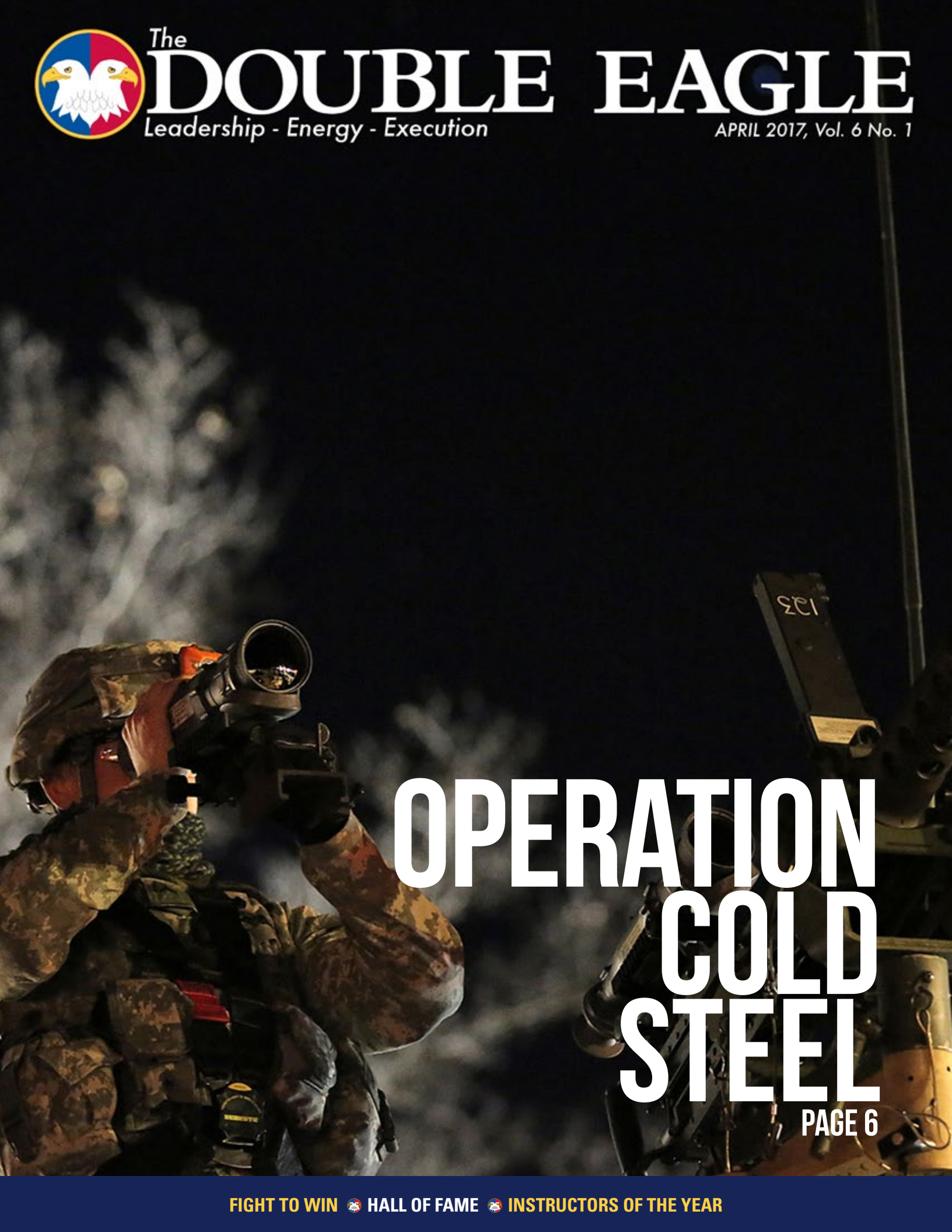




The  
**DOUBLE**  
Leadership - Energy - Execution

**EAGLE**

APRIL 2017, Vol. 6 No. 1



# OPERATION COLD STEEL

PAGE 6









## FREEZE FRAME

A 416th TEC Soldier fords a water obstacle during a portion of the off-road driving course at the Joliet Training Area, Elwood, Ill., March 22. The water fording offers trainees the ability to feel how the M1165 A1 HWM-MV navigates all types of water obstacles, in a controlled environment.

Photo by Staff Sgt. **JASON PROSEUS**  
416th Theater Engineer Command





**COVER STORY**  
**PAGE 6**

## OPERATION COLD STEEL

U.S. Army Reserve Soldiers test their combat mettle and lethal firepower at Fort McCoy, Wis.

**LEADING OFF:** **Train to Fight, Fight to Win** U.S. Army Reserve, active Army train at WAREX. **12**

**Army Women's Hall of Fame** Pietsch, Wilson inducted into Hall of Fame. **18**

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**COVER and ABOVE** Pvt. Sean Bourque, Petroleum Supply Specialist assigned to the 786th Quartermaster Company, Provo, Utah,

views the firing range through a thermal weapon sight. (U.S. Army Reserve photos by Master Sgt. Anthony Taylor/1st Army)



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# The DOUBLE EAGLE

Leadership - Energy - Execution

APRIL 2017 VOL. 6, No. 1

THE OFFICIAL PUBLICATION OF HEADQUARTERS,  
U.S. ARMY RESERVE COMMAND  
PUBLIC AFFAIRS OFFICE, FORT BRAGG, N.C.

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# Cold Steel heats up

We are about halfway through [Operation Cold Steel](#) at Fort McCoy, Wisconsin where more than 1,000 [U.S. Army Reserve](#) Soldiers comprising 475 gun crews are throwing hot lead downrange in the largest and first-ever, large-scale crew-served gunnery exercise for our component.

Crews from across the U.S. Army Reserve are participating in 12-day rotations to train and qualify on M2 .50 caliber machine guns, Mk 19 grenade launchers, and M240B machine guns from March 9-April 25.

"The vast majority of Soldiers participating in this exercise are part of the Army Reserve's Ready Force, tasked with maintaining higher levels of peacetime readiness to offset risk to the nation," said [LTG Charles D. Luckey](#), chief, U.S. Army Reserve and commanding general, U.S. Army Reserve Command.

"Operation Cold Steel enhances our ability to achieve the Army's number one priority – Readiness. The demonstrated Leadership, Energy and Execution of our Soldiers will ensure America's Army Reserve remains the most capable, combat-ready, and lethal federal reserve force in the history of the Nation," Luckey said.

U.S. Army Reserve public affairs journalists are on the ground documenting the training, highlighting those crews who recorded near-perfect scores, and the support personnel who ensure the training is done to Army standards.

We are featuring just one story from Cold Steel in this issue but you can find out more about this training event by visiting the feature page on the U.S. Army Reserve website at <http://www.usar.army.mil/Featured/Training-Exercises/Cold-Steel>.

All of us who work for the U.S. Army Reserve have a direct link to the success of Cold Steel. We all share a responsibility to ensure we provide leadership, energy, and execution in our day-to-day duties in order to provide our Soldiers with the best possible training. 🇺🇸



Timothy L. Hale  
Editor



# HOT LEAD FLIES AT COLD STEEL

By Staff Sgt. DEBRALEE BEST  
84th Training Command

*Story & photos begins on page 8*

A Light Medium Tactical Vehicle gunnery crew engages targets during a night live-fire gunnery qualification at the Operation Cold Steel exercise conducted at Fort McCoy, Wis., Mar. 20. Operation Cold Steel is the U.S. Army Reserve's first large-scale live-fire training and crew-served weapons qualification and validation exercise. Cold Steel plays a critical role in ensuring that America's Army Reserve units and Soldiers are trained and ready to deploy on short-notice and bring combat-ready and lethal firepower in support of the Total Army and Joint Force partners anywhere in the world. In support of the Total Army Force, First Army Master Gunners participated in Cold Steel to provide expertise in crew level gunnery qualifications, and to develop Vehicle Crew Evaluator training, preparing units here and when they return to their home stations to conduct crew served weapons training and vehicle crew gunnery at the unit-level. 475 crews with an estimated 1,600 Army Reserve Soldiers will certify in M2, M19 and M240 Bravo gunner platforms across 12-day rotations through the seven-week exercise.

(U.S. Army Reserve photo by Master Sgt. Anthony L. Taylor)



# Hot lead flies at Cold Steel

Story by Staff Sgt. DEBRALEE BEST  
84th Training Command

**FORT McCOY, Wis.** - Three weeks into [Operation Cold Steel](#), the exercise is now qualifying mounted gunnery crews daily.

Operation Cold Steel is the [U.S. Army Reserve's](#) crew-served weapons qualification and validation exercise to ensure that America's Army Reserve units and Soldiers are trained and ready to deploy on short-notice and bring combat-ready and lethal firepower in support of the Army and our joint partners anywhere in the world.

Approximately thirteen three-man crews, divided into chinks, arrive daily to complete the 12-day gunnery qualification tables. The tables include ground qualification, mounted blank fire, a practice mounted live-fire and finally qualification mounted live-fire.

The crews go through primary marksmanship instruction as well as completing a gunnery skills test and simulation training, prior to any qualification.

This training is designed for Army Expeditionary Response Force units of combat support and sustainment Soldiers.

"It's a brand new concept for Army Reserve combat support and combat service support," said Maj. Ryan Gore, operation officer for Operation Cold Steel. "Even though it may not be formally stated anywhere, just taking 14- to 16-hundred Soldiers of all different Army Reserve units and running them through all of this, so they can see what gunnery looks like and all the pieces that go into it and all the prerequisites that you have to do, just to start it, that's

probably a training objective, too: to instill that competitive spirit in them to do well in gunnery, recognizing Soldiers who do well, who exceed the standard and shoot distinguished."

As of March 27, the exercise had qualified 115 crews, an overall qualification rate of 81 percent, with seven distinguished ratings. To score distinguished, a crew must earn at least 900 points out of 1,000 for day and night qualification.

While the exercise is well underway, the major issue in the beginning was staffing.

"One of the biggest challenges was getting everyone here in the staff to start the training on time through the tour of duty process and then trying to weld or forge that group of people into





a staff with range cadre as a part of it and all the functions a staff does in a very compressed timeline,” said Gore.

But the staffing was only the beginning.

“Once we got our arms around that, we had to slew our turrets to the next target which was getting the training audience here, on time, properly licensed and not broken. Some of that, I think, was also due to a short timeline and the amount of time the (Operational, Functional and Support) commands had to react to identifying and sending people. Then the hand-of-God intervened with a major snow storm on the East coast, which delayed tons of people and flights all over.”

Now, the exercise is running well.

“I think Operation Cold Steel is going tremendously well. We continue to be a learning and self-healing organization,” said Lt. Col. Byron K. Perkins, Operation Cold Steel Task Force commander. “Every time we encounter an obstacle, the incredible staff I have here has figured out ways to work the issue and come up with plausible courses of action to mitigate or remedy the situation.”

In addition to personnel, the staff has altered the training schedule to give the training audience more hands-on time with the weapons including the MK-19 automatic grenade launcher, M240B machine gun and M2 .50



(Previous page) A U.S. Army Reserve Soldier qualifies with an M2 .50 caliber machine gun during Operation Cold Steel at Fort McCoy, Wis., March 14, 2017. Operation Cold Steel is the U.S. Army Reserve's crew-served weapons qualification and validation exercise to ensure that America's Army Reserve units and Soldiers are trained and ready to deploy on short-notice and bring combat-ready and lethal firepower in support of the Army and our joint partners anywhere in the world. (U.S. Army Reserve photo by Spc. Maurice Cheeks, 319th Medical Detachment)

(Above) U.S. Army Reserve Pfc. Kaleb Brooks, 560th Transportation Detachment, 79th Sustainment Support Command, receives ammunition to complete day qualification during Operation Cold Steel.

(Left) A U.S. Army Reserve gunnery crew completes day qualification at Operation Cold Steel. (U.S. Army Reserve photos by Staff Sgt. Debralee Best, 84th Training Command)

## COVER STORY:

caliber machine gun before firing on the ranges. They have also added additional training objectives including training vehicle crew evaluators and having senior gunners and common core gunnery graduates shadow the master gunners.

The training audience understands this is a new, growing concept.

“I respect and understand it’s the first time they’ve done it so there is going to be a learning curves that need to happen,” said Spc. Jesse Foster, vehicle commander, 406th Combat Sustainment Support Battalion.

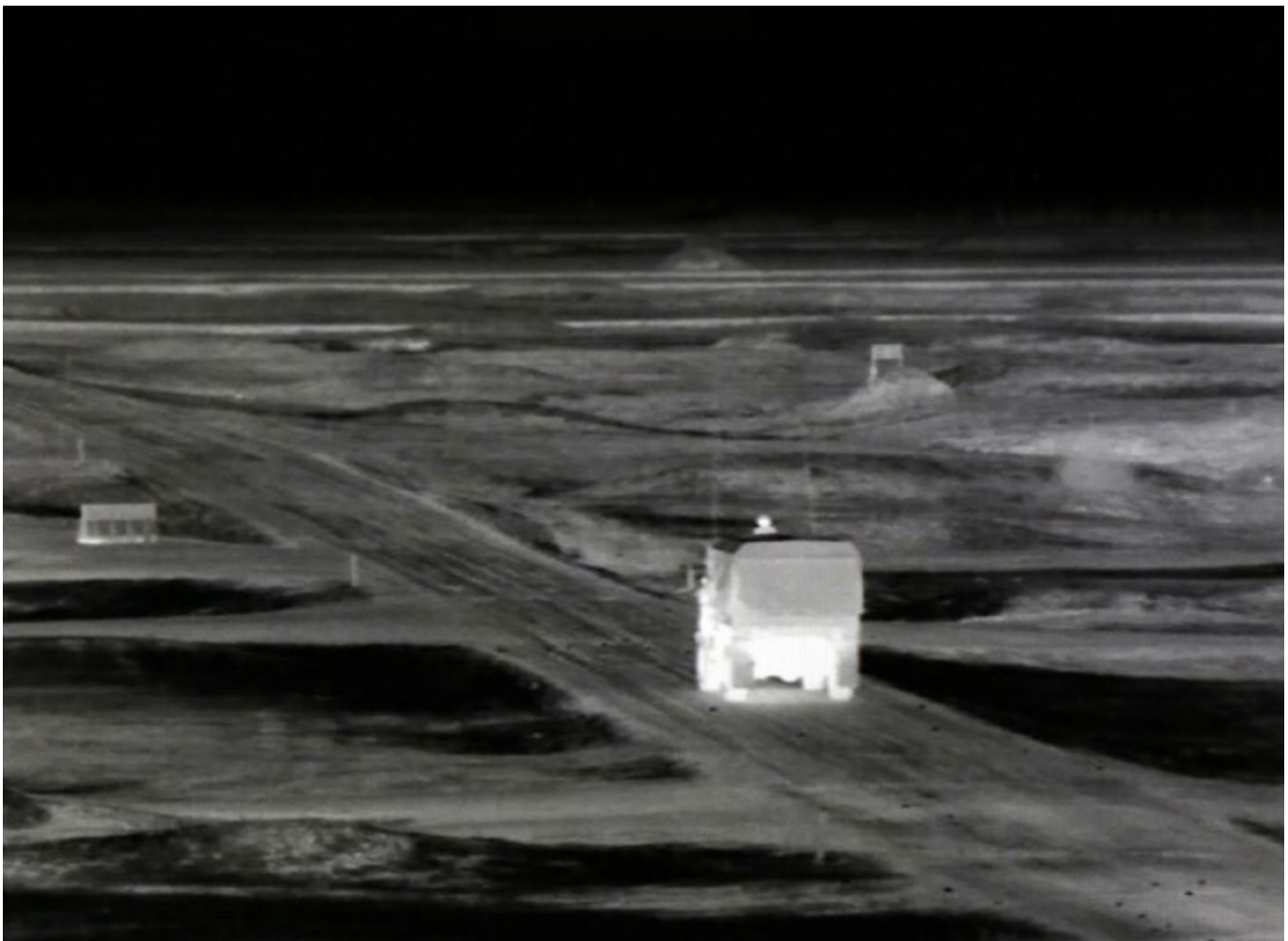
While understanding that, the Soldiers are very excited to receive this training.

“(The best part was) seeing the weapon up close and personal and having my hands on it. I was lucky enough to at least do the PMIs on it. I’ve never touched the weapon before in my life, not that

specific one. It was amazing. To hear it, to see it, to be a part of it, it was pretty cool. And also to know we’re one of the first few chalks to ever qualify with this Cold Steel training, no one can take away from us. We’ve all pushed really hard to qualify and it was a lot of fun,” said Spc. Deshawn Proby, driver, 374th Chemical, Biological, Radiological and Nuclear Company.

Soldiers are already planning for a Cold Steel Two.

“It was fun to actually see it and hopefully I get another chance. We now have the ability to train the other Soldiers in our unit, which is what this is all about to take it back home with us,” said Proby. “We’ve built a crew and we’re going to continue to remain a crew and if they do have the Cold Steel Two, then we’ll come back and light it up again and we will get distinguished.” 🇺🇸



A thermal image of a Light Medium Tactical Vehicle gunnery crew moves onto the firing lane during a night live-fire gunnery qualification at the Operation Cold Steel exercise conducted at Fort McCoy, Mar. 20. (U.S. Army Reserve photo by Master Sgt. Anthony L. Taylor)





(Top) Ammunition is divided for distribution to U.S. Army Reserve Soldiers completing day and night qualification during Operation Cold Steel at Fort McCoy, Wis., March 18. (U.S. Army Reserve photo by Staff Sgt. Debralee Best, 84th Training Command)

(Above) Vehicle gunnery crews line up in their firing order ahead of a night live-fire gunnery qualification during the Operation Cold Steel exercise conducted at Fort McCoy, Wisconsin, Mar. 20. (U.S. Army Reserve photo by Master Sgt. Anthony L. Taylor)

(Left) U.S. Army Reserve Sgt. Tyson Howes, assigned to the 786th Quartermaster Company, Provo, Utah, stands by with his gunnery crew ahead of a night live-fire gunnery qualification during the Operation Cold Steel exercise conducted at Fort McCoy, Wis., Mar. 20. (U.S. Army Reserve photo by Master Sgt. Anthony L. Taylor)

**See more Cold Steel images & stories online at:**

<https://www.dvidshub.net/feature/OperationColdSteel17>

and

<http://www.usar.army.mil/Featured/Training-Exercises/Cold-Steel/>





# Train to **FIGHT,** fight to **WIN**

*U.S. Army Reserve MPs, Air Force train together at WAREX*

Story & photos by Sgt. STEPHANIE RAMIREZ  
200th Military Police Command

*Begins on page 12*



# ***U.S. Army Reserve MPs, Air Force train together at WAREX***

Story & photos by Sgt. STEPHANIE RAMIREZ  
200th Military Police Command

**JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J.** – Wearing full combat gear and with weapons in hand, [U.S. Army Reserve](#) Soldiers assigned to the [423rd Military Police Company](#) looked ready for battle as they marched onto the airfield here and loaded on an Air Force C-17 Globemaster. Forty Soldiers and three Humvees stepped off at Lakehurst Maxfield Field March 19, to kick off Warrior Exercise 78-17-01.

The airlift mission began a day prior on March 18, 2017, when the Airmen assigned to the 621st Contingency Response Wing joined the Soldiers from the 423rd MP Co. and the 340th MP Co. to conduct a joint inspection of the vehicles.

During the inspection, the Airmen ensured that the Humvees met all of the required regulations for the flight. These included the cleanliness of the vehicle, the tire pressure and the weight. If the Airmen found any deficiencies, the Soldiers were responsible for addressing them.

“Getting a Humvee ready for airlift starts with something as simple as spraying the mud off the flaps which can be hazardous during the flight,” said U.S. Air Force Master Sgt. Segric Hayes, the team chief for the 621st Contingency Response Wing. “Then the Airmen also have to weigh the vehicle and ensure the center of gravity is marked correctly. All of those



U.S. Army Reserve Soldiers assigned to the 423rd Military Police Company, 333rd Military Police Brigade, 200th Military Police Command, load an Air Force C-17 Globemaster on March 19, at McGuire-Dix-Lakehurst, N.J. The military police unit worked with the U.S. Air Force 621st Contingency Response Wing and the U.S. Air Force Reserve 732nd Airlift Squadron to complete a joint airlift mission during Warrior Exercise 78-17-01 designed to assess the combat capabilities of the unit. Roughly 60 units from the U.S. Army Reserve, U.S. Army, U.S. Air Force, and Canadian Armed Forces are participating in the 84th Training Command's joint training exercise, WAREX 78-17-01, at Joint Base McGuire-Dix-Lakehurst from March 8 until April 1; the WAREX is a large-scale collective training event designed to simulate real-world scenarios as America's Army Reserve continues to build the most capable, combat-ready, and lethal Federal Reserve force in the history of the Nation.





U.S. Army Reserve Soldiers assigned to the 423rd Military Police Company, 333rd Military Police Brigade, 200th Military Police Command, prepare for upcoming airlift mission on March 19, at McGuire-Dix-Lakehurst, N.J.



U.S. Army Reserve Soldiers assigned to the 423rd Military Police Company, 333rd Military Police Brigade, 200th Military Police Command, wait to take off onboard an Air Force C-17 Globemaster on March 19 at McGuire-Dix-Lakehurst, N.J. The military police unit worked with the U.S. Air Force 621st Contingency Response Wing and the U.S. Air Force Reserve 732nd Airlift Squadron to complete a joint airlift mission during Warrior Exercise 78-17-01.



U.S. Air Force Reserve Maj. Kevin Shaffer, aircraft commander assigned to the 732nd Airlift Squadron, transports U.S. Army Reserve Soldiers assigned to the 423rd Military Police Company, 333rd Military Police Brigade, 200th Military Police Command, on March 19 to Lakehurst Maxfield Field. The military police unit worked with the U.S. Air Force 621st Contingency Response Wing and the U.S. Air Force Reserve 732nd Airlift Squadron to complete a joint airlift mission during Warrior Exercise 78-17-01.



little steps ensure the aircraft can safely take off and complete the mission.”

At the airfield, the military police unloaded the vehicles from the aircraft, then convoyed to a hasty tactical control point. Here, they began their first mission, which was to safely escort Brig. Gen. Marion Garcia, the commanding general for the [200th Military Police Command](#), to Forward Operating Base (FOB) Warrior.

To ensure security of the convoy and deter enemy forces, the 423rd MP Co. was equipped with M240B and .50-caliber Browning machine guns mounted on the vehicles.

Capt. Stephen J. Ginter, the company commander for the 423rd MP Co., recognized the importance of having realistic training scenarios for his Soldiers to ensure they are combat ready.

“This is probably the first realistic training mission a lot of these Soldiers have had since basic training, and sure, some of them are going to be a little rusty, but as time progresses they are definitely going to be more comfortable with the mission, their duties, and with their abilities as military police Soldiers.”

The Army Reserve’s 84th Training Command develops each WAREX as a large-scale collective training exercise designed to immerse units into a tactical training environment that closely replicates what they might expect overseas.

Overall, the Air Force Reserve flight crew assigned to the [732nd Airlift Squadron](#) was responsible for transporting approximately 120 military police Soldiers and nine tactical vehicles into the WAREX. Similarly, during a real-world scenario, the Air Force would be the one responsible for transporting the Soldiers into the fight.

“Training in a joint environment is beneficial because we all need to know how each other fights, how each other prepares and how each other operates because in order to be successful, we need to work as a team,” said Sgt. 1st Class Seth C. Eaton, the non-commissioned officer in charge of operations for the 423rd MP Co. “We cannot function without each other, and with this type of training the Soldiers are getting an opportunity to see that.”

During the remainder of the WAREX 78-17-01, more than 200 military police Soldiers from several units assigned to the 200th Military Police Com-





mand will continue to train to be capable and lethal in a complex world.

“One of the big parts of this WAREX is that we don’t know what missions to expect, we just need to be prepared for what is thrown our way,” said Ginter. “The observer controller trainers (from the [78th Training Division](#)) will be giving us a new mission every day.”

The missions of the military police will include setting up entry control points, FOB defense and conducting convoy security, to name a few. They will be expected to react quickly and effectively just as they would if they were overseas.

“The active component needs us early and they need us throughout,” said [Maj. Gen. Scottie D. Carpenter](#), commanding general for the [84th Training Command](#). “There are a lot of units within the Army Reserve that may have to deploy within days if not a couple of months, and we are a part of the operational force for any type of event that may happen in the future.” 🇺🇸



(Opposite page) U.S. Army Reserve Soldiers assigned to the 423rd Military Police Company, 333rd Military Police Brigade, 200th Military Police Command, deplane from an Air Force C-17 Globemaster on March 19, at Lakehurst Maxfield Field.

(This page top & middle) U.S. Army Reserve Soldiers assigned to the 423rd Military Police Company, 333rd Military Police Brigade, 200th Military Police Command, prepare to conduct convoy operations on March 19.

(Bottom) U.S. Army Reserve observer/coach/trainers, assigned to the 78th Training Division, conduct an after action review with U.S. Army Reserve Soldiers assigned to the 423rd Military Police Company, 333rd Military Police Brigade, 200th Military Police Command, on March 19.





(Left to right) The Honorable Coral Wong Pietsch, retired Command Sgt. Maj. Cindy Pritchett, retired Brig. Gen. Anne MacDonald, and Chief Warrant Officer 5 Phyllis Wilson pose for pictures at the U.S. Army Women's Foundation Hall of Fame Induction ceremony in Washington, D.C., on March 8, 2017. Pietsch and Wilson represented the Army Reserve at the ceremony. (Photo by Maj. Addie Leonhardt/80th Training Command)

# Pietsch, Wilson honored by U.S. Army Women's Foundation Hall of Fame

Story by Sgt. 1st Class ELIZABETH BRECKENKAMP  
80th Training Command

**WASHINGTON, D.C.** – Who knew that extraordinary achievements could come from small and humble beginnings? Across the Army components, exceptional Army women were honored and celebrated at the U.S. Army Women's Foundation Summit and Hall of

Fame Induction ceremony, March 8.

Of those highlighted, the Honorable Coral Wong Pietsch and Chief Warrant Officer 5 Phyllis Wilson represented the Army Reserve at the AWF Summit and Hall of Fame Induction.

“Evolving Opportunities for

Army Women: Equip-Empower-Engage” was this year's theme for the 9th Annual USAWF Summit and Hall of Fame Induction on Capitol Hill. To continue the mission of honoring the history of Army women, the 2017 Hall of Fame Induction ceremony recog-



nized female Soldiers who have distinguished themselves in their extraordinary service to America.

Retired Brig. Gen. Pietsch was commissioned in the U.S. Army Judge Advocate General's Corps and served six years on active duty. After active duty, she continued her service in the Army Reserve and became the first woman to be promoted to brigadier general in the JAG Corps. She also broke the glass ceiling in being the first Asian woman to be promoted to brigadier general in the Army Reserve.

"I took the oath to be a newly commissioned officer in a small kitchen in Kensington, Maryland, where my father-in-law, a colonel, administered the oath to me," said Pietsch. "My husband was a lieutenant at the time, and he was my witness at my commissioning."

Pietsch shared memories of how her military career took root and where the military led her. "Who would've thought that from such humble beginnings in that tiny kitchen that I would be standing here today with the Army Women's Foundation honoring me? Since that day, I have never looked back," she said. "The Army has given me such incredible opportunities that I never would have dreamed of. I've travelled all around the world. I can now say 'thank you, hello, good bye, and how much is it' in German, Arabic, Spanish, Japanese, Korean, Thai..." said Pietsch, adding jokingly, "and even in Australian."

Pietsch said that the pinnacle of her career was in June 2012 when President Barack Obama appointed her to the federal bench. She currently serves as a judge on

the United States Court of Appeals for Veterans Claims.

2017 Hall of Fame inductee Wilson was the first woman to serve as the command chief warrant officer of the United States Army Reserve Command. In 1981, she enlisted in the Army as a private and became a Military Intelligence German Linguist Voice Intercept Operator. During more than 35 years of Active and Reserve service, she has served at all echelons from tactical to strategic.

"Chief Wilson is the epitome of what a chief warrant should be," said retired Lt. Col. Isabelle Slifer. "She's a great role model for men and women in the military. She has it all together. She actually makes you feel better by knowing her. That's how amazing she is."

Slifer brings 30 years of Army Reserve service to her job as the Army Reserve Ambassador for the commonwealth of Virginia. Slifer, who also serves on the AWF Board of Directors, said that she nominated Wilson because "she deserves it more than anybody else I know."

Wilson said she felt a tremendous honor in being selected for the AWF Hall of Fame. "I was just blown away. I couldn't believe it," she said.

Of the three Army components, Slifer said the Army Reserve comprises the highest number of female Soldiers. As a retired Army Reserve Soldier, the day held special meaning for Slifer. "The Army Reserve has the largest percentage of women," she said. "This induction today was a wonderful opportunity to showcase the amazing contributions we women have made to our nation."

Retired Brig. Gen. Anne MacDonald, former chief of staff at the U.S. Army Reserve Command, also feels it's beneficial for the younger generation to see what they can aspire to. "This affects, of course, these inductees and their families, but there's an even bigger picture here," said MacDonald, president of the AWF. "Celebrating women's achievements has a great impact on our public. Those in the civilian sector, as well as military, have a model of what real leadership looks like. These women here serve as exemplary role models for all of us to look up to."

As the vice president of the AWF, retired Command Sgt. Maj. Cindy Pritchett said "not all achievements and contributions make the news, but they are just as important to our heritage and deserve to be acknowledged, celebrated and remembered for the generations of military women who will follow us."

Deputy Chief of the Army Reserve Maj. Gen. Michael R. Smith talked about the significance of the day's events. "In the last 12 to 18 months we've seen the biggest changes with opportunities being opened to women," he said. "We have the first female Army ranger. Women are entering infantry positions, where before those doors were closed to them. I believe that in today's Army, there's nothing holding women back from being all they can be. I think this is awesome." 🇺🇸

To find out more about the Army Women's Foundation, visit them online at:

<http://www.awfdn.org/>

# U.S. Army Reserve 2016 Instructors of the Year

## *Preparing Future Leaders Today for Tomorrow's Challenges*

Story & photos by Contributing Writer

**FORT BRAGG, N.C.** – Often one of the most overlooked and underappreciated assets in the Army's tool kit are its military instructors. This year we had the privilege and honor of once again recognizing the most elite trainers in their class.

The U.S. Army Training and Doctrine Command is challenged with training over 500,000 Soldiers and leaders annually. To effectively meet this mission, they rely heavily on the skills and expertise of numerous U.S. Army Reserve instructors to carry out this task. This was the second year the U.S. Army Reserve hosted the competition to select the finest Soldiers from the officer, noncommissioned officer, and Department of the Army civilian categories.

Winners from each category – officer, noncommissioned officer, and DA civilian – were joined by U.S. Army Reserve leadership, colleagues, and guests at the USARC headquarters Feb. 3, for a ceremony to present the awards for their selection as the Army Reserve Instructors of the Year.

Maj. Jason Nagel, assigned to the 80th Training Command; Sgt. 1st Class Kevin Hiles, also with the 80th Training Command, and Kevin Lindsey with the 83rd Army Reserve Readiness Training Command, won their respective categories and will represent the U.S. Army Reserve at the TRADOC competition.

Host of the event, Maj. Gen. Peter S. Lennon, Deputy Commanding general (Support) U.S. Army Reserve Command presented Army Commendation medals to Maj. Nagel and Sgt. 1st Class Hiles and to Lindsay was presented the Commander's Award for Civilian Service.

During an interview with the USARC Public Affairs Office (PAO) representative, Calvin Reimhold, the selected U.S. Army Reserve Instructors of the Year had some similar feelings on why it is important to be an instructor:

"It's really good because I'm always pushing myself," Hiles said. "I know I have a vast audience I get to share my knowledge with. 'I've grown from being

able to talk and meet with new Soldiers where it's a reciprocal type of education for both of us."

Similar sentiments were expressed by Mr. Lindsay to the same question when he said, "I love being an instructor because the folks I teach are the tip of the spear for the Army Reserve." "The people I teach go back and teach their Soldiers." "I serve our nation by teaching others that will go back and teach others".

The instructors shared similar feelings on how they felt when a student understands their instruction for the first time.

"It's a great feeling", said Nagel. "I really love working with students and mentoring them. Working with students to give them confidence to get it right and they will get there. It's about how the can help others and what do they bring to the table to help them get further".

As a full-time high school teacher, Nagel was asked which he felt was easier to teach – high school students or military.

"Freshmen," laughed Nagel. "I teach Freshmen, World Geography. It's a great time to be a role model to them."

All the instructors agreed it was an honor to be recognized and receive their awards.

"I was very honored to be selected," said Lindsay. "I am kind of humbled and would to remain humble. I am blessed to work with a great team. Part of it is it is their job too and a lot of credit goes to them. We work with really great Soldiers and they are high achievers that want to do well."

When asked what gave them the inspiration to instruct, Hiles said, "My wife. Always looking for the next best thing. People from other units said I did a good job training in motor pools and many people throughout my career."

Nagel, Hiles, and Lindsay will next represent the U.S. Army Reserve at the TRADOC Instructor of the Year Competition in pursuit of the nomination for the TRADOC Army Reserve Instructor of the Year. 🇺🇸





Maj. Gen. Peter S. Lennon, Deputy Commanding General (Support), U.S. Army Reserve, presents Major Jason Nagel, Instructor assigned to the 80th Training Command, with an Army Commendation Award for his selection as the U.S. Army Reserve Instructor of the Year (Officer) at USARC headquarters, Feb 4, 2017. MAJ Nagel was honored alongside winners from the noncommissioned officer and civilian category in the second USARC hosted Instructor of the Year Ceremony hosted at USARC Headquarters (Marshall Hall) at Fort Bragg, N.C. (U.S. Army Reserve photo by Sgt. 1st Class Matthew Torresvandine, USARC G-37, Individual Training Division)



Maj. Gen. Peter S. Lennon, Deputy Commanding General (Support), U.S. Army Reserve, presents Sergeant First Class Kevin Hiles, Instructor assigned to the 80th Training Command, with an Army Commendation Award for his selection as the U.S. Army Reserve Instructor of the Year (Noncommissioned Officer) at USARC headquarters, Feb 4, 2017. SFC Hiles was honored alongside winners from the officer and civilian category in the second USARC hosted Instructor of the Year Ceremony hosted at USARC Headquarters (Marshall Hall) at Fort Bragg, N.C. (U.S. Army Reserve photo by Sgt. 1st Class Matthew Torresvandine, USARC G-37, Individual Training Division)



Maj. Gen. Peter S. Lennon, Deputy Commanding General (Support), U.S. Army Reserve, presents Mr. Kevin Lindsay, Instructor assigned to the 83rd Army Reserve Readiness Training Command, with the Commander's Award for Civil Service for his selection as the U.S. Army Reserve Instructor of the Year (Civilian) at USARC headquarters, Feb 4, 2017. Mr. Lindsay was honored alongside winners from the officer and noncommissioned officer category in the second USARC hosted Instructor of the Year Ceremony hosted at USARC Headquarters (Marshall Hall) at Fort Bragg, N.C. (U.S. Army Reserve photo by Sgt. 1st Class Matthew Torresvandine, USARC G-37, Individual Training Division)

## *Spiritual resilience*

By CHAPLAIN (LT. COL.) RANDAL W. JOHNSON  
USARC Chaplain's Office

Spiritual Resilience! Not many people talk about it. I believe the primary reason resides in the fact that spiritual resilience is difficult to measure. For instance, I can show spiritual resilience by faithfully attending Bible studies, worship services, Sunday school, revivals, and camp meetings. I can even proclaim I answered the call to ministry, attending Bible College, seminary, becoming ordained, pastoring churches, and even becoming a military chaplain.

Does this mean I am spiritually resilient?

Just as Soldiers can put up a good front, literally hiding their true identity, individuals can do the same when it comes to spiritual resilience. Spiritual Resilience can be defined as one's value system (i.e. - ethics, moral compass, faith in God). How one manages one's response to stressful and/or traumatic events can also define one's spiritual resilience. Emotional responses (like anger or fear) can affect one's state of being. How I define who I am in my daily relationship with my God determines my spiritual resilience. It will also define my future spiritual resiliency. How I behave when the pressures of life overwhelm me puts my spiritual resilience to the test.

When our office building was built, it was named after one of my heroes, General George C. Marshall. Marshall Hall respectfully honors and remembers a great American Soldier. I truly believe he genuinely

understood spiritual resilience. He said: "The Soldier's heart, the Soldier's spirit, the Soldier's soul, are everything. Unless the Soldier's soul sustains him he cannot be relied on and will fail himself and his commander and his country in the end."

I know another General Officer who also understands spiritual resilience and he is all about readiness. He communicates 3 main ingredients for readiness: Leadership, Energy, Execution (LEE). I believe readiness and resilience go forever together. One simply cannot exist without the other. I cannot be ready unless I am already resilient. Do I have to be spiritually resilient in order to be ready? In a word, YES. I believe I must be actively engaged in Comprehensive Soldier and Family Fitness (CSF2) and Self Care in order to be ready for anything. I must lead spiritually, physically, socially, and emotionally for my God, my Country and my Family – in that order.

I want to encourage everyone to daily seek your highest level of spiritual resilience. It is the foundation of who we are as American Soldiers. Everywhere we go, and whatever we be, know, and do, we are in a spiritual warfare, a spiritual battlefield. Begin now, building your spiritual foundation so you can become the best you can possibly be. Peace be with you and your precious Families. For God and Country! Leadership-Energy-Execution! Keep pounding! 🇺🇸

### **FORSCOM/USARC Christian Bible Study**

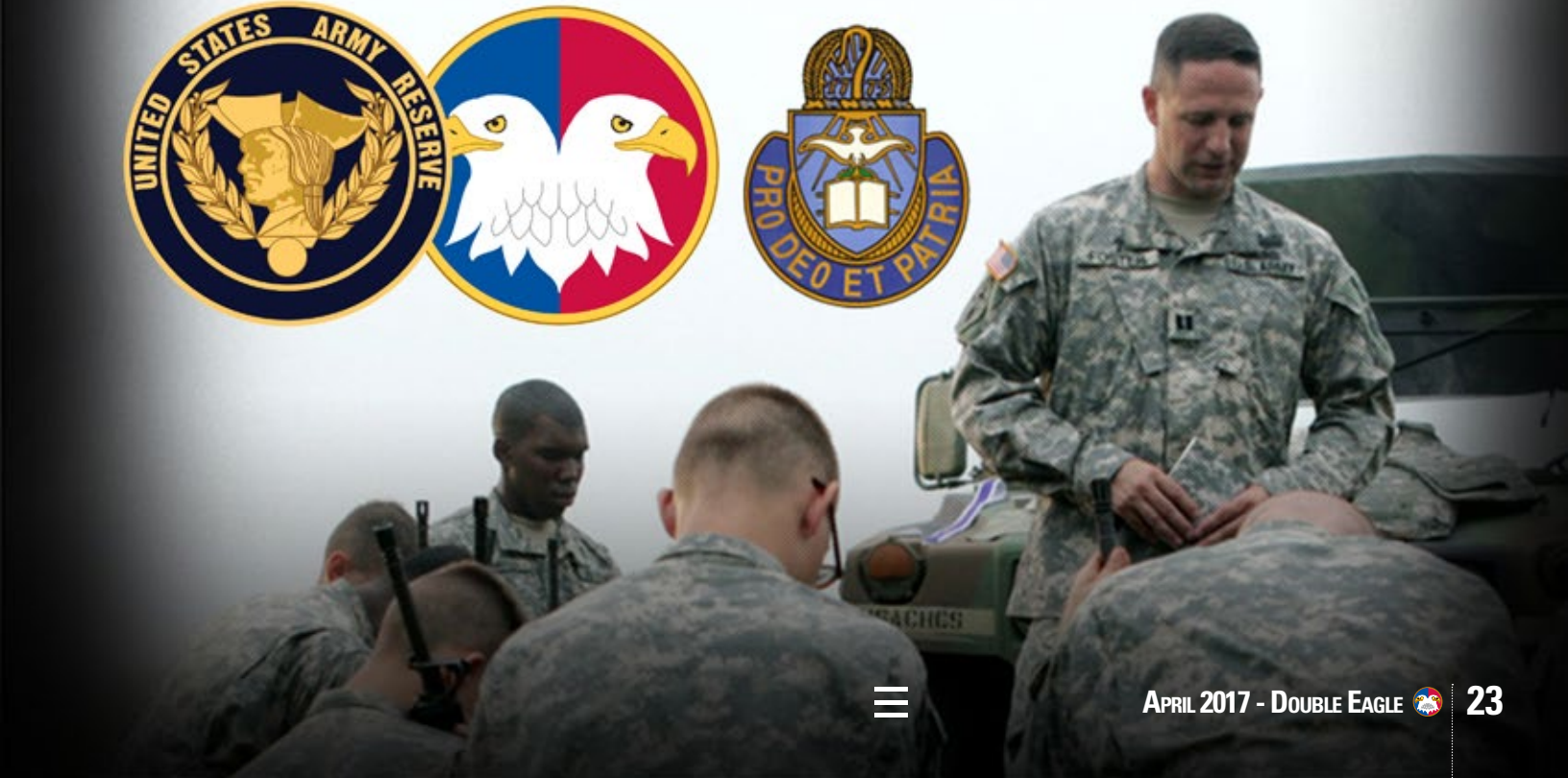
**U.S. Army Forces Command and U.S. Army Reserve Command  
hosts a weekly Christian Bible study.**

**Studies are held each Tuesday,  
starting at 11:30 a.m., Room 1901 near the USARC G-4.  
Please come and share a time of fellowship and worship with us.**





DRILL SERGEANTS STRENGTHEN THEIR MINDS.  
CHAPLAINS STRENGTHEN THEIR SOULS.



# Volunteers support the strength of the U.S. Army Reserve

Story & photos by Contributing Writer

**FORT BRAGG, N.C.** - The makeup of this nation's military force is more than the service members in its ranks.

In the U.S. Army Reserve the testament to that is encompassed through the support of our volunteers and youngest supporters, our children. To recognize the special contributions of Army volunteers and military children in the U.S. Army Reserve, Army Reserve Family Programs is celebrating Volunteer Appreciation Week April 23-29 and the Month of the Military Child throughout the entire month.

Volunteers are essential to the Army's mission. They selflessly give their time to the Army community by serving Soldiers, Families, Retirees and Civilians.

"Years ago while I was on active duty I was a Family Readiness Liaison. I worked with several of the folks in the Family Readiness program, and I realized once I retired I wanted to somehow give back to the Army Reserve" said Darren Luke, Volunteer training instructor, U.S. Army Reserve Family Readiness.

Volunteers like Darren bring their time, talents, hands and perspectives which allows the Army to extend its budget by millions annually.

"This was one way for me to

do it (serve) because I have the opportunity to instruct volunteers on how to do this and be a volunteer myself," Darren said.

As an all-volunteer force, the novelty of other volunteers taking their time to give back does not go unnoticed. The contributions are felt by those giving their time and the individuals they support.

"Sometimes we look at it from the scope of the big picture, when you're looking at thousands or millions to try and make a difference, but it's just that one person you can make a difference with, and that's what I take away," Darren said. "That one life that I've helped changed or made better because of my interaction with them, or that they helped my life become better because of my interaction as well."

The esprit de corps surrounding the will to volunteer is highlighted with U.S. Army Reserve youth as well, serving as volunteers, giving their time back through Child and Youth Services.

"What motivated me to get involved with CYC at first was mostly for experience, I needed volunteer experience and hours for college," said Shiane, Army Reserve Teen Panel member. "I kept continuing because I really like working with the kids, the experience, and the involvement".

Like Darren, giving back

meant something meaningful for Shiane and taking full advantage of the volunteer events and opportunities helped her, and others.

"It's given me a lot of advice and life skills that I can use, and that's what I take away from these events and my volunteer experience," Shiane said.

"As with anything in life, it's kind of a journey. Once you take that first step, you set your goal, your destination, and keep pushing and you will eventually get there," Darren said.

Darren continues to encourage others to take that step towards supporting others.

"You can make a difference! So start now and go for it, and make that difference in someone's life because we're still mobilizing Families and Soldiers, and that difference you can make with just that one is huge," Darren said.

**Youngest Supporters**

While highlighting the importance of volunteers to the geographically dispersed Army Reserve community, we would be remiss not shining a light on the youngest support group the U.S. Army Reserve Family has, military children. Currently, there are 140,166 U.S. Army Reserve children and youth across the world.

The Army Reserve recognizes the Month of the Military Child



as an opportunity to honor the commitment, contributions and sacrifices Army Reserve children and youth make to our nation through the strength they provide our Soldiers and Families.

Army Reserve children are faced with unique challenges that ordinary youth the same age never experience. Military children are strong, resilient and equipped to adapt to present and future changes, such as relocations,

deployments, reintegration, caring for a Wounded Warrior parent or honoring a fallen Soldier parent.

The Army Reserve is committed to maintaining excellence in schools, youth services and childcare solutions and ensuring Families continually receive the right programs, at the right time, in the right venues.

CYS offers a wide range of quality programs to help Army Reverse Families meet their

parental challenges and maintain their mission readiness.

For more information about Volunteer Appreciation Week, Child and Youth Services, or the Month of the Military Child, visit Army Reserve Family Programs at [www.arfp.org](http://www.arfp.org), contact Fort Family at 1-844-ONE-FAMY or your command's Family Programs Director or Coordinator. We Inspire and Empower. Anytime. Anywhere. 24x7x365. 🌐

**Thank You!**

Thank you for agreeing to share your talents with the Army Reserve community. Your commitment and efforts directly support Army Reserve mission readiness and the well-being of all Army Reserve Soldiers & Families.

**ARMY RESERVE FAMILY PROGRAMS**

**Child and Youth Services Leaders Log**

Command: 108th IC

Date: \_\_\_\_\_

Activity Title(s)/Event Name: \_\_\_\_\_

Description of Training/Event: \_\_\_\_\_

Select all that Apply

☐ Monthly Conference Call/ Webinar Training

Month: Conklin



# Preparedness 101 - Spring 2017

Story by **HAROLD BEVERAGE**  
U.S. Army Reserve Command G-34

Hurricane, drought, winter storm, tornado, thunderstorm, hazardous material, criminal activity, act of terrorism; which hazard or threat will impact you and your family in the future?

This “short list” of dangers effect our Soldiers, Civilians, and Families every day of the year, regardless of where they live. Are you prepared to take care of yourself and your loved ones when bad things threaten?

America’s PrepareAthon!, is a grassroots campaign for action to increase community preparedness and resilience. The focus of the campaign is to move individuals from awareness to action by preparing for relevant hazards in their communities.

Three key terms used in this year’s campaign are Be Smart, Take Part, and Prepare.

Be Smart, are you aware what hazards exist in proximity to your neighborhood, school, shopping center, or place of worship? The Federal Emergency Management Agency web link at <https://www.community.fema.gov/take-action/hazards> will help guide you in identifying hazards and assist you in planning appropriate, sound actions to help you protect yourself, your family and community. Your Local Emergency Planning Committee can provide hazard information specific to your location, including threats you may not have considered.

America’s PrepareAthon! is all about action (Prepare). The intent is to push the participant into





being better prepared to reduce the impact of a potentially harmful event. Think about your personal situation right now. Are you prepared to provide food and water to your family without “outside assistance” for three days? Two weeks? Longer? Do you have the support items necessary to prepare food, stay warm, render first aid, clean up debris, or protect your loved ones? Do you or your family members require “special medications” to function, and do you have a supply set aside?

If the Fire Department came knocking at your door at 2 a.m. with an immediate evacuation order (think chemical spill), do you have supplies and important papers set aside that you can grab and load into the family vehicle to support you and yours (to include the pets) for at least 72 hours in a shelter, hotel, or friend’s house?

At your place of work, have you practiced your actions in the event of an Active Shooter? Bomb threat? Shelter-in-place?

Many of us have family members scattered throughout the City, County, or State on a daily basis, be they at home, school, work, or other activities. What type of communications plans do you have in place to alert others you are OK and check on their status in the event of an emergency? Many of the younger generation would be at a complete loss if their “smart phone” died. Have the kids memorized important contact numbers and their address? Where will you meet if an event

impacts your area and you are forced to evacuate while separated?

There are more topics than we have time to share in this forum, but we’d be remiss if we did not include Take Part. What can you, your family, co-workers, neighbors and community do to improve everyone’s chances of survival if some natural or man-made disaster hits your community? Start local, do you know your neighbors? Can they be relied on in an emergency situation? Do any of them have “special needs” that would be disrupted in a calamity (think power outage and breathing machine / oxygen concentrator)? Does your neighborhood / community have (or considered) a Community Emergency Response Team (CERT)? Is there an active Community Watch Group in place?

We’ve asked a lot of questions in the last 600 or so words. The intent is to get you to think about taking care of yourself, your family, your neighbors and co-workers when bad things happen. Our Nation needs you, your community needs you, but most importantly your family needs you. Only you can decide what actions you’ll take to prepare for potential threats and hazards. We trust they’ll be the right ones for your situation. As always, Stay Safe!

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*Harold G Beverage Jr., CPP is an Operations Analyst in the USARC G34. Mr Beverage is a former County Emergency Manager and is Board Certified in Security Management through ASIS International.* 🇺🇸



(Opposite page) This park in downtown Kinston, N.C. was overwhelmed by floodwaters after the Neuse River crested its banks as Hurricane Matthew dumped nearly 11 inches of rain in early October. This park suffered severe flood damage, less than half a mile from the Lenoir County Sheriff’s Office which also suffered flood damage in the basement of the courthouse. This was the third flood in the area since 1996. (Photo by Timothy L. Hale/U.S. Army Reserve Command)

(Left) On Oct. 8 at 2:20 p.m. EDT (18:20 UTC) NASA’s Aqua satellite captured this visible image of Hurricane Matthew’s clouds over the southeastern United States. After grazing past Florida and Georgia, the hurricane made landfall in South Carolina and crossed in North Carolina before heading out to sea leaving thousands homeless and stranded due to widespread flooding and power outages. (Photo by NASA Goddard MODIS Rapid Response Team)

# DOD rolling out new civilian rating system

Compiled from staff reports



*EDITOR's NOTE: New Beginnings is a collaborative labor-management effort involving the Department of Defense (DOD) and a broad array of DOD employees and national-level union representatives. Its mandate is to implement significant improvements to DOD Human Resource practices and policies, including implementation of a new Defense-wide Performance Management and Appraisal Program. New Beginnings encompasses reforms impacting Performance Management, Hiring Flexibilities, Training and Development, and Workforce Incentives.*

*Below are some of the questions and answers and general information about New Beginnings and the Defense Performance Management and Appraisal Program found in the Frequently Asked Questions (FAQs) at <https://www.cpms.osd.mil/Subpage/NewBeginnings/FAQs/>.*

*Or, you may visit the full New Beginnings website at <https://www.cpms.osd.mil/Subpage/NewBeginnings/DPMAP/>.*

## **What is "New Beginnings?"**

"New Beginnings" is a cooperative labor-management effort involving the Department and a broad array of DOD employees and national-level union representatives, to design and implement significant Human Resource practices and policies, including implementation of a new Department-wide Performance Management and Appraisal Program. New Beginnings also encompasses reforms in the areas of Hiring Flexibilities, Training and Development, and Workforce Incentives.

## **What is New Beginnings trying to achieve?**

Through the New Beginnings efforts, the Department is striving to institutionalize a shared culture of high performance through greater employee engagement.

New Beginnings will also work to improve capabilities in recruiting, developing, and rewarding our dynamic and effective workforce.

**Does the Defense Performance Management and Appraisal Program cover the majority of civilians?**

**Who is not covered, and why?**



The Defense Performance Management and Appraisal program will cover the majority of the Department's civilian workforce; however, the Department is currently reviewing authorities granted to cover certain groups of employees under other performance management programs.

For example, Senior Executive Service employees, those covered by the Defense Civilian Intelligence Personnel System, and Demonstration Lab employees will not be covered by the new program because their performance programs are developed under separate legal authorities.

#### **Why did the Department decide to implement a three-level appraisal program versus some other system?**

A three-level appraisal program was selected to implement across the Department because it:

- Is consistent with the legislative requirement of the NDAA 2010, to provide “[a] fair, credible, and transparent system for linking employee bonuses and other performance-based actions to performance appraisals of employees;
- Promotes a high-performing culture by making meaningful distinctions in performance that will be acknowledged formally in the rating process and will be used to inform other personnel-based decisions, including not only awards and recognition, but also promotions, training, and developmental opportunities; and
- Provides the ability to retain high performing employees to meet the Department's mission by granting greater service credit for top performers during reductions-in-force.

#### **What are some of the benefits for a Department-wide performance management and appraisal program?**

Deploying the Department-wide Performance Management and Appraisal Program across the Components for the vast majority of civilian employees will enable seamless transition of employees throughout the Department during career progression and workforce restructuring.

The program will also link organizational mission and goals to individual performance plans, ensure regular feedback during the appraisal cycle between employees and supervisors, and result in increased employee engagement, morale, and effectiveness.

#### **What are the next steps for implementation of the performance appraisal program?**

The Department, through continued collaboration with key stakeholders such as the Office of Personnel Management, labor representatives, and component leadership, will finalize regulations required to implement the requirements of section 9902 of title 5, United States Code, for a “[a] fair, credible, and transparent system for linking employee bonuses and other performance-based actions to performance appraisals of employees.” In addition, the Department is developing the implementation and training plans for the Defense Performance Management and Appraisal Program.

#### **How will the Department assist and support implementation of the Defense Performance Management and Appraisal Program?**

In support of the implementation of the Defense Performance Management and Appraisal Program, the Department is developing an implementation plan including a holistic approach to ensure the Department effectively communicates and trains all stakeholders on the mechanics of the new program, and also the associated culture changes that will be required for successful implementation. Additionally, we are planning train-the-trainer events prior to the Department's phased implementation, to ensure DOD Components are fully prepared to disseminate training and messaging that is consistent across the Department.

#### **How many people will this affect?**

The change to the Defense Performance Management and Appraisal Program will impact the majority of DOD civilian employees across each of the Department's components to include General Schedule and Federal Wage System employees. Significant progress has been made on the DOD Performance Management and Appraisal Program's automated tool, MyPerformance, which will accompany the new program.

In March 2015, Component and labor representatives participated in formal testing of the MyPerformance tool, providing valuable feedback on its content and functionality. 🌐

#### **For More information about New Beginnings and the Defense Performance Management and Appraisal Program:**

- Visit the full New Beginnings website at:  
<https://www.cpms.osd.mil/Subpage/NewBeginnings/DPMAP/>

## Retired U.S. Army Reserve Soldier is “Thrice the Citizen”

Story by Sgt. RUSSELL TOOF  
99th Regional Support Command

**JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J.** – Former British prime minister, Sir Winston Churchill, once said “The Reservist is twice the citizen.” For his work over the past three-plus decades, the [99th Regional Support Command](#)’s Nick Taylor can add another dimension – “thrice the citizen.”

Taylor enlisted into the Army in October 1979 as a private and commissioned as a second lieutenant in December 1982, following enrollment into the Reserve Officers’ Training Corps program. He continued to serve until he retired in 2010 as a lieutenant colonel.

He started his career as a Department of the Army civilian in 1988 and recently completed 30 years of credible service. He’s currently the supervisory facility operations specialist within the 99th RSC’s Department Of Public Works here. Taylor has been with the 99th since 1996.

The “thrice the citizen” comes into play because Taylor, in addition to his military and civilian service, has also been helping veterans and their families in another capacity.

Nick Taylor, supervisory facility operations specialist with the U.S. Army Reserve’s 99th Regional Support Command at Joint Base McGuire-Dix-Lakehurst, New Jersey, narrates a groundbreaking ceremony March 18 for a new Army Reserve Center on Joint Base McGuire-Dix-Lakehurst. (Photo by Sgt. Salvatore Ottaviano/99th Regional Support Command)

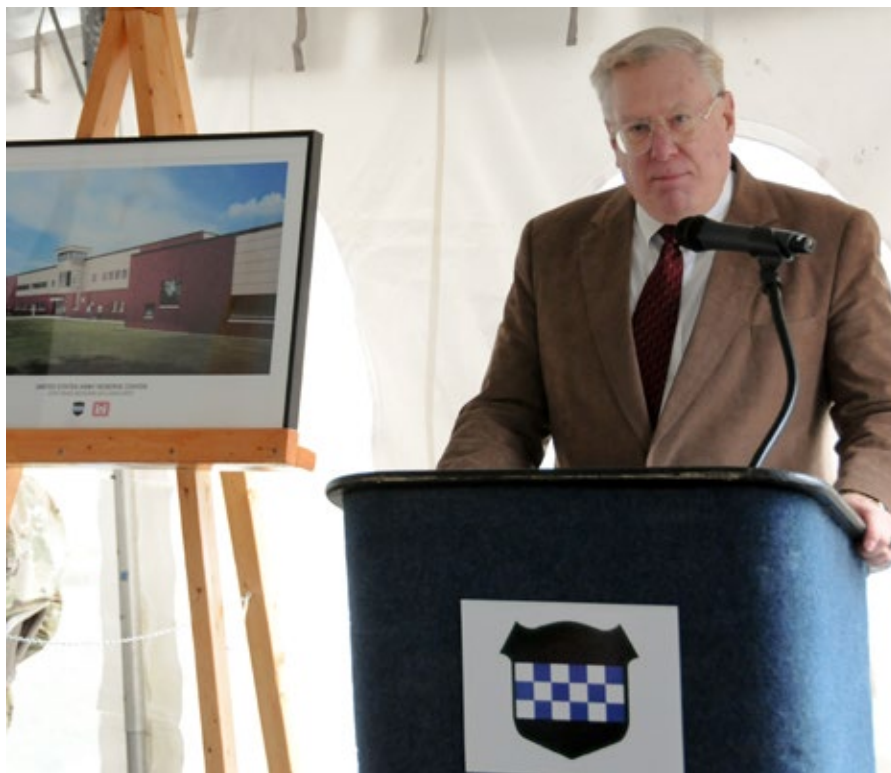
“I’m back in uniform again,” said Taylor, who is currently the Pennsylvania commander of the Catholic War Veterans, a role he was elected into in June 2015.

“When you do something for a long period of time, it’s ingrained in you. I was looking for another organization to belong to,” said Taylor, who also retired from the Pennsylvania Civil Air Patrol as the state’s vice commander.

“I’ve known about the Catholic War Veterans since 8th grade. The runner up of our school’s spelling bee went to the local CWV spelling bee,” Taylor explained. “When I became a CWV member, I started as the historian and quickly rose through the ranks.”

Taylor’s role in the CWV is leading the 1,800 members within Pennsylvania, with the main focus being to assist veterans in need. “A lot of it is helping veterans apply for and understand their benefits.”

The Catholic War Veterans, which started in 1935, is one of only 45 Veterans Service Organizations ever in the country’s history to be granted an official charter by the U.S. Congress. 🇺🇸





# Walch strives for academic excellence

Story & photo by Staff Sgt. SHAIYLA HAKEEM  
354th Mobile Public Affairs Detachment

**CORAOPOLIS, Pa.** - Art and Army collide for citizen-Soldier Sgt. Kristin Walch, of Oakmont, Pennsylvania who is determined to get her graduate degree while serving her country.

Walch is a psychological operations specialist with the [303rd Psychological Operations Company](#) in Coraopolis, Pennsylvania. She enlisted in 2011 after obtaining a Bachelor of Arts degree in Interior Design- a decision that combined her civilian career with the Army life.

Initially, Walden planned to become a commissioned officer, but recently decided to remain in the non-commissioned officer ranks where she can work directly with troops. She said she has gained a wealth of knowledge through interacting and working in teams with other Soldiers.

"The Army has helped me become a lot more professional," Walden explained, "It's helped me be a lot more organized and to become a better leader, even in my civilian job."

Walden says she enjoys the schedule flexibility of the U.S. Army Reserve, which allows her to have a civilian and military career. She spent time working at the Carnegie Museum of Art, in Pittsburgh, which enhanced her love for the craft. Currently, she works full time at a day care and still manages to go to school full time toward a graduate degree in Art History.

"I just love art...it's amazing to study how things have developed in cultures with time," she said.

Walden is unsure how long she plans to remain in the Army Reserve. However, her current contract continues through 2020. Regardless of future endeavors, she will take the abundance of knowledge the Army has given her wherever her feet may go.

"I have learned so much from the Army," said Walden, "A lot with leadership, but also with just how to interact and work with different people...it's been a huge asset for me."

She continues painting the canvas of her life, one battle assembly at a time. 🇺🇸



U.S. Army Reserve Soldiers Pfc. Nicholas Fink (left) and Sgt. Kristin Walch, both with the 303rd Psychological Operations Company, scripts a message for protesters Saturday, March 25, during a unit field exercise in Pennsylvania. The exercise was used to prepare Soldiers for potential situations they could encounter while in a deployed environment.



## ARMY RESERVE CELEBRATES EARTH DAY

### 63<sup>RD</sup> RSC

#### EARTH DAY FAIR (CALIFORNIA)

April 20 • 10:30 A - 2 P  
230 R.T. Jones Road  
Mountain View, CA

#### EARTH DAY KIDZONE (TEXAS)

April 21 • 5 - 9 P  
April 22 • 8 A - 8 P  
April 23 • 12 - 8 P  
Farmer's Market  
120 West Main Street  
Grand Prairie, TX

### FORT BUCHANAN

#### 10<sup>TH</sup> ANNUAL EARTH DAY EXPOSITION

April 28 • 9 A - 3 P  
DFMWR Community Club  
Building 660  
South Terminal Road  
Fort Buchanan, PR

We will post additional  
events as we receive details.  
Check [usarsustainability.com](http://usarsustainability.com)  
or Facebook for event lists.  
Events are subject to  
change without notice.

### 88<sup>TH</sup> RSC

#### EARTH DAY DISPLAYS

April 17 - 20  
Command Headquarters  
Fort McCoy, WI

### 9<sup>TH</sup> MSC

#### PEARL CITY BICYCLE PATH BEAUTIFICATION PROJECT

April 29 • 8 A - 12 P  
Honolulu, HI

#### EARTH DAY FESTIVAL

April 15 • 9 A - 2 P  
April 26 • 2 - 5 P  
Schofield Barracks, HI

## NATIONAL PUBLIC HEALTH WEEK

**APRIL 4 TO 10, 2017**



Sustainable practices such as energy conservation, water conservation, waste reduction and pollution prevention can benefit our personal health and our public health in many ways. Follow our blog, [usarsustainability.com](http://usarsustainability.com), and our social media sites from April 4 to 10 to learn more. Select an icon to visit that site!

