

Wolf Print



**Mobilized:
6th Brigade's NCO Academy
Heads to the Desert**

Command Views



Maj. Gen. T.K. Moffett
Commander, 104th Division (IT)

Simply stated, the 104th Division mission is to train individual soldiers to meet the needs of the Army at war, in support of a nation at war. I am writing this article on the eve of Armed Forces Day, and I salute all of you for your service. I am proud to serve with you.

On 31 August 1949, Secretary of Defense Louis Johnson announced the creation of an Armed Forces Day to replace separate Army, Navy and Air Force Days. According to a New York Times article published on 17 May 1952:

“This is the day on which we have the welcome opportunity to pay special tribute to the men and women of the Armed Forces... ..to all the individuals who are in the service of their country all over the world. Armed Forces Day won’t be a matter of parades and receptions for a good many of them. They will all be in the line of duty and some of them may give their lives in that duty.”

These words were written during the Korean War, and today our nation is again at war, this time in both Afghanistan and Iraq.

Timberwolf soldiers have already served and continue to serve with honor in both places. I dedicate this article to them.

As many of you may know, the NCO Academy of the 6th Brigade has been deployed to Iraq. The Academy has the distinction of being the first 104th Division unit mobilized since WWII. They are stationed at Kir Kush Military Training Base as part of the Coalition Army Military Team working as part of a joint operation with the U.S. Marines, Air Force and Navy personnel, Australian, British and Jordanians. The NCO Academy is part of an important mission to build the new Iraqi Army. They are doing an outstanding job. I want to thank all the soldiers and families for the sacrifices that are being made each day.

The Army Reserve is changing, and the 104th Division must change to support the new Army Reserve. We no longer can wait for months or years to make change happen. As the Army becomes a modular force that is brigade-centric, the Army Reserve will also change to rotational expeditionary force packages that will be strategically agile and adaptive. The 104th must develop the capability to support the rotational force with individual training in warrior tasks while continuing to execute all assigned missions. This will require a high level of commitment from every soldier in the 104th.

In the midst of all the change, I have directed the Division staff and all commanders

to make sure we take care of soldiers and our civilian work force. Our people are our single greatest asset, and I want to make sure that every person has a job in this Division. The next few years will be busy and challenging, but they will also be rewarding as we become increasingly involved in training soldiers for war and in mobilization missions. There has never been a more important time to serve.

The restationing of 1st Brigade is progressing on schedule. We presently have 47 drill sergeant candidates scheduled for a six week course at Fort Sill, Okla. this summer which will qualify them as drill sergeants. My personal thanks to all those in 1st Brigade and on the Division staff who are making this happen.

Col. Furtado, Commander of the 5th Brigade, and Col. Peterson, Commander of the 7th Brigade, will be retiring soon. They have both served with distinction and will be missed. I wish them the best in their future endeavors.

I want to thank each of you for the outstanding job you do every day. Words seem insufficient to express the pride I have in you and the humble honor I feel being the Commander for such an outstanding Division of professional men and women. I challenge each of

you to do your part in continuing to make our ever-changing Division successful as we continue to grow and change over the next year. It continue to carry out all our missions successfully.

Take Care, Stay sharp, and God Bless.

***“There has never
been a more
important time to
serve.”***

Maj. Gen T.K. Moffett
Commanding General
104th Division(IT)

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6th Brigade's NCO Academy soldiers bow their heads in prayer with Col. Mark Larson, 104th Division (IT) chaplain.

Photo by Staff Sgt. L. Maurice Miller, Division PAO

BACKGROUND:

American G.I.'s make their way through the daunting Siegfried Line and into Germany circa 1945.

Photographer unknown

Twelfth Institutional Training Division Command Sergeant Major Selected

Davis succeeds Wilsdon

*Story by Sgt. 1st Class Destry Witt, Division PAO
Photo courtesy of Capt. Tamara Turner*



Command Sgt. Maj. Davis visits VA Hospital with Maj. Gen T.K. Moffett

VANCOUVER BARRACKS, Wash. – Can you imagine a division without a Command Sargent Major? Prior to 1969, that’s the way it was until Command Sgt. Maj. Harry White was appointed to the position. The Sergeants Major Academy wasn’t even formed until 1972, but now the division can boast a dozen.

While still getting aquatinted with his command wing accommodations, the new 104th Division (IT) Command Sgt. Maj. James M. Davis, selected April 1st, by Maj. Gen. T.K. Moffett, took time out to share some initial thoughts about his new position.

When asked of his command philosophy here on Armed Forces Day, Command Sgt. Maj. Davis thought, rubbing his chin, and then replied, “There is no book that says [Command Sgt. Maj.] Davis’ philosophy. I adhere to FM 21-7, and that’s what I expect of everybody in the Army. We have to keep in mind the [Commanding General’s] Top

than we accomplish at our assemblies. That’s only two days a month, but we’re prepared and involved around the clock and all year long.”

It was clear as the interview proceeded that Davis is a stickler about attention to detail. He emphasized, “I want to encourage NCOs to take their soldiers ‘back to the basics.’ Go over your CTT. We need to reiterate the common tasks and emphasize military bearing. Things like the uniform and proper courtesies for officers and senior enlisted need to be reconsidered.”

Maj. General Moffett said of Davis, “He has an impressive record and is well qualified. He’s known throughout the Timberwolf division as a man that takes care of soldiers.” And, Davis really does know a thing or two about taking care of soldiers. Davis’ career spans 30 years in the Army. He enlisted October 7th, 1974 and took basic training at Fort Ord, California. Initially he was a Generator

Seven. Ninety percent of that is NCO business. No sniveling – we have to get it done, and it’s for the long haul.” Davis further stressed, “General Helmly has already stated that we’re not ‘weekend warriors,’ we’re not even reservists – we are Army Reservists! What we do encompasses much more

Mechanic assigned to the 82nd Airborne Division in the Ranger Battalion. He served three years with them. He was eventually reunited with the northwest while still on active duty. At Ft. Lewis he went to Orthopedic Specialist School which began a long period of service at Madigan Army Hospital.

Davis enlisted in the Army Reserve in 1980, and did a stint with the 12th Special Forces. He says he learned a lot about taking care of soldiers from someone he still reflects back on as a person that influenced his career – his 12th Special Forces Sargent Major. Davis also held multiple instructor positions before becoming a 1st Sgt. Prior to being selected as the twelfth Division Command Sargent Major of the 104th Division (IT) Davis was the Command Sgt. Maj. of 8th Brigade.

In his civilian occupation, Davis is a Civil Service employee at Equipment Concentration Site 10 at Ft. Lewis and serves part-time as the General Manager of the water district in his hometown of McKenna, Washington near Fort Lewis. Davis likes to tell a story about where his “getting back to basics” credo originates. As a youngster, his older brother, who passed away in 1999, Ret. 1st Sgt. Dick Davis would not let Davis be seen in public with him until he ironed his cloths. Davis has never forgotten that basic attribute, and his wife happily allows him that simple pleasure at home when they divvy up the household chores.

Awards:

Soldier awards:

January, February, March and April



BENZ, DANIEL A. - 6TH BDE
BIDDISON, ALECIA D -
BURKETT, BRIAN J. - HHC
DANIELS, RICHARD C. - 3RD BDE
DEEGAN, WESLEY M. - 4TH BDE
ETHEN, MATTHEW - 4TH BDE
GREENLEE, GEORGE T. - 6TH BDE
GROAT, JEFFERY L
HAIGHT, ROBERT M. - 6TH BDE
HOXIE, MICHAEL G - HHC
KELLY, BARRY S. - 1ST BDE
LEE, FLORA - 4TH BDE
LEWIS, ALPHONSO
MILLER, LIN D. JR

MSM
MSM
ARCOM
ARCOM
ARCOM
ARCOM
MSM
MSM
ARCOM
AAM
ARCOM
ARCOM
MSM
MSM

NAKAGAWA, BYRON - 7TH BDE
SONIEA, ANTHONY J.
STADEL, RANDY
THOMPSON, DAVID W.
TIGER, KATHY M. - 1ST BDE
WARD, WILLIAM J
WILSON, CHARLES D. - 1ST BDE
ACUNA, ARMANDO G. - 1ST BDE
DE ANDA, RICHARD - 3RD BDE
GLYNN, MARC G. - 1ST BDE
HARDIN, JAMES C. - 1ST BDE
REILLY, DENNIS E - HHC
WILSDON, MARK R. - HHC

ARCOM
MSM
ARCOM
MSM
MSM
MSM
MOVSM
MOVSM
MOVSM
MOVSM
MOVSM
MOVSM

If you received an award in January, February, or March and you are not on the list, it is because the Wolf Print staff did not receive your information. Please contact your unit administrator and ask him or her to forward your award information to the PAO, or email it to the Wolf Print.

February Soldier Boards Choose Exceptional Soldiers

Story by Sgt. Robert Britt, Division PAO

VANCOUVER BARRACKS, Wash. – This year's annual soldier recognition boards for the 104th Division's Soldier-of-the-Year, NCO-of-the-Year, Drill Sergeant-of-the-Year, and Instructor-of-the-Year were conducted from 14-18 February, 2004.

Candidates this year participated in a demanding competition that differed from previous years. In this year's competition, the candidates from all four categories underwent a series of challenges to test their overall Army skills during a period of four days.

In the first two days, each candidate's fitness was put to the test by means of the standard Army Physical Fitness Test. Candidates were then put in a hands-on environment to assess their Common Task Training competency. The first half of the competition ended with the contestants being judged on rifle marksmanship by simulating an M-16 qualification at Fort Lewis' SIMS Range.

The following two days required that each candidate appear



Timberwolves congratulate board winners in Wolf Den.

before a panel of seven Command Sergeants Major. The panel, designed to gauge a candidate's general military knowledge, grilled each candidate with questions covering a wide variety of subjects from Army programs, the chain of command, and the promotion system.

Out of the twelve hopefuls that competed and won at battalion and brigade level, only four were chosen to receive the 104th Division's

annual distinction. For Soldier-of-the-Year, the winner was Pvt. 1st Class Robert Haight of HHD, 6th Brigade (PD). The NCO-of-the-Year was Sgt. 1st Class Wesley Deegan from the 7th Battalion (TC), 4th Brigade (CSS). The winner for Drill Sergeant-of-the-Year was Sgt. 1st Class Barry Kelly of 2-414th, 1st Brigade (BCT). Instructor-of-the-Year honors went to Sgt. 1st Class Richard Daniels of the 1041st Detachment (ENGR), 3rd Brigade (CS). All winning candidates were presented with an Army Commendation Medal, Commanding General's Coin, and 104th Division jacket by Maj. General Moffett.

The four winning soldiers will move on to participate at the next level of competition this summer. Both the Drill Sergeant and Instructor-of-the-Year will go on to represent the 104th Division at a TRADOC level board. The Soldier and NCO-of-the-Year will be competing for distinction at the USARC level.

\$addam's Cash

Story by Sgt. 1st Class Destry Witt, Division PAO

On March 19th, 2003 just before coalition forces enter Baghdad, Saddam Hussein looted his own central bank by over \$1 billion in U.S. currency and 90 million British pounds. This was confirmed by the discovery of a handwritten letter of authorization from one of Sadaam's secretaries later. The belief was that this amount would be used by Saddam to continue to finance terrorist activities as well as his personal needs while on the road as he attempted to stay a step ahead of coalition forces.

Fortunately most of this money was recovered, and 104th Division soldiers played a part in its return to the rightful owners, the citizens of Iraq. Capt. Alan Migala 3rd Battalion, 415th Regiment, 1st Brigade activated for his finance branch background pictured here was responsible for safeguarding some of it for a short period of time.

In emails Capt. Migala sent home he reported, "I didn't bother with the Saddam money. It was sealed in a cardboard box when I got it. Handling all this money ha[s] desensitized me. Like this past weekend, I moved 48 million dollars into Iraq. To me, moving that money was just a nuisance [. . .] the vault balance varies week to week. I think the most we ever had in there was just about a billion. That stack of bundles I'm sitting on (right) is 40 million dollars. Just one bundle contains 1.6 million dollars. Those are 100-dollar denominations. It's amazing. Those tall stacks in the vault that I am standing next to are just over a million dollars (right). Those are 1-dollar denominations. It's amazing how much difference the denomination makes. I can carry a million dollars in 100's in my arms, but in 1's, the stack is taller than me by a few feet."

In the bottom photo Capt. Migala (second to left) stands with members of his unit during a photo opportunity with New York, Senator Hilary Clinton.



Photos courtesy of Command Sgt. Maj. Linda K. Alldredge



NCO Academy Mobilized

Story and photos by Staff Sgt. L. Maurice Miller, Division PAO

FORT LEWIS, Wash.—
The sun hadn't risen yet. Sniffles could be heard through the quiet, dark morning from family members that had gathered. Most tears seemed to have been shed earlier and hearts resolved beforehand.

Humor broke the calm as soldiers formed up outside the NCO Academy. One soldier said with a grin that he wanted to change his flight. Another wanted a window seat. A third walked up briskly loaded with gear and said, "Can I make a PX run?"

As the soldiers loaded the busses, the calm settled in again. In a few hours, they'd be in a war-zone.

On February 18 and 19, thirty-seven U.S. Army Reserve NCO's from the 104th Division (Institutional Training) NCO Academy (NCOA) based at Fort Lewis, Washington boarded two separate flights from McCord Air Force Base (AFB) for a 365 day deployment to Iraq.

These

NCO's are currently working with the Coalition Military Assistance Training Team (CMATT) that has been tasked to train the New Iraqi

Armed Forces (IAF). A CMATT NCOA has been established at Kir Kush, northeast of Baghdad, and consists of U.S. soldiers, sailors, marines, airmen and civilians from the Vinnell Corporation. Service personnel from the British, Polish, and Australian forces are there also along with interpreters from the Jordanian Armed Forces. In a Department of Defense interview, Maj. Gen. Paul Eaton, commander of CMATT, gave an overall description of the Iraqi military training program: "CMATT has been engaged in training the Iraqi Army. We are developing forces that are under political control, accountable to the nation, and defensive in capability and intent. Our vision is to man, train, and equip nine infantry brigades, a small coastal defense force, and the beginning of an aviation element to establish the foundation of the Iraqi army



Luggage ramp approaches C-141 for load up.

run by Iraqis."

What specifically the soldiers of 104th Division are involved with is best summed up with informa-

tion supplied by Command Sgt. Maj. Mark R. James in the *Commandant's Corner* of their own

Task Force NCO Family Readiness Group's Newsletter dated 14 March:

There are separate courses used to accomplish [the] training of the Iraqi NCO Corps: the Squad Leader's Course, Senior NCO Course, and Drill Sergeant's Course. Also included are the



Daughter receives hug from deploying soldier

infantry and engineer committees.

The Squad Leader's Course (James in charge) started zero week after receiving candidates on 29 Feb. Training started on 6 March. [This] course has been designated by CMATT as the priority effort course [and] has basically stood up from ground zero to train a battalion of candidates during a cycle. [The situation was] complicated by resource [contingencies] and the fact that we could not move in and occupy work space until noon on 28 Feb. To say our work area was a mess would be an understatement. Area improvement and course preparation [were] conducted simultaneously during zero week. This course will train up to three separate classes of 750 candidates through July.

The Senior [NCO] Course, now run by the newly promoted Sgt. Maj. Kevin Dubois, has been up and running since February by the



Vinnell Corp. They are contractors hired to train the Iraqi Army [and the] CMATT NCOA are falling in to support [them]. Zero week for the second Senior [NCO] class started yesterday. The plan is for [the] CMATT NOCA to train [a] third and fourth iteration of classes [consisting] of 400 Senior NCO candidates through July.

The Drill Sergeant's Course is scheduled to start in April and will teach a couple of small classes of 20 to 40 drill sergeant candidates. Right now, the Drill Sergeant's committee is working with the new Iraqi Army's 1st Battalion. They are training 40 graduates...to become battalion trainers.

The Infantry and Engineer committees are scheduled to depart to Tadj military training base later this month. They will teach small classes of 20 per class starting in April continuing through July.

The task organization has been directed by CMATT Headquarters with little or no input from this level. Everyone in Task Force NCO has been flexible...to make things happen. It's a great testament to their professionalism. Morale is excellent given the circumstances and the operating environment.

The soldiers of Task Force NCO appreciate the hard work and efforts of all the Families and Loved ones; keep up the support from the home front.

The training mentioned above includes the instilling of universal human values. Eaton, speaking of the Iraqi Army that will be forged said, "this is not the old army. The old army oppressed and terrorized the people, served to defend a

tyrannical regime, and emphasized such components of human behavior as greed, selfishness and fear. The Iraqi armed forces of today serve the people, defend the country, and are built on values such as compassion and respect for human rights, selfless service and tolerance of others. This is something that is very easy to transmit to the [Iraqi] young men who have chosen this profession." "The care and



NCO Academy prep for airload



mentoring of troops,” said James, will also be taught to the future Iraqi NCO Corps. Sgt. 1st Class Howard Anderson said that “the students that we have are very open and receptive and want to learn. Of course, this is new to them and hard, but the one’s I have seen try very hard.” “We are building the values...expect[ed] of a professional military in a democratic society,” Eaton said.

Twenty-eight of the soldiers from the 104th’s NCOA are full-time reservists, part of the Active-Guard Reserve (AGR) program. The deployment of the NCOA has spurred a series of firsts. “To my knowledge, this is the single largest AGR deployment ever,” said James. This is also the first time an NCOA has gone overseas. We’ve “never deployed an NCO Academy before,” said senior small group leader Sgt.

1st Class Sherman Fox. The remaining nine are TPU instructors taken from the 104th’s 6th Brigade, 12th Battalion, also based at Fort Lewis.

The rest of the 12th Battalion were also activated on February 18 to backfill for the deployed instructors, including Command Sgt. Maj. Robert Vendetti, acting Commandant of the NCOA until James returns. “Our first week and a half,” said Vendetti, “was [spent] training up the 12th Battalion TPU instructors with the help of the NCO’s that were not deployed.” Other instructors to fill up the gap were taken from the Active Army and the National Guard. This “tri-component instruction (Active, Reserve, Guard) [has been] successful with all NCO’s supporting each other to complete the mission of training and graduating our [students],” Vendetti said.

In Task Force NCO’s newsletter Anderson said, “we do enjoy peace of mind in this area.” Let’s all hope this peace will endure, and that they will come home safe with the mission accomplished. When they get off the busses and their boots hit home ground, there will be no calm, then, only celebration.



Load-up crew stands by for approaching luggage ramp

3rd Brigade MP's part of Iraq war history

Colorado instructors continue with their upward trek, exceeding all instructional standards, and training replacements for Iraq

Story by Sgt. 1st Class John Tomlinson, photo by Sgt. Jared Zabaldo, Division PAO

Wolfprint staff, always interested in what's going on with the Colorado-based 1-104 Military Police unit, dropped by in March of this year to inquire what their unit has accomplished over the past year. The results are pretty amazing, according to Command Sgt. Maj. Rick Virgil, top non-commissioned officer for the battalion.

One of the most remarkable facts reported by Virgil is that 80% of the military police trained in the past fiscal year by 1-104 are currently serving in active-duty assignments around the world, including Iraq.

He said that his unit has conducted seven 2 x 2 training iterations within the last 15 months, and that over 700 soldiers were trained in the process. He explained that a 2 x 2 is a multi-phase NCOES school with full accreditation. All 2 x 2's are taught on the ground at Fort Hunter Liggett, Calif.

Even though the Colorado MP Instructors are a small unit, they accomplish great things with few soldiers. Within the 12-state Timberwolf region, they are capable of instructing at seven different IDT sites within the division area. Between 12-18 students are taught and certified at each of the sites, and the instructors can set up a site anywhere where the need is determined.

Virgil said that if a soldier somewhere in the west needs training and is immanently deployable, his instructors can place that soldier in a regional school closest to where he or she lives, thereby making it

easier for the student soldier, and costing the Army Reserve less money in travel costs.

Virgil said that the most recent training site set up by his instructors is at Fort Harrison, Montana.

At their training sites, the 1-104 MP instructors can instruct all levels in the NCOES chain, all the way

up through ANCOC. Students who will be certified as military police must come either from prior active duty, or from active duty basic training.

Currently, these busy instructors are involved with their own certification process, which is being effected



3rd Bde MP instructors run range at Ft. Hunter Liggett during Jan 03 2x2 school

through their affiliation with the Fort Leonard Wood US Army Military Police School. An active duty Sergeant First Class from USAMPS is assigned to the 1-104 with the sole purpose of certifying the unit as professional instructors.

All instructors assigned to the 1-104 are qualified military police, and certified instructors as well. Because of their multi-tasking lives, most MP soldiers assigned to the 1-104 are averaging 30 days of active training per year, and sometimes more.

But the big news is that this hard-working Timberwolf battalion is the Army's only "School of Excellence" recognized army-wide as having totally earned their title. This honor was awarded by the Fort Leonard Wood USAMPS, and they are the experts who know what they are talking about.

Historic 6th Brigade SRP a huge success

Fort Lewis exercise readies Timberwolf units for Iraq war, 104th Division (IT) unit is first deployed since WWII

Story by Sgt. 1st Class John Tomlinson, Division PAO

With an unprecedented effort of efficiency and style, the 104th Division's 6th Brigade processed hundreds of soldiers at Fort Lewis, WA in January 2004 for deployment to Iraq. Because of heroic efforts made by Brigade staff out of Colorado, the Timberwolf Division's Fort Lewis Non-Commissioned Officer Academy is the first division unit to cohesively and successfully deploy to a theater of war since the end of World War II.

6th Brigade staff began arriving at Fort Lewis several days before the event kicked off in mid-January. Plans had already been made before hitting the ground regarding placement of Soldier Readiness Processing stations and planned activities during the event.

104th Division (IT) Headquarters also provided support soldiers to assist in the SRP, and they also arrived days earlier before 6th Bde soldiers began processing through stations.

The Brigade made unprecedented efforts before leaving Colorado to pre-plan the event, to include reconning the forward situation at Fort Lewis, where SRP Staff personnel had to look at the square footage of the building where the event was to be held, and logistics such as meals, lodging, electronic support, and miscellaneous supplies.

Key staff included LTC Jerrold Westbrook, 6th Brigade Forward OIC; MAJ Robyn Hamasaki, SRP OIC; and CPT Jason Schuyler, Assistant OIC. Key 104th Division (IT) Forward personnel included MAJ Edward Ludwikoski, Division OIC; and SGM Tere Moore, Division NCOIC.

Brigade personnel set up the situation so that ample time was allowed for event set up and practice of activities. Consequently, on Saturday, 24 January, efforts were made to physically set up the SRP stations at the Allen Reserve Center location on Fort Lewis.

Sunday was set aside as a train-up day, with special focus on processing the SRP personnel who would later be involved in processing hundreds of other soldiers for deployment.

Monday through Wednesday, 26-28 January, were the actual processing days for deploying soldiers, and Thursday was set aside for tear-down and after-action reviews.

According to LTC John Mosely, who was Division G-1 at the time of the mission, the 6th Bde SRP event was a "joint effort that proved to be very successful and really showed what can be done when we all work together."

He further stated that there are clarification issues with the conduct of SRP's that

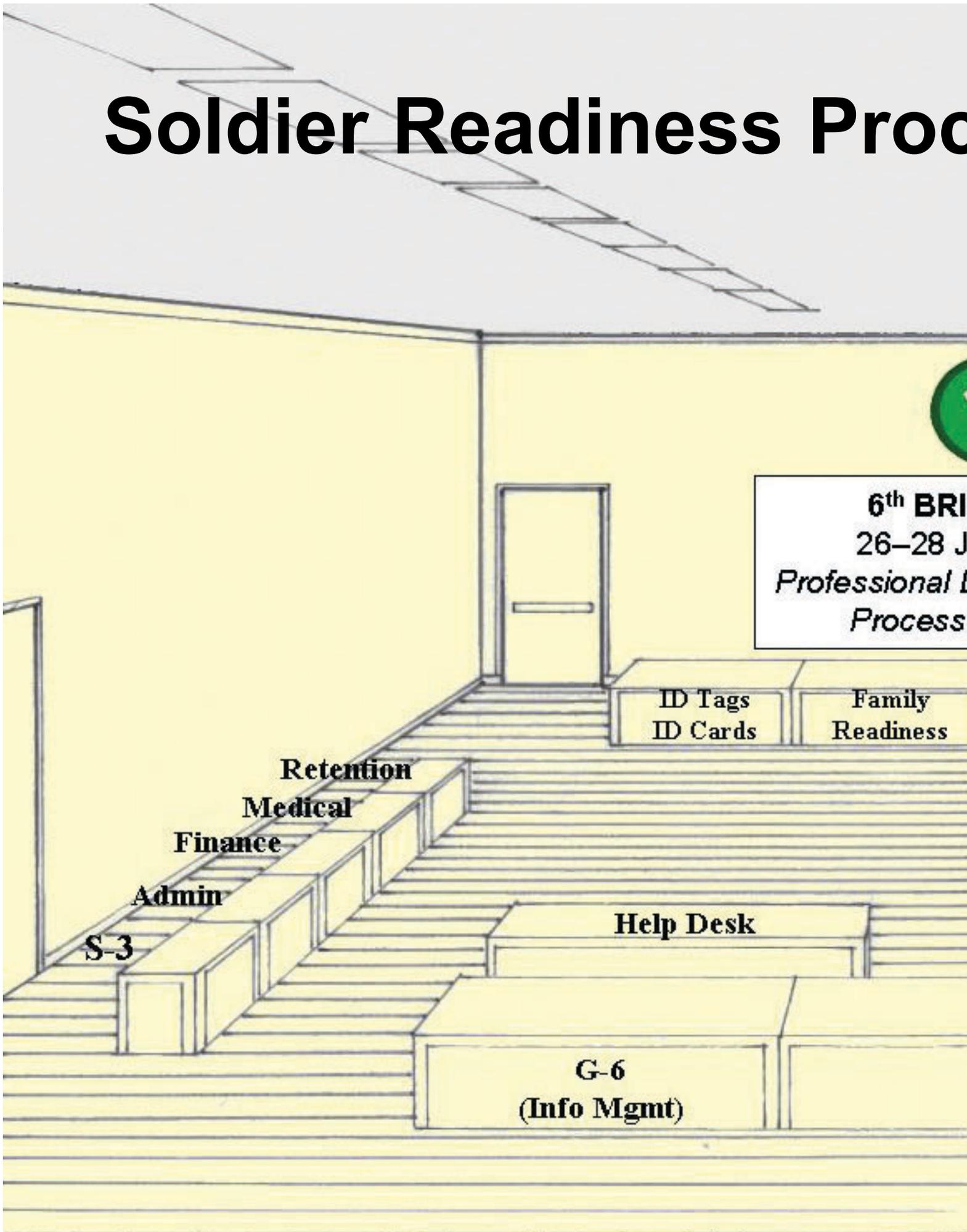
can be developed and improved over time. Some of the issues he mentioned were:

1. SRP's are an event, but soldier preparation and phase 1 is an ongoing process.
2. SRP's are to be conducted by the Brigades and their staff. The division headquarters "G" staffs and special staffs are available to train, equip and augment the Brigade staffs.
3. SRP's are a three-phase process. Phase 1 is a planning and paperwork drill. Phase II is alert and more intense activities such as medical check-ups and immunizations. Phase III is Home Station and Power Projection Platform.
4. Selection of SRP sites are vital for the proper conduct and smooth operation of the event. Effective network, LAN connectivity, adequate infrastructure and computer access/automation must be in place.
5. Subject-matter experts (SME's) are required for the SRP process to be effective. In addition, headquarters special staff sections must be in attendance because brigades do not have such resources, such as J.A.G., dental-medical personnel, and DEERS, ID card personnel.

"This joint effort proved to be very successful and really showed what can be done when we all work together."

Lt. Col. John H. Mosely, Former 104th Division (IT) G1.

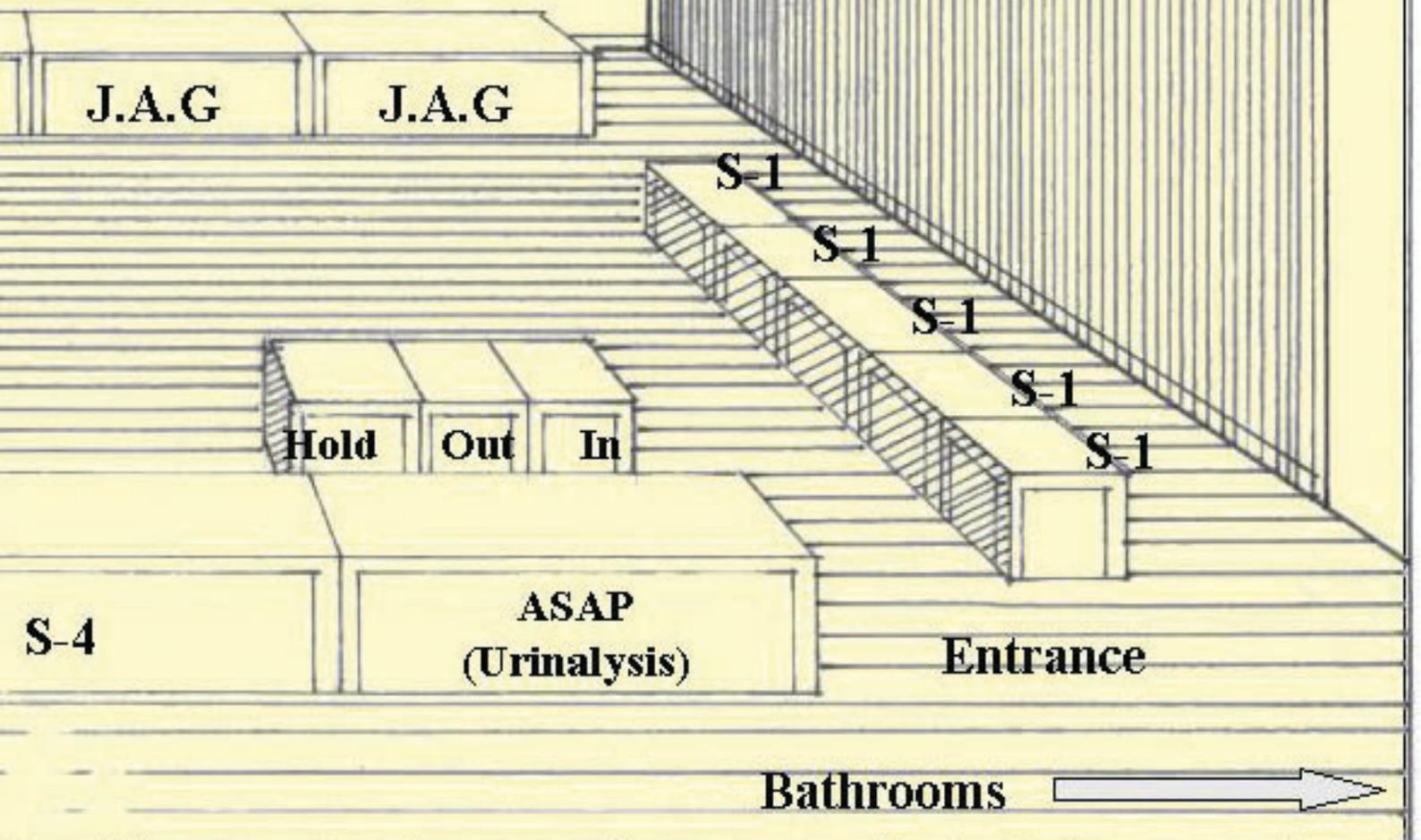
Soldier Readiness Proc



Process (SRP) Layout Plan



GADE SRP
January 2004
*Development Units
to Go to War*



Colorado Timberwolf serves as double-duty professional

Busy 6th Brigade Officer is civilian school principal

Story and photos by Sgt. 1st Class John Tomlinson, Division PAO



The school bell rings and Robyn Hamasaki, school principal, has already been multi-tasking for the day in her office at Louisville Elementary School in Louisville, Colorado. Like most of the remarkable army reservists who pull double duty as professionals in both the civilian and military worlds, she will be performing many important roles and tasks at the school before her day ends.

And then she may turn her attention to her job as Major Robyn Hamasaki, 6th Brigade S-1 Officer, knowing that a drill weekend is coming up and there is much to do to get ready for that. The life of an army reservist is just that: a double life, and just when it seems that one job is done, another begins.

Hamasaki has been an elementary school principal for four years, and it took seven years as a teacher to attain her goal of becoming a principal. Thus far, as the school's top administrator, she considers her finest achievement the establishment of a program that celebrates positive character traits. This month's trait, according to Hamasaki, is "self-control and patience."

"We select one person from every class to participate in the

program," she said, "and the group sits in a circle and talks about good personality traits. This way, the students get to work on the important steps of building good character, and making good choices in life."



Hamasaki takes time each day to interact with students on the playground.

She pointed out that most students at the school get to participate in the program at one time or another, and that they are re-



A Principal always knows the answer.

warded for their participation.

"This week we are putting on an ice-cream social," she said, "and the participating students will be

awarded with a Positive Panther Paw Citation, which is a fun way to acknowledge their achievements." She also mentioned that she tries to involve a diversity of students in her program, to include boys and girls, different class levels, and

students from different cultures.

Hamasaki talks about her philosophy as a teacher and principal. Even though she does not formally teach in the classroom anymore, she continues to monitor classes in between counseling duties and serving as the school's top administrator.

"The Boulder Valley School District has some of the highest

standards of any school district in the country," she says, "and student achievement has soared here in recent years, so we must be doing some things right."

But she also adds that the Boulder district has taken some time to build high standards, and when she first started there, students were performing in an average way. Only within the last two years have standards been accelerating.

"I consider myself a learner. And because I am a learner, that trickles down to our school's teachers and students. There's not just one way to learn, and I'm constantly using new strategies to learn and teach in new ways," she said.

Hamasaki cites the Army Reserve as a "community of learners," who have taught her to con-

stantly open up to emotional and professional growth. "At 6th Brigade," she explains, "we cross-train all the

from the ground up.

Hamasaki promotes the idea that all students can learn. She is

through tough times, resources for her school are also diminished, and that makes it harder to perform the school's mission of excellence.

But Hamasaki falls back on her army training and experience as a way to deal with tough situations. "It doesn't matter whether it's one of my students or a soldier serving in my S-1 Section at 6th Brigade," she said, "it's that reward of having them say 'I get it!' that's so important to me. When they feel good about learning something new or doing something well, that's what I



Hamasaki goes over paperwork with a student in her office at Louisville Elementary School.

time in our S-1 section, and we are always investigating if there is a better way to perform a task or accomplish a goal. I think that is a shared quality between those of us in the educational field and soldiers in the Army Reserve."

She has been an educator since 1991 after graduating from the University of Colorado at Boulder with a Master's degree. She had originally thought she'd attend medical school, but "the bottom line was kids, so I chose teaching," she said.

From school, she progressed professionally to being a high school science teacher, and then she became an assistant principal in the Boulder Valley School District. Now that she is the top boss of an elementary school, she hopes one day to be the principal of a brand new school, so that she can be the implementer of teaching policies

committed to challenging students emotionally and academically to create life-long learners, and her goal is to influence children to grow up to feel self-confident, self-assured, and to feel good about themselves.

She said that her hard work pays off in the results she sees on a daily basis. But she said that there is always a downside to everything, and not everything is perfect at her school.

"For instance," she said, "children are coming to school less prepared these days. And many of them are coming from family environments where there are negative issues, such as divorce and separation. Because we have no counselors, I also have to be a disciplinarian, so I have to wear many different hats here."

She also mentioned that because the economy is going

love."

Professional, multi-talented, dealing with tough situations and finding rewards, that's the Timberwolf Army Reservist, and soldiers like Hamasaki help to set the standard for all of us.



A principal is always available to help.

104th Division (IT) soldier instructs members of the Iraqi National Task Force's 2nd Battalion at the Tadjil Military Training Base north of Baghdad during intense MOUT — street and city fighting techniques — as the Coalition prepares to hand over the country to the Iraqi government June 30, 2004. The 2nd Battalion is the INTF's only fully operational battalion.

Photo by Sgt. Jared Zabaldo
Office of Security Transition, Baghdad



Groups Arrange Foster Care for Military Pets

*By Donna Miles
American Forces Press Service*

WASHINGTON, May 12, 2004 — Deploying overseas means leaving friends and loved ones behind. For service members with no one to take care of their beloved dog, cat, bird or other pet, it once meant also having to abandon or turn the pet over to a shelter — never to see it again.

Thanks to two nonprofit groups — the Military Pets Foster Project and Operation Noble Foster — service members can now arrange foster care for their pets while they're gone.

The Military Pets Foster Project, a nonprofit group founded by animal lover Steve Albin, has placed about 15,000 pets in foster homes throughout the United States while their owners serve in Iraq and Afghanistan. Operation Noble Foster, which specializes in foster homes for cats, has found temporary homes for about 25 military cats a month since shortly after Sept. 11, 2001, according to founder Linda Mercer.

Since launching the Military Pets Foster Project, Albin estimates that the group has saved as many as 150,000 pets from being abandoned or turned over to shelters, where pets not quickly adopted often are euthanized. Although dogs and cats are the most common pets in need of foster homes, Albin said his group has also placed ferrets, rabbits, horses, lizards, snakes and other "exotics," including a pot-bellied pig.

Both Albin and Mercer said they're impressed by the outpouring of support they receive from people willing to provide foster care for pets while service members deploy in support of the war, serve tours where they can't take their pets, or even ship off to basic training.

Albin encourages service members in need of foster care for their pets to give the Military Pets Foster Project as much notice as possible of their upcoming deployment so the group can find a suitable home.

For more information, visit the organizations' Web sites:

Military Pets Foster Project [<http://www.netpets.org/netp/foster.php>]

Operation Noble Foster [<http://www.operationnoblefoster.org>]



Coyote Company owes its existence to 8th Brigade soldier

ROTC program is the only one in the nation run by Reservists

Story by Capt. Heather Proctor, Division PAO



Coyote Company MSIII cadets negotiate an obstacle course during their semi-annual FTX. Seniors plan this and other events for the juniors in preparation for the summer's upcoming Warrior Forge.

LAS VEGAS, Nev. — Maj. Ross Bryant of 8th Brigade doesn't take "no" for an answer. He is the type of officer who realizes a need and does what must be done to see that need met. A case in point is the sheer existence of the Coyote Company of the Wolfpack Battalion, a Reserve Officers Training Corps (ROTC) program located at the University of Las Vegas in Nevada (UNLV). An existence for which Bryant, as an Assistant Professor of Military Science, is responsible.

The ROTC program was located on UNLV's campus up until 1992. At that time the university felt like the ROTC program's former offices were needed for other UNLV programs. The Coyote Company was left without a home, although some student cadets were able to get extended education classes through the University of Nevada in Reno (UNR), the home of the Wolfpack Battalion. Six years later, Bryant was able to find space for the program at the Community College of Southern Nevada (CCSN), Charles-

ton Boulevard location, not far from the UNLV campus.

One large challenge remained, however. Being located at a community college meant that the program could only provide two years of the four-year ROTC program. In order to complete all four years of ROTC, cadets had to attend UNR, over 500 miles away, or complete their education out of state. Without four years of the ROTC program, a cadet could not become a commissioned officer.

Enter Nevada U.S. senator, Harry Reid. He found the loss of potential officers to the region and perhaps the state, unacceptable. Reid pulled the necessary strings to return the program in 1999 to the UNLV campus. Classes began at UNLV and continued to be offered at CCSN; offices were still located at CCSN. At that time, the Coyote Company had eight cadets enrolled; today they have 54, and offices have returned to UNLV.

Bryant and his staff have commissioned 23 officers since 1999; they will commission 23 more officers by May 2005. The state quota for commissions is 12 per year; between the two programs—UNLV and UNR—they beat that quota every year at UNR alone. UNLV's commissioned officers are, according to Bryant, "icing on the cake."

It depends on the leadership

The story might end there if it were not for the unique nature of this particular ROTC program. Every other Army ROTC program in the United States is run by active duty military. This one is run by Reservists—two AGR soldiers, 12 Reservists and four National Guard soldiers. They fall under several

"We do everything like an active duty-run ROTC program, with the same standards,"

Maj. Ross Bryant
Asst. Prof. of Military Science,
UNLV ROTC

chains-of-command and each one of them must be satisfied by their mission completion.

The 104th's piece in this operation, and specifically, the 8th Brigade's, is to supply the AGR and TPU positions and manage them administratively. The 104th provides the budget for AGR pay, drill pay and AT funding; US Army Cadet Command manages the cadets. Bryant and his NCOIC, Master Sgt. Harry Parrish, also work directly with the Nevada National Guard, as well as under the Professor of Military Science for UNR, Lt. Col.(P) Kim Lindahl.

The program works, and works well as a Reservist operation, because Bryant and Parrish make it work. They find themselves doing a great deal of coordination with all of their chains-of-command, but the coordination is what keeps things running smoothly.

With their multi-unit coordination, Bryant and Parrish are good examples to the cadets. Cadets from both UNR and UNLV come together twice per year for field training exercises (FTXs). Coordination for these FTXs is done almost solely by the cadets who are over 500 miles apart. Email, phone calls and teleconferences help the exercises come together.

Planning events with virtual strangers prepares cadets for yet another exercise: Warrior Forge, a long-term training held each year at Fort Lewis, Washington as a training exercise for ROTC juniors (a training at which other members of the 104th DIV(IT) play a large role). At Warrior Forge, cadets will work with strangers—other cadets from universities all over the U.S. Because coordination with strangers is not particularly new to them, students from UNLV and UNR often do particularly well in that arena.

Lindahl is pleased with the way the Coyote company cadets and

staff work with her UNR unit, their host battalion. "It works," she says, "but it depends on the leadership."

Bryant and Parrish, in their respective leadership roles, have made the program work. It certainly works for the cadets.



A cadet sights his target on the Silver Flag Alpha Range. UNLV cadets conduct many of their FTXs in this area just outside of Las Vegas.

"It's amazing—from one year to the next, the cadets actually run the program," Lindahl says. "These are quality young adults. They want to do the right thing."

And, judging from their spring FTX, this is exactly what they do. The seniors (MSIVs) plan a weekend with equal parts stress, support and team building where the juniors (MSIIIs) can learn to be both leaders and followers, roles essential at Warrior Forge.

Quality cadets, quality staff, quality program

Before attempting to return the Coyote Battalion to the UNLV campus, Bryant had asked two questions: Are there quality cadets in the Las Vegas area? Can the UNLV ROTC program be manned? It is obvious that he found his answers in the flesh—in his cadets and in his TPU and National Guard staff.

It works because of the leadership, as Lindahl said, but it also works because Bryant, Parrish and their Reserve and Guard soldiers operate as a community. The UNLV faculty and staff love having the ROTC program on campus because they have an extremely high graduation rate. Their retention of MSIIIs to MSIVs is 90% and the

retain 100% of the MSIVs to Commissioning.

In addition the university the community of Las Vegas is happy to have the Coyote Company in the area because they participate in service projects such as Habitat for Humanity. Finally, the Reserves, and particularly, the 104th DIV(IT) are proud to have them because they run a stellar program which shows results in Warrior Forge performance and number of cadets commissioned each year.

"We do everything like an active duty-run ROTC program, with the same standards," says Bryant. The fact that they are Reservists doesn't matter—the program is the same as any active duty program would be. And, it certainly doesn't hurt that they have a leader who won't take "no" for an answer.

"It's amazing--from one year to the next, the cadets actually run the program."

Lt. Col. Kim Lindahl
Prof. of Military Science
UNR ROTC

1st Brigade begins historic new recruiting drive

Command asks: Do you think you have what it takes?

Story by Staff Sgt. Michael Shoup, HHC, 1st Brigade, 104th Division (IT)

According to personnel at HHC, 1st Brigade, 104th Division (IT), the brigade is undergoing an historic reorganization and launching a new drive to recruit, train and retain drill sergeants at new and existing locations around the 14-state Timberwolf territory.

The new mission emphasis, according to Sgt. 1st Class Jason Vinyard, 1st Bde. S4 NCO, include many components: train soldiers to standard in basic combat skills and physical fitness in order to prepare them for AIT and their first operational assignments; instill in soldiers a sense of teamwork, discipline, confidence, and motivation, and inculcate the warrior ethos and a commitment to the Army values; develop competent and caring leaders who inspire their subordinates; and enhance the well-being of families of all those assigned or attached to the brigade.

Vinyard unveiled a new Brigade slogan as follows:

BE A DRILL SERGEANT THINK YOU HAVE WHAT IT TAKES?

Join the 1st Brigade (BCT)
104th Division (IT)

Are you a soldier of **ANY MOS** willing to undergo the training to wear the coveted Drill Sergeant hat, badge and be awarded the **X** qualifier in the 5th digit of your MOS?

Each Training Company has five E7 and ten E6 Drill Sergeants and is authorized to double slot. **We take soldiers E4 and up and we train you for these positions as Drill Sergeants,**

WE ARE AUTHORIZED TO RECRUIT OVERSTRENGTH

Vinyard said that training to become a Drill Sergeant begins by attending and completing the Drill Sergeant Preparatory Course (DSPC), followed by the Drill Sergeant School (DSS). The training normally takes from 6 to 12 months, depending on a candidate's schedule and availability. If candidates have the time, there are other school options that can qualify a Drill Sergeant in nine weeks. He explained that the training configurations are as follows:

- Each unit conducts DSPC at its Army Reserve Center. DSPC normally takes 4 IDT drill weekends to complete. Start dates are phased to end just prior to each DSS phase 1 course.
- DSS consists of three phases:
 - o Phase 1 is performed on a 2-week active duty session each January and July.
 - o Phase 2 is conducted during 5 IDT drill weekends at the one of our USAR Centers.
 - o Phase 3 is performed on a 2-week active duty session during January and July.
 - o A 6 week combined phase 1, 2 and 3 DSS option is available.
- New drill sergeants report back to their unit and participate in IDT drill weekends, annual training periods and mobilization missions.

According to Vinyard, the 1st Brigade uses criteria from AR 614-200 to select potential drill sergeant candidates at the various drill sergeant battalion locations around the 104th Division (IT) Region G. The selection criteria consists of the following points:

- Pass the APFT with a minimum of 70 points for each event and with no substitution of events.
- Attain a minimum physical profile (PULHES) of 211221.
- Display good military bearing and meeting the weight standards of AR 600-9.
- No speech impediment and have no record of emotional instability.
- Possess a high school diploma or GED.
- Be in the grade of E5 (waiverable to E4's) or higher with 4 years TIS (waiverable to 3 years).
- Possess a GT score of 100 or greater.
- Be promoted to E5 before being awarded the drill sergeant badge and campaign hat.
- E4's must attend PLDC prior to attending DSS course (we have school slots available).
- Must have 24 months remaining time in service.

Vinyard said that there is an even bigger story currently going on at 1st Brigade regarding the relocation of many battalion and company-sized units to new cities and states within Region G. The new relocation schedule, according to Vinyard, will play out as listed below:

HQ & A Co's 2-413th will remain at Riverside, CA
B & C Co's 2-413th will move from Riverside, CA to Los Alamitos, CA
D & E Co's 2-413th will move from Riverside, CA to San Diego, CA
Contact Phone # (800) 479-7706

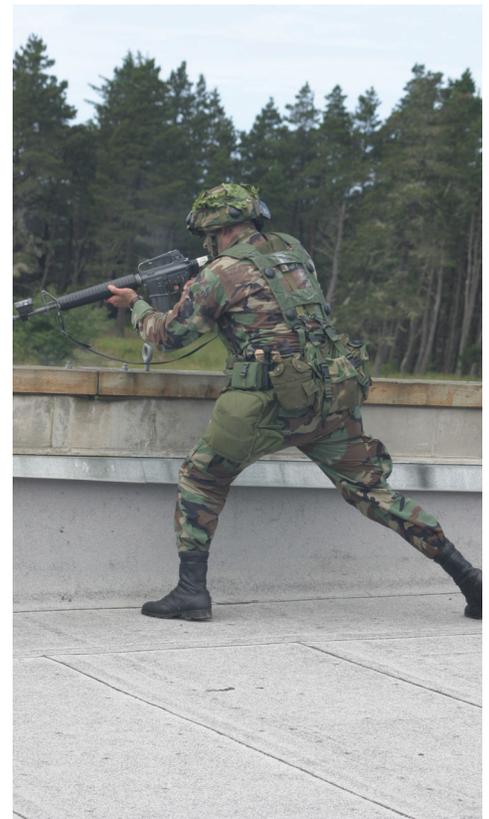
HQ & A Co's 1-414th will remain at Eugene, OR
B & C Co's 1-414th will move from Eugene, OR to Ft Shafter, HI
D & E Co's 1-414th will move from Eugene, OR to Renton, WA
Det Co C 1-414th will move from Eugene, OR to Tafuna, Pago Pago
Contact Phone # (800) 756-7595

HQ & A Co's 2-414th will remain at Renton, WA to Salt Lake City, UT
B & C Co's 2-414th will move from Renton, WA to Boise, ID
D & E Co's 2-414th will move from Renton, WA to Ft Carson, CO
Contact Phone # (800) 807-1842

HQ & A Co's 1-415th will move from Sacramento, CA to Phoenix, AZ
B & C Co's 1-415th will move from Sacramento, CA to Las Vegas, NV
D & E Co's 1-415th will move from Sacramento, CA to Tucson, AZ
Contact Phone # (800) 831-2261

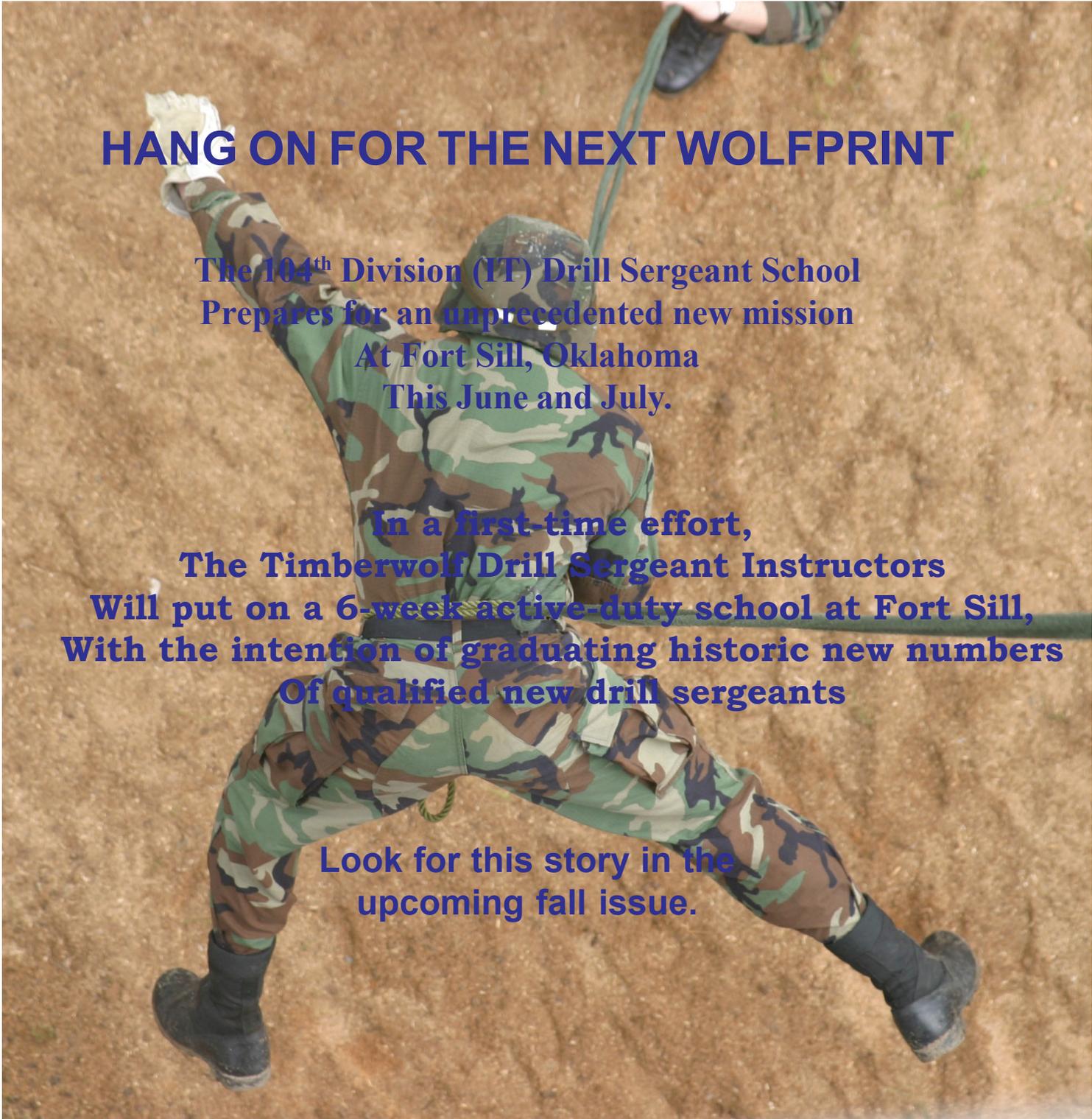
HQ & A Co's 2-415th will remain at Lathrop, CA
B & C Co's 2-415th will move from Lathrop, CA to Sacramento, CA
D & E Co's 2-415th will move from Riverside, CA to Fresno, CA
Contact Phone # (888) 294-3185

HQ & A Co's 3-415th will remain at Spokane, WA
B & C Co's 3-415th will move from Spokane, WA to Helena, MT
D & E Co's 3-415th will move from Spokane, WA to Pasco, WA
Contact Phone # (800) 756-7604



LTC Garrett Ferreiro, 1st Brigade Executive Officer, said that “through this new plan we can expand the brigade footprint throughout the entire Timberwolf area and give more soldiers the opportunity to become drill sergeants. Before this reorganization, brigade sites were limited in geographic dispersion. But now, because we have company-sized elements spread out over a wide area, we are able to tap personnel not available to us before, as well as providing more service in our geographic area.”

For more information on this story, contact phone # (800) 571-8379 ext 4230



HANG ON FOR THE NEXT WOLFPRINT

**The 104th Division (IT) Drill Sergeant School
Prepares for an unprecedented new mission
At Fort Sill, Oklahoma
This June and July.**

**In a first-time effort,
The Timberwolf Drill Sergeant Instructors
Will put on a 6-week active-duty school at Fort Sill,
With the intention of graduating historic new numbers
Of qualified new drill sergeants**

**Look for this story in the
upcoming fall issue.**



Photo by Sgt. 1st Class Mike Bentley on location w/1st Brig. at Camp Rilea