



INNOVATIVE READINESS TRAINING

Premier Military Training for a
Secure and Prosperous America

DECEMBER 2025 | NEWSLETTER

IRT Delivers Training Value in Fiscal Year 2025

Over the past year, Active, Reserve, and Guard components across the departments of the Army, Navy, Marine Corps, and Air Force led or supported 62 Innovative Readiness Training (IRT) civil-military partnerships in 37 states and territories, including Alaska, Hawaii, American Samoa, and Guam.

These support activities encompassed a range of training categories, including 29 civil engineering activities, 12 medical activities, 9 cybersecurity activities, 5 transportation activities, 2 civil affairs activities, 2 aerial spray activities, 1 debris removal activity, 1 ordnance removal activity, and 1 sling load activity.

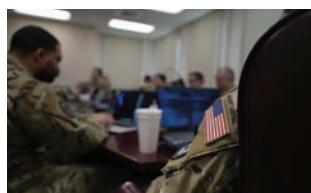
As a function of the Deputy Assistant Secretary of War for Reserve Integration's Civil-Military Programs portfolio, IRT enables the Department of War to partner with American communities for military training while addressing critical community needs. The following are a few examples of civil-military partnerships from last fiscal year.

Support Activity 1 – Operation Healthy Broome, New York (Medical)



The Army Reserve, supported by the Navy Active Duty, Army National Guard, and Air National Guard, partnered with the Southern Tier East Regional Planning and Development Board to provide no-cost medical services to the residents of Binghamton, NY, and surrounding areas. In total, an estimated 142 Service members treated approximately 1,766 patients and 316 animals, performed about 1,398 dental procedures, filled around 17,701 prescriptions, and distributed 628 pairs of glasses, resulting in an estimated fair market value of \$242,546 in no-cost medical services.

Support Activity 2 – Cyber Guam, Guam (Cybersecurity)



The Air Force Reserve, in partnership with the Guam Office of Technology, conducted a cybersecurity support activity to enhance network security. This support involved focused efforts on port security, asset mapping, and group policy cleanup, alongside an infrastructure and workforce assessment for an estimated fair market value of \$730,000 in no-cost cybersecurity services. The training also assessed island-wide digital signal strength and addressed signal dead-zones. The training simulated degraded communication environments to improve interoperability and resilience, particularly after disasters like typhoons, enhancing readiness, validating low-bandwidth systems, informing infrastructure planning, guiding asset placement, and enabling coalition interoperability.

Support Activity 3 – Operation Build Hawaii, Hawaii (Civil Engineering)



The Air National Guard, supported by the Army Reserve and Air Force Reserve Command, partnered with Dynamic Community Solutions to provide no-cost civil engineering services to the residents of Waianae, HI. Service members constructed foundations for approximately 22 homes, installed an estimated 550 linear feet of irrigation line, backfilled and compacted roughly 402 linear feet of coral, placed around 1,300 feet of electrical conduit, and poured approximately 80 tons of concrete for foundations, stair landings, and accessible ramps, saving the community partner an estimated fair market value of \$1.4 million in no-cost civil engineering services.

Support Activity 4 – Operation Build North Carolina, North Carolina (Civil Engineering)



The Marine Corps Reserve, supported by the Air Force Reserve, partnered with Bladen County, NC, to provide no-cost civil engineering services to the residents of Bladen, NC, and surrounding communities. Approximately 105 Service members began work on restoring the Kelly Dike, a 14-mile-long levee protecting residents from river flooding. Service members cleared more than 2,000 trees and 500,000 square feet of underbrush, then compacted approximately 2.6 million square feet and graded about 4.8 million cubic feet. These efforts saved the community an estimated fair market value of \$500,000 in no-cost civil engineering services.

IRT's civil-military partnerships continue to strengthen relationships between military members and American communities, enhance unit and deployment readiness for Service members, and provide essential services to local communities. To learn more, visit irt.defense.gov.

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 & INNOVATION

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

READINESS & LEADERSHIP

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

IRT TRAINING HIGHLIGHTS

Civil-Military Partnerships
Military Training
Year in Review

IRT LEADERSHIP TEAM

Colonel James Hogan, Director
Colonel Stephen Rubright, Deputy Director
Major Melford Simpson, Operations Officer
Chief Master Sergeant Mathew Forster, Superintendent

MESSAGE FROM THE IRT DEPUTY DIRECTOR

Colonel Stephen Rubright
IRT Deputy Director



As we close out 2025, I want to express my profound gratitude to our exceptional IRT team. Your dedication to our dual mission of delivering premier military training while serving American communities has directly improved countless lives while enhancing military readiness. The leadership awards presented at our Annual Workshop highlighted the remarkable talent within our ranks. As we look toward 2026, I'm excited about opportunities to further develop our joint-service capabilities and strengthen our community partnerships. The foundation we've built ensures IRT will continue to be a premier military training program for a secure and prosperous America. Wishing you and your families a joyful holiday season.



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OFFICER OF THE YEAR

CAPTAIN BRENT HALLENBECK

ARMY NATIONAL GUARD
OFFICER IN CHARGE
(OPERATION ARCTIC CARE)



IRT Officer of the Year is awarded to Captain Brent Hallenbeck for exemplary leadership as the Officer in Charge for Operation Arctic Care. The Officer of the Year award recognizes individuals who contributed to planning, supported, or worked on an IRT mission while displaying exemplary leadership in identifying opportunities to increase readiness and encourage collaboration and innovation. Captain Hallenbeck exemplified these accomplishments by successfully coordinating a logistically challenging joint operation that delivered critical medical, dental, and veterinary services to remote Alaskan communities.

His coordination overcame significant logistical hurdles and helped secure additional funding and transportation to achieve mission success. His adaptability and decisive action in response to unpredictable weather ensured clinical access and the completion of 126 individual Critical Tasks. Captain Hallenbeck demonstrated exemplary leadership by promoting collaboration and effectively leveraging resources to enhance unit proficiency. His efforts provided invaluable real-world training for Service members and ensured the successful completion of the mission.

ENLISTED OF THE YEAR (E1-E5)

STAFF SERGEANT ALEXIS MORRIS

AIR FORCE RESERVE
PUBLIC AFFAIRS REPRESENTATIVE
(OPERATION HEALTHY ELLWOOD)



IRT Enlisted of the Year (E1-E5) is awarded to Staff Sergeant Alexis Morris for her outstanding contributions in Operation Healthy Ellwood. The Enlisted of the Year award recognizes individuals who contributed to planning, supported, or worked on an IRT mission while displaying exemplary leadership in identifying opportunities to increase readiness and encourage collaboration and innovation.

Staff Sergeant Morris exemplified these accomplishments through her work as the lead Public Affairs representative, where she created 29 posts reaching 388,000 viewers and significantly increased engagement. Her creative vision and initiative led to the production of custom graphics for mission branding, and a standardized patient wait time board used across clinical sites for the duration of the mission. Staff Sergeant Morris managed the final slideshow production, executed a group photo without prior notice, and supported 10 interviews. Additionally, she completed Tactical Combat Casualty Care training and supported morale day activities in Pittsburgh. Her initiative, creativity, and leadership exemplify the high standards of the IRT program.

IRT EVENTS & SUPPORT ACTIVITIES

- Dec 1: Buffalo River Wellness, Initial Planning Meeting
- Dec 1: Gem State Resilience, Start Date
- Dec 1: Wildwood Hills Ranch Iowa, Initial Planning Meeting
- Dec 2: Operation Arctic Shelter, Initial Planning Meeting
- Dec 2: Cyber Tatanka, Initial Planning Meeting
- Dec 8: Green River Wellness, Initial Planning Meeting
- Dec 9: Camp V-Bar Road Repair, Initial Planning Meeting
- Dec 9: Nimiipuu Health, Initial Planning Meeting
- Dec 10: Operation Colonia Improvement, Initial Planning Meeting
- Dec 15: Tropic Care Big Island, Initial Planning Meeting
- Dec 15: Redwoods Fish Hatchery, Initial Planning Meeting

More information
on missions at:



FY26 IRT PROGRAM MANAGERS

- Major Penny Cannon
Army Reserve | Army Active Duty
- Captain Scott Thurman
Army National Guard
- Captain Emanuel Mendez
Marine Corps Reserve | Marine Corps Active Duty
- Lieutenant Commander Shaun Shillady
Navy Reserve | Navy Active Duty
- Major Nathaniel Horwitz-Willis
Air National Guard | Air Force Active Duty
- Major Edward Brouch
Air Force Reserve