



2022 IRT Summary



INNOVATIVE READINESS TRAINING

Manpower & Reserve Affairs | Department of Defense

irt.defense.gov | osd.irt@mail.mil

2022 IRT Summary

This summary was prepared for the Office of Manpower & Reserve Affairs.
Approved for public release; distribution not limited.

Cover photo caption:

Medical technicians perform routine dental cleaning to a patient receiving care at the Birchwood Community Center, Birchwood, Tennessee, as part of the Birchwood Cares Medical Innovative Readiness Training (IRT) on June 9, 2022. The IRT's mission is to provide no-cost health services through opportunities for military medical, engineering, and support personnel to receive training while making an impact in local communities throughout the United States. This June 2 to 16 mission was calculated to be worth \$663,556 in fair market medical value with 7,111 procedures performed for 1,579 patients, and 15,172 training hours for the military members.

Photo by Master Sgt. Joe Harwood.

Page 6 photo caption:

U.S. Air Force Staff Sergeant Dewahn Brooks fabricates steel to complete a rebar grid for concrete pour on the Special Olympics Training Facility construction grounds in Ewa Beach, Hawai'i, on August 2, 2022. The 163D Civil Engineering Squadron participated in Innovative Readiness Training by traveling to the Island of Oahu to assist in the construction of the Hawaii Special Olympics training facility and connecting sidewalk for the athletes with special needs.

Photo by Staff Sgt. Joseph Pagan.

Back cover photo caption:

Army Specialist Shaniqua Ballard, a nurse with the 18th Field Hospital, 304th Medical Detachment, trains Technical Sergeant Elisa Fredrickson, a medical logistics technician with the 158th Fighter Wing, Vermont National Guard, and U.S. Navy Hospitalman 1st Class Jennifer Digirolamo, a Corpsman with Navy Medical Readiness and Training Battalion Portsmouth, on an autorefractor during Appalachian Care Innovative Readiness Training (IRT) 2022 at Wise, Virginia, on August 18, 2022. The Department of Defense-sponsored event offered real-world training opportunities for Service Members and units to prepare for their wartime missions while supporting the needs of America's underserved communities.

Photo by Capt. Christina Wiskowski.



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★ CHAMPION OF THE YEAR ★



John Castillo, PhD
Executive Director

Mr. Marvin Thurman
Program Manager

Operation Walking Shield

IRT Champion of the Year is jointly awarded to John Castillo, PhD, and Marvin Thurman as executive director and program manager, respectively, in partnership with Operation Walking Shield. They are recognized for their selfless devotion of personal time, commitment, and support to the IRT program. Together, they coordinated programs offering medical and engineering readiness training to Native American communities. Their efforts improved the quality of life for American families across 47 rural communities by leading efforts that provided shelter, healthcare, community development support, educational assistance, employment development, and humanitarian aid.

Photo | Courtesy Photos

IRT Concept and Value

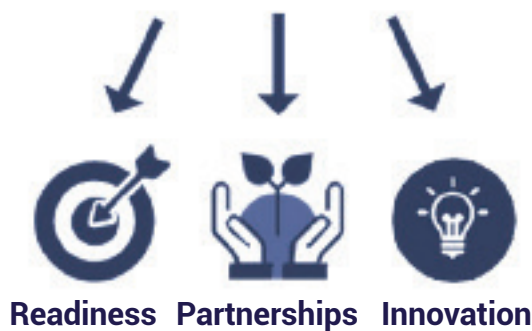
JOINT MILITARY SERVICES



AMERICAN COMMUNITY



REQUIREMENTS
MATCH



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

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

VISION

Premier military training serving America's communities.

GOALS

Defend the Nation

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

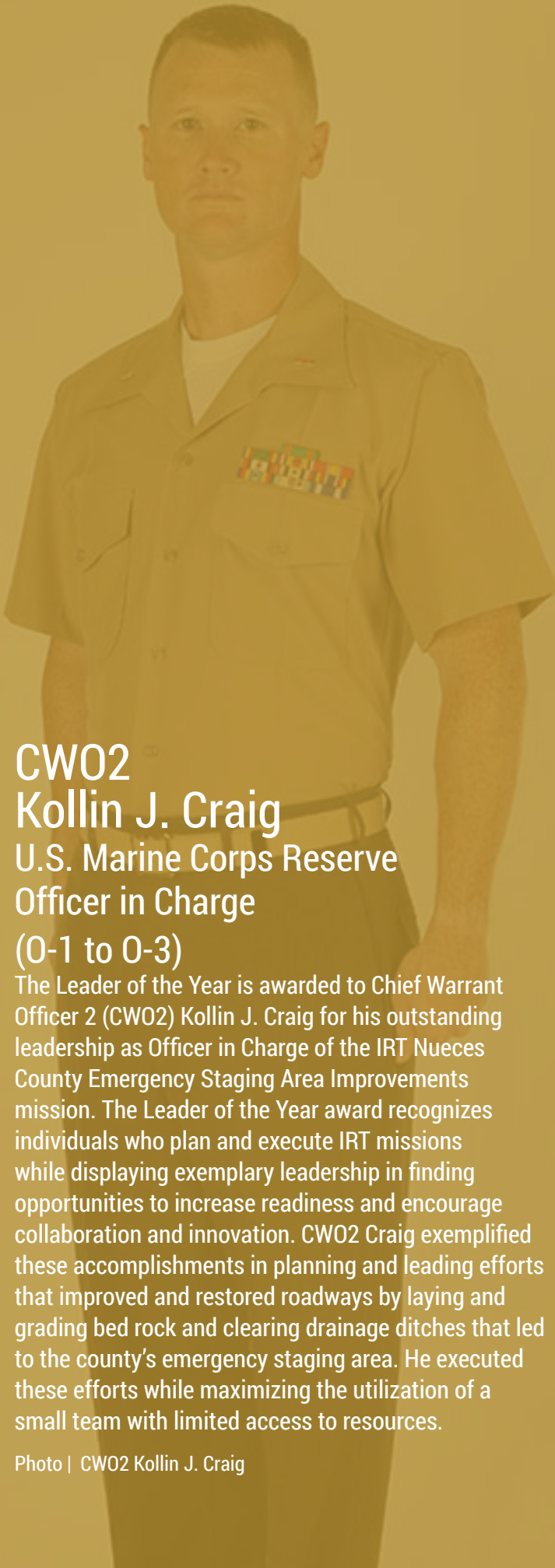
Succeed Through Teamwork

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.

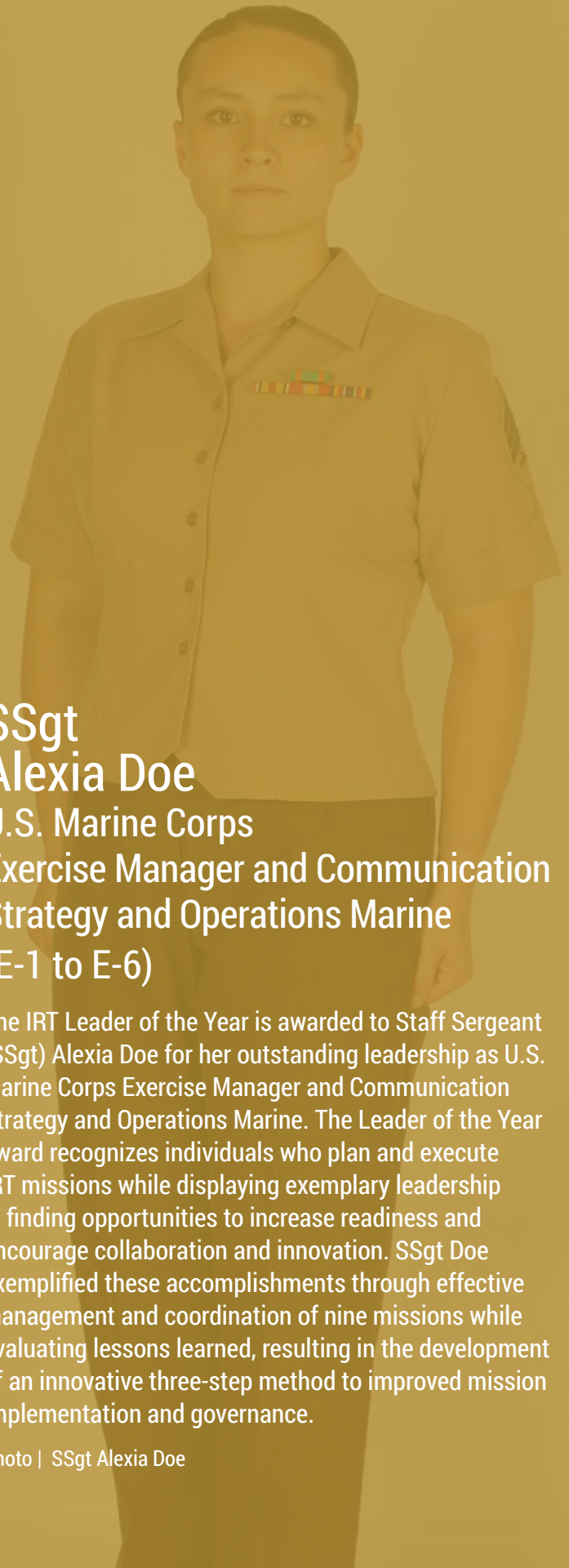
★ LEADERS OF THE YEAR ★



**CW02
Kollin J. Craig**
U.S. Marine Corps Reserve
Officer in Charge
(O-1 to O-3)

The Leader of the Year is awarded to Chief Warrant Officer 2 (CW02) Kollin J. Craig for his outstanding leadership as Officer in Charge of the IRT Nueces County Emergency Staging Area Improvements mission. The Leader of the Year award recognizes individuals who plan and execute IRT missions while displaying exemplary leadership in finding opportunities to increase readiness and encourage collaboration and innovation. CW02 Craig exemplified these accomplishments in planning and leading efforts that improved and restored roadways by laying and grading bed rock and clearing drainage ditches that led to the county's emergency staging area. He executed these efforts while maximizing the utilization of a small team with limited access to resources.

Photo | CW02 Kollin J. Craig



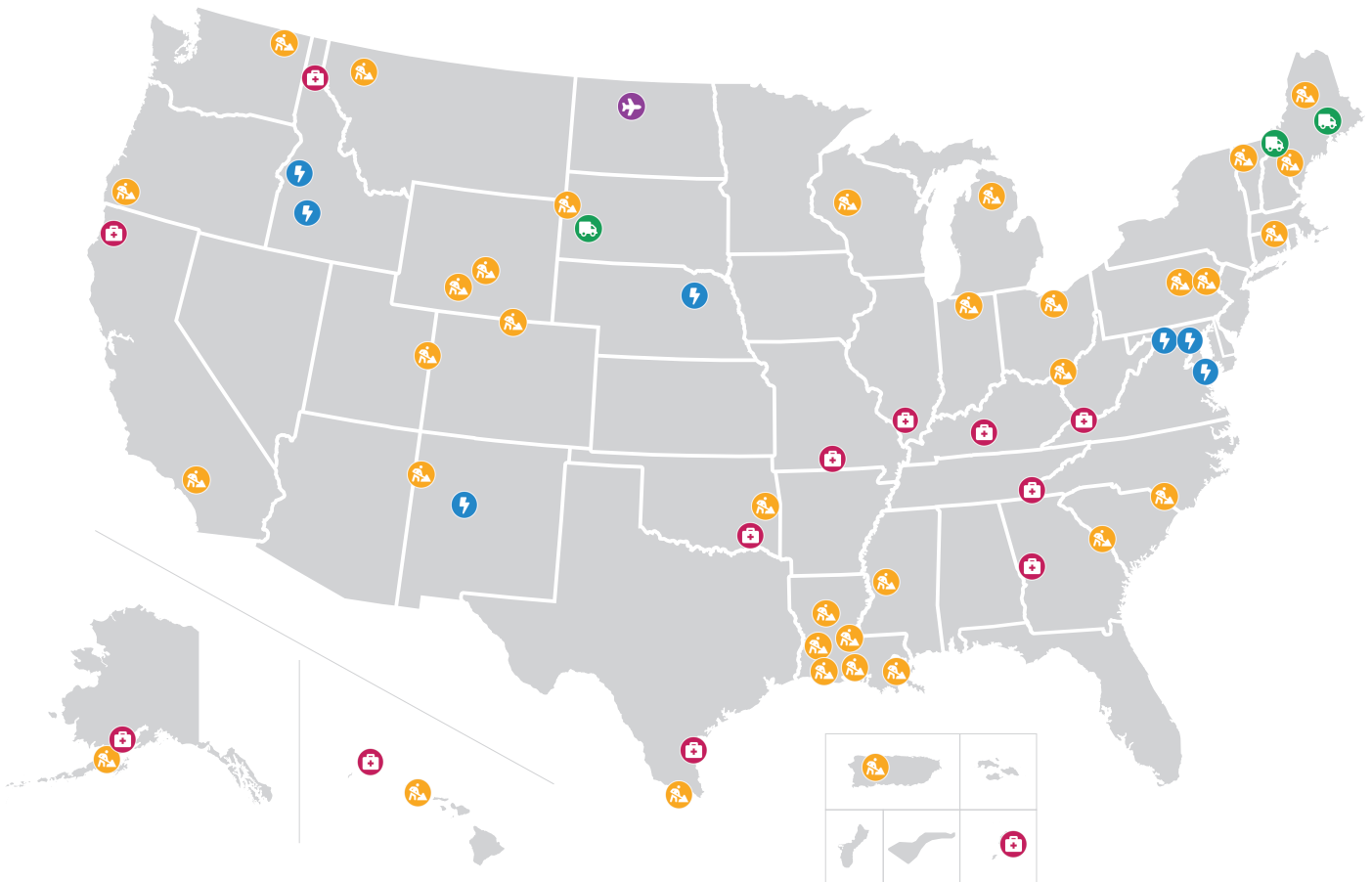
**SSgt
Alexia Doe**
U.S. Marine Corps
Exercise Manager and Communication
Strategy and Operations Marine
(E-1 to E-6)

The IRT Leader of the Year is awarded to Staff Sergeant (SSgt) Alexia Doe for her outstanding leadership as U.S. Marine Corps Exercise Manager and Communication Strategy and Operations Marine. The Leader of the Year award recognizes individuals who plan and execute IRT missions while displaying exemplary leadership in finding opportunities to increase readiness and encourage collaboration and innovation. SSgt Doe exemplified these accomplishments through effective management and coordination of nine missions while evaluating lessons learned, resulting in the development of an innovative three-step method to improved mission implementation and governance.

Photo | SSgt Alexia Doe

Mission Impact in 2022

The Services led **59** IRT missions in communities across the United States. This included **23** OSD-funded missions and **36** non-OSD-funded missions.



Aerial Spray
Missions



1

Civil Engineering
Missions



35

Cybersecurity
Missions



7

Medical
Missions



13

Transportation
Missions



3



Photo by Staff Sgt. Joseph Pagan



Looking Back

SNAPSHOT OF THE SERVICES

Department of the Army

OSD INVESTMENT: \$4.4 MILLION

Photo | Sgt Teresa Cantero



U.S. ARMY NATIONAL GUARD

- **Program Manager: CPT Jason Schwartz**
- **Funds Invested by Service Component: \$7,332,472**
- **Missions Fully Completed: 40**



U.S. ARMY RESERVE

- **Program Manager: MAJ Daniel LaVorgna**
- **Funds Invested by Service Component: \$4,947,278**
- **Missions Fully Completed: 15**



Looking Back

SNAPSHOT OF THE SERVICES

Department of the Navy

OSD INVESTMENT: \$2.4 MILLION

Photo | SSgt Bethany Rizor



U.S. MARINE CORPS RESERVE

- **Program Manager:** Lt Col Timothy Salvino
- Funds Invested by Service Component: \$1,200,985
- Missions Fully Completed: 4



U.S. MARINE CORPS ACTIVE DUTY

- **Program Manager:** Lt Col Timothy Salvino
- Funds Invested by Service Component: \$130,472
- Missions Fully Completed: 2



U.S. NAVY RESERVE

- **Program Manager:** CDR Kent Bubel
- Funds Invested by Service Component: \$649,931
- Missions Fully Completed: 9



U.S. NAVY ACTIVE DUTY

- **Program Manager:** CDR Kent Bubel
- Funds Invested by Service Component: \$6,600
- Missions Fully Completed: 1



Looking Back

SNAPSHOT OF THE SERVICES

Department of the Air Force

OSD INVESTMENT: \$3.7 MILLION

Photo | SSgt Derek Davis



U.S. AIR NATIONAL GUARD

- **Program Manager:** Lt Col Andrew Adamich
- **Funds Invested by Service Component:** \$3,301,704
- **Missions Fully Completed:** 18



U.S. AIR FORCE RESERVE

- **Program Manager:** Col Kenneth Joseph
- **Funds Invested by Service Component:** \$4,994,993
- **Missions Fully Completed:** 11



U.S. AIR FORCE ACTIVE DUTY

- **Program Manager:** Lt Col Andrew Adamich
- **Funds Invested:** \$485,000
- **Funds Invested by Service Component:** \$158,000

★ PARTICIPANT AND LEADERS OF THE YEAR ★



**LCDR
Joseph R. Cook**
U.S. Marine Corps
Officer-in-Charge
(Participant of the Year)

IRT Participant of the Year is awarded to Lieutenant Commander (LCDR) Joseph R. Cook for his impressive dedication and tireless efforts during all phases of the Tropic Care IRT mission. As the dental Officer in Charge, he exhibited exceptional planning and oversight of dental operations at four sites. Thanks to his sharp observations, he uncovered a procedure shortfall in the use of IRT dental equipment, assessed the risks, corrected the discrepancy, and created a standard operating procedure to ensure the continued provisions of safe dental services.

Photo | LCDR Joseph R. Cook



**SMSgt
James A. Finley**
U.S. Air Force Reserve
Medical Project Manager
(E-7 to E-9)

IRT Leader of the Year is awarded to Senior Master Sergeant (SMSgt) James A. Finley for his outstanding leadership as IRT Medical Program Manager for the Air Force Reserve Command. The Leader of the Year award recognizes individuals who plan and execute IRT missions while displaying exemplary leadership in finding opportunities to increase readiness and encourage collaboration and innovation. SMSgt Finley exemplified these accomplishments by contributing to military training and readiness while providing qualitative and quantitative value to the Department of Defense. He demonstrated planning, budgetary, and safety excellence while navigating the intricacies of command and control, geographic complexity, and cultural sensitivities.

Photo | SMSgt James A. Finley

Field Stories



Photo | SSgt Joseph Pagan

IRT Mission: Special Olympics of Hawaii IRT

Summer 2022 | Hawaii



Photo | SSgt Joseph Pagan

From June 12 to September 24, 2022, the Special Olympics of Hawaii'i, Inc. hosted Service Members from the Air Force Reserve Command, Army National Guard, Navy Reserve, and Air National Guard for the Fulfilling a Dream: ...Special Olympics Hawaii'i 2022 mission. This joint mission provided no-cost civil engineering support in constructing a multipurpose sports, education, fitness, and wellness community center in Kapolei. Nearly 300 Service Members planned, prepared, and trained in horizontal and vertical construction, electrical and utilities work, preventative maintenance, construction management, heavy equipment operations, and facilities operations services and procedures in a field environment. This mission created accessible, state-of-the-art facilities for persons with disabilities that will serve hundreds of Special Olympics athletes. New construction included a multilevel sports training and warehouse building fit with a play court, bathrooms, a fire safe room, and small office facilities. IRT's joint missions foster deep connections between the military and American community members, build awareness, promote inclusivity, and support the health and wellness of communities for future generations.

HIGHLIGHTS

Lead Service:
Air Force Reserve Command

Community Partner:
Special Olympics of
Hawaii, Inc.

**Provided an estimated
\$1.25 million in no-cost civil
engineering services.**

**Constructed a 5,000 sq. ft.
pre-engineered building, an
8,000 sq. ft. play court, 400
linear feet of fencing, and
800 cubic yards of cast
in-place concrete.**

Dan Epstein Special Olympics Hawaii'i President and CEO



"We can't thank the DoD IRT program enough for its support of the construction of the Special Olympics Hawaii'i Health and Fitness Building and Play Court. When complete, the facility will serve hundreds of Special Olympics athletes in their efforts to train, compete, and stay healthy."

Field Stories



Photo | Courtesy Photo

IRT Mission: Valley Healthcare Summer 20221 | Georgia



Photo | Courtesy Photo

From August 1 to August 15, 2022, Service Members from the Air National Guard, Army Reserve, Navy Reserve, and Active Duty Air Force partnered with Valley Healthcare System, Inc. for the Valley Healthcare mission to provide no-cost medical, dental, vision, and veterinary services to populations in west central Georgia and east central Alabama. The mission accomplished unit and individual readiness training for military professionals at multiple operation sites for real-world medical services, logistics, communications, public affairs, and leadership. During the 15-day mission, 10,989 procedures were performed on 2,029 patients, including primary wellness checks, behavioral health evaluations, physical therapy, medication application, dental health checks, optometry checks, and no-cost eyeglasses, which greatly benefited residents who lacked access to basic healthcare services. In addition, 650 animals received veterinary check-ups and vaccinations. IRT's joint missions continue to foster awareness of health needs and support the wellness of American communities.

HIGHLIGHTS

**Lead Service:
Air National Guard**

**Community Partner:
Valley Healthcare
System, Inc.**

**Provided an estimated
\$540,000 in no-cost medical
services and \$30,000 in no-
cost Class VIII and medical
equipment transportation**

**First mission to provide
telehealth**

Major Ann Marie Leifer, ACNP-BC Acute Care Nurse Practitioner



"The Valley Healthcare Mission run by the Innovative Readiness Training (IRT) initiative left a profound impact on my experience as a medical provider with the National Guard. In my 18 years of service, this was one of the best examples of fostering a caring and trusting relationship with our own neighbors."

Field Stories



Photo | Courtesy Photo

IRT Mission: Operation Footprint Summer 2022 | New Mexico



Photo | Courtesy Photo

From May 1 to June 29, 2022, the Southwest Indian Foundation hosted Service Members from the Navy Reserve and Army Reserve for the Operation Footprint mission to provide no-cost commercial and residential construction for the local Navajo, Zuni, and Hopi reservations. This mission provided an excellent venue to plan, prepare, and train on executing tasks in vertical construction, preventative maintenance, construction management, and facilities operations services and procedures in a field environment. Service Members constructed two houses for low-income, disabled, and elderly Native families; a concrete pad for a barn to cultivate, grow, and harvest produce during the summer months; and three foundations and concrete pads that will be used to build religious monuments. All participants enhanced their skills, developed connections that will carry forward into future missions, and fostered relationships between Service Members and the Native communities of New Mexico.

HIGHLIGHTS

**Lead Service:
Navy Reserve**

**Community Partner:
Southwest Indian
Foundation**

**Provided an estimated
\$74,000 in no-cost
construction services to the
local community**

**Built two 768 sq. ft. homes,
excavated over 300 cubic
yards of dirt, and placed over
60 cubic yards of concrete**

BUC Danny Gingerich Naval Mobile Construction Battalion 25



"The IRT Program is one of the best training tools we have as Reservists to train our Seabees in complete construction skills, project planning and project management. We also have the satisfaction of building something that is truly appreciated by the customer."

Field Stories

Photo | SGT Karl Mason

IRT Mission: Wayne National Forest

Summer 2022 | Ohio



Photo | Courtesy Photo

From June 6 to July 1, 2022, the Wayne National Forest hosted Service Members from the Army National Guard and Active Duty Marine Corps for the Wayne National Forest mission to perform horizontal construction along roads to limit soil erosion and provide safe transport facilities to the local community. The mission supplied an excellent venue to plan, prepare, and train on executing tasks such as performing heavy equipment handling, site preparation, and retrograde operation services and procedures in a field environment. This mission addressed the needs of the local community by repairing two national forest roads and conducting culvert replacement, grading, ditching, spot surfacing, garbage dump clean-up, and tire collection. 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:
Wayne National Forest**

**Replaced 22 18-inch
diameter culverts**

**Resurfaced 4.6 miles of road
and 30 miles of road grading**

SGT Kendall Neal Horizontal Construction Engineer 1191st Engineer Company



"This type of training is huge because, especially being a unit that's in Portsmouth, we don't have a lot of places that we can go and operate, so

when we get opportunities like this, our younger soldiers get a lot of stick time while our NCOs get refreshed too. It really helps out the whole unit in staying proficient in our MOS."

YouTube Channel: [OhioNationalGuard](#)

Created By: SGT Tommie Berry

Video: [Ohio National Guard engineers help improve road infrastructure in Wayne National Forest](#)



Photo | Courtesy Photo

IRT Mission: Cyber Tatanka

Summer 2022 | Nebraska



Photo | Courtesy Photo

From June 17 to July 1, 2022, the Army National Guard and Air Force Reserve Command partnered with Nebraska Public Power District for the Cyber Tatanka mission to assess the effectiveness of the local organizational network defense across multiple areas of critical information technology infrastructure. The mission provided an excellent venue to plan, prepare, and train on exercising policies and procedures as well as directing command and control functions in a field environment. This mission improved participants' understanding of and capabilities with using open-source frameworks and methods, reacting to cybersecurity incidents of varying complexity levels, and reinforcing incident response best practices, which addressed the security needs of the Nebraska Emergency Management Department and the State of Nebraska. This mission built interagency and public-private sector relationships for sharing capabilities and information.

HIGHLIGHTS

**Lead Service:
Army National Guard**

**Community Partner:
Nebraska Public
Power District**

**Provided Guardsmen with
over 6,000 training hours
alongside military and
civilian participants**

Dustin Thorne Manager, Cyber Security LES



"Cyber Tatanka was an opportunity very few have gotten to experience. Working side by side with the National Guard, allied nations, and other critical

infrastructure entities gave us insight into how others respond to cyber events, enhancing our readiness for the potential of future cyber attacks."

★ CIVIL-MILITARY PARTNERSHIP OF THE YEAR ★

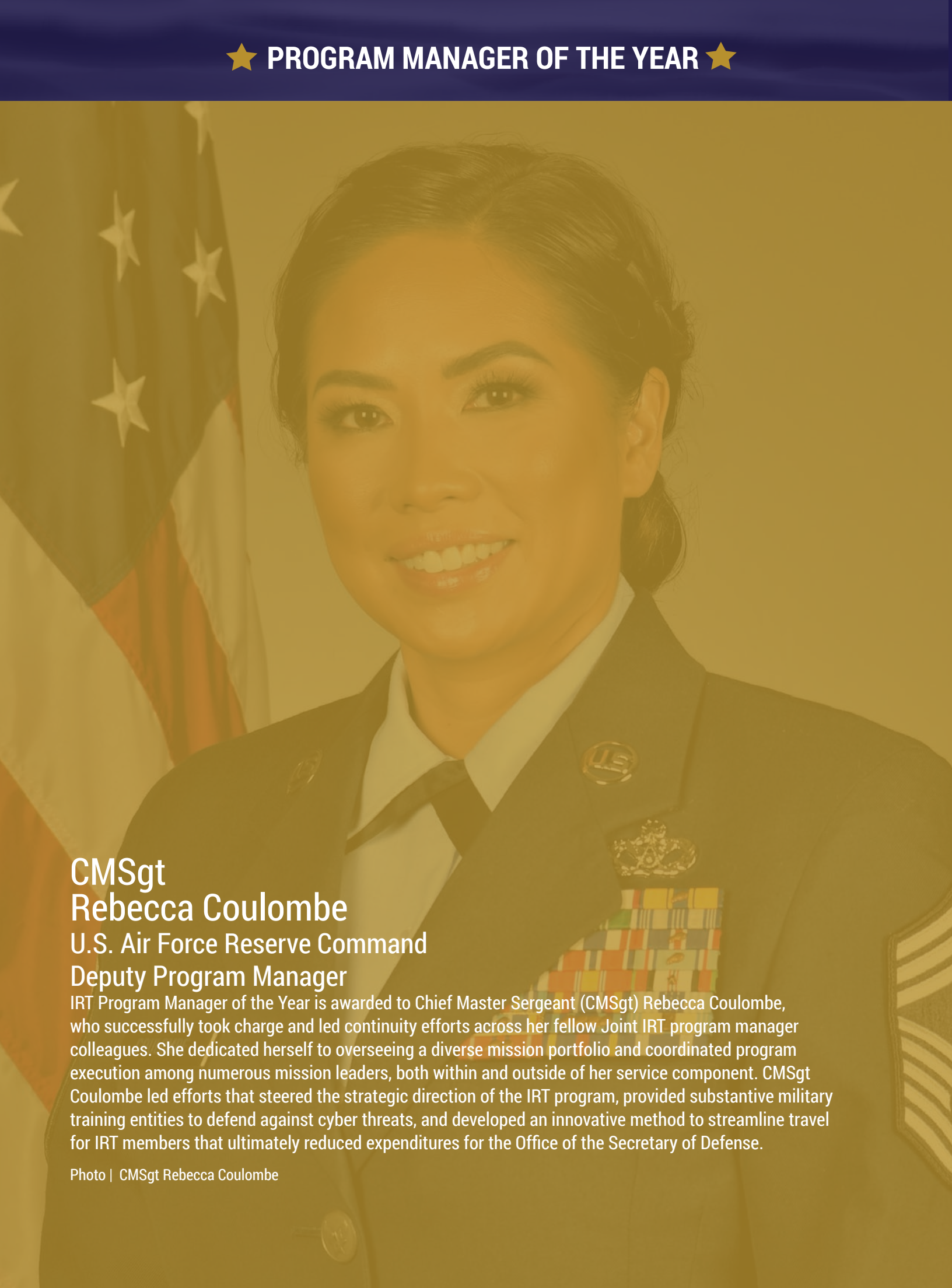


Special Olympics Hawai'i in Partnership with the U.S. Air Force Reserve Command

IRT Civil-Military Partnership of the Year is awarded to the Special Olympics Hawai'i in partnership with the Air Force Reserve Command for skillful collaboration in delivering mission success on the geographically remote and diverse training site in Kapolei. This partnership provided labor and equipment to construct accessible year-round sports training and athletic competition facilities that serve persons with intellectual disabilities. These facilities will provide medical services not only for their athletes but for those with housing challenges as well.

Photo | Dan Epstein

★ PROGRAM MANAGER OF THE YEAR ★

A portrait of CMSgt Rebecca Coulombe in her military uniform. She is smiling and looking towards the camera. Her hair is pulled back. She is wearing a dark blue uniform jacket with a white shirt and a dark tie. On her left chest, there is a name tag that reads "REBECCA COULOMBE" and a row of colorful ribbons. On her right chest, there is a circular insignia. On her left sleeve, there is a rank insignia for Chief Master Sergeant. In the background, an American flag is visible on the left side.

CMSgt Rebecca Coulombe U.S. Air Force Reserve Command Deputy Program Manager

IRT Program Manager of the Year is awarded to Chief Master Sergeant (CMSgt) Rebecca Coulombe, who successfully took charge and led continuity efforts across her fellow Joint IRT program manager colleagues. She dedicated herself to overseeing a diverse mission portfolio and coordinated program execution among numerous mission leaders, both within and outside of her service component. CMSgt Coulombe led efforts that steered the strategic direction of the IRT program, provided substantive military training entities to defend against cyber threats, and developed an innovative method to streamline travel for IRT members that ultimately reduced expenditures for the Office of the Secretary of Defense.

Photo | CMSgt Rebecca Coulombe

2022 Highlights



U.S. ARMY RESERVE

1,725 Service Members trained
23,374 training requirements accomplished
3,519 training days



U.S. ARMY NATIONAL GUARD

2,121 Service Members trained
761 training requirements accomplished
29,995 training days



U.S. MARINE CORPS ACTIVE DUTY

51 Service Members trained
15 training requirements accomplished
805 training days



U.S. MARINE CORPS RESERVE

438 Service Members trained
28 training requirements accomplished
7,706 training days



U.S. NAVY ACTIVE DUTY

4 Service Members trained
4 training requirements accomplished
68 training days



U.S. NAVY RESERVE

374 Service Members trained
561 training requirements accomplished
1,1565 training days



U.S. AIR FORCE ACTIVE DUTY

1,457 Service Members trained
31,954 training requirements accomplished
15,017 training days



AIR NATIONAL GUARD

47 Service Members trained
185 training requirements accomplished
705 training days



U.S. AIR FORCE RESERVE

308 Service Members trained
18,698 training requirements accomplished
5,254 training days

FY22 PROGRAM TOTALS



Patients Treated:
15,356



Estimated medical value delivered to American communities: **\$6,800,000**



Procedures Completed:
55,222



Estimated civil engineering value delivered to American communities: **\$13,200,000**

★ 2022 PROGRAM SUMMARY ★



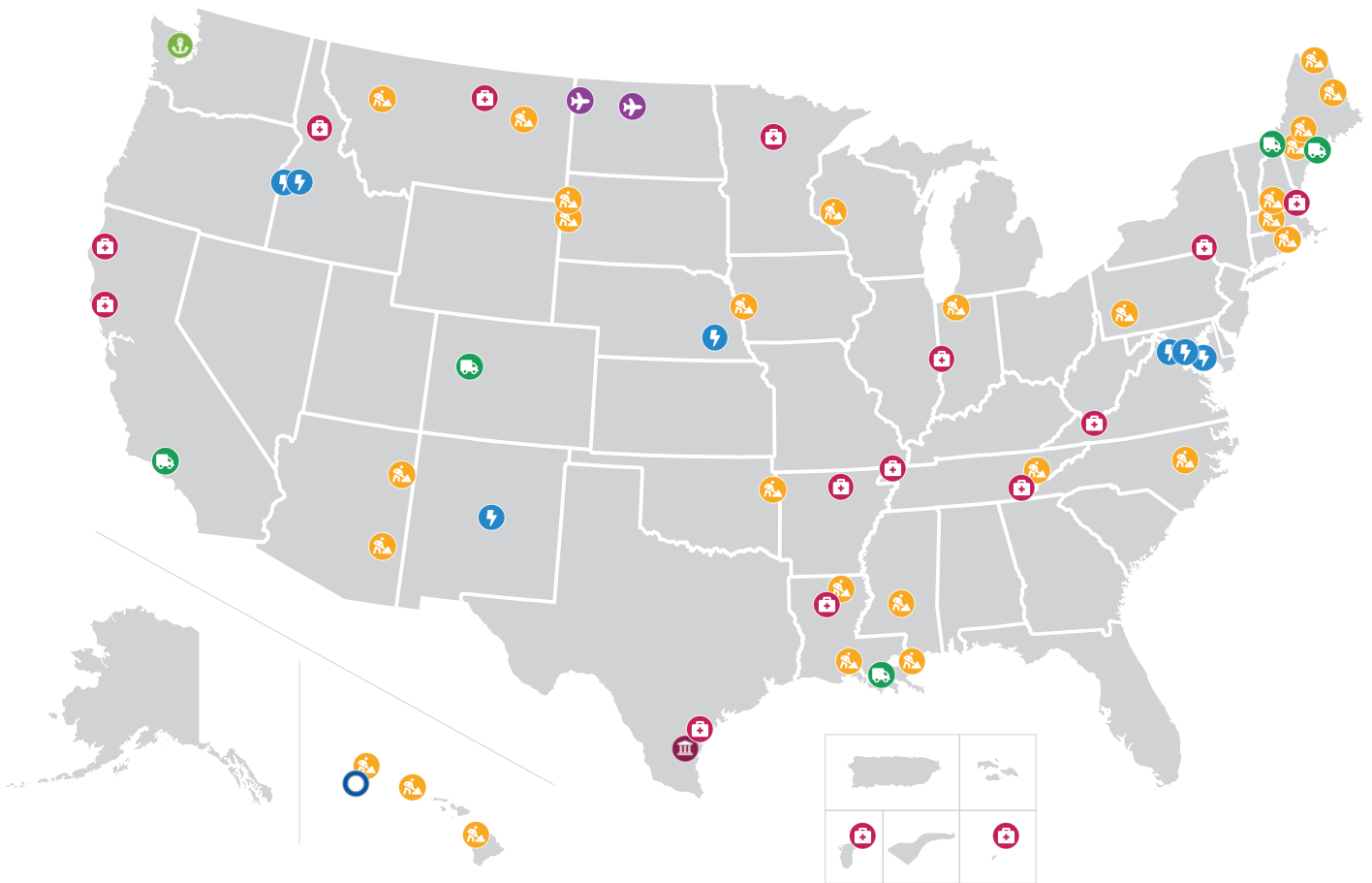
At the conclusion of the FY 2022 mission season, IRT is proud to have completed 30 years of civil-military partnerships, which entail providing real-world training to Service Members while contributing lasting benefits to American communities. In FY 2022, OSD provided \$10.4M of funding toward the completion of the missions. Service Members from the Army Reserve, Army National Guard, Marine Corps Active Duty, Marine Corps Reserve, Navy Reserve, Air National Guard, and Air Force Reserve led or supported 59 civil-military partnerships that supplied training in medical, dental, and veterinary care as well as demolition, land clearing, cybersecurity, aerial spray, transportation, civil affairs, and construction. These missions were conducted across 31 states and territories, including remote and logistically challenging locations, such as Hawai'i, Alaska, and Saipan, and resulted in 6,525 Service Members trained.

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 provide support to participants and mission planners.

IRT looks forward to the success of the upcoming FY 2023 mission portfolio, which projects 60 new and repeat civil-military partnerships missions across 31 states and territories.

Mission Impact in 2023

The services are leading **60** IRT missions in communities **31** U.S. States and Territories.



CIVIL AFFAIRS
MISSION



1

CIVIL ENGINEERING
MISSIONS



28

CYBERSECURITY
MISSIONS



7

MEDICAL
MISSIONS



15

TRANSPORTATION
MISSIONS



5

AERIAL SPRAY
MISSIONS



2

DIVING
MISSION



1

EMERGENCY
PLANNING



1

Get Social with IRT

Connect with IRT on social media to follow our FY23 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



@IRTsWin



irtswin



IRTs Win



@irtswin

Coming in 2023

MEDICAL



Photo | Todd Maki

AERIAL SPRAY



Photo | SSgt Noah Tancer

CONSTRUCTION



Photo | 1st Sgt Tracy Korff

DIVING



Photo | SSgt David Simon



INNOVATIVE READINESS TRAINING

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