



# 2021 IRT Summary



## **INNOVATIVE READINESS TRAINING**

Manpower & Reserve Affairs | Department of Defense

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# 2021 IRT Summary

This summary was prepared for  
the Office of Manpower & Reserve Affairs.

Approved for public release; distribution not limited.

Cover photo caption:

Technical Sergeant Caitlin Donnelly, 445th Aeromedical Staging Squadron medical technician, talks to a young patient receiving care at the Hancock County Health Department, Hancock, Georgia, as part of the East Central Georgia Medical Innovative Readiness Training (IRT) on June 10, 2021.

Photo by Master Sgt. Patrick O'Reilly.

Page 6 photo caption:

U.S. Navy Petty Officer 1st Class Millaj Jallim, Lake Village, Arkansas, site noncommissioned officer in charge, and U.S. Army 1st Sgt. Richard Pindel, Command and Control 1st Sergeant, light a smoke signal so a medical helicopter can locate them during a mass-casualty exercise, July 15, 2021. The mass-casualty exercise showed how to use 9-line medical evacuation, Tactical Combat Casualty Care, and K9 Self Aid Buddy Care training together during medical emergencies.

Photo by Staff Sgt. Michelle Gonzalez Diener.

Back cover photo caption:

Brigadier General Jeffrey B. McCarter (left), Deputy Commanding General of the Army Reserve Medical Command, observes as Sergeant Tara Conde, a U.S. Army Reserve combat medic specialist from New Orleans, Louisiana, returns a pet to its owner after it received veterinary services from the 7354th Veterinarian Detachment and the Turtle Mountain Animal Rescue during an Innovative Readiness Training event held May 7, 2021, in Belcourt, North Dakota.

Photo by Sergeant 1st Class Kenneth Scott.



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# ★ CHAMPION OF THE YEAR ★

A portrait of Nichole Pruitt, a woman with short dark hair and bangs, smiling. She is wearing a grey jacket and large, colorful beaded earrings. The background is a soft, out-of-focus outdoor scene. The entire image has a warm, yellowish-orange tint.

## Nichole Pruitt

Grants Director  
Kodiak Area Native Association

IRT Champion of the Year is awarded to Nichole Pruitt of the Kodiak Area Native Association for her selfless devotion of personal time, commitment, and support to the IRT program. The Champion of the Year award goes to an individual who led efforts to gain momentum for the IRT program in their community. Through extensive outreach, Ms. Pruitt promoted IRT in her local network while encouraging community members as well as other organizations to get involved with the Kodiak Arctic Care IRT mission.

Photo | Nichole Pruitt

# IRT Concept and Value

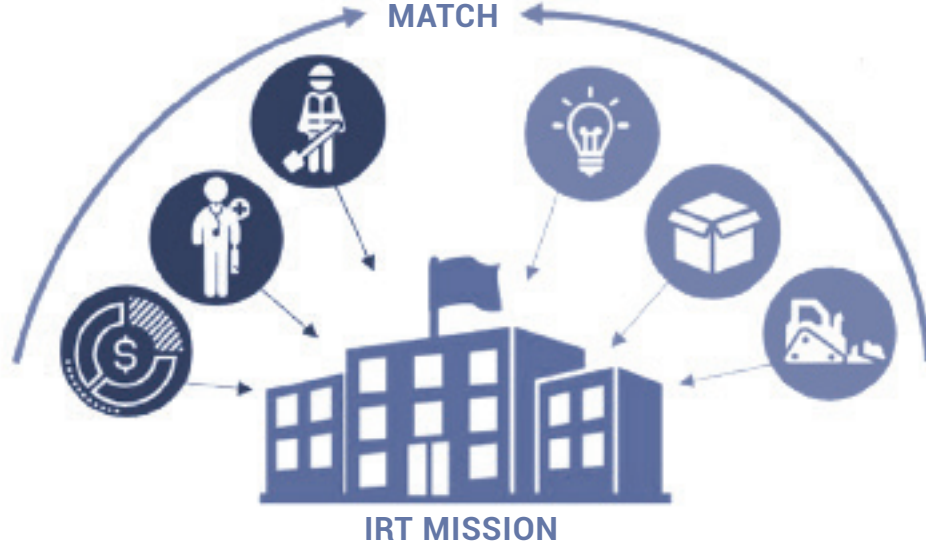
JOINT MILITARY SERVICES



AMERICAN COMMUNITY



REQUIREMENTS  
MATCH



Readiness Partnerships Innovation

IRT is a collaborative program that leverages military contributions and community resources to multiply value and cost savings for participants. Communities typically provide materials and basic services (e.g., facilities), while military units contribute personnel and training resources. IRT missions produce mission-ready forces, civil-military partnerships, and stronger communities.

# MISSION

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Provide mission-ready forces through military training that delivers key services for America's communities.

# VISION

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Premier military training serving America's communities.

# GOALS

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## Defend the Nation

IRT provides hands-on, real-world training to improve readiness and survivability in complex contingency environments.

## Succeed Through Teamwork

IRT is a collaborative program that leverages military contributions and community resources to multiply value and cost savings for participants.

## Take Care of Our People

IRT strengthens and builds partnerships, while providing key services for American communities utilizing joint training operations.

## ★ LEADERS OF THE YEAR ★

### SSgt Scott Hawkins

U.S. Marines Corps Reserve  
Site Superintendent  
(E-1 to E-6)

IRT Leader of the Year is awarded to Staff Sergeant Scott Hawkins for his outstanding leadership as Site Superintendent during the Camp Kamassa IRT mission. The Leader of the Year award recognizes individuals who plan and execute an IRT mission while displaying exemplary leadership in identifying opportunities to increase readiness and encourage collaboration and innovation. He exemplified these accomplishments through effective management of more than 1,000 Joint Service Members on the mission and in volunteer efforts he undertook personally in Mississippi communities. His expertise in modern construction techniques aided in the elimination of excess materials, labor, and maintenance, resulting in cost savings to the mission.

Photo | SSgt Scott Hawkins

### CPT Jason Brooks

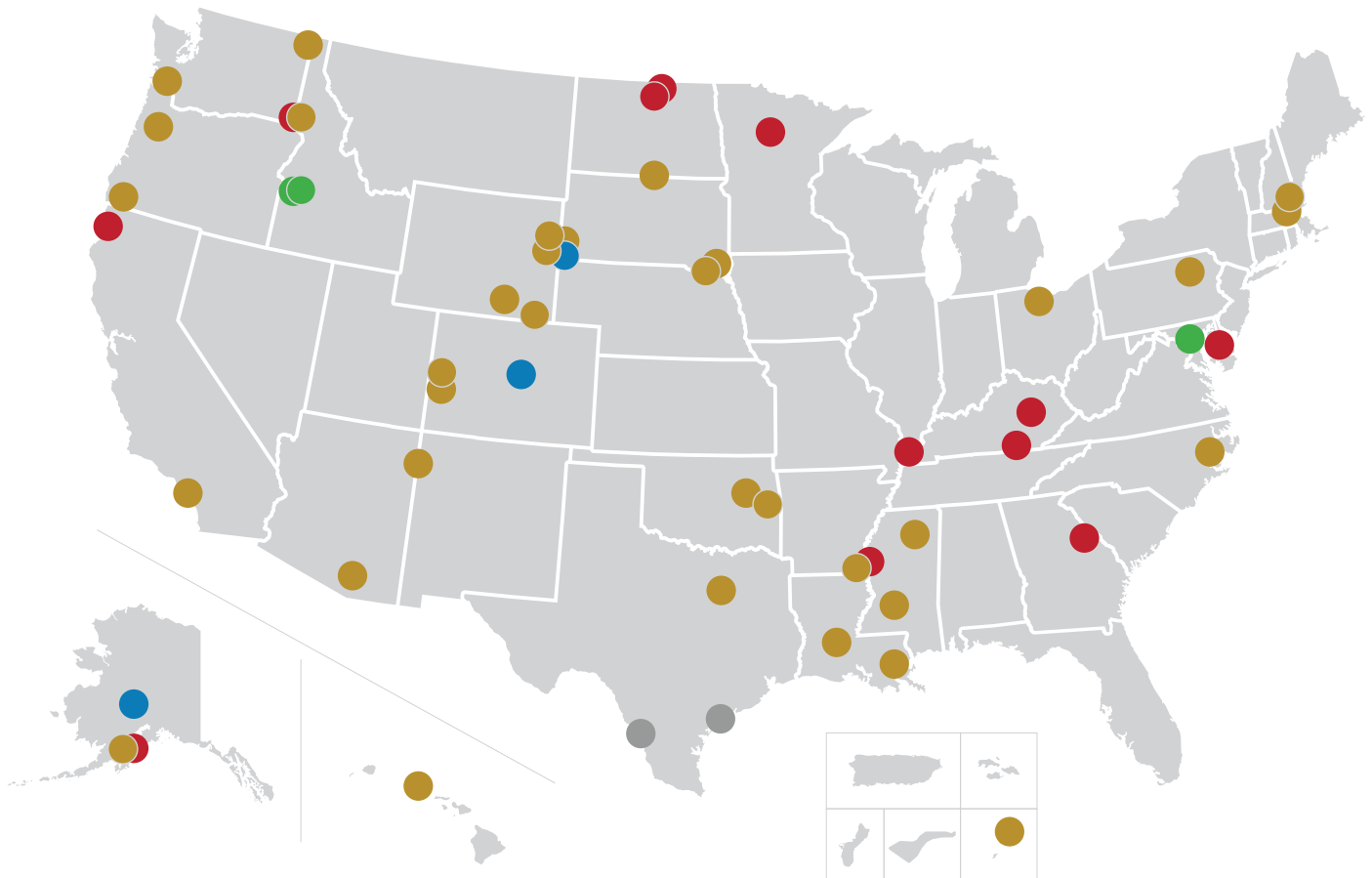
U.S. Army National Guard  
Officer-In-Charge  
(O-1 to O-3)

IRT Leader of the Year is awarded to Captain Jason Brooks for his outstanding leadership as Officer-In-Charge during the Central Delaware Partnership for Hope IRT mission. The Leader of the Year award recognizes individuals who plan and execute an IRT mission while displaying exemplary leadership in identifying opportunities to increase readiness and encourage collaboration and innovation. He exemplified these accomplishments through successful execution of this 2-week mission that provided no-cost medical services across four sites of care. His planning efforts and coordination between participating units, the medical consumables site, and the community partner resulted in 3,227 patients seen and 18,050 procedures completed, providing 24,836 annual training hours to 216 Service Members.

Photo | CPT Jason Brooks

# Mission Impact in 2021

The Services completed **55** IRT missions in communities across **34** U.S. States and Territories.



## CIVIL AFFAIRS MISSIONS



2

## CIVIL ENGINEERING MISSIONS



35

## CYBERSECURITY MISSIONS



3

## MEDICAL MISSIONS



12

## TRANSPORTATION MISSIONS



3





Photo by Staff Sgt. MichelleGonzalez Diener





# Looking Back

## SNAPSHOT OF THE SERVICES

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## Department of the Army

**OSD INVESTMENT: \$7.5 MILLION**

Photo | 1st Lt Andrew Layton



### U.S. ARMY NATIONAL GUARD

- **Program Manager:** CPT Jason Schwartz
- **Funds Invested:** \$6,078,104
- **Missions Fully Completed:** 35



### U.S. ARMY RESERVE

- **Program Manager:** CPT Jessica Campbell
- **Funds Invested:** \$1,656,965
- **Missions Fully Completed:** 17



### U.S. ARMY

- **Program Manager:** CPT Jessica Campbell
- **Funds Invested:** None
- **Missions Fully Completed:** 2



# Looking Back

## SNAPSHOT OF THE SERVICES

### Department of the Navy

OSD INVESTMENT: \$11.2 MILLION

Photo | SMSgt. Elizabeth Gilbert



#### U.S. MARINE CORPS FORCES RESERVE

- Program Manager: Maj Andrew Chrestman
- Funds Invested: \$7,628,793
- Missions Fully Completed: 11



#### U.S. MARINE CORPS

- Program Manager: Maj Andrew Chrestman
- Funds Invested: None
- Missions Fully Completed: 3



#### U.S. NAVY RESERVE

- Program Manager: CDR Kent Bubel
- Funds Invested: \$169,392
- Missions Fully Completed: 8



#### U.S. NAVY

- Program Manager: CDR Kent Bubel
- Funds Invested: \$16,592
- Missions Fully Completed: 3



# Looking Back

## SNAPSHOT OF THE SERVICES

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### Department of the Air Force

**OSD INVESTMENT: \$9.1 MILLION**

Photo | MSgt. Patrick O'Reilly



#### **U.S. AIR NATIONAL GUARD**

- **Program Manager:** Lt Col Andrew Adamich
- **Funds Invested:** \$7,847,074
- **Missions Fully Completed:** 15



#### **U.S. AIR FORCE RESERVE**

- **Program Manager:** Lt Col Joshua Furby
- **Funds Invested:** \$4,466,621
- **Missions Fully Completed:** 7



#### **U.S. AIR FORCE**

- **Program Manager:** Lt Col Andrew Adamich
- **Funds Invested:** \$485,000
- **Missions Fully Completed:** 3



## ★ LEADERS OF THE YEAR ★

### SMSgt DeAnte Houston

U.S. Air Force Reserve Command  
Medical Project Manager  
(E-7 to E-9)

IRT Leader of the Year is awarded to Senior Master Sergeant Deante Houston for his outstanding leadership as IRT Medical Project Manager for the U.S. Air Force Reserve Command. The Leader of the Year Award recognizes individuals who plan and execute an IRT mission while displaying exemplary leadership in identifying opportunities to increase readiness and encourage collaboration and innovation.

He exemplified these accomplishments through innovative thinking and technical skills, orchestrating dozens of virtual and hybrid planning meetings—amplifying communication integrity and mission success. He appropriately addressed public health inquiries from community partners and military leadership, creating lasting contributions to policy development, risk assessments, safety equipment acquisition, and risk mitigation action plans.

Photo | SMSgt DeAnte Houston

### Lt Col Michelle Underwood

U.S. Air National Guard  
Officer-in-Charge  
(O-4 and Above)

IRT Leader of the Year is awarded to Lieutenant Colonel Michelle Underwood for her outstanding leadership as Officer-in-Charge for the Valley Healthcare and Delta Wellness IRT missions. The Leader of the Year award recognizes individuals who plan and execute an IRT mission while displaying exemplary leadership in identifying opportunities to increase readiness and encourage collaboration and innovation. She exemplified these accomplishments through persistence in the face of novel challenges created by a global pandemic. On short notice, she readily volunteered to assume her leadership role as Officer-in-Charge and her style fostered an inclusive and results-oriented environment.

Photo | Lt Col Michelle Underwood



# Field Stories



Photo | Sgt. Maximiliano Rosas

## IRT Mission: Central Delaware Partnership for Hope

Summer 2021 | Delaware



Photo | Sgt. Maximiliano Rosas

From July 29 to August 12, 2021, the Central Delaware Housing Collaborative hosted Service Members from the Army Reserve, Army National Guard, Marine Corps Reserve, Navy Reserve, Active Duty Air Force, Air National Guard for the Central Delaware Partnership for Hope mission to provide no-cost medical services to the local community.

The mission provided an excellent venue to plan, prepare, and train on executing tasks and medical services and procedures in a field environment.

A total of 3,227 patients received medical, dental, optometry, behavioral health, and nutrition counseling services which addressed the healthcare needs of the local community. Optometry services conducted by the Naval Ophthalmic Support and Training Activity (NOSTRA) personnel provided no-cost prescription.

Battalion members were recognized by mission leadership as the most knowledgeable and professional healthcare providers in the armed services. All participants enhanced their skills, developed connections that will carry forward into future missions, and fostered relationships between Service Members and the local community.

## HIGHLIGHTS

**Lead Service:**  
**Army National Guard**

**Community Partner:**  
**Central Delaware Housing Collaborative**

**Provided a total estimate of \$1.57 million in no-cost medical services to the local community**

**Provided 18,050 medical, dental, optometry, behavioral health, and nutrition counseling services**

### Donyale Hall Community Partner Lead



**"The best part: the tearful calls from members of the community, grateful that**

**we've given them something that they needed direly."**

# Field Stories

Photo | 86th Engineer Dive Detachment

## IRT Mission: Kodiak Island Arctic Care

Spring 2021 | Alaska



Photo | 86th Engineer Dive Detachment

From May 5 to 13, 2021, the Army Reserve, Army National Guard, Marine Corps Reserve, Navy Reserve, Active Duty Air Force, Air National Guard partnered with the Kodiak Area Native Association, for Arctic Care 2021, a no-cost medical, dental, optometry and veterinary services program across seven care sites in Alaska's remote Kodiak Island community.

Training opportunities in medical, air lift, logistics, veterinary, civil affairs, and communications specialties sustained readiness for Service Members. The difficult terrain and arctic weather veered from traditional training and simulated real-world deployment conditions.

In only nine clinical days, 2,156 patients were seen, 11,405 procedures occurred, 631 pairs of eyeglasses were distributed, and 27 surgeries were performed in remote areas. In addition to medical care, the Marine Corps aviation assets transported \$1.3 million worth of equipment throughout the island. The mission is the first with ophthalmology services, which led to the discovery of conditions that could have resulted in blindness and these patients were referred to follow up care for additional intervention.

Remote care is often challenging and this mission resulted in a unique training opportunity which fostered deeper connections between Service Members and the Native communities of Kodiak Island.

## HIGHLIGHTS

**Lead Service:**  
U.S. Air Force

**Community Partner:** Kodiak Area Native Association (KANA)

**Provided a total estimate of \$767,530 million in no-cost medical services to the local community**

**First mission to provide ophthalmology care**

## Capt Jeffrey Griffin IRT Participant of the Year



As a member of Marine Aircraft Group 41, Captain Griffin exhibited exceptional initiative in coordinating logistical planning support and embarkation requirements

for Kodiak Arctic Care. Thanks to his direct supervision, supplies and equipment were deployed via air, ground, and sea shipments from six states. In an exceptional display of innovation, he created a novel online means of collection and disseminating information among mission care providers.



# Field Stories

Photo | Staff Sgt. David Lietz

## IRT Mission: Cherokee Veterans Housing Initiative

Summer–Fall 2021 | Oklahoma



Photo | Sgt. Kenneth Burkhart

From May 5 to August 13, 2021, Service Members from the Army National Guard, Navy Reserve, Air National Guard, and Air Force Reserve partnered with the Housing Authority of the Cherokee Nation to build single-family homes for Cherokee veterans in Tahlequah.

The project provided hands-on training for military units to improve their deployment readiness. Service Members trained in multiple civil-engineering and construction occupational specialties, including electrical, structural, heavy equipment, utilities, and operations management.

This partnership is the first of its kind in the state of Oklahoma and made a large impact in the lives of Cherokee veterans and their families who face housing challenges and needs. The partnership helped strengthen the bond between Service Members and veterans while encouraging an environment of cultural awareness and exchange between Service Members and the Cherokee Nation.

## HIGHLIGHTS

**Lead Service:**  
U.S. Air National Guard

**Community Partner:** Housing  
Authority of the Cherokee  
Nation

**616 joint service personnel  
provided \$3,806,199 in  
estimated no-cost civil  
engineering benefits to the  
community**

**Constructed 7 homes,  
2.5 miles of road, and a  
stormwater detention pond**

### Chuck Hoskin Jr. Principal Chief Cherokee Nation



**"Disproportionately,  
native veterans are  
unhoused. The more  
we can do, whether  
it's emergency  
rental assistance  
or long-term  
housing, the better.  
We should keep**

**focusing on solutions for this problem.  
By partnering with these military units,  
we have the tools and talent to make a  
big difference."**



# Field Stories

Photo | Heide Couch

## IRT Mission: Nightwatch Cyber

Fall 2021 | Maryland

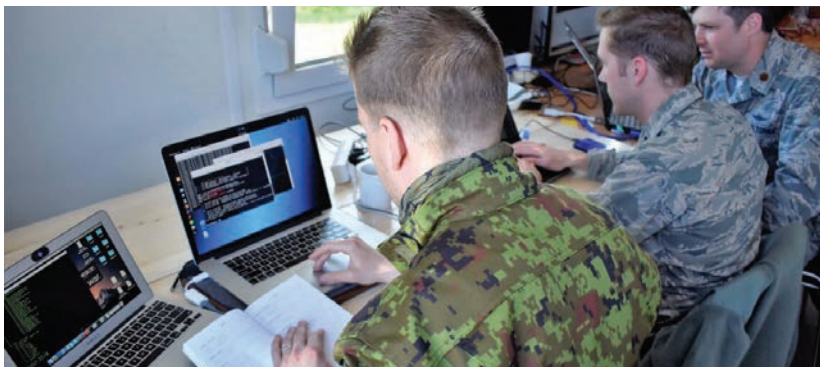


Photo | Heide Couch

From September 20 to 24, 2021, the Maryland Army National Guard and Maryland Air National Guard Cyber Protection Teams conducted a cyber risk analysis of the State Emergency Operations Center/Maryland Joint Operations Center.

This training consisted of mission analysis, terrain mapping and analysis, and network-host baseline activities. Service Members provided intelligence support to cyber operations planning, conducted cyberspace support, coordinated network support, and assessed cyberspace defense. Dependency modeling was developed to illustrate information technology resources. The team reported its findings, analyzing losses and mission hazards and identifying critical assets and priorities for the State Emergency Operations Center/Maryland Joint Operations Center to share with Maryland's Department of Information Technology.

This engagement enabled the Maryland Army National Guard and Maryland Air National Guard to establish working relationships with Maryland state agencies and inform them of the Cyber Protection Team's capabilities to support their missions and the state during a cyber crisis. Maryland can now better enhance cyber-readiness of state agencies, counties, and municipalities through coordination and collaboration with the Maryland Emergency Management Agency, Maryland Military Department, and Maryland Department of Information Technology.

## HIGHLIGHTS

**Lead Service:**  
**U.S. Air National Guard**

**Community Partner: State of Maryland, State Emergency Operations Center/Maryland Joint Operations Center**

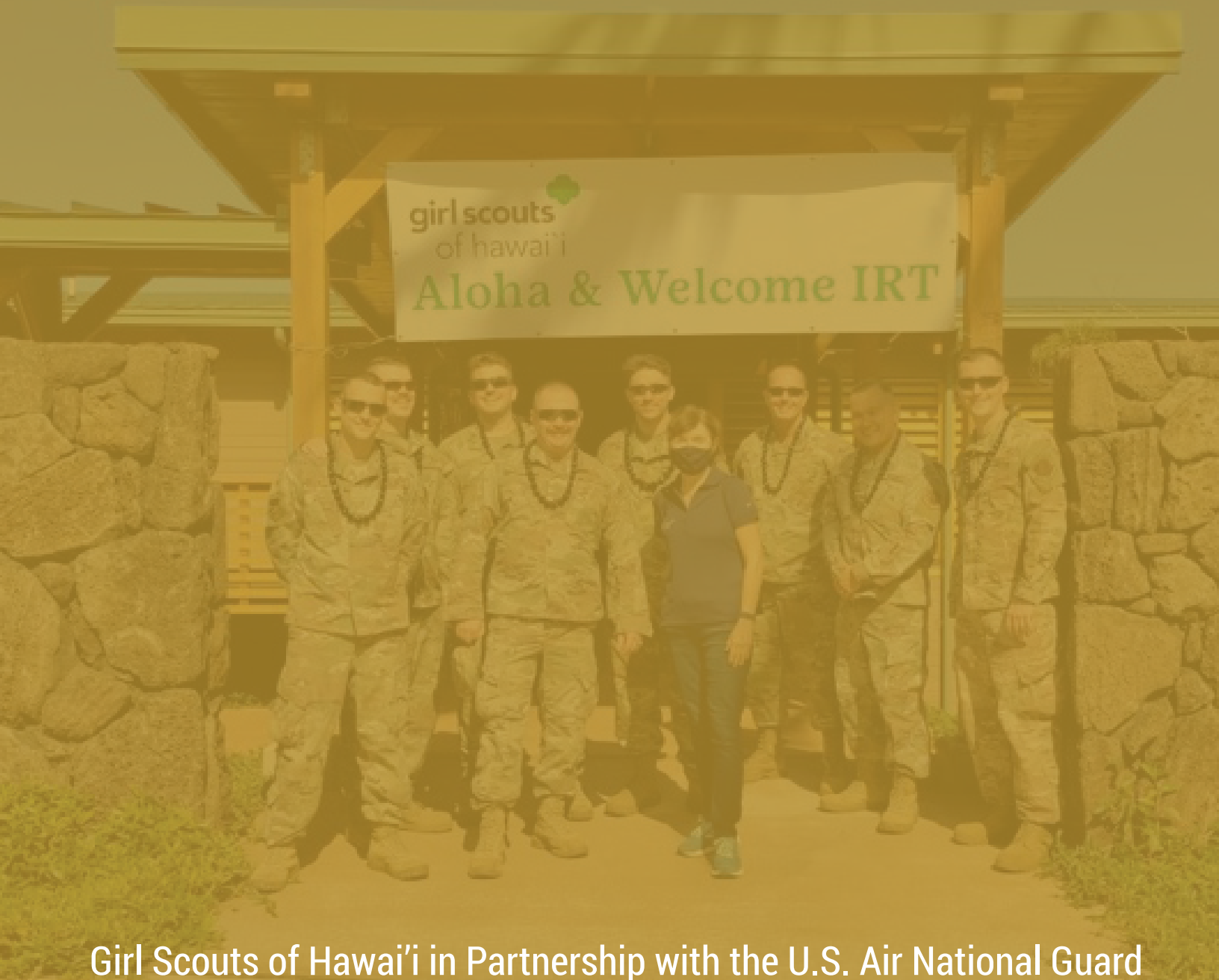
**Helped Maryland better prepare for a cyberattack or emergency through coordination among state agencies**

### MSgt Anthony Dell 275th Cyberspace Operations Squadron



"Operation Nightwatch provided training that I have been requesting for a long time: not only exercising our cyber protection team skills in a real-world environment

but also furnishing a state agency with meaningful data to improve and protect its network from adversaries. Knowing that this information directly helps Maryland offer resources to members of our communities in times of need speaks volumes."



## Girl Scouts of Hawai'i in Partnership with the U.S. Air National Guard

IRT Civil-Military Partnership of the Year is awarded to the Girl Scouts of Hawai'i in partnership with the U.S. Air National Guard for skillful collaboration in delivering mission success on the geographically remote and diverse training site of Camp Paumalu. This partnership amplified Joint Service preparedness through construction of eight cabins, improved shower facilities, and better roads. The strategic impact to the community offers premier science, technology, engineering, and math educational opportunities to girls locally, nationally, and internationally while doubling the camp's residential capacity.

Photo | Courtesy Photo



# 2021 Highlights



## U.S. ARMY RESERVE

**1,049** Service Members trained

**433** training requirements accomplished

**10,752** training days



## U.S. ARMY NATIONAL GUARD

**1,864** Service Members trained

**833** training requirements accomplished

**39,869** training days



## U.S. ARMY ACTIVE DUTY

**33** Service Members trained

**33** training requirements accomplished

**75** training days



## U.S. MARINE CORPS ACTIVE DUTY

**87** Service Members trained

**50** training requirements accomplished

**199** training days



## U.S. MARINE CORPS RESERVE

**1,467** Service Members trained

**162** training requirements accomplished

**10,595** training days



## U.S. NAVY ACTIVE DUTY

**53** Service Members trained

**9** training requirements accomplished

**272** training days



## U.S. NAVY RESERVE

**1,052** Service Members trained

**4,089** training requirements accomplished

**2,598** training days



## U.S. AIR FORCE ACTIVE DUTY

**107** Service Members trained

**195** training requirements accomplished

**1,630** training days



## AIR NATIONAL GUARD

**1,118** Service Members trained

**29,216** training requirements accomplished

**25,222** training days



## U.S. AIR FORCE RESERVE

**1,304** Service Members trained

**104,597** training requirements accomplished

**18,426** training days

## FY21 PROGRAM TOTALS



Patients Treated:  
**29,358**



Estimated medical value delivered to  
American communities: **\$9,006,725**



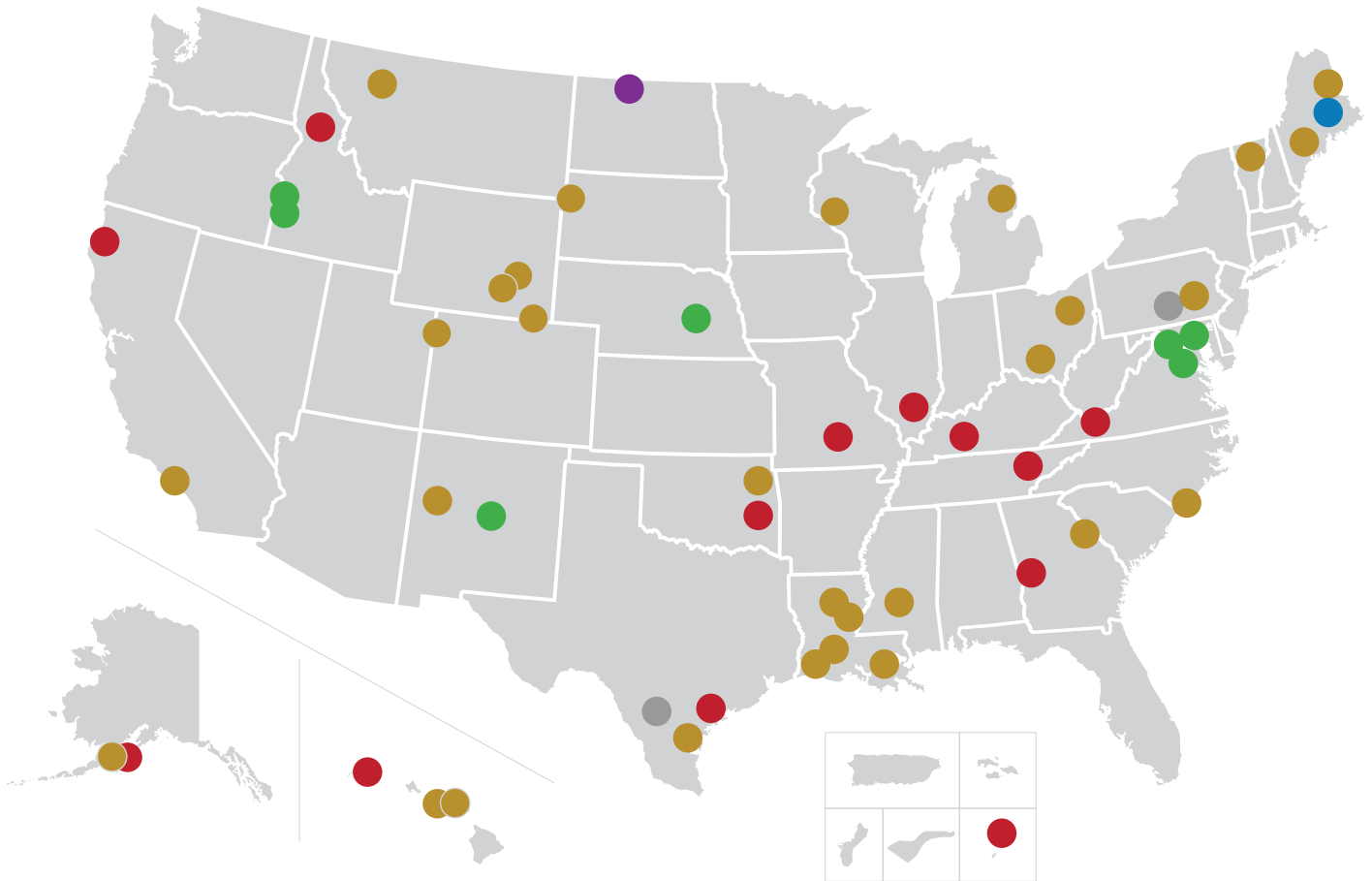
Procedures Completed:  
**127,960**



Estimated civil engineering value delivered  
to American communities: **\$28,130,895**

# Mission Impact in 2022

The services are leading **53** IRT missions in communities **17** U.S. States and Territories.



CIVIL AFFAIRS  
MISSIONS



2

CIVIL ENGINEERING  
MISSIONS



29

CYBERSECURITY  
MISSIONS



7

MEDICAL  
MISSIONS



13

TRANSPORTATION  
MISSIONS



1

AERIAL SPRAY  
MISSIONS



1

# Get Social with IRT

Connect with IRT on social media to follow our FY22 journey and learn more about amazing military training across the country. We hope you will join us in future years!



Scan the QR code or visit us at <https://irt.defense.gov/>



IRTsWin



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IRTs Win



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## Coming in 2022



Photo | Lt. Col. William Geddes



Photo | Staff Sgt. Bethany Rizor



Photo | Sgt. Maximiliano Rosas



Photo | Mass Communications Specialist 1st Class David Crawford





Photo | Sergeant 1st Class Kenneth Scott



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