

### 2024 Innovative Readiness Training Annual Summary Report



#### **INNOVATIVE READINESS TRAINING**

Office of the Under Secretary of Defense for Personnel and Readiness

#### 2024 Innovative Readiness Training (IRT) Summary

This summary was prepared for the Office of Under Secretary of Defense for Personnel and Readiness.

Approved for public release; distribution not limited.

#### Cover photo caption:

Kentucky Air National Guard (KYANG) Tech. Sgt. Sam Carter, a C-130J Super Hercules loadmaster from the 123rd Airlift Wing, performs a preflight inspection during Operation Arctic Haven at Joint Base Elmendorf-Richardson, Alaska, April 24, 2024. During Operation Arctic Haven, executedunder the Department of Defense's IRT program, the National Guard Bureau used KYANG airlift assets to transport 340,000 pounds of residential building supplies to arctic communities experiencing housing shortages.

Alaska National Guard photo by Alejandro Peña.

#### Middle photo caption:

Organizers and visitors of the 2024 IRT mission to the U.S. Virgin Islands stop for a photo on the steps of the Government House in Charlotte Amalie, June 6, 2024.

U.S. Air Force photo by Staff Sqt. Dylan Gentile.

#### Back cover photo caption:

U.S. Marine Corps Cpl. Alex Masog, left, and Lance Cpl. Adrian Porter, engineer assistants for the 6th Engineer Support Battalion, 4th Marine Logistics Group, Marine Forces Reserve, use a GPS survey system to mark a construction boundary at Shepard Point near Cordova, Alaska, August 22, 2024. During the Shepard Point IRT project, engineers gained unique, real-world construction experience while providing cost-effective skilled labor for the future oil spill response site.

Alaska National Guard photo by Alejandro Peña.



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#### **Looking Forward**

21 Mission Impact in 2025



#### \*

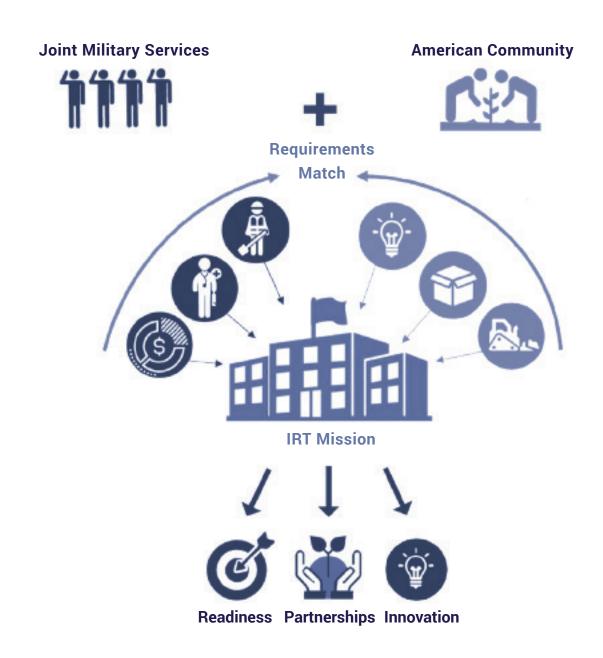
#### Champion Of The Year 🖈



U.S. Virgin Islands (USVI) Department of Health Chief Medical Officer FY24 Virgin Islands Wellness

As the primary community partner for the mission, Dr. Hunte-Ceasar's extensive collaboration with other USVI government departments stoked her community to gather support from the Schneider Regional Medical Center, police and fire departments, and the USVI Army National Guard. Her coordinated efforts overcame logistical challenges, such as interruptions in the power supply, reaching provider capacity, and supply shortages. Her work on this mission resulted in 28,967 hours of valuable training for Service members and over \$2 million in no-cost healthcare services for residents of the Virgin Islands.

### IRT Concept and Value



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**

Produce mission-ready forces through military training opportunities that provide key services for American communities.

#### **Vision**

A secure and prosperous America supported by strong civil-military relations.

#### **Director's Intent**

Become the leading option for real-world military training through a culture of trust, transparency, and consistency.

#### Goals

#### **Unity of Purpose**

IRT strengthens Joint coordination and hands-on military training that ensures real-world readiness and mission success in complex contingency environments.

#### **Accountability and Innovation**

IRT increases fiscal discipline; ensuring best use of DoD resources for cutting-edge military training and threat resilience for American communities.

#### Readiness and Leadership

IRT develops strong military leaders who are prepared to meet the challenges of deployment, mission success, and deterrence.

#### Leaders Of The Year



# Cpl. Luis E. Nivar Marine Corps Reserve Combined Asset Management Site Ground Transport Specialist (E-1 to E-4)

Cpl. Luis Nivar received the IRT Leader of the Year award for his outstanding leadership as Combined Asset Management Site (CAMS) ground transport specialist. The Leader of the Year award recognizes individuals who plan and execute an IRT mission while displaying exemplary leadership by increasing readiness and encouraging collaboration and innovation. Nivar exemplified these qualities throughhis dedication and leadership in support of multiple IRT missions and his significant contributions to CAMS. Nivar transported goods valued at over \$7 million, covering 12,342 miles and handling 108,723 pounds of equipment. His attention to detail and commitment to operational readiness were exemplary, ensuring consistent operational readiness and preparation for deployment for his equipment and driving counterparts.



IRT Resource Advisor

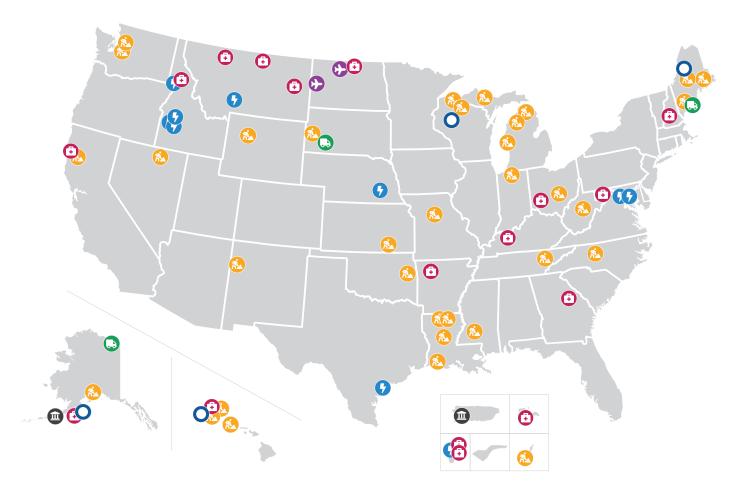
(E-5 to E-6)

**Equipment Operator First Class Monica Vincent** received the Leader of the Year award for her outstanding leadership as the Navy's Resource Advisor for the IRT Program. The Leader of the Year award recognizes individuals who plan and execute an IRT mission while displaying exemplary leadership by increasing readiness and encouraging collaboration and innovation. Vincent exemplified these qualities by managing \$1.4 million in Pay and Allowances and Operations and Maintenance funds while achieving a 94% execution rate. Her effective allocation and expenditure of these funds led to training opportunities for 267 Active and Reserve Navy personnel throughout nine missions, resulting in increased readiness. While acting as the Deputy IRT Program Manager during a billet gap, Vincent developed a 65-page turnover document, was a member of the planning team for 60 distinguished visitors, and supported public affairs during the Tropic Care and Kodiak Care 2024 missions.

Photo courtesy of LMI

### Mission Impact in 2024

The services led **72** IRT missions in communities across the United States with **35** Office of the Secretary of Defense (OSD)-funded missions and **37** non-OSD-funded missions.



Aerial Spray Missions



2

Civil Affairs Mission



2

Civil Engineering Missions



34

Cybersecurity Missions



10

Support Services



4

Medical Missons



**17** 

Transportation Missions



3





## Looking Back

**Snapshot Of The Services** 

## Department of the Army

**OSD Investment: \$7.2 Million** 

Photo courtesy of U.S. National Guard by Master Sgt. Becky Vanshur



#### **U.S. Army Active Duty**

- Program Manager: Major Daniel LaVorgna
- Funds Invested by Service Component: \$9,083
- Missions Fully Completed: 1



#### **U.S. Army Reserve**

- Program Manager: Major Daniel LaVorgna
- Funds Invested by Service Component: \$688,684
- Missions Fully Completed: 14



#### **U.S. Army National Guard**

- Program Manager: Captain Scott Thurman
- Funds Invested by Service Component: \$5,170,929
- Missions Fully Completed: 42



## Looking Back

**Snapshot Of The Services** 

## Department of the Navy

**OSD Investment: \$3.9 Million** 

Photo courtesy of U.S. Air Force by Airman 1st Class Donnell Schroeter



#### **U.S. Marine Corps Active Duty**

- Program Manager: Lieutenant Colonel Timothy Salvino
- Funds Invested by Service Component: \$74,500
- Missions Fully Completed: 2



#### **U.S. Marine Corps Reserve**

- Program Manager: Lieutenant Colonel Timothy Salvino
- Funds Invested by Service Component: \$1,031,478
- Missions Fully Completed: 9



#### **U.S. Navy Active Duty**

- Program Manager: Lieutenant Commander Shaun Shillady
- Funds Invested by Service Component: \$541,700
- Missions Fully Completed: 6



#### **U.S. Navy Reserve**

- Program Manager: Lieutenant Commander Shaun Shillady
- Funds Invested by Service Component: \$705,663
- Missions Fully Completed: 3



## Looking Back Snapshot Of The Services

## Department of the Air Force

**OSD Investment: \$13.2 Million** 

Photo courtesy of U.S. Army National Guard by Pfc. Kameron Spence.



#### **U.S. Air Force Active Duty**

- Program Manager: Lieutenant Colonel Steven Johnson
- Funds Invested by Service Component: \$403,000
- Missions Fully Completed: 5



#### **U.S. Air National Guard**

- Program Manager: Lieutenant Colonel Steven Johnson
- Funds Invested by Service Component: \$8,650,000
- Missions Fully Completed: 16



#### **U.S. Air Force Reserve**

- Program Manager: Chief Master Sergeant Rebecca Coulombe
- Funds Invested by Service Component: \$7,359,000
- Missions Fully Completed: 16

#### \*

#### Participant and Leader Of The Year





Senior Airman Andrea President received the IRT Participant of the Year award for her exemplary dedication and commitment as the noncommissioned officer in charge of the St. Thomas Pediatric Clinic during the FY24 Virgin Islands Wellness mission. President orchestrated a fundraising campaign during the mission, raising \$700 to purchase much-needed school supplies for approximately 200 children. Inspired by her efforts, the community raised additional funds, contributing toward \$1,000 worth of supplies. As the sole medical administrative technician, she accomplished 308 physicals, administered 51 immunizations, and performed 516 procedures, which saved the community over \$101,000 in no-cost healthcare services. This initiative greatly contributed to the success of the mission while addressing a critical need for the community, which has only two pediatricians serving the island.

Master Sgt. Leonel A. Rivas Marine Corps Reserve IRT Deputy Program Manager (E-7 to E-9)

Master Sqt. Leonel A. Rivas received the IRT Leader of the Year award for his outstanding work as the Marine Corps IRT Deputy Program Manager. The Leader of the Year award recognizes individuals who plan and execute an IRT mission while displaying exemplary leadership by increasing readiness and encouraging collaboration and innovation. Rivas exemplified these qualities through his meticulous planning and execution skills, overseeing 16 IRT missions that trained 872 Service members over 10,997 days and achieved 302 mission-essential tasks. Beyond his operational achievements, Rivas' leadership extended to mentoring and coaching Marines, fostering a culture of integrity and esprit de corps. He played a crucial role in expanding the Marine Corps' IRT impact, increasing mission submissions from 16 to 32 for FY25 across the Active and Reserve components.

Photo courtesy of LMI



#### **Leaders Of The Year**





Capt. Heather Edsall received the IRT Leader of the Year award for her outstanding leadership as the Air National Guard IRT Medical Project Manager. The Leader of the Year award recognizes individuals who plan and execute an IRT mission while displaying exemplary leadership by increasing readiness and encouraging collaboration and innovation. Edsall demonstrated these characteristics by planning, coordinating, and executing 10 medical missions for the Air Force Active Duty and Air National Guard. She coordinated training for Service members, helping them achieve missionessential tasks, and led a mass casualty exercise during the Kodiak Arctic Care Distinguished Visitor Day. Edsall uses every opportunity to influence Air Force personnel and Service members from the other service components during planning meetings and mission execution. As part of the Air National Guard program management team, Edsall was instrumental in the success of all missions during FY24.

Maj.
Mu Zhang
Air Force Reserve Command
Officer in Charge (FY24 Virgin
Islands Wellness)
(0-4 and Above)

Maj. Mu Zhang received the IRT Leader of the Year award for her outstanding leadership as officer in charge during the FY24 Virgin Islands Wellness mission. The Leader of the Year award recognizes individuals who plan and execute an IRT mission while displaying exemplary leadership by increasing readiness and encouraging collaboration and innovation. Zhang exemplified these qualities by managing the movements, training, and data collection from five sites spread over three islands and scheduling and executing 28,967 hours of valuable readiness training. Her dedication to mission success resulted in the seamless execution of 14,256 procedures for 2,112 patients. Zhang's efforts contributed to cost savings of \$2.3 million in no-cost healthcare services for residents of the Virgin Islands.

Photo courtesy of LMI



#### IRT Mission: Operation Appalachian Thunder

Summer 2024 | Stonewall State Park, West Virginia



Photo courtesy of U.S. Air Force photo by Master Sgt. Rachelle Morris  $\,$ 

More than 150 Service members participated in the IRT training activity Operation Appalachian Thunder, from July 8-August 10, at Stonewall State Park in Roanoke, West Virginia. RV campsites at state parks in West Virginia are in high demand: reservation windows open and fill within hours each year. Recognizing the need for increased space, Stonewall State Park is the first to begin RV lot expansion, giving visitors a better opportunity to secure a reservation. At the helm of these efforts is IRT, saving the state approximately \$1.7 million in fair-market value expenses. Besides the benefits to the park, Service members received invaluable training they can't get at home station, operating equipment for more than 1,400 hours, completing 79 training requirements, and over 16,000 hours of training.

#### Highlights

**Lead Service:** 

**U.S. Marine Corps Reserve** 

**Supporting Services:** 

**U.S. Marine Corps** 

**U.S. Air Force Reserve Command** 

Community Partner: Stonewall State Park

Saved the state approximately \$1.7 million in fair-market value expenses.

Participants operated equipment for more than 1,400 hours.

#### Andre D'Amour, Stonewall Resort general manager



"West Virginia is beautiful and we look forward every year to bringing people here. What the IRT mission is doing is enhancing the park for our visitors and

not just setting us up for next year, or the year after, but for the rest of the decade."

**Courtesy Photo** 



#### IRT Mission: Cyber Nueces

Spring 2024 | Corpus Christi, Texas



Photo courtesy of U.S. Air Force photo by Master Sgt. Rachelle Morris

More than two dozen Air Force Reserve Service members tested the cybersecurity of Nueces County, Texas, from May 6-15. IRT cybersecurity missions help community partners detect, safeguard, assess, and protect from malicious cyber activity while providing a unique training opportunity for Service members. The 10-day event incurred no cost to the county, saving approximately \$411,000. An interview selection process ensured that participants were fully qualified for the mission. The team included personnel from across 13 units and five career fields. Of the 29 participants, 11 volunteered for the physical assessment element with the understanding that they might be apprehended. If they were caught, they had a card from the sheriff to let officers know that they were part of an exercise. By the end of the mission, Service members completed 1,295 training requirements, and 290 man-days of training.

#### **Highlights**

**Lead Service:** 

**U.S. Air Force Reserve Command** 

Community Partner: Nueces County

The team was composed of personnel from across 13 units and 5 career fields.

Saved the county approximately \$411,000.

#### Eduardo Beltran, Nueces County manager of network services



"It is like when you are buying a brand-new house and the builder has an inspector but you want someone you trust to see what is wrong with the house. So, you also get a

private inspector. We are the builders, and the military are the private inspectors."

Photo courtesy of U.S. Air Force photo by Master Sgt. Rachelle Morris



## IRT Mission: Operation Walking Shield

**Summer 2024 | Browning, Montana** 



Photo courtesy of U.S. Air Force photo by Tech. Sgt. Alexis Wade

More than 450 Service members traveled to Browning, Montana, to provide a multitude of medical services, including primary care, counseling, dental services, vision care and glasses, behavioral health, nutrition services, and veterinary care, all at no cost to patients, through the Blackfeet Tribal Health—Operation Walking Shield IRT program. Support came from more than 50 units across the U.S. Air National Guard, U.S. Army Reserve, U.S. Army National Guard, U.S. Marine Corps Reserve, U.S. Air Force Reserve Command. The clinic treated over 3,200 patients from the Blackfeet Tribe and the surrounding communities, providing more than \$1.4 million in fair-market value at no-cost to the community. In addition, participants completed more than 75,500 hours of training, equating to just under four years of training completed in just ten days' time.

#### **Highlights**

**Lead Service:** 

**U.S. Air National Guard** 

**Supporting Service:** 

**U.S. Army Reserve** 

**U.S. Army National Guard** 

**U.S. Marine Corps Reserve** 

**U.S. Air Force Reserve Command** 

Community Partner: Blackfeet Tribal Health

Participants completed more than 75,500 hours of training, equating to just under 4 years of training completed in a 10-day period.

Provided more than \$1.4 million in fair-market value at no-cost to the community.

#### Garland Stiffarm, Blackfeet Tribal Health Chief Executive Officer



"This has been the biggest, most impactful event this area has been a part of, and we are so grateful. There is a big need in this community for providers. What the military was able

to bring is amazing—not just for the Blackfeet Nation but for everyone."

**Courtesy Photo** 



## IRT Mission: Operation Footprint

**Summer 2024 | Gallup, New Mexico** 



Photo courtesy of U.S. Air Force photo by Airman 1st Class Donnell Schroeter

Naval Mobile Construction Battalion 25, in collaboration with the Southwest Indian Foundation and the 567th Rapid Engineer Deployable, Heavy Operational Repair Squadron, Engineer, completed Operation Footprint. Participants built an Americans with Disabilities Act (ADA)-compliant home for Alvin Malone, a Navajo military descendant. This project is part of a broader effort by the Southwest Indian Foundation to address housing shortages on the Navajo Reservation. Over the course of the mission, 295 Service members trained in various construction disciplines from concrete and framing to plumbing and electrical—all skills required of forward-deployed detachments in real-world applications. They erected a three-bed, one-bath, rambler-style residence. Participants completed more than 10,000 hours of valuable training and 603 training requirements. U.S. Navy Reserve Seabees completed training across 10 Seabee skill sets, supporting the battalion's construction training exercise and certification for the Unit Level Training and Readiness Assessment. The mission provided approximately \$115,000 of fair-market value to the Navajo Nation.

#### **Highlights**

Lead Service: U.S. Navy Reserve

Supporting Services:
U.S. Air Force Guard
U.S. Air Force Reserve Command

Community Partner: Southwest Indian Foundation

295 Service members completed more than 1,300 man-days' worth of training.

Provided approximately \$115,000 of fair-market value to Navajo Nation.

## Alvin Malone, Disabled Navajo military descendent



"I want to thank the servicemen and women for all the hard work you did. Just last week, after I was done praying, I talked to Josh (a Seabee) and he noticed

three hawks flying in a circle. As they flew higher, they got lost into the clouds. That was my father, Richard, saying thank you."

Photo courtesy of U.S. Navy photo by Oscar Garcia



## IRT Mission: CNMI Wellness 2024

Summer 2024 | Saipan, Tinian, and Rota, Commonwealth of Northern Mariana Islands



Courtesy Photo

The U.S. Army Reserve, in partnership with the U.S. Air Force, U.S. Air National Guard, U.S. Air Force Reserve, U.S. Naval Ophthalmic Readiness Activity and the Commonwealth of the Northern Mariana Islands (CNMI) Commonwealth Bureau of Military Affairs, offered no- cost healthcare services to individuals and animals, living in the islands of Saipan, Tinian, and Rota, from June 10-28. The four clinic sites were at Saipan Southern High School, Mayor's Dog Control, Tinian Junior Senior High School, and Dr. Rita Hocog Inos Jr. Sr. High School. Approximately 239 Service members participated in the mission, evaluating 5,628 patients. In addition, the Service members performed 43,895 procedures and fabricated 1,500 eyeglasses. The fair-market value of services provided totaled an estimated \$2 million. By the end of the mission Service members completed approximately 30,000 hours of training.

#### **Highlights**

Lead Service: U.S. Army Reserve

**Supporting Services:** 

U.S. Navy

U.S. Air Force

**U.S. Air National Guard** 

**U.S. Air Force Reserve Command** 

Community Partner: Commonwealth Bureau of Military Affairs

Fair-market value of services provided totaled more than \$2 million.

Service members received approximately 30,000 hours of training over 28 days.

#### Daniel Aquino, Former Special Assistant to the Governor for Military Affairs



"[They] surpassed all my expectations ... they were able to adapt and overcome and carry on with the mission. I think that's one of the most important testaments for

this military training: how they're able to adapt to circumstances that are just thrown at you at a minute's notice."

**Courtesy Photo** 

#### ★ Civil Military Partnership Of The Year ★



## Blackfeet Tribal Health Department in Partnership with the Air National Guard

Garland Stiffarm, CEO of the Blackfeet Tribal Health Department, in partnership with the Air National Guard, received the IRT Civil-Military Partnership of the Year award for executing the Blackfeet Tribal Health mission in Browning, Montana. Due to tireless efforts and collaboration, this partnership delivered no-cost medical, dental, optometry, behavioral health, and veterinary care to the Blackfeet Nation, resulting in treatments for 3,100 patients, over \$1.3 million in no-cost healthcare services, and the completion of 11,356 military readiness training requirements. Throughout the planning process, Mr. Stiffarm raised concerns about the lack of emergency medical personnel and communication systems throughout the Blackfeet Reservation. His inquiry sparked a large-scale emergency response exercise involving multiple local police, fire, emergency medical services departments, Malmstrom Air Force Base's Emergency Management team, and the Indian Health Service. This exercise led to the discovery of a \$40,000 solution to a potentially life-threatening issue and strengthened relations between the military and local community.



#### **Program Manager Of The Year**



Capt. Scott A. Thurman received the IRT Program Manager of the Year award for his outstanding leadership as the Army National Guard IRT program manager. This award is a result of Thurman's tremendous leadership, resulting in the execution of 35 missions, accurate management of \$2.5 million in IRT funds, medical care for over 25,000 patients, thousands of hours of labor for construction projects, and an estimated \$9.5 million in no-cost community benefits. He doubled the number of Army National Guard–led missions from FY23 to FY24 and dedicated countless hours to mentoring and educating his team while enhancing operational proficiency and imparting a foundational understanding of strategic engagements. Thurman's dedication to IRT through periods of reduced, or no, staff during an intense mission season while saving the program \$850,000 in operational expenses is deserving of this award.

## 2024 Highlights



11 Service members trained

6 training requirements accomplished

143 training days



U.S. Army Reserve

1,430 Service members trained

**492** training requirements accomplished

25,618 training days



U.S. Army National Guard

**2,298** Service members trained

**2,798** training requirements accomplished

**38,573** training days



U.S. Marine Corps Active Duty

31 Service members trained

**34** training requirements accomplished

396 training days



U.S. Marine Corps Reserve

571 Service members trained

**171** training requirements accomplished

5,717 training days



U.S. Navy Active Duty

65 Service members trained

**784** training requirements accomplished

4,013 training days



U.S. Navy Reserve

251 Service members trained

**1,403** training requirements accomplished

1,982 training days



U.S. Air Force Active Duty

71 Service members trained

**757** training requirements accomplished

1,030 training days



Air National Guard

1,696 Service members trained

**16,045** training requirements accomplished

25,944 training days



U.S. Air Force Reserve

1,249 Service members trained

**30,818** training requirements accomplished

33,112 training days

#### **FY24 Program Totals**



Patients Treated: 105,890



Estimated medical value delivered to American communities: \$51,447,655



Procedures Completed: **650,638** 



Estimated civil engineering value delivered to American communities: \$36,437,490

#### ★ 2024 PROGRAM SUMMARY ★



At the conclusion of the FY24 mission season, IRT is proud to have completed 32 years of civil-military partnerships, which result in real-world training for Service members while contributing lasting benefits to American communities. In FY24, OSD provided \$24.4 million in funding toward these missions.

Service members from the Army Active Duty, Army Reserve, Army National Guard, Marine Corps Active Duty, Marine Corps Reserve, Navy Active Duty, Navy Reserve, Air Force Active Duty, Air National Guard, and Air Force Reserve led or supported 72 civil-military partnerships with training in medical, dental, and veterinary care as well as road work, land clearing, cybersecurity, transportation, civil affairs, and construction. These missions occurred across 36 states and territories, including remote and logistically challenging locations, such as Hawai'i, Alaska, the Northern Mariana Islands, and Guam, training 7,673 Service members.

IRT leadership commends the joint services and their combined dedication, skill sets, and team efforts to ensuring mission-ready forces. A special "thank you" goes to the program managers, who, through numerous workshops, have shared their strategies, lessons learned, and other resources to support participants and mission planners.

IRT eagerly awaits the success of the upcoming FY25 mission portfolio, which projects 38 new and repeat civil-military partnership missions across 25 states and territories.

### Mission Impact in 2025

The services are leading **54** IRT missions in communities across **34** U.S. states and territories.



Aerial Spray Missions



2

Civil Affairs Mission



2

Civil Engineering Missions



25

Cybersecurity Missions



7

Support Services



2

Missons



13

Transportation Missions



3

#### **Get Social with IRT**

Connect with IRT on social media to follow our FY25 journey and learn more about amazing military training across the country. We hope you will join us!



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



**IRTsWin** 









irtswin

**IRTsWin** 

@irtswin

#### Coming in 2025



Photo courtesy of U.S Army by Sqt. 1st Class Steven Clark



Photo courtesy of Alaska National Guard by Alejandro Peña



Photo courtesy of U.S. Army National Guard by Staff Sgt. Adeline Witherspoon



Photo courtesy of U.S. Air Force by Master Sgt. Rachelle Morris





#### **INNOVATIVE READINESS TRAINING**

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