does have a unique Army story that will appeal to prospects and parents. Maybe your story is about how the Army took you on a different path or provided funds for education that otherwise would have been out of reach for you. Take the time to craft your Army story and practice your sound bites until they roll off your tongue.

The Nigerian author Ben Okri said, "A people are as healthy and confident as the stories they tell themselves. Sick storytellers can make nations sick." Imagine the impact thousands of Army Strong storytellers can have on this great nation.

So craft your personal story and embrace the art of telling your story. They are, in the words of the one of the greatest writing instructors, Robert McKee, "the currency of human contact."

AAC NCO, Soldier of Year Forged in Heat

Recruiter, Golden Knight Emerge With 2011 Titles

By Brian Lepley
U.S. Army Accessions Command

For the five Soldiers battling for Accessions Command NCO and Soldier of the Year at Fort Knox, Ky., in June, the competition wasn't each other — it was the weather.

Specifically, the mid-90s heat and humidity sapped the four men and one woman and curtailed events, but provided a gauntlet that produced two winners.

Indianapolis Battalion's Sgt. 1st Class Jacob Gilmer and U.S. Army Parachute

Team Spc. Jesse Stahler wear the respective crowns for 2011. They move onto the U.S. Army Training and Doctrine Command contest in August.

"I did pretty good in a lot of the events so I knew I got either first or second overall," said Gilmer, who recruits in Kokomo, Ind. "I'm proud to represent USAREC and Accessions Command and want to take this to the DA Best Warrior. I want to represent the best Army ideals, values, and professionalism and be a recruiter, as well."

Gilmer competed against three other NCOs while Stahler was the lone com-

petitor for Soldier of the Year. Gilmer bested his fellow NCOs of the Year: Sgt. 1st Class Rick Selvester, U.S. Army Cadet Command; Staff Sgt. Greg Norton, U.S. Army Marksmanship Unit; and Staff Sgt. Brandie Phillips, U.S. Army Parachute Team.

Just because Stahler was the only Soldier candidate, it did not make him a lock for advancing to TRADOC.

"We were going to evaluate him the whole week because we wanted to make sure he was going to be fit enough to handle the next level," said Sgt. 1st Class Charles Mills, part of the Accessions Command G3 team running the competition. "Even in this heat, all the competitors did well. I'd go to war with any of them."

A recruiter for the past 18 months, Gilmer spent his previous two years as an instructor in the 4th Ranger Training Brigade at Fort Benning, Ga.

"It's been a little over four years since I was in an operational unit," he said. "I thought the weather was going to be hard and it was. The road march was supposed to be eight miles but it was dropped to five because the heat category was going up so fast."

The intensity of the competition opened his eyes. While he thought he was in the top two all week, he had enough hiccups along the way to know he hadn't locked down a win.

"I was always pretty good at land navigation but I Murphied that part of the competition," Gilmer said.

The tactical events of the Soldier of the Year contest were all new to Stahler, a parachute rigger before joining the Golden Knights last September. His prep time for the Accessions Command competition was mostly on his free time.

The Orlando, Fla., native said he was judged at the same standard as the NCOs. For a Soldier who endured an eight-week selection process to become a Knight, he had been through the gauntlet before.

"The competition this week was at such a high level," Stahler said. "They truly made it so the intensity level was so high that you had to do your best or you wouldn't complete the event."



Indianapolis Battalion's
Sgt. 1st Class Jacob Gilmer,
Accessions Command's
2011 NCO of the Year.

AIRBORNE

Some of the Air Force aviation-minded cadets were a bit confused on why they were getting parachute training. For them, it was a bit like, “Why would we want to jump out of a perfectly good airplane?”

The training was an airborne class taught June 29 by Army recruiters Staff Sgts. Joseph Tremblay and Daniel Gordon for cadets from the Civil Air Patrol (CAP) Harrisburg International Composite Squadron 306. It was held where the cadets normally conduct their weekly training on the 193rd Special Operations Wing Pennsylvania Air National Guard Base in Middletown, Pa.

“It was by far one of the best things I have done in CAP so far,” said Cadet Chief Master Sgt. Joseph Dempsey, 17, who has been involved with the all-volunteer organization for about five years.

Serving as a civilian auxiliary of the U.S. Air Force, CAP performs three congressionally assigned key missions: aerospace education; cadet programs for young people ages 12 to 21; and emergency services.

Both recruiters are airborne Soldiers currently assigned to the Harrisburg Recruiting Center. Before his assignment to recruiting duty, Tremblay was an instructor for the three-week Army Airborne School at Fort Benning, Ga.

“I think the training was outstanding, particularly all the hands-on experience the cadets got with the equipment,” said Senior Member Jim Lichlyter, the CAP Squadron 306 aerospace assistant education officer. “It was very good tactical-type training because they were being told exactly what to do as they were doing it.”



All the Way!

Story and photos by Christine June
Harrisburg Battalion

As he had done with Future Soldiers in April, Tremblay combined and condensed the school's first week of training — known as Ground Week — into a two-hour, hands-on training session. The cadets had to use their imagination instead of having a mock door of a C-130 or C-17 aircraft, which are used at the airborne school.

"You are going to be learning how to wear the equipment and land without injuring yourself," Tremblay explained to the cadets at the beginning of instruction.

Dempsey, who will be a senior next year at Elizabethtown Area High School, has for the past year been dead-set on joining the Air Force as a pararescueman. Finding this out at the beginning of the training, Tremblay selected Dempsey as the only cadet

to don the full parachute gear as an example for the class.

This airborne training "opened my eyes to what it would be like to be a pararescueman and what the gear would feel like," said Dempsey, who admitted that before this training he knew the Army had an airborne program, but he thought it was only for those in Special Forces.

During the training, Dempsey and his fellow cadets learned that the Army Airborne School is open to troops of both genders from all branches of the Department of Defense, as well as allied military personnel.

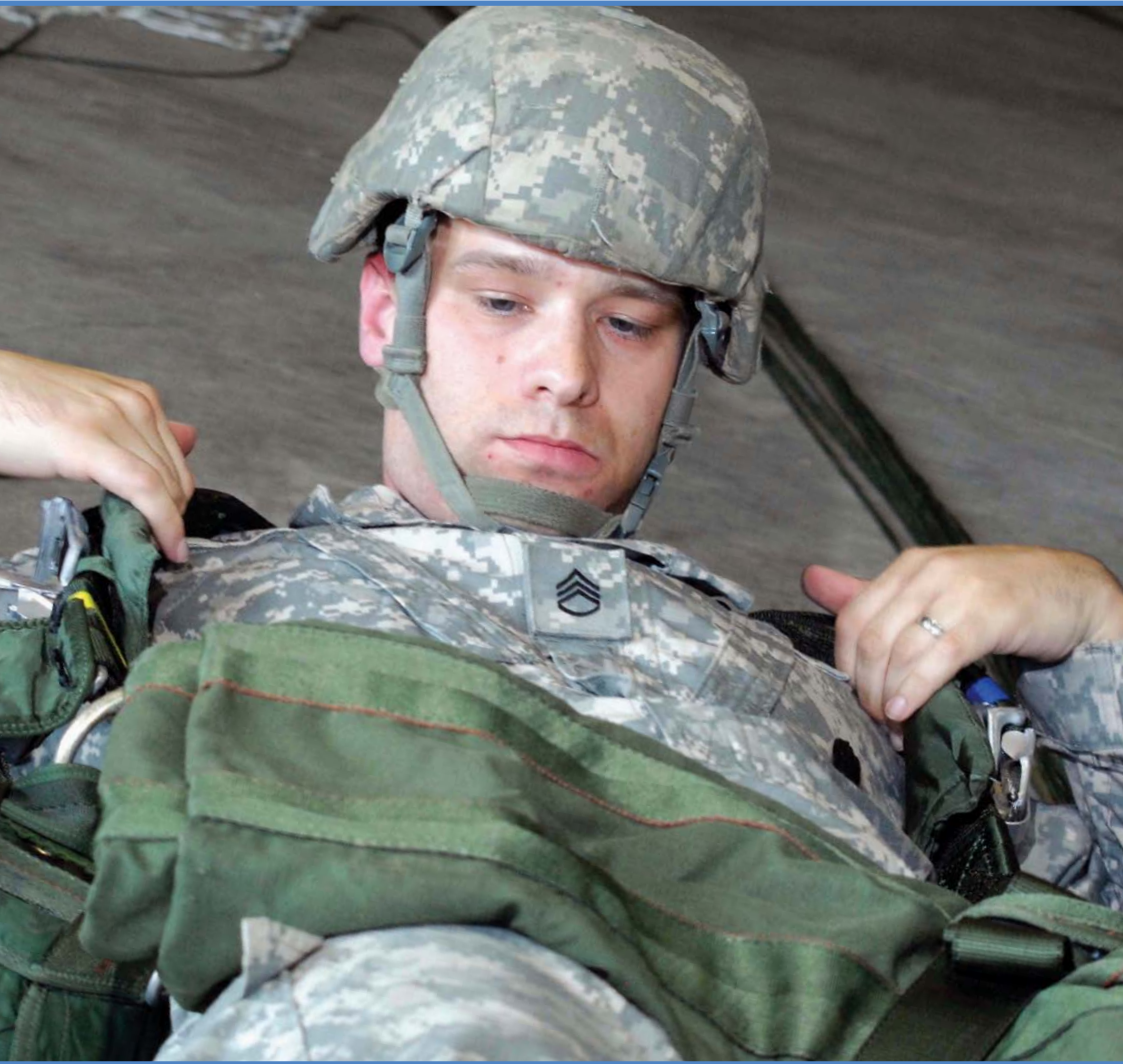
Working together in teams of two, each cadet was able to don a parachute harness. As Tremblay gave instructions on how to put on the harnesses, Gordon double-checked to ensure cadets were properly wearing their gear.

They would keep these harnesses on throughout the basic airborne class that touched on the five points of performance: proper exit, check body position and count; check canopy and gain canopy control; keep a sharp look-out during your entire descent; prepare to land; and land.

"I was blown away by the training, and it was great participation by the Civil Air Patrol cadets," said Capt. Ryan Greenawalt, the Harrisburg Recruiting Company commander. "I understand that most of their training is Air Force aviation focused, but like Sergeant Tremblay said, this training gives the cadets a little bit of exposure to the Army and that we do have airborne and all kinds of different options."

Greenawalt, who is a Black Hawk pilot, has already signed on to provide training to the cadets. The Harrisburg Company garnered three influencers from the training.

This training also gave Dempsey a wider outlook for his future. Immediately after the training, he said he is going to take a longer look at the requirements and qualifications to become an Army combat medic (68W), as well as the Army's airborne program, before making a final decision.



Staff Sgts. Joseph Tremblay (LEFT) and Daniel Gordon (ABOVE) explain Army airborne techniques during an Army airborne class June 29 for cadets from the Civil Air Patrol Harrisburg International Composite Squadron 306 on the on the 193rd Special Operations Wing Pennsylvania Air National Guard Base. INSET: Cadet Tech. Sgt. Jessica Bower listens on how to adjust a parachute harness during an Army airborne class.

Army Recruiting Unites Grade-School Buddies

Story and photos by Jorge Gomez
Milwaukee Battalion

Reconnecting with old friends has become common with the growing popularity of social networking sites. But rarely is that reconnection a life-changing one. Jacob Beringer, a Hamilton High School graduate from Sussex, Wis., has now altered the course of his future and his friends as a result of one such encounter.

Shortly after the start of the 2010-2011 school year, Beringer walked to a dining table during the lunch hour when he spotted a uniformed Soldier whose face looked familiar.

"I approached him and saw his name (plate) and knew then it was him. That's when I said, 'Do you remember me?'" Beringer said.

"I didn't recognize him at first," said Staff Sgt. Nicholas Dimiceli, a recruiter with the Milwaukee Battalion.

Beringer asked Dimiceli if he had gone to St. Agnes, a parochial school in Butler, and whether he remembered being part of a buddy program that matches eighth-graders with first-graders. Eighth graders would read books to their younger buddies, celebrate holidays, visit the zoo and do various activities together throughout the school year.

After getting over the initial stun, Dimiceli said he couldn't understand how over the past three years of combing the school they had never bumped into each other. They caught up on each



Eighth grader Nicholas Dimiceli and first grader Jacob Beringer were buddies at St. Agnes School in Butler, Wis., about a decade ago. In June, Staff Sgt. Dimiceli and Future Soldier Beringer returned to St. Agnes to find the location of where they took the photo on left. Beringer is joining as a result of his reunion with Dimiceli.

other and then Dimiceli naturally inquired what Beringer would do after graduation.

"I was thinking about going to a technical college to become a mechanic. That was the closest I had to making plans after school," Beringer said.

Dimiceli said he couldn't help but to suggest becoming a mechanic in the Army. Beringer said he had given some thought to the Army since his grandfather had served in the Korean War. In fact Beringer wears one of his grandfather's identification tags and has a tattoo bearing that image.

Beringer said his father would be proud of him to do something he would have liked to have done. But his mother was a little less excited for him.

"Being able to tell us that his buddy [from St. Agnes] was his recruiter made things easier for Jacob, as well," said Kathy Beringer, Jacob's mother. "I think Jacob knew that would make me more comfortable with the idea. Knowing Nick just made everything so much easier."

Kathy said she felt free to ask any question or voice any concern with Dimiceli because she knew he would provide a straightforward answer.

Beringer said he still needed some time to personally reflect on the prospect of joining the Army, but it helped that his mother would support his decision. He talked with everyone in his family to get their reactions. Eventually he involved his inner circle of friends on the idea of joining the Army.

Now that Beringer has committed to making the Army his future, four of his friends have also followed suit.

"We don't want to just sit at a desk, we want to do something good and for our country," Beringer said.



Staff Sgt. Nicholas Dimiceli, Milwaukee Battalion, reunites with Jacob Beringer, a school buddy from a decade ago at St. Agnes School in Butler, Wis. Dimiceli was an eighth-grader who read books and did various activities with Beringer, who was then a first-grader. They visit the classroom where they both went through eighth grade.

Winning Community Support

Story and photo by Jorge Gomez
Milwaukee Battalion

The Milwaukee Recruiting Battalion continues to earn the support of local communities through covenants and partnerships. Over a two-day period June 22-23, the battalion signed community covenants with the cities of Fond du Lac and Greenfield and formalized a partnership with the local district of Kiwanis International.

Earning commitments of support for Soldiers and Families is a step to raising public awareness of the military in those communities, said Lt. Col. Robert L. Cody II, battalion commander.

“Once the leaders of these communities have committed to supporting our Soldiers in a public setting, then the rest of the community will follow,” Cody said. “Our Soldiers and Families are deserving of community recognition. They defend our nation with a sense of pride that’s fostered by their local communities.”

The community covenant signed with the city of Fond du Lac reflected an ongoing relationship between the military and the community.

Fond du Lac City Council President Richard Gudex said the community has always been supportive of its service members.

“What we are doing today is putting in writing the same fundamental thoughts and support we’ve had throughout the years. We recognize the Soldiers, the men and women who are in service of our country, but there is also the Family support structure that stays behind,” Gudex said.

The covenant highlights how the city is prepared to assist Families who stay behind while their Soldier is away in service to the nation.

“We want to be able to say we are a loving and caring community and put that into action, not just words. We want to be there when times get tough for our Families,” Gudex said.

Greenfield’s community covenant was an act of recognition for the sacrifices the Soldiers and Families make in service to the nation.

Mayor Michael Neitzke said he wanted to convey Greenfield’s commitment to the Soldiers and Families for their commitment to make such sacrifices. As co-chair of the Intergovernmental Cooperation Council, a group of Milwaukee County municipal leaders, Neitzke invited Army leaders to promote the covenant among other communities through the council.

During the signing ceremony, Neitzke recounted his father’s

service during World War II.

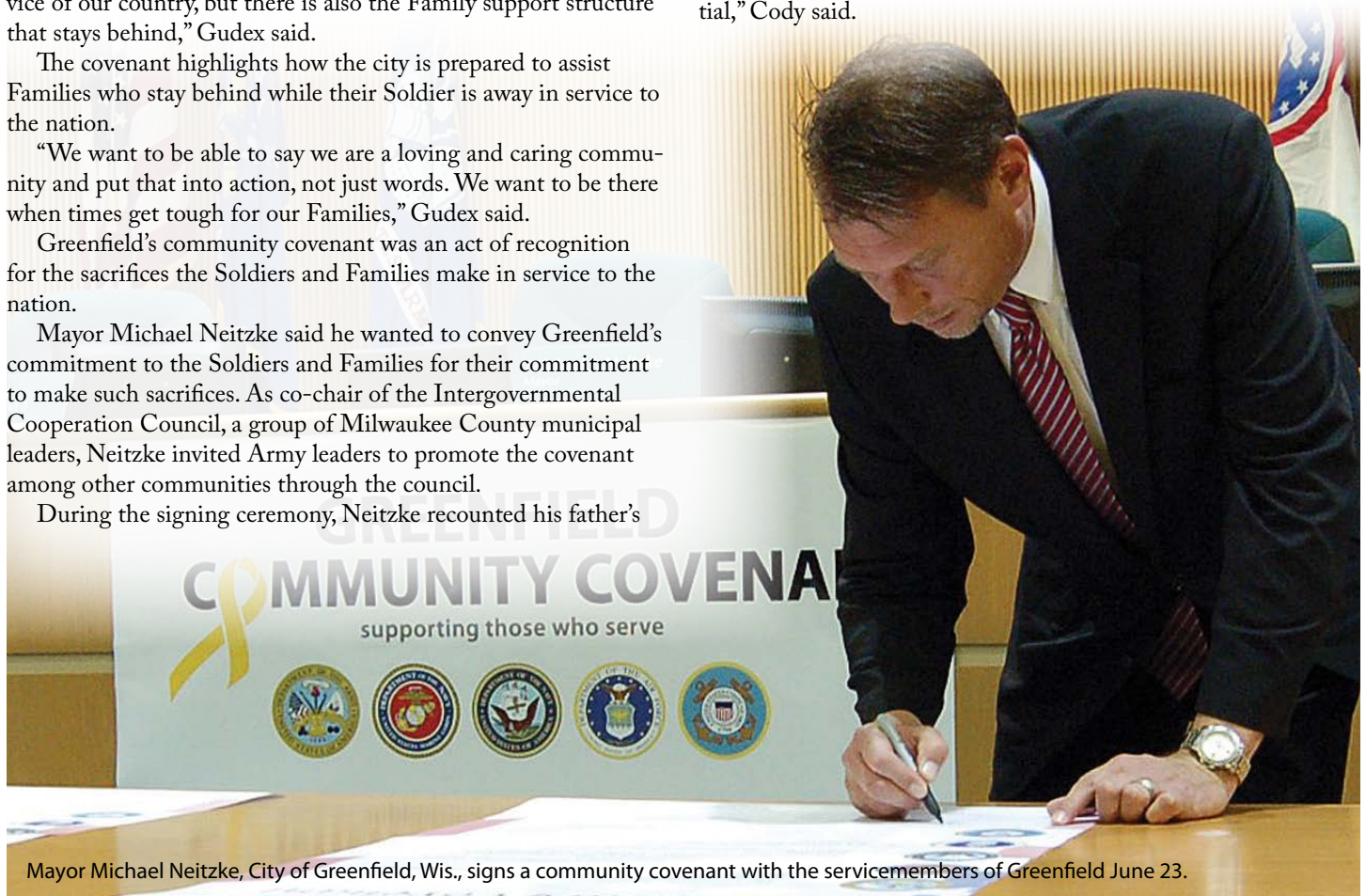
“My father said something to me that I will never forget, he said he fought for me so that I wouldn’t have to,” Neitzke said. “When [servicemembers] who are in Iraq, Afghanistan, Korea or any other place in the world, when they come home we need to recognize that there are huge sacrifices being made by them and their Families. And we have to make sure that we have that same commitment to them when they return.”

The Milwaukee Battalion also formalized a partnership with the Wisconsin-Upper Michigan District Kiwanis International. The event reflected a local adaptation originally launched by the U.S. Army Recruiting Command and Kiwanis International/Key Club International in April at Fort Knox, Ky.

The new partnership is based on the shared values of the organizations and their joint commitment toward developing the academic and leadership potential of young people. As a result, both organizations will look for ways to increase collaboration and develop programs that heighten awareness of the benefits of Army service and officership among Kiwanis family representatives.

The battalion commander said this partnership will help many young people take advantage of the March2Success program the Army provides.

“We have something fundamentally in common with Kiwanis. We both want to see young men and women achieve their potential,” Cody said.



Mayor Michael Neitzke, City of Greenfield, Wis., signs a community covenant with the servicemembers of Greenfield June 23.

Soldiers Continue to Define

Recruiters, Future Soldiers Assist Joplin Tornado Victims

By Rich Beckett
Kansas City Battalion

Though most had considerable experience supporting search-and-rescue missions in Iraq and Afghanistan, local Soldiers quickly realized nothing could have prepared them for what they experienced while participating in the relief effort following the evening tornado that devastated the city of Joplin, Mo., May 22.

Staff Sergeant John Grayson, an Army recruiter assigned to the Kansas City Battalion, was one of a handful of Soldiers who arrived first on the scene following the deadly twister.

“I’ve never seen anything like this,” Grayson said.

Like most of the Soldiers who rushed to help the people of Joplin, Grayson said his response was automatic.

“This is my community; a lot of my friends are affected. The more time I spend out here the better,” he said.

Immediately after the skies cleared that fateful Sunday evening Grayson and fellow recruiter, Staff Sgt. Max Pumfrey, were among the first responders who worked diligently through the night to rescue storm survivors and provide critical assistance.

Returning home caked in mud from head to toe, Pumfrey said, “This was no ordinary night with the guys.”

At the first sign of light Monday morning the search-and-rescue operation shifted into high gear as several Joplin-area Future Soldiers also volunteered to join the effort. Among the group was Michael Freeze, who was scheduled to ship to basic training in July.

After witnessing the devastation Freeze was understandably shaken but still looking to the future.

“The last recognizable thing for me was the hospital. It’s bad

the way it’s leveled but hopefully we can rebuild.”

As the relief effort continued in the days and weeks following the tornado, Soldiers from around the globe rallied to help the victims in Joplin. Major David Rowland, an active-duty Soldier currently assigned as a student at Fort Leavenworth, Kan., was one of many volunteers from the Leavenworth community who contributed to the Joplin relief effort.

Rowland hopped aboard a Joplin-bound school bus June 4 and headed down to provide much-needed assistance. Much like Grayson and Pumfrey, Rowland said he wasn’t prepared for the extent of the devastation he witnessed.

“We made our way from the university and eventually entered the disaster zone ... coming up on the devastation and seeing it with our own eyes is something that is very difficult to explain ... the sheer devastation of stripped trees, crumbled homes and roads unmarked because road signs were ripped out of the ground stopped all conversations on the bus,” Rowland said.

Rowland, who also has several deployments to Afghanistan and Iraq under his belt, said he was happy for the opportunity to help those a little closer to home.

“I deployed to Afghanistan and Iraq multiple times and helped the people of those nations build, repair and improve their own communities, villages and towns. But I have never done anything like that in the United States. Going to Joplin was an opportunity to do exactly that; help fellow American citizens rebuild their community and town,” Rowland added.

Witnessing the incredible impact Soldiers have when reacting to a local crisis often puts things in perspective for area citizens. As the people of Joplin learned recently, the intrinsic nature of the American Soldier is to serve others. They don’t care where they are ... they simply want to help those in need.



What it Means to 'Serve'

Recruiter Chronicles Experience Following Midwest Twister

By Staff Sgt. Max Pumfrey

Being a husband and father I am no longer used to returning home at 3 a.m. after a night with the guys. This particular morning I was returning home at 3 a.m., but this was no ordinary night with the guys. My clothes are covered in mud, sweat and debris. I am distant from reality, wondering how many people would be affected by this tragic night.

Not even nine hours ago Joplin, Mo., was caught in one of the worst tornados this great nation has ever seen. Stretching nearly a mile wide, it tore through more than 13 miles of some Joplin's most densely populated areas. More than 140 people dead, over 900 people wounded and over 5,000 structures devastated. These irreparable buildings include St. John's Hospital, large retail stores and Joplin High School.

Several members of the community had been celebrating Joplin High School's 2011 graduating class that night. One graduate was sucked out of his parents' vehicle while driving home for his graduation party. His body wasn't found until a week after the storm.

My pastor's wife was one of many survivors. Her story is a different one, with lots of questions such as, "Why was I saved?" and "Why did this happen?" Since that day, she and others have been donating a majority of their time to help give back to the community. These are two completely different sides of the spectrum and there are so many others out there. Stories of guilt, sorrow, loneliness, homelessness and selfishness.

For a week Staff Sgt. John Grayson and I spent countless hours in "Ground Zero" with the community donating our time, sweat and experience to one of the closest communities I have ever seen.

Shortly after the tornado hit we went on site with the Jasper County Sheriff's Department to begin search and rescue (SAR) missions throughout the city. Our first objective was to help move bodies of the deceased between several different locations. Shortly after arriving we were called out to a demolished church where two officers had heard cries for help. It was a mess and no one knew where to begin. We immediately began removing debris to open up as much of the church as possible. After several strenuous hours no bodies

were found. That was the first night out with "the guys."

Monday morning began like no other over the past two years in recruiting. We went to three different triage centers to assist in any way possible. It was a good start to help give back to the community that has given to us.

One of the busiest flowing days came Tuesday as Grayson and I met at 7 a.m. A local church had begun taking donations. We unloaded trucks coming from Arkansas, Texas, Oklahoma and Nebraska. At nearly 1 p.m. we had been contacted to move to the hospital to continue SAR. We were split up so as to provide experience to multiple teams. My team was directed to a spot where they believed a woman was still under debris 33 hours after the tornado. This search turned up nothing. Our second patrol sent us to an intersection where we had found one of the over 140 dead. The tragedy became a more concrete reality for several people at that moment.

On Wednesday Grayson and I were joined by 1st Sgt. Jefferson Paul, and Sgts. 1st Class Jamie Weaver and Chris Lynch. We also made contact with U.S. Naval Academy cadets who had traveled from Annapolis, Md. Our group consisted of 24 people and we covered over two miles in terrain comprised of deep woods and debris cluttered neighborhoods. All attempts to recover any wounded or dead were unsuccessful. Hope of finding the unaccounted for was beginning to be lost



after only one body had been found.

With a new day comes new hope. Thursday we moved back to the hospital to continue SAR operations. We were used as a team to find certain points and to link up with special units such as dive teams, cadaver dogs and teams with bunker gear. These external support units needed individuals familiar with the area and able to communicate the location and link up points precisely.

Friday I chose to approach assisting the community in a different manner — I volunteered at one of the local churches helping with child care. My two daughters joined me. We spent seven hours with 12 children ranging from 9 months to 8 years old. This was probably the most rewarding of all volunteering I had done the first five days after the storm. It was great to see smiling faces of children who had been directly affected by the storm and to make it possible for other parents to assist efforts.

I have learned so much over the past week through all this life experience.

There is always light at the end of the tunnel and hope is right around the corner. People will always support people in a time of crisis. With devastation comes a time to rebuild. And the most important is holding your loved ones close, never let them go and never leave without expressing your love for one another. As we often say, "You never know what moment is your last." Ensure you are prepared when the time comes.

LEARNING FROM USAREC's Force Multipliers

By Gail E. Anderson
81st Regional Support Command

Briefings given to a group of recruiters are “old hat” for the 81st Regional Support Command’s Strategic Outreach Coordinator — from September 2006 to March 2008 everyone in the U.S. Army Recruiting Command referred to him as their command sergeant major. But this time, retired Command Sgt. Maj. Marty Wells has a new reason to speak to recruiters — to educate them on the U.S. Army Reserve Ambassador program.

Wells is the Ambassador Coordinator for the 81st RSC, a job inherent to his Strategic Outreach Coordinator duties. That’s no small task considering it entails managing their speaking engagements, filing their quarterly reports and sometimes even arranging travel plans for his 20 ambassadors, most of them former two-star officers.

In late April, Wells and one of South Carolina’s two ambassadors, retired Maj. Gen. George Goldsmith, spoke to a group of 17 students who were about to graduate from the Recruiting Company Commander Course (RCCC).

Many of the future company commanders were unaware the Army Reserve even had such a program, but were excited to learn that ambassadors could help them open doors to otherwise inaccessible venues.

Captain John Ladson of the San Antonio Recruiting Battalion admits that prior to the briefing he knew nothing about the ambassador program but realizes how important it is to establish and use “networking” to reach his mission accomplishment.

“Now, with having the Army Reserve Ambassadors in our kit bag, it’s just another tool that we can use to reach out to our communities,” said Ladson.

Ladson said that now that he knows about ambassadors, he plans on using them at a minimum, quarterly.

“We’ll have quarterly Future Soldier events and I plan on inviting our ambassadors to speak at those events. In addition to that, I’d like to use my ambassadors as centers of influence within the community, to assist my recruiters in gaining access to schools and areas that were previously difficult for them to get into,” Ladson said.

Before introducing Ambassador Goldsmith to the class, Wells told the students a little bit about Goldsmith’s background and what qualifies him to be a subject matter expert.

The students were mostly impressed with the fact that ambassadors are volunteers — unpaid champions of the Army Reserve and its cause.

“I’ve learned, as company commanders, we’re not the only ones out there actually working in the community, that we definitely have help out there with these ambassadors and that they can

go out there and help us increase the public’s reception of the military and what we do,” said Capt. Andrea Acosta, Aguadilla Recruiting Company in Puerto Rico

“I think with these gentlemen going out into the community ... not wearing a uniform, they can go in and be able to give the public better information on the Army because either they’ve been there before, or they have a very strong understanding of all the opportunities the Army has to offer both Soldiers and their Families,” said Acosta.

Goldsmith, who was selected by the Chief of the Army Reserve (CAR) in 2002, is always eager to tell everyone why he wanted to become an ambassador.

“While I was still serving in the Army Reserve, I was a member of the Association of the United States Army (AUSA) and saw how effective AUSA was in serving as the voice of the Army. I knew when the CAR established the USAR Ambassador Program, in 1998, that there was a critical need for the Army Reserve story to be clearly explained to all of our elected officials and to community leaders. It was obvious that when a Soldier was in uniform that there were limits to what could be discussed in the public arena. So when I retired, I wanted to serve as an ambassador to help present the real story of the success of the Army Reserve,” Goldsmith said.

Goldsmith said talking and getting to know Army Reserve Soldiers and their Families during Yellow Ribbon events and during Strong Bond weekends is his favorite part of his job. Those discussions give him an opportunity to explain to Soldiers who are unemployed or underemployed how the Armed Forces Employment Partnership Program can help them in their search for a rewarding new career.

But the ambassador views his No. 1 priority as “ensuring that our elected officials, community leaders, and employers understand the important role that our Army Reserve has in our War on Terror,” said Goldsmith.

Speaking about his briefing to the RCCC, Goldsmith explained, “It was my intent to let these commanders know that there is help available to them in each of their recruiting areas.

“The Army Reserve has ambassadors located in each state and these ambassadors have established a network of key leaders that can be called into action to advise and assist the commanders and their recruiters. The primary point that I wanted to make was that the commanders should not be hesitant to invite an ambassador to discuss key issues and ask for help.”

Now armed with knowledge of the program, what will the new company commanders do next?

“I’m so excited! The first thing I’m gonna do is contact my ambassador in Puerto Rico. Just as soon as I get there!” exclaimed Acosta.



from All-American Marching Band

to All-American Soldier One Musician's Journey Into the Army

By Jonathan E. Agee
U.S. Army Field Band

Christopher Sloan was one of 101 elite high school musicians selected to the 2011 U.S. Army All-American Marching Band in January.

The experience changed his life.

Sloan began playing an instrument in the sixth grade. He started out on the saxophone, but realized his true calling to play the French horn during his sophomore year in high school. "I wound up picking the instrument [French horn] and playing it that year, and was playing just as good as the seniors were," said Sloan. "My instructor would say how much my playing improved in just that one year."

It wasn't just Sloan's instructor that noticed there was something special about his musical talents. Friends and family began noticing Sloan had a special gift with music, too. "He can play music by ear as well as by sight," said Judi Sloan, mother. "He currently plays six instruments and recently learned flute for a jazz piece that the jazz ensemble at school performed."

With the French horn in hand, Sloan made the regional honor band three times. During his senior year, he was ranked third overall best player in the South East Region of Arizona. Sloan's musical enthusiasm and expertise made him a perfect candidate for the All-American Marching Band.

"My band director found out about the All-American Marching Band and nominated a bunch of us ...," said Sloan. "I ended up waiting till the middle of summer, then I was up late one night about 11 p.m. and I saw an e-mail saying, 'Congratulations, you are a member of the All-American Marching Band.' And I was pretty excited. I was just like, I wouldn't say shocked, but I was surprised like when you learn that you earn something great."

For Martin Hebda, Band Director at Casa Grande Union High School, he knew if there was an elite high school band

performance around, then Sloan should be a part of it. "He loved music, and most of all he loved marching band," said Hebda. "I knew he would put a lot of time and energy into the program."

As part of the All-American Marching Band, Sloan received an all-expenses-paid trip to San Antonio, Texas, where he performed as a French horn player during the U.S. Army All-American Bowl at the Alamodome. And although Sloan feels this was one of his greatest achievements, what stuck out in his mind following the performance were his interactions with Soldiers.

"When I went to the All-American Bowl we had a bunch of Army people that talked to us," said Sloan. "After asking thousands and thousands of questions, I started to realize this is something worth taking an interest in. And so when I got back home, I decided to speak to a recruiter and got insight from him. Then after about three weeks of talking to the recruiter I decided I wanted to do this."

Although the Army has positions for musicians of Sloan's caliber, he decided to take a different route — signal intelligence. The decision came after discussing various options with his recruiter and determining the intelligence field was the best fit for his qualifications and interests.

Sloan's mother had her concerns at first, but believes this is the best choice for her son.

"Like any future Army Family member I was scared and proud at the same time," said Judi. "I have a great support group [the Fort Leonard Wood Army Moms] who help me through my fears. His recruiters are great, too. They take the time to patiently answer my questions even if I've already asked the question before and need further clarification."

Sloan shipped to basic training in June. When asked if he would ever consider joining a military band he said, "Down the road, I think I would."



Retired Maj. Gen. Paul E. Lima, Civilian Aide to the Secretary of the Army for Wisconsin, advises Future Soldiers to make the best of their upcoming combat training after completing an oath of enlistment ceremony June 25.

Future Soldiers Redefine Country Hit

Story and photo by Pat Adelman
Milwaukee Battalion

The rain soaked grounds didn't dampen the spirit of country music fans from across the state at this year's Country USA music festival in Oshkosh, Wis. The five-day event in late June started with four days of rain, but headliners Miranda Lambert, Trace Adkins, Dierks Bentley, Rascal Flatts and Lady Antebellum kept everyone's spirits up.

The Volunteers from the U.S. Army Field Band started off the final day of the festival by getting the crowd energized and ready to honor more than 40 Future Soldiers, Sailors, Airmen and Marines. The Volunteers greeted the crowd by pointing out the future of the military standing in front of the stage and kept the energy level high by infusing their own brand of rock and country music.

Before the future servicemembers took the oath of enlistment administered by retired Maj. Gen. Paul Lima, the Civil-

ian Aide to the Secretary of the Army for the State of Wisconsin, The Volunteers performed an a cappella version of the National Anthem. The harmony was followed by a round of applause from the crowd who gathered to watch the ceremony.

"The decision you made to join the Armed Services is very important to the country," Lima said to the future service members. "You made the right decision. As you start to go in to your training, you have to take it very seriously, learn everything you have to. Once you go to your units, your battle buddies are going to depend on you. You will learn everything you will need to be successful."

The CASA said he was proud of the decision they made to support their country. He felt honored to be part of the swear-in.

"It's a really good feeling. To get the chance to impact those that are just beginning their journey in to the service. It's giving back in other words. It's satisfying," Lima said.

For the Future Soldiers standing in

front of the crowd it was equally exciting.

"To have the general talk to me just instilled pride," said Anthony Donnermeyer a Future Soldier from Appleton.

"It was definitely a life experience. It was something I will remember the rest of my life. I felt lucky getting sworn in by a general. The recruiters said they never had that chance before," said Donnermeyer.

Taylor Wisneski a Future Soldier from Menasha echoed Donnermeyer.

"It was a great experience. Having the general talk to us made me feel real good about everything. It made me feel welcome," Wisneski said.

For Donnermeyer country music is in his blood having moved to Wisconsin about a year ago from Texas. Service to country runs deep, as well. He said he is just proud to do his duty and serve following a family tradition.

"The way I figured it, I never wanted to do anything else," Donnermeyer said. "None of the other jobs in the Army called to me as much as airborne infantry. I wanted to do something exciting."

Reaching Audiences Through Music

Story and photo by Jonathan E. Agee
U.S. Army Field Band

For The Volunteers of The U.S. Army Field Band, telling the Army Story to young audiences is commonplace. The group performs more than 100 concerts throughout the year, many of which take place in high schools or venues typically attended by teenagers.

Earlier in the year, The Volunteers performed for roughly 1,600 Maryland music students during Prince George's County's second annual Music Day at Six Flags.

From the moment they took the stage, the group gave all they had. They performed many songs including, "The Pretender," by the Foo Fighters, "Brick by Boring Brick," by Paramore and "Raise Your Glass," by Pink.

If the songs sound new, it's because they are. When The Volunteers planned their spring tour, they decided to completely revamp their playlist. They wanted to include songs that were not only new, but currently being played on the radio.

"I think that playing more music that is relevant, and by relevant I mean music that is being played on the radio now, I think that helps," said Staff Sgt. Glenn Robertson. "And I think the way we are structuring our shows where the music does not stop ... We are just awing them. First off, on the fact that the Army does have a band like this that can pull this stuff off, and second just the whole presentation. We hit 'em and they are shocked by what is going on, and then they get comfortable with it and realize that you're supposed to have a good time."

And so far, the feedback has been phenomenal. From an increase in positive social media feedback to handwritten thank you letters, The Volunteers have really found their niche when it comes to reaching their target audience.

While performing for the Prince George's County music students, it was apparent that the kids were having a great time and enjoying the new tunes they were hearing.

"I saw a lot of kids clapping along, dancing," said Lindsey. "If you study one or two kids and are not scanning the audience, you can see them singing the songs, which is really cool. They definitely knew the tunes, even the parents and teachers were getting into it."

For some of the students the experience was more than just a good time. Mariela Quijada, fifth-grader and Beltsville Academy flute player, said the performance inspired her.

"I want to grow up to be a musician," said Quijada. "My favorite part was when the Army Band played and I knew some of the songs there, and it was cool."

Lionel Harrell, Beltsville Academy band teacher, believes music is an outlet where children can express themselves and be proud of what they are doing. Harrell added that having The Volunteers perform may inspire the students to follow their dreams.

"We invite military groups out to perform to see what it is like to perform in a high-caliber group," said Harrell.

To see the latest schedule and find out when The Volunteers will be in your area, visit www.ArmyFieldBand.com and click the schedule link at the top of the page.



Sergeant 1st Class April Boucher, The Volunteers' vocalist, goes into the crowd to perform during the second annual Prince George's County's Music Day May 20. Boucher hopes that The Volunteers will inspire the music students to keep learning and practicing music so they, too, can one day have a career in music.

"They will leave here and think it is cool and be really excited about seeing other musicians playing the instruments that they are starting out on, and it will inspire some if they were not practicing a lot to try to get into the instrument a little more. It gives them an opportunity to see what could be if they choose to pursue a musical career."

For those who have never seen The Volunteers perform, Sgt. Maj. Kirk Kadish, group leader, explains what to expect.

"You're gonna have a blast," said Kadish. "We will inspire, we will entertain and we will educate. I think pretty much in that order. We will inspire you first, then for sure we will try to entertain you, and if we educate you with a couple of tunes that you have not heard before or open your eyes on the broader perspective of the military and the Army, well then great, we've hit a home run, knocked it out of the park."

Are You the U.S. Army?

How Do You Represent Our Profession in Your Communities?

By Rick Welling

Doctrine Division, Recruiting and Retention School-Forward

When a tornado destroyed much of Joplin, Mo., in May, Army recruiters, Future Soldiers and even Army applicants sprang into action to help their neighbors. There may be no better example to illustrate this month's theme of outreach and engagement.

"We immediately responded and made link up with several law enforcement agencies," wrote Staff Sgt. Max Pumfrey, a recruiter in the Joplin Recruiting Station. Pumfrey wrote about the station's tornado response in a recent post in Recruiting ProNet.

"Nearly all work was put to the side, and the community became our first priority," Pumfrey wrote. "We were stretched thin and sent out on several search and rescue missions over the first week after the tornado."

Of course, recruiters needn't wait for a natural disaster. Opportunities to reach out and engage with the community exist in every station's area of operations. Sometimes these opportunities show up unexpectedly. More typically, recruiters must look for or create opportunities.

We continually hear that recruiters are "the face of the Army" in their local communities. Is that really true?

With our country currently at war, the face of the Army is on display daily through the news media, television programming, and all over the Internet. Gone are the days when the local Army recruiter was the only face of the Army. More than ever, the local Army recruiter has to engage his or her community to be recognized and to regain their proper role as the face of the Army.

The Internet and social media make it difficult for the average citizen to sort truth from fiction regarding the Army Family. Today, everyone has their own image of the Army and can share their "story" with the masses. An Internet search can dig up misinformation about any Army program or option. The Army recruiter of yesterday had only had to discount the tales of an uncle or neighbor who had served decades earlier. Today's recruiter has a bigger challenge.

Small businesses, corporations, universities and other organizations make an effort to give back to their clients, students and neighbors by participating in community outreach activities. These efforts are developed with respect to a company's or organization's mission, goals, values and target market. Local recruiters can study and learn from the behaviors of these institutions and adopt a plan of their own.

Community outreach activities are designed to help the community, not to promote a service or product. Even so, community outreach efforts often improve an organization's reputation and increase its visibility among potential consumers. For Army recruiters, the target market is 17- to 24-year-old high school diploma graduates who can score 50 or higher on the ASVAB

(Armed Services Vocational Aptitude Battery).

Better to give

To get started, the recruiter must secure and retain the support of the community. That support is vital. The recruiter must know what drives the local economy and the dominant social, political and cultural characteristics. They need to know the demographics of the community.

Community outreach serves two basic purposes: to provide information and provide services. Outreach comes in different forms to serve different purposes. Churches may do outreach to inform others about their ministries. Drop-in centers may provide outreach to homeless and at-risk communities to provide resources and hand out food. In addition, a nonprofit agency may conduct outreach to let community leaders know what they have to offer. Community outreach should reflect the needs of the population served to ensure success.

Don't forget: to receive, you first must give.

Following are several tactics and techniques that can help recruiters engage their markets and reach out to their communities.

Talk to key figures — Centers of influence

Centers of influence — or COIs — are people who shape community opinions. A favorable center of influence knows the recruiter well and helps the recruiter promote the Army. Influencers make the recruiter's job much easier. That is why recruiters should seek out community leaders and develop them as COIs. Developing COIs requires earning their trust, educating them about the Army and maintaining credibility.

COIs need to know how the Army benefits their community. For example, recruiting leaders can show COIs how an Army enlistment can benefit the local economy. A young person who enlists gets more than a paycheck. They may receive a cash bonus, for example. Many receive serious money for college. That money often comes home during or after the term of enlistment.

Recruiters should not hesitate to tell a chamber of commerce or a service organization how the recruiting center or company will benefit the community. Nor should recruiters be shy about asking for help. The recruiter is the Army's local ambassador, and he or she should leverage that status in every way possible.

Send postcards

We have all received those small postcards in the mail announcing a local business change of address or weekend percentage sale. Consider sending postcards to every address in your high priority ZIP Codes to get the word out about the Army. This is another good practice if you recently relocated a recruiting center. Sending a simple postcard to every address within the city or service area alerts your community members of your new location. Include the Army Web site and your Facebook link. The results will surprise you, especially in smaller communities.

The postcard design would need to be approved by USAREC G7/9 Marketing Division, according to USAREC Reg 5-3.

Host a fair

Sponsor and host a job fair or a family fair with games. Such events help the community and shine a light on your organization. Include the local Army Reserve and National Guard units in your planning. Fairs that sell locally produced foods or fairs that provide important information about community resources are a big hit. Have all the proceeds donated to a local charity. Such events demand careful planning and coordination, but they can bring big returns.

Movie night or day

Host a free movie night in a large area where participants can comfortably sit, like in an Army Reserve or community center. Advertise the event in area businesses. Hand out information cards to all those who participate as they enter or leave the movie. Also, show the Army advertising clips and outline how you help the community before the movie starts.

If the local movie theater allows, ask the theater to show a video or slideshow about your organization before the movie starts. This is a good practice during the summer months during the afternoon matinee. The Army has many professionally produced public service announcements. Care must be taken in choosing an appropriate movie and adhering to copyright laws/motion picture licensing.

Clear and transparent communication is essential to successfully engaging and building trust with the community and stakeholder groups. The outreach activities provide an opportunity and a medium for relaying not just information about the Army, but also a positive image of the Army Family as a whole.

Total Army Involvement in Recruiting (TAIR)

The Army is committed to support its recruiting effort by sending Soldiers to your community to demonstrate their skills. The expertise provided by these Soldiers does not necessarily have to engage a particular high school or college campus. Use your imagination. For example, with medical TAIR support, you can set up a free blood pressure screening at the local mall or other location. You may want to take the medical TAIR support screenings to local businesses and community government offices — police and fire stations and the mayor's office, for example. The intent is to engage community and business leaders, build your COI pool, and get some favorable publicity in the local media.

Recruiters have a challenge as the face of the Army. The path will not be easy, but through careful planning, execution, conducting AARs and adjusting plans based on results, every recruiter can reach their goal. Through this process, communication will help the Army increase the level of trust and assistance of the various publics which it serves.

Concentrating on developing stewardship and public understanding will also lead to an increase in public appreciation. A solid outreach strategy will ensure the Army is building relationships with its partners. Leaders must provide timely and accurate information to constituents and keep their message clear and consistent. Raising awareness and visibility of who we are, what we do, and how we benefit the community will benefit the Army as a whole.

Recruiter, you represent the Army in your community — be Army Strong.

Fresh Ideas From Recruiting ProNet

By Rick Welling

Doctrine Division, Recruiting and Retention School—Forward

Many recruiters and leaders have posted ideas in Recruiting ProNet. Here are a few examples from the forum, "Excellence in Innovation — July: Army Outreach and Engagement."

Sgt. 1st Class Paul Echols (Hudson Recruiting Station, Albany Battalion) wrote, "We have cultivated a great relationship by taking part in National Night Out in our area, we have also been very involved in extracurricular activities and supporting local churches and younger kids activities."

Staff Sgt. Christopher Kerr (Sedalia, Mo.) wrote how he responded to a tornado disaster in his area: "Instead of being one of those camera happy people I was out with chain saw and helping my neighbors clear away damage. There are always opportunities around that present itself and allows our station to have a positive effect."

Sgt. 1st Class Charles Fester (station commander, Independence Recruiting Station, Kansas City Battalion) wrote that his station chose to work with Habitat for Humanity. Their company commander allows the station's recruiters to take the first Friday after mission day every month and help build houses. "It is a great way to give back to the community," Fester wrote.

"I think as recruiters we need to do more than just recruit," Fester added. "We need to show everyone that this is our community also. When I was a recruiter, I used to attend community meetings and volunteer at homeless shelters."


Staff Sgt. Joseph Wicker, station commander in Clinton, N.C., started coaching youth league basketball for the local YMCA three years ago. Now some of his recruiters have gotten involved in volunteer work.

"We have a mentorship program at one of the local middle schools," Wicker wrote. "These types of activities and involvement speak a lot about the character of an individual and the Army as a whole."

Sgt. 1st Class Arthur B. Sweeney (station commander, Cary, N.C., Recruiting Station) wrote that, while committing to a good cause "doesn't have to be recruiting related," the activity can boost the recruiting effort.

"Your sincerity and commitment in what you do for others," Sweeney wrote, "will develop an everlasting relationship and be the keys to success."

Recruiters are reminded to consult their chain of command, advertising and public affairs staff and the brigade staff judge advocate before planning any outreach events, such as a community fair, that might have copyright, liability, safety, insurance or licensing concerns.



Sergeant 1st Class John Cottrell starts the four-second countdown for the Mechanicsburg “Wildcats” center during the second round of pool play June 25 at the Second Annual Army Strong Tour – Pennsylvania Passing League – East Division tournament at Susquehanna Township High School in Harrisburg, Pa.

Battalion Gives Football Teams Chance to Compete

Story and photo by Christine June
Harrisburg Battalion

The Harrisburg Battalion offers local football players an opportunity to compete during the summer with its Pennsylvania Passing League.

“It’s a great thing for high school football because in the summer, all a football player has to look forward to is lifting weights,” said Coach Joe Headen, the Susquehanna Township High School head football coach, who has hosted the PPL-East Division for the past two years. “This passing league gives high school football players a chance to get out and compete.”

The Pennsylvania Passing League is broken into the PPL-East and West divisions. The West camp opened June 11 and pitted 19 schools from Western Pennsylvania at Gateway High School in Monroeville, Pa. The East division saw eight schools from central and Eastern Pennsylvania vying for the title June 25 at the Susquehanna Township High School in Harrisburg, Pa.

“I love it! It’s very fun and a great competition, and it’s great to interact and meet new people,” said Logan Davis, a wide receiver on the Steelton-Highspire “Steamrollers” football team, who was participating for the first time in the East division tournament. “I think it’s amazing that the Army goes out of their way to help our

country and still, takes the time to help us out. That’s pretty cool.”

The league is a 7-on-7 passing competition for 14-man teams from high schools throughout the Keystone State. Each school’s team gets to play a minimum of four games with three pool games to determine the seeding for the single-elimination division championship brackets.

This year’s West division champions are the Clairton High School “Bears,” and the “Colonials” from Plymouth Whitemarsh High School are the East champions.

Recruiters supported their schools at both league championships as escorts for the teams, game and field managers, on-field referees and score keepers.

“This tournament gives us an opportunity to create or maintain a good working relationship with the coaching staff at each of our schools,” said Staff Sgt. James Slough, the Harrisburg Recruiting Center commander, at the East championships. “It also shows to the coaches and schools that recruiters can be a resource for them.”

This is the second straight year the battalion and The Sports News Flash Radio Network were the title sponsors for both divisions. It is part of the battalion’s 2011 Army Strong Tour, which also includes the Army Iron Man Campaign, Army Coach of the Year, Army Strong Wrestler of the Year, Hoop Stars of the Year and Army Rivalry Tour.

Battalion Commander Shares Lessons Learned in Recruiting

By Jorge Gomez
Milwaukee Battalion

Before Lt. Col. Robert L. Cody II took command of the Milwaukee Battalion in July 2009, he had his own conceptions of what recruiting would be like. It didn't take long before he learned most of them were inaccurate.

While Cody will leave his mark on the battalion — such as with his policy requiring Soldiers to wear the Army Service Uniform when visiting schools — he said if he had the chance of commanding another recruiting battalion there are a few things he would strive to do better.

First, he would foster a community Family Readiness Group (FRG) that actively keeps everyone linked in. It's the next step to having good FRG leaders.

“You could have the best FRG leader but if that leader is doing everything he or she can and still isn't getting input from the company commanders or the station commanders, then it's not going to work.

“Whereas if you have wide participation in an FRG, someone will know what's going on and can alert the chain of command if a Soldier is about to do something he [or she] will later regret.”

FRGs are easier to manage on an installation where Soldiers and Families typically live within relative proximity of each other. In a recruiting environment, however, there is a higher propensity for Soldiers to isolate themselves. A Soldier could very well live 30 miles away from his station, other Soldiers, or perhaps not even live with his Family.

Reducing isolation among Soldiers and ensuring Families remain within the FRG community is critical to taking care of Soldiers, Cody said.

“If we don't have processes in place where the Families feel they are taken care of, or the Soldiers feel they don't have a good support network, nothing else matters.”

Next is to develop a comprehensive school engagement plan with a two-year life cycle. The plan should prioritize which schools and educators to engage.

“We found that we didn't have a school engagement plan out here. Our senior alpha market share was terrible because

there wasn't a clear plan that identified those schools with the highest propensity to enlist,” he said.

A plan that takes input from leaders and assigns station commanders main effort priority schools is the way forward, he said.

The third recommendation is to ensure company leadership has a battle rhythm. The company commander and first sergeant should always be seen together when they visit stations.



Lt. Col. Robert L. Cody II, Milwaukee Battalion commander, speaks during a company change of command ceremony in December.

“The Soldiers have to see that their commander and first sergeant are a team,” Cody said. “And when they visit a station they should have a plan of what they will accomplish each time and consistently apply it. Soldiers need some predictability of what their leaders will train on during each station visit. This way Soldiers get a sense of what is important to their leaders, he said.

The fourth recommendation is to train and develop leaders. Team recruiting requires a different kind of leadership skill. Shifting mission responsibility from an individual to a team changes the leadership dynamics.

Finally: develop a winning attitude. The Milwaukee Battalion has historically been a unit that only makes about 85 percent of its mission. When he initially assumed command, Cody often heard the statistic invoked as an excuse.

He would “talk to the Soldiers in the field and that's exactly what they say, ‘We only make 85 percent of the mission.’ But you've got to change that attitude. If you say that at a minimum we are going to produce 100 percent, then you will get 100 percent.”

Commanding a recruiting battalion is no different than any other battalion, he said. It comes down to leadership: taking care of Soldiers, civilians and Families; developing leaders, training and getting after the mission; and enforcing the standards. But cultivating a winning attitude is foundational, he said.

“Whatever challenge you are given, if you have the mentality that you can do it, you will always win,” Cody said.

Throughout his tenure, Cody emphasized cross talk among Soldiers, station commanders and company leaders. He now wishes to play a part in that cross talk among new battalion commanders across Recruiting Command, not just with the one who will replace

him.

“The key to success is to eat with the troops, walk around and talk to them and by all means protect them,” he said.

“USAREC is a great command. The future is bright for USAREC. Commanders should feel privileged to be part of this experience. From this moment forward, I will wear the recruiting badge proudly. De Opresso Liber, ‘Army Strong.’”



Sergeant First Class Stacy Muse, Station Commander, Aurora Recruiting Station, along with Sgts. Jason Hardman and David Lunebach, celebrate the U.S. Army's 236th Birthday with Aurora Mayor Tom Weisner.

Chicago Battalion Turns Army Birthday Into Weeklong Multi-Community Event

By Mike Scheck
Chicago Battalion

Tim Turpin, chief of the Chicago Battalion advertising and public affairs office, was on a mission to maximize the promotion efforts for the Army's 236th Birthday to the local communities. The plan was to not only celebrate the actual birthday, but to energize the communities about the Army for the entire week.

Two months before the Army Birthday, letters and sample proclamations were sent to 21 mayor's offices in the battalion footprint. From the largest of the cities, Chicago, to the smallest, all the mayors were asked to officially recognize the Army Birthday and designate June 13-18 as "Army Week" in their towns.

The battalion initiated the project as a way to meld recruiters with local government officials and reinforce a positive image of military service. Any local media interest and publicity created by the proclamations was a bonus for the battalion. Turpin said the communities have always been strong supporters the military.

"Our recruiting stations have always been a symbol of the Army in the local communities. These proclamations were a way for the communities to demonstrate their appreciation for the Army," Turpin said. "It shows that the community cares about the individual Soldier."

What Turpin and his staff didn't expect was the incredible response.

"We figured we'd get maybe a 30 percent response from the cities and that would translate to just receiving signed proclamations," Turpin said. Of the 21 requests sent out, 19 responded with signed proclamations, eight communities held special ceremonies and recognized Soldiers at city council meetings and three mayors held special signing ceremonies. The crown jewel of the project was the proclamation signed by newly elected Chicago Mayor Rahm Emanuel, Turpin said.

Although each of the proclamations hold special significance in the battalion, it's extra special when the mayor of a city of over three million people can take time out from his busy schedule to recognize the Army's birthday," Turpin said. "This shows that there is real substance behind the often heard 'thank you for your service' comment Soldiers hear."

Brooklyn Joins Growing List of Our Community Salutes Cities

Story and photo by T.M. Beller
New York City Battalion

For many college-bound high school graduates, freshman orientations and term papers are on the horizon, yet for some New York City and Long Island-based seniors, they are rewriting graduation traditions by pursuing a different pathway to their future through service in the U.S. Armed Forces.

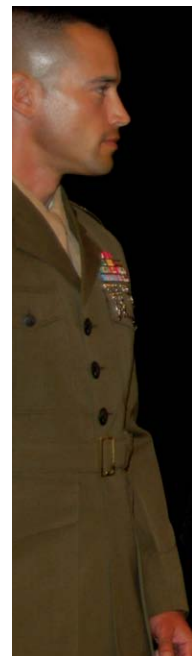
More than 200 new servicemembers — including approximately 50 Future Soldiers — were saluted by their communities June 9 during the first Our Community Salutes of Brooklyn ceremony, which publicly recognizes and honors high school students who plan to enlist in the U.S. Armed Services after graduation, as well as their parents.

And with such a short distance away from the World Trade Center site, this ceremony brought home the remarks made by one guest speaker, U.S. Marine Corps Brig. Gen. Robert F. Hedelund, director of Marine and Family Programs Division at Quantico, Va.

"You are joining the warrior class, which a mere one percent of our country's population is a part of," Hedelund said. "Only qualified applicants enter this warrior class, which is why service to the nation is revered by our countrymen as a great and respectable job. And I couldn't pass up this opportunity to come talk with you young men and women tonight to thank you for your courage to step forward and serve. And to your parents, who have prepared you as patriots ... danger may await them, but know that will take care of everyone of them."

And who better to hail these new recruits into the ranks of their respective branches of service than Our Community Salutes (OCS) of Brooklyn — an all-volunteer force comprised of college and school officials, veterans' service organizations, political leaders, business people, community residents and local Armed Forces recruiting personnel. Spearheaded by Josh Gordesky, a father and a U.S. Air Force veteran, with guidance from OCS founder Kenneth E. Hartman, an Army veteran and former Cherry Hill, N.J., school board member, OCS of Brooklyn counters the tradition of a societal culture that does not traditionally acknowledge at graduation time students' decisions to serve their country in the U.S. military.

"Tonight, I want every recruit to walk out of here knowing an entire community says thank you for choosing to serve



your country,” said Gordesky, whose passion and drive for OCS of Brooklyn are so unyielding that he recruited his spouse and parents-in-law into the all-volunteer OCS of Brooklyn force.

The salute to the troops included commentary from many prominent guest speakers, including Stewie Stone, stand-up comedian; Marty Markowitz, Brooklyn Borough president; Frances Hesselbein, president and chief executive officer of the Leader to Leader Institute of New York; Dominic A. Morelli, executive director for the Greater New York-Statue of Liberty Chapter of the Association of the U.S. Army; and Myron Berman, a U.S. Army veteran and New York State U.S. Army Reserve ambassador, who presented remarks on behalf of the Chief of the U.S. Army Reserve, Lt. Gen. Jack C. Stultz.

“We want the young people of our audience to know they are really very special people who are about to embark on an experience that will serve them well for the rest of their lives,” Berman said. “We are proud of you all, and want you to know you are about to become a member of a great family where you will not know people immediately, but over time and through service together, you will develop friends with your fellow servicemembers,



Hunter Samdolski, a Future Soldier and junior at Connetquot High School in Bohemia, N.Y., shakes hands with Lt. Col. Omuso D. George, New York City Battalion commander, at Brooklyn’s first Our Community Salutes event June 9.

friends you will no doubt have support you for the rest of your lives.”

For 17-year-old Hunter Samdolski, a junior at Connetquot High School in Bohemia, Long Island, the ceremony was very gratifying, reinforcing the certainty of his decision to enlist during 11th grade.

“Ever since I was a little kid, I’ve always wanted to serve in the Army,” said Samdolski, whose loyalty and patriotism was inspired by his grandfather, a retired U.S. Army colonel. “I am somewhat scared and excited at the same time, but I have lots of love and support from my parents.” Samdolski, a future U.S. Army logistician, has enlisted into the U.S. Army Reserve for the education

benefits and for the respect he hopes to obtain through a career in service to his nation.

According to Hartman, the son of a former World War II prisoner of war, it’s quite possible that Samdolski and many others like him, could emerge from college debt free and even graduate the same time as many of their peers who take six years to finish college.

“We [parents] are very proud and honored for our son, Hunter,” said Samdolski’s mother, Lisa Steinhauser. “The Army comes first for him, and they have helped him put together a great plan for his future, so it makes me, as a mother, feel good that the Army is taking care of him. This ceremony is something we didn’t have twenty, thirty years ago, so thank you for doing this.”

And as Hartman stated in an American Forces Press Service article, “To join the military and serve your country is an awesome feat. To serve your country at a time of war says a lot about your character and how much you love your country. This should never go unnoticed.” And with OCS of Brooklyn on the horizon, the winds of change in our New York neighborhoods are settling in.

According to Sgt. 1st Class Christopher L. Dash, Samdolski’s noncommissioned officer assigned to the U.S. Army Career Center Patchogue, community support is always appreciated, especially for our U.S. Army Future Soldiers who participated in this first-time ceremony in Brooklyn.

“When someone decides to put their life on the line for their country, they’ve made a very big decision with their future,” said Dash. “We owe it to those folks like Pvt. Samdolski to say thank you, and by tradition, we owe it to them to welcome them — to hail them — into a great military community and a great U.S. Army.”

“This event, which is the first of its kind in the New York City area, really provides the opportunity for our community to come together and recognize the important decision of those high school seniors who have made the all-important commitment to serve and defend their country by enlisting for military service,” said Lt. Col. Omuso D. George, New York City Battalion commander. “Some of these young men and women will attend college or enter the civilian workplace after high school while serving in the U.S. Army Reserve, and others may go directly into the military right after graduation ... but the bottom line is they have stood up to serve their country, and that is something we should all applaud. I expect this recognition to pick up steam here and be even bigger and better in years to come.”

Having an OCS event in any battalion’s footprint yields many positive results, including a reduction in Future Soldier loss because OCS helps build military camaraderie and esprit de corps among troops, especially among those personnel waiting months to ship to training. The introduction to other Future Soldiers in their area also widens their sphere of new military friends.

An OCS event attracts participation of veterans’ service organizations by allowing them to ‘pay it forward’ to the next generation of service men and women. OCS garners positive media attention within the community enhancing the public support for Army recruiting, and lastly, OCS helps enhance the relationship between the military recruiting noncommissioned officer and high school guidance counselors, who serve as centers of influence for the Army recruiting mission in the schools.



Salem, Ore., Army Recruiting Center Station Commander Sgt. 1st Class Robert McBride and Staff Sgt. Robert Hanson salute a Fallen Comrade Memorial at a pre-game ceremony on the Salem-Keizer Volcanoes baseball team's home field July 1.

Baseball Team Hosts Patriotic Weekend to Honor Veterans, Future Soldiers

Story and photos by Heather J. Hagan
Portland Battalion

Salem-Keizer Volcanoes, a single A baseball team affiliated with the San Francisco Giants, hosted a Patriotic weekend honoring Veterans and Future Soldiers July 1-3.

On July 1, U.S. Army Recruiting Battalion Portland, Ore. Commander Lt. Col. Thomas Crowson enlisted 16 Future Soldiers from Wilsonville Company. The Future Soldiers raised their right hands during a pre-game ceremony in front of baseball players and more than 3,000 local spectators at home plate on the Volcanoes' home field.

Salem Army Career Center Station Commander Sgt. 1st Class Robert McBride said the event was an outstanding chance for the Army to be recognized in front of the community and for the Future Soldiers to see the support the community has for the military.

"The event helped solidify the Future Soldiers commitment," said McBride. "Staff Sgt. Kenneth Garrison has worked with Volcanoes Senior Account Executive Jerry Howard for the last two years. Since then, there has been a Future Soldier swear-in and a Fallen Comrade Memorial every year."

Videos Provide Behind-the-Scenes Look at Fort Benning's Infantry OSUT Program

By Jerrod Resweber
McCann Worldgroup

In an effort to provide prospects, new Army recruits, Soldiers and their supporters a comprehensive look at Fort Benning's Infantry One Station Unit Training, or OSUT, program, U.S. Army Accessions Command recently published five brief video segments showcasing a range of OSUT activities, including the confidence course, the gas chamber, Turning Blue ceremony and OSUT graduation.

The videos are hosted by a drill sergeant, Staff Sgt. Levi Peffer, who outlines the 14-week journey that turns civilians into infantrymen. OSUT combines Basic Combat Training with Advanced Individual Training in one location, enabling Soldiers to stay with the same class throughout infantry training and build camaraderie and unit cohesion.

All five videos can be viewed on the Army Strong Stories YouTube channel at <http://www.youtube.com/user/armystrongstories>. Written and video stories from Fort Benning Soldiers can be viewed on Army Strong Stories at <http://armystrongstories.com/tag/fort-benning>, USAAC's signature blog and story-sharing program with more than 700 Soldiers and cadets blogging about Army life and military service.

Fitness blogger and digital mom Leah Segedie participated in select OSUT events at Fort Benning as part of U.S. Army Accessions Command's blogger engagement program during the same timeframe the videos were produced.

Learn more about her experiences through her post on her Mamavation blog at www.mamavation.com/2011/03/army-physical-training-changes-ipad-giveaway.html, and her personal YouTube video at www.youtube.com/watch?v=QikNkJVxYpY.

New Soldiers are encouraged to share their own OSUT or Basic Combat Training experiences on the GOARMY Facebook page at www.facebook.com/goarmy, or on Army Strong Stories at www.armystrongstories.com, which is open to every Soldier, cadet, veteran and Army supporter.

Recruiter Makes Alabama Relief Personal

Story and photos by Chloe Rodgers
Columbia Battalion

Staff Sgt. Jeremy Frank loads packs of bottled water onto a trailer and pauses to wipe his brow. He has stopped at Fort Jackson, S.C., on his way back to Morganton, N.C., before he leaves for Alabama, where he is taking loads of supplies and donations for the Alabama tornado victims.

“I’m basically raising donations for the people that need it. A lot of people are getting help but there are a lot that aren’t getting anything,” said Frank. “This is just something I feel like I need to do as a Soldier.”

Frank took more than two weeks of leave from the Morganton Recruiting Station to personally collect donations and deliver the supplies to Alabama in early July.

“I always say, ‘Do good to others and good comes to you,’” Frank said.

And good he is doing. Frank has tirelessly gone door-to-door in Morganton to ask neighbors and local companies for donations for the Alabama victims.

“I’m taking roughly 4,000 pounds of bottled water, 50 boxes of clothes, about 100 packs of baby wipes and baby food, some washers and dryers, some furniture ... I’ve just been going out and asking my neighbors what they can give. It’s for a good cause, and I think these people down in Alabama need all the help they can get.”

Frank’s do-good attitude comes from a background of military service and volunteer work. Coming from a military family, Frank joined the Army in 2004. He now lives in Charlotte and works in Morganton. Frank has also worked with Camp Good Days & Special Times, a children’s camp for kids who are dealing with cancer. He works with the camp at least once a year, and has been doing so for the past eight years. Frank’s love of helping people has surpassed duty and become a personal mission — like his current mission for the Alabama victims.

“I think the Alabama victims need more help than they’re getting right now, and someone’s got to do it — and I’m glad to be that person.”



Staff Sgt. Jeremy Frank loads water onto a trailer headed for Alabama.

Retired Recruiter Collects Miniature Race Cars

Story and photos by Barry Collins
Dallas Battalion

At first glance, Guy Shoemaker's office could be mistaken for a toy store. Displayed in every available corner of his office, miniature top-fuel dragsters, funny cars and Indy-style racers, mostly decked out in Army black and gold, fill bookcase shelves and cover desk tops.

"I have all of the Army-sponsored NASCAR cars in every paint scheme used by the Army," said Shoemaker, taking a car from a nearby shelf. "From the first, Jerry Nadeau's No. 1 Pontiac in 2003, to the No. 39 Chevrolet Ryan Newman drives today."

The retired recruiter's collection varies in size and complexity from models that would fit neatly in a matchbox to a much larger radio-controlled pickup displayed on top of a file cabinet.

"I don't know exactly how many I have, probably a hundred or more," said Shoemaker, the Dallas Battalion IT specialist. "I've never taken the time to count them.



I just keep adding to the collection."

The Internet has provided Shoemaker with much of his collection.

"There's a lot of Web sites that specialize in NASCAR memorabilia," said Shoemaker, "and I've picked up several cars at the track during races."

Not only does Shoemaker's collection vary in size and complexity, but also in price.

"These are probably the most expensive ones I have," said Shoemaker, dusting off a glass case containing two highly detailed top-fuel rail dragsters. "I've paid anything from a few dollars to more than a hundred for a single car."

Like most collectors Shoemaker has one favorite piece in his collection.

"This one is a limited edition," said Shoemaker, picking up a 2007 Monte Carlo. "The suspension system has springs that work. The steering wheel turns the front wheels and under the hood, it has all the components of a real car. The detail is unbelievable and it's made out of sheet metal."

Shoemaker's collection is not limited to cars. Autographed caps hang in rows from two of his office walls and coffee cups with the NASCAR logo share shelf space with his cars. Other items resemble cars but have a completely different function.

Shoemaker gestured toward a barbecue grill shaped like the front of a NASCAR racer and said he purchased it at Fort Bliss. The hood is painted black with 'Army' in white letters across its center. "I saw it at the post exchange and had to have it. It came disassembled and I had to put it together," continued Shoemaker.

An avid NASCAR fan, Shoemaker said he tries to attend all the Dallas area races.

"I'll miss the race this year," he lamented. "My anniversary falls on the same weekend as the race and I don't think my wife would find a day at the track very romantic."



NASCAR drivers pose with Future Soldiers at the Elizabethtown, Ky., Recruiting Center July 6.

NASCAR Drivers Meet Current, Future Soldiers

Story and photo by Lee Elder
Nashville Battalion

Some of NASCAR's brightest young stars got to meet some of the Army's future leaders and soon-to-be Soldiers during a visit to the Elizabethtown, Ky., Recruiting Center July 6.

The five drivers were given a tour of the center and got to visit with some of the center's Future Soldiers as well as cadets from the nearby University of Louisville Army ROTC program. They also got to talk to local Army recruiters and try their hands at some of the center's simulated marksmanship equipment.

Steve Wallace, who drives Car 66 in the Sprint Cup, was among drivers and other NASCAR officials taking the tour. He said he enjoyed interacting with the Future Soldiers and cadets and visiting the station.

"It's been really exciting to be here today," Wallace said. "It gives you a new perspective on what Soldiers do every day."

Wallace recalled a recent race in Daytona. He said most race car drivers feel an added sense of pride when they are racing on behalf of the Army.

"It's pretty cool being out there with the military," Wallace said. "It gives you a lot of respect what they do every day."

After the tour by Elizabethtown Company Commander Capt. Scott Hikes, the drivers were shown to the center's marksmanship challenge. Wallace was quick to pick up a simulated M-4 Rifle and challenged fellow driver Matt Crafton to a contest.

Phoenix Battalion Assists During Monument Fire

By Deborah Marie Smith
Phoenix Battalion



Crafton, who drives the Camping World Truck Series Truck No. 88, quickly accepted. The pair engaged simulated targets before visiting with the Future Soldiers who had gathered to see them.

Specialist Tory Jones is an Army Reserve Soldier in the process of transitioning to active Army status. She was very enthusiastic about meeting the drivers and having her picture made with them.

"My Mom is a NASCAR fanatic," said the blonde Illinois native.

Jones, who is also a military spouse, said she appreciated the drivers visiting the center. She was quick to ask them questions and exchange comments with the drivers.

"It was nice to have them visit the local center and support the Army," Jones said. "They listened and seemed genuinely interested in what they do."

Another Future Soldier, Jay Rumer, said he's only a NASCAR fan "when something blows up." However, he said he enjoyed meeting the drivers and getting their impressions on Army service.

"It was cool to have them come in and have an interest in the Army," said Rumer, a 2010 graduate of nearby Oldham County High School who will leave for basic training this fall to become an infantry Soldier. "I really enjoyed seeing them firing the rifles with Capt. Hikes."

The visit came on a busy day for the center's commander, Sgt. 1st Class James Alston. He said the visit helped inspire his Future Soldiers to go after their dreams.

"This was good for them in so many ways," Alston said. "It helps motivate them when they know there's so much support for them in the community."

While the billowing clouds of smoke outside the Sierra Vista, Ariz. Recruiting Station marked the wrath of the Monument Fire — Sierra Vista recruiters had much more than recruiting on their minds.

They were assisting residents, delivering supplies to a local shelter and to Soldiers battling the blaze.

On June 16, Sgt. 1st Class Andrew Angarita was traveling on a dirt road, just east of Highway 92, following a sheriff-led convoy assisting with evacuation. Sergeant Angarita noticed a distressed elderly woman standing outside her home so he stopped.

The woman insisted on saving her mattress because she suffered from back problems and osteoporosis, yet she had no way of transporting it. Angarita went into her house, retrieved the mattress and transported her to the Apache Middle School shelter.

The six Sierra Vista recruiters helped approximately 30 people evacuate their homes and transport them to shelters.

"To see families evacuate their homes and leave their possessions was difficult," said Angarita. "Especially knowing that my family could have been next."

Along with evacuation assistance, the Sierra Vista recruiters gathered and donated sports drinks, water, linens

and clothing. In addition, Lt. Col. Alfonso Mandujano, Phoenix Battalion commander, notified Operation Homefront and requested support.

"When I saw the opportunity to help, it lifted my spirits," said Clarissa Geborkoff, Operation Homefront of Arizona Director of Development and Outreach. "Within minutes of sending an e-mail to Tucson businesses, I received positive responses, and we became overwhelmed with donations."

Operation Homefront delivered the water, T-shirts, chips, wipes, and energy supplements to the Tucson Recruiting Company. The Sierra Vista recruiters delivered all the supplies to the Buena High School shelter and to the National Guard and Fort Huachuca Soldiers who helped contain the fire.

"As long as there is a need, we will be here helping in any way we can," said Angarita. "The Sierra Vista recruiters and our Families visited the shelters, almost daily. The people that impressed us the most were the children and the elderly people; some carried oxygen tanks and were in wheel chairs. My children felt very fortunate to still have a home, and they desperately wanted to give the donated supplies to the less fortunate children."

The human-caused blaze began June 12 near the Mexico border and officials said June 23 the devastating 28,236-acre fire had destroyed 57 homes, 42 outbuildings, five vehicles and six businesses.



Ashley and Sharon Angarita, daughters of Sgt. 1st Class Andrew Angarita, volunteer at the Sierra Vista Recruiting Station sorting through supplies to be delivered to the Buena High School shelter June 22.

1. The difference between recruiting success or failure may well depend on your ability to _____, inspire and involve yourself in your community.
 - a. counsel
 - b. lead
 - c. plan
 - d. communicate

2. You are at a community pancake breakfast with a goal of building relationships within the community. Which recruiting operation are you performing?
 - a. Conditioning
 - b. Decisive
 - c. Sustaining
 - d. Shaping

3. The _____ network includes the community, businesses, schools, clubs and other outside organizations.
 - a. external
 - b. internal
 - c. DoD
 - d. in-house

4. On your way to work, you stop and get gas at the corner gas station and chat with the owner while you buy a paper. Then, you stop at the local café and get the daily breakfast special. While having breakfast, you chat with the waitress and the other patrons. What is this an example of?
 - a. Prospecting
 - b. Lead generation
 - c. Community networking
 - d. Internal networking

5. Establishing and promoting a favorable relationship between you and the community is called _____.
 - a. public relations
 - b. communication
 - c. networking
 - d. marketing

6. Which of the following is an outreach activity many commanders have used with great success?
 - a. COI events
 - b. Golden Knights
 - c. TAIR events
 - d. Educator tours

7. Commanders must develop their _____: COIs, guidance counselors, very important persons, TPU members, Veterans of Foreign Wars, and others. Civilian community support is an important aspect of recruiting.
 - a. external network
 - b. combat multipliers
 - c. Accessions Support Brigade (ASB) assets
 - d. advertising

8. Recruiters and commanders alike should be actively involved in the civilian community. Key _____ leaders can be very helpful in creating a good atmosphere for local Army recruiters.
 - a. education
 - b. business
 - c. community
 - d. None of the above

9. Army commands, field operating agencies, the Army National Guard, and the Army Reserve participate in recruiting efforts by furnishing equipment and personnel in support of TAIR events. TAIR events fall into two basic categories. The first and primary objective is to provide recruiters with leads, the second is to _____.
 - a. promote Army awareness
 - b. conduct decisive operations
 - c. highlight local reserve components
 - d. conduct sustainment activities

10. You need the willing support and cooperation of community and school influencers. Without their support, you cannot possibly hope to succeed in your community. Tapping into the community network requires recruiters to _____.
 - a. overcome objections
 - b. increase prospecting efforts
 - c. do volunteer work
 - d. give something of value

The answer key is on Recruiting ProNet. Look for the Recruiter Journal Test Answer link in the left column.

If you want to see the answer key, you must be a member of Recruiting ProNet. If you're not already a member, you're missing out on a great way to learn from other recruiting professionals. To apply for membership, click "Become a member" on the Recruiting ProNet home page: <https://forums.army.mil/secure/communitybrowser.aspx?id=51486>.

Have you visited Recruiting ProNet lately? In keeping with July's "Army Outreach and Engagement" theme, several recruiters have posted their ideas for reaching out to their communities. Several posts tell of how Army recruiters have come to the aid of victims of tornadoes or other natural disasters. Recruiters don't have to wait for disaster to strike, however. Every recruiting market offers opportunities to help and to burnish the Army's image at the same time. Log on at <https://forums.army.mil/CommunityBrowser.aspx?id=1242752&lang=en-US>



Antiterrorism Principles

How to **PREPARE**, **PREVENT** and **PROTECT** from Terrorist Attacks

Detect Full Range of Threat Activity

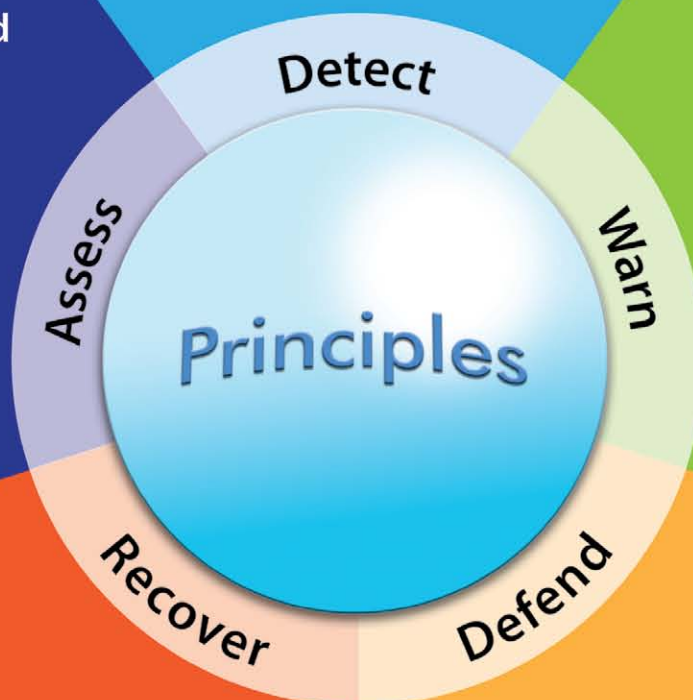
- Collect Threat Information
- Every Soldier is a Sensor
- iWATCH Army
- Integrate Electronic Sensors

Recognize, Classify and Identify Information

- Conduct Assessments
 - Threat, Criticality, Vulnerability
- Conduct Pre-deployment Site Surveys
- Conduct Special Event Assessments
- Develop and Support Intelligence Estimate

Evaluate and Disseminate Information

- Intelligence Fusion and Sharing
- Risk Assessment
- Issue Early Warnings



Respond, Reallocate and Recover Capabilities

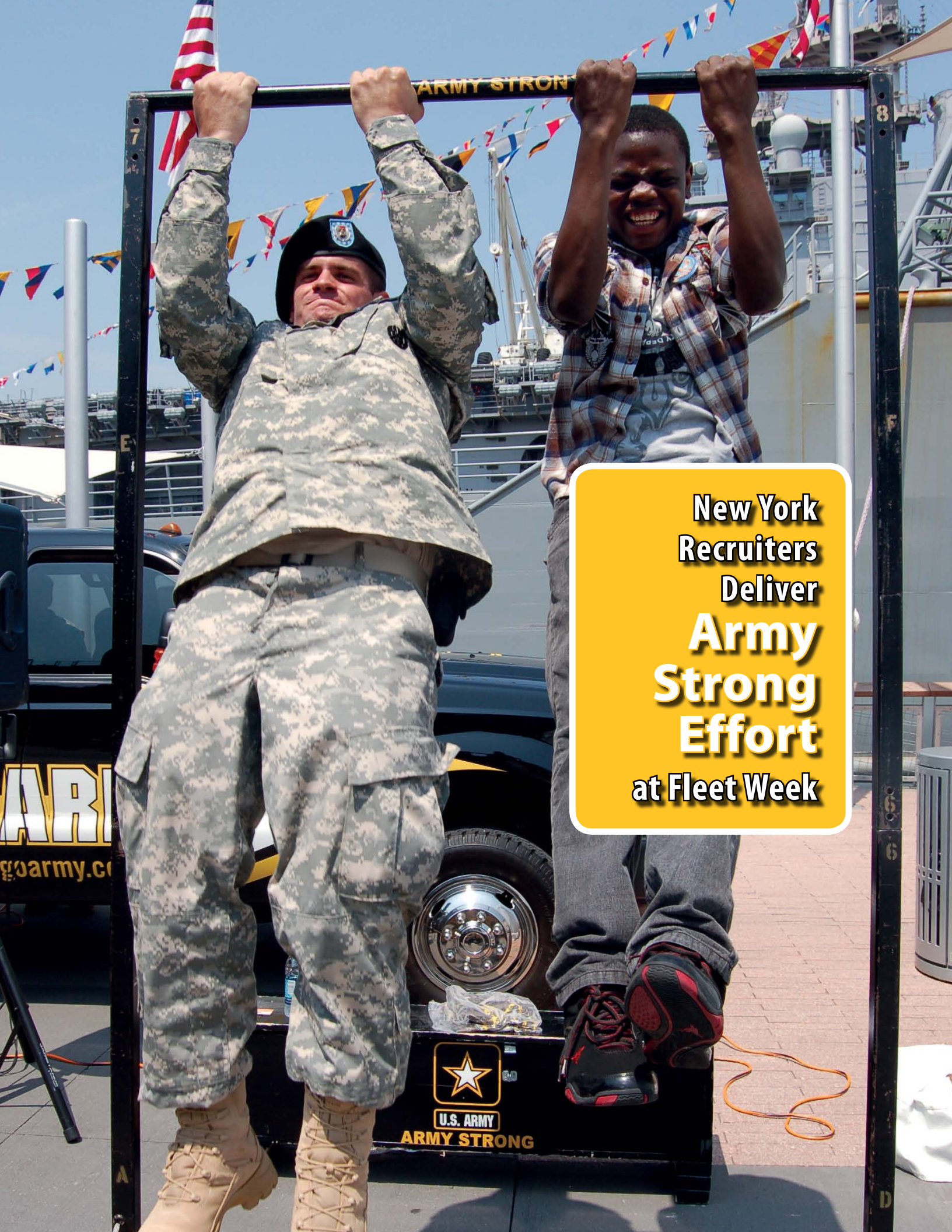
- Implement Terrorist Threat / Incident Response Plan
- Conduct Information Operations
- Reallocate Resources
- Recover Capabilities

Prevent, Deter, Restrict or Defeat Hostile Action

- Develop Antiterrorism Plan
- Implement Physical Security
- Information Protection
- Random Antiterrorism Measures

Always Ready, Always Alert
Because someone is depending on you





**New York
Recruiters
Deliver
Army
Strong
Effort
at Fleet Week**

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