



MILITARY POLICE

THE PROFESSIONAL BULLETIN OF THE MILITARY POLICE CORPS

2023 Annual Issue



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Headquarters, Department of the Army

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— Brigadier General Sarah K. Albrycht

The content of the following articles, and the opinions expressed therein, do not necessarily reflect the official U.S. Army or Military Police Corps position and do not change or supersede any information in other U.S. Army publications.

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Chief, Military Police Corps Regiment, and Commandant, U.S. Army Military Police School



Brigadier General Sarah K. Albrycht

As summer vacations come to a close here at the U.S. Army Military Police School (USAMPS), Fort Leonard Wood, Missouri, we all are thinking about transitions. Our people have been moving to new assignments, our children have been moving to new grades and/or new schools, and our training units have become filled with recent high school graduates beginning their Army lives. During the summer cycle, we all knew that change was coming. Perhaps you are picking old moving-company stickers off your furniture, dropping your child off at college, or rushing to burn your use-or-lose leave. As we all think about our summer transition, the U.S. Army is going through a significant change of its own.

The Army continues its modernization journey, changing its structure to support the Army 2040 vision and working hard to fill vacant positions despite some recruiting challenges. As our small but mighty Military Police Regiment continues to anticipate impacts from this Army transition, we are constantly reminded that our policing skills remain in demand by our leaders.

Over the past few months, we had the pleasure of hosting several Army senior leaders as they sought to understand the training we provide here at USAMPS and the impacts of the pending changes. One aspect that strongly resonates with them is that of accreditation and professional credentialing. The accreditation and professional credentialing programs represent an assurance that we develop expert and standardized policing skills in line with community and external federal standards and best practices. As the most prominent trainer of police forces in the Nation, it remains critical not only that our training is within standards but also that we are agile enough to adjust to emerging guidance within the policing community. Your total force Military Police Regiment, including Department of the Army (DA) civilian police and DA security guards, comprises the most significant police force in the Nation. We must always be ready to protect our people and our installations while enabling the Army power projection, extending the commander's operational reach from depot to fort to foxhole. That is no small feat. If our homeland is no longer a sanctuary, we will all need to work in concert with local, state, and federal partners to assure and reinforce our forward forces.

Challenges in the operational environment will continue to require that our military police forces deliver the skills that commanders have always counted on to solve complex people problems. We must simultaneously modernize our Military Police Regiment equipment to make us lighter, more agile, and more lethal. As military police, we have an innate ability to decrease the consequences of a crisis—and although that ability is hard to measure, it is instantly in demand when human exigencies spark to life. That is because policing competencies, coupled with the daily experiences of interacting with people in stressful situations, build a calm and confident military police Soldier who can view problems through a practiced lens and then select the right tool with which to respond. The unique skill set that military police provide to commanders constitutes a deft response to potentially chaotic situations, often mitigating or preventing situations from toppling over into crises. The intangible ability to use the right tool at the right time leads to high demand for military police forces in response to real-world situations across all components—even if it does not always translate to demand in future force modeling.

This special edition of *Military Police* could be described as a “useful fiction” that explains how we could operate in the future if we open our aperture to the possibilities that could be. The innovative and thought-provoking articles in this special edition reinforce two principles:

- Technology that is systemically integrated into our organizations will expand our capacity to see farther, sense earlier, and respond faster.
- Technology lacks empathy and, therefore, cannot fully understand human emotions; it requires a human in the loop to assess its impacts on the human dimension.

While the character of warfare constantly changes through technological innovation, the fundamental nature of war does not. War was, is, and in 2040, will remain a human endeavor. Military police will solve “people problems” for the commander at a lower cost, mitigating or preventing an exigency from spiraling into a catastrophe.

Assist, Protect, Defend!



Regimental Command Sergeant Major

Command Sergeant Major Shawn A. Klosterman



Military Police Corps: I want to start by thanking the entire team for everyone's exceptional efforts. I have loved serving our Corps as the 15th Regimental Command Sergeant Major. I look forward to my new position as the next Provost Marshal General and U.S. Army Corrections Command Sergeant Major. This is not a goodbye, but rather a "See you soon." I hope that I served this team just as you all have served our Corps daily. Our Corps is small but dynamic. Our accomplishments as a team keep Army leaders informed and validate us as the force of choice. The U.S. Army Military Police School (USAMPS) Commandant, Regimental Chief Warrant Officer, and I are incredibly proud of you all. Please keep demonstrating the finest qualities of excellence as you *Assist, Protect, and Defend*. Additionally, I want to welcome Command Sergeant Major William M. Shoaf as the 16th Regimental Command Sergeant Major of our Corps. He is a phenomenal leader who will serve our Corps with honor, integrity, and respect.



September will be a busy month here at the home of the Regiment, Fort Leonard Wood, Missouri. In celebration of the 82d Military Police Corps anniversary, we will conduct a full complement of events. We will start with the Military Police Competitive Challenge, which involves individual officers and two-person non-commissioned officer (NCO)/Soldier teams. Next, we will execute a senior-leader forum with senior-leader participants from across the globe. The official anniversary week activities will also include a memorial tribute, bass fishing tournament, motorcycle mentorship ride, bowling tournament, presentation of the Regimental Command Sergeant Major James W. Frye (Retired) NCO of Excellence Award, Military Police Regimental Association-sponsored 5-kilometer fun run, Regimental retreat, honors ceremony, and Regimental Ball. We plan to carry on the standards from last year, when events were held in packed auditoriums with standing room only. Our goal for attendance at the Regimental Ball this year is more than 741 Soldiers, leaders, Families, and guests. Our people always show up and show out for our Corps!

We have recently updated USAMPS Regulation 870-1, *Military Police Corps Honors Program*,¹ to ensure that we create opportunities to recognize outstanding members of our Regiment. The update provides information on the administration and governance of the Military Police Corps Regimental Association (MPRA) Honors Program, consisting of the Hall of Fame; the Distinguished Members of the Corps; the Regimental Honorary Colonel, Honorary Warrant Officer, and Honorary Sergeant Major Awards; and the Regimental Command Sergeant Major James W. Frye (Retired) NCO of Excellence Award. The main goal of this update is to expand opportunities to recognize as many people as possible within our Corps while also ensuring that we recognize them based on their overall contribution and merit. Additionally, we want to modernize the program and align it with Army processes, while also keeping it impartial. The Distinguished Members of the Corps recognition will allow us to acknowledge many more deserving members of our Regiment following their honorable service.

Although the Order of the Marechaussee is not covered in USAMPS Regulation 870-1, all relevant information about that award can be accessed on the MPRA website at <https://mpronline.org/>. The Order of the Marechaussee provides an opportunity to recognize those who are still serving our Regiment, based on their level of responsibility and their performance with regard to that responsibility. I am aware of varied opinions about the Order of the Marechaussee; but every time I have seen the award presented, the recipient has been honored and proud to be recognized. Please identify your very best Soldiers and continue to submit them for this recognition.

Formations have been bringing Soldiers who are part of the rapidly growing military police "battle buddy" pilot program onboard in their organizations. This battle buddy program differs from the battle buddy system with which most Soldiers arriving at Fort Leonard Wood are familiar. The pilot program allows Soldiers to list up to three of their buddies from their one-station unit training/advanced individual training class; the list is then sent to the U.S. Army Human Resources Command for assignment consideration. If there are no disqualifying factors, Soldiers will be grouped together. They will be assigned the same first permanent change of station and will remain in the same unit for a minimum of 6 months. This program encourages leaders to take advantage of "Golden Triangle" and "This Is My Squad" initiatives, which are designed to allow leaders to build connections with their Soldiers' Families and buddies and to engage their Soldiers in thinking about their teams, regardless of their rank or position.² These initiatives offer participating Soldiers resources from which to combat potentially harmful behaviors. Soldiers and their leaders have the opportunity to complete a follow-on survey to further refine the program.

As changes to the Military Police Corps structure take place, we will closely examine how those changes affect the people within our formations. The proponent team will focus on revising Department of the Army (DA) Pamphlet (Pam) 600-25, *U.S. Army Noncommissioned Officer Professional Development Guide*,³ to ensure that our NCOs have clear promotion path guidance. In the meantime, please ensure that we are using the current version of DA Pam 600-25 as a guide to keep the correct leaders in the key developmental positions for the right amount of time. The future of our Corps is bright. Please continue to do your part to guide, mentor, and evaluate our people so that the selection boards have a clear picture of their knowledge, skills, and behaviors.

I am humbled and incredibly proud to be a member of this Corps, and I look forward to continuing to serve alongside you all. Remember, it's not about you—but it always starts with you. Prove you care.

Assist, Protect, Defend!
Of the Troops, For the Troops!

Endnotes:

¹USAMPS Regulation 870-1, *Military Police Corps Honors Program*, 25 May 2023.

²"People First: Insights From the Army's Chief of Staff," U.S. Army, 16 February 2021, <https://www.army.mil/article/243026/people_first_insights_from_the_armys_chief_of_staff>, accessed on 20 June 2023.

³DA Pam 600-25, *U.S. Army Noncommissioned Officer Professional Development Guide*, 11 December 2018.



Regimental Chief Warrant Officer



Chief Warrant Officer Five Mark W. Arnold

Greetings to all. It is with mixed emotions that I write my last message to the field as the 6th Regimental Chief Warrant Officer. I have had the privilege of serving in this position for nearly 4 years, and I have counted each moment as a true honor. This has been an extraordinary experience and one that I will cherish for the rest of my life. I've had the opportunity to travel around the Regiment and meet the Soldiers and civilians who have dedicated themselves to the often thankless work of assisting, protecting, and defending our Army and military communities around the world. I have been awed by your accomplishments and inspired by your commitment. I knew this assignment was going to be a challenge, and it did not disappoint. These last couple of years were full of challenges and uncertainties.

The Novel Coronavirus (COVID-19) made all of us think about how we do business, adapt to a new environment, and continue to accomplish the mission. Like true professionals, the members of our Regiment reacted and responded admirably across all disciplines and in multiple domains. Here at the Home of the Regiment, Fort Leonard Wood, Missouri, the U.S. Army Military Police School (USAMPS) Commandant refocused and prioritized our efforts to ensure that we provided a safe, healthy, and low-risk work environment; continued to train and educate our students/Soldiers within the guidelines established by health protection conditions and in compliance with guidance provided by the Department of the Army, the U.S. Army Training and Doctrine Command, and the U.S. Army Maneuver Support Center of Excellence; and set the conditions necessary to reestablish full mission support operations/conditions as quickly, efficiently, and safely as possible. Everyone pulled together and executed the commandant's guidance and directives to the letter. It was truly a sight to see, and I am extremely proud to be associated with such professionals.



The "Report of the Fort Hood Independent Review Committee"¹ set the tone for a U.S. Army Criminal Investigation Division (CID) transformation. The ongoing CID transformation will continue throughout this year and well beyond. The current model calls for CID to move toward a 60 percent civilian/40 percent military agent ratio; however, the agency may go beyond that and move toward an all-civilian agent organization. CID will continue to meet the challenges of the present while shaping for the future and will always be ready to provide superior criminal investigative support to the total force across all domains and in all locations in order to enhance Army operational readiness. The Regiment is committed to CID and stands ready to assist and support the agency as it continues to transform as a premier criminal investigative organization.

As a part of the Army modernization effort, we examined and redesigned our Warrant Officer Professional Military Education System. This effort involved developing knowledge, skills, and behaviors; instituting career-long assessments; and adding two additional courses to the Professional Military Education continuum. We are in the final stages of staffing the course additions, and the courses will be set to commence by Fiscal Year 2026. This modernized Professional Military Education model will ensure that we develop leaders who possess the character, competence, and commitment necessary to serve in the Army profession; will win in large-scale combat operations/multidomain operations; possess the knowledge, skills, and behaviors required to provide our Soldiers with war-winning leadership; meet the requirements of the operational force; and can develop others.

As I move on to my next chapter, I pass the reins to Chief Warrant Officer Four Angela J. Rulewich, who is incredibly capable and wholly committed to continuing the forward momentum that we've started. I encourage you to continue the hard work of moving our Regiment into the future. The process will be frustrating at times, but it is necessary.

Again, it has been an honor and privilege to serve as your 6th Regimental Chief Warrant Officer.

Assist, Protect, Defend!

Endnote:

¹"Report of the Fort Hood Independent Review Committee," U.S. Army, 6 November 2020.

THE SGM-A FELLOWSHIP PROGRAM ROLE IN PREPARING THE ARMY OF 2040

By Sergeant Major Kathryn J. DeUnger

As we prepare the Army of 2040 for future large-scale operations, we should look to a more educated senior enlisted leader who is technically and tactically proficient but is also capable of strategic-level thinking and planning in high-tempo joint operations. The Sergeants Major Academy (SGM-A) mission is to “provide the Army with agile, adaptive senior enlisted leaders of character, competence, and commitment to be effective leaders. These leaders, grounded in Army and joint doctrine, exploit opportunities by leveraging and applying Army resources.”¹ The purpose is to “prepare master sergeants and sergeants major to elevate from a tactical level of thinking to an operational and strategic perspective, thus preparing them for leadership positions in organizations executing unified land operations. What [SGM-A graduates] learn prepares them for leadership positions in joint, interagency, intergovernmental, and multinational organizations (JIIM) as well as battalion, brigade, and division through echelons-above-corps (EAC) staff sergeants major command levels.”²


But who will educate these future senior enlisted leaders? If we want the best-educated future sergeants major and command sergeants major possible to lead the Army of 2040, then they should be educated by the most talented and experienced current sergeants major. The Non-commissioned Officer Leadership Center of Excellence (NCOLCoE), Fort Bliss, Texas/SGM-A Fellowship Program targets sergeants major who have the potential and a strong desire to educate future sergeants major. The NCOLCoE/SGM-A Fellowship Program is a merit-based scholarship program in which select sergeants major compete for up to 30 scholarships per year to pursue either a master’s degree in adult education through Pennsylvania State University or a master’s degree in instructional design, development, and evaluation from Syracuse University, New York. Both degree programs consist of a 30-semester-hour online curriculum focusing on the knowledge and skills required to develop professionals who work with adult learners in the academic disciplines of distance and continuing education; program planning, research, and evaluation of adult learners; and course design and development.

In addition to the master’s degree coursework, the NCOLCoE Faculty and Staff Development Office instructs the fellows in the following courses: Common Faculty Development–Instructor Course, Common Faculty Development–Developer Course, Project Athena Coaching Workshop, and Digital Learning Instructor Course. These

courses provide future SGM-A educators with an opportunity to become enhanced, adaptive leaders and world-class faculty members with the capability to educate others to win in a complex world.

Each year, the U.S. Army Human Resources Command, Fort Knox, Kentucky, releases a military personnel message detailing the criteria and eligibility for consideration for the SGM-A Fellowship Program as well as deadlines for submission. To support this process, the National Guard Bureau conducts screening interviews (either in person or via video teleconference) for applicants with approved packets. The NCOLCoE/SGM-A Fellowship Program Selection Panel then convenes at Fort Bliss to identify the best-qualified candidates for the final selection of fellows. Selection results are released to the field once the commandant of the NCOLCoE/SGM-A Fellowship Program, and Human Resources Command approve them.

The intent of the SGM-A Fellowship Program is to provide our most talented and motivated sergeants major with the level of knowledge (in conjunction with their vast experience) required to educate our future leaders to meet the Army’s objective of developing agile, adaptive, and innovative leaders who thrive in conditions of uncertainty and chaos. The Fellowship Program is something that must be continued in order to most effectively prepare our sergeants major to educate our future enlisted leaders. To achieve this goal, we must have a group of quality candidates from which to select each year.

The success of the Army of 2040 is heavily reliant on our future enlisted leaders. The time to create a positive culture and narrative about the SGM-A Fellowship Program is now. The level of education, knowledge, experience, and expertise we invest in this program is commensurate with the level we can expect in return from the master sergeants and sergeants major who successfully complete the program. 

Endnote:

¹“Sergeants Major Academy (SGM-A),” *NCO Worldwide*, <<https://www.ncoworldwide.army.mil/Academics/Sergeants-Major-Academy/>>, accessed on 23 May 2023.

²Ibid.

Sergeant Major DeUnger is the assistant chief of education for the SGM-A. She holds a master’s degree in education in lifelong learning and adult education from Pennsylvania State University. She is a graduate of SGM-A Class 67.

MILITARY POLICE PLATOONS OF 2040

By Captain Cody A. Khorik

As military police Soldiers, we must be proficient in individual and collective tasks that make up the four military police competencies and versatile in dealing with complexity in wartime and peacetime operations. As technological advancements continue to shape the world around us, our tasks will only grow in complexity. It is only natural that we consider how that might impact the role and operations of military police platoons in the year 2040. While the specifics of military police platoon operations will depend on various factors including location, mission, and available resources, several trends will likely influence the way military police units operate in the future.

In 2040, military police will need to be able to adapt to the use of technology on the battlefield. As our toolkit expands with this new technology, more will be expected from individual Soldiers. More time will be required to train to train on, and become proficient with, the new equipment and to properly employ it on the battlefield. Leaders will need to focus on their day-to-day tasks as well as build additional training and maintenance time to adapt to the new technology.

As technology improves, some of the day-to-day military police platoon workload will be lightened. As surveillance technology becomes more and more automated, surveillance will become a more hands-off task. Soldiers won't be physically performing surveillance; instead, they will find themselves behind a screen, deciphering captured information. This will affect how policing operations are conducted. Surveillance traffic enforcement, such as the issuance of speeding citations, may be automated with future advancements in technology. Patrols will be less engaged in enforcing traffic laws and will be better able to protect the force by acting as a physical deterrent in more populated areas and providing faster responses to more violent crimes.

Detention operations always present unique challenges that differ from one conflict to the next. During the past 20 years, there has been a significant increase in cross-border migration. In 2020, more than 270 million people were living in a country to which they had migrated; this is 100 million more than in 2000, representing an increase of more than half a percent of the global population.¹

Therefore, when conducting detention operations in 2040, military police can expect to encounter people of many different demographics—not just populations originally from the country in which we are operating. We predict that there will be people from many differing religions and political groups within detention camps and facilities. As military police, we must be mindful of these differences and ensure

that all detainees receive humane treatment. We must allow them to exercise freedom of religion consistent with detention requirements. We must ensure that they are not mistreated or attacked by other detainees. Platoon leaders must ensure that the guard force (detention staff) is educated about the different religions and cultures, that it knows when one group is hostile to another, and that it ensures segregation when necessary to avoid detainee-on-detainee violence.

Safeguards must also be in place to protect detainee health and hygiene. Progress on the treatment of tuberculosis and malaria has stalled in recent years. (The number of cases of drug-resistant tuberculosis increased from 2015 to 2019.²) These longstanding infectious diseases will continue to endanger individuals and communities, as will new and emerging ones. And in addition to infectious diseases, military police will face older populations with rising instances of noncommunicable diseases, which also cause many deaths worldwide. These circumstances will strain the resources available to detention facilities. Military police must become creative problem solvers in order to tackle these issues. Guard forces will need additional resources and training in order to identify the effects of these diseases, ensure that ailing detainees receive the proper treatment, and protect other detainees and the guard force working in the facility.

To properly handle the global trends of the future, our military police platoons need a more robust form of training. Not only will we need to train on how to support maneuver units and maintain ground lines of communication with advanced technology, but we will also need to possess and defend against the technology used on us. In addition, military police will need an expanded knowledge of religious and cultural practices as world demographics change. Finally, military police will need increased training in dealing with the rise of different diseases and protecting ourselves against them.



Endnotes:

¹"Global Trends 2040," Office of the Director of National Intelligence, <<https://www.dni.gov/files/images/globalTrends/GT2040/GT2040-Structural-Demographics.pdf>>, accessed on 8 June 2023.

²Ibid.

Captain Khorik is the detention operations planner for the 8th Army Provost Marshal Office, Camp Humphreys, Republic of Korea. He holds a bachelor's degree in political science from Florida Southern College, Lakeland.

THE FUTURE OF THE MILITARY POLICE PLATOON

By First Lieutenant Caleb R. Van Deusen

As the U.S. Army looks to the future, there is an ever-persistent question about what that will entail. While no one knows exactly what the future holds, somewhat accurate predictions can be made based on current trends and how they relate to the global population, economics, and technology. It is extremely important that we develop an understanding of these trends and the impact that they will have on the future of the Branch. Looking toward the Army of 2040, the typical military police platoon will differ from that of 2023 with regard to mission-essential tasks, training, equipment fielding, and the way in which we fight battles.

The Military Police Corps is currently focused on too many differing mission sets and subtasks within the five Corps mission-essential tasks. This requires extensive focus on training, which, in turn, equates to a broadly trained force, creating something of a “jack of all trades but master of none.” As the global economy and superpowers continue to change and shape the environment, the Corps must adapt. I envision the Military Police Corps of 2040 refining its subtasks by focusing on three critical areas of its combat role—combat support (assistance with dislocated civilians and noncombatant evacuation), route regulation and surveillance, and area security. This article does not address the role of the Military Police Corps in law enforcement, as law enforcement agencies will take ownership of law enforcement missions and model the structure of their civilian counterparts in the future. The need to shift the military police platoon focus from training stems from several assumptions. First, all units will excel if their training tasks are narrowed and refined. Second, due to climate control, the global environment will change, causing more significant droughts, storms, and floods, which will put food, water, health, and energy resources at increased risk.¹ These risks to natural resources are set to affect multiple nations, and the Corps may be called upon to assist in providing additional resources via humanitarian aid.

In a possible future conflict, military police will be required to assist in moving civilians to the rear area, away from the conflict. With regard to route regulation and surveillance, U.S. Army Futures Command (AFC) Pamphlet (Pam) 71-20-1, *Army Futures Command Concept for Maneuver in Multidomain Operations 2028*, indicates that denying enemy freedom of action is an active approach in preventing

the enemy from seeing, understanding, and striking friendly critical capabilities, assets, and activities.² By focusing on route regulation and surveillance, military police platoons will not only inhibit enemy special-purpose forces from launching proactive attacks on friendly supply lines but will also allow military police to gather valuable information from the local populace—in turn, allowing higher echelons to create a larger standoff distance barrier and provide more intelligence as the fight shifts. Finally, providing area and base security will likely be an essential task for military police platoons. Due to expected innovations and new technologies and their ability to close the standoff distance, it is critical for military police platoons to conduct active patrols in the rear area to assist in preserving the force, denying enemy information-gathering efforts, and enabling war-fighting to continue at the forward line of troops and beyond. A focus on these mission-essential tasks will significantly assist in shaping the Military Police Corps of 2040.

As the Military Police Corps heads into the future and our enemies continue to develop new and better technology, it is essential that we take note of the new equipment that must be fielded. In a future conflict, the Corps may be securing much of the rear area. In a peer threat fight, there will be many elements of bypassed armor, infantry, and intelligence assets as the battle is pushed on the enemy, leaving the current Corps with a dilemma: request armor or infantry units to come and destroy these threats (taking resources away from the forward line of troops) or send ill-prepared units to hold off the enemy until higher-level assets can provide support for defeating enemy elements in the rear area. Future military police platoons must be equipped with javelins to defeat the threat in the rear; I envision javelins on the standard remotely operated weapons systems of the military police platoons of 2040, allowing them to defeat bypassed enemy armor in the rear area.

Additionally, as technology continues to evolve, so too will the ability of the enemy to detect electronic and heat signatures. I envision the military police platoons of the future having new vehicles with smaller electronic signatures and lower heat profiles, which will impair the ability of enemy intelligence, surveillance, and reconnaissance assets to locate significant headquarters elements and destroy friendly communication/air defense artillery assets. Next, as artificial intelligence (AI) continues to develop, I envision many

(Continued on page 10)

MILITARY POLICE IN THE YEAR 2040

By First Lieutenant Kyle A. Eichlin

Three.

I hold my breath, as sweat races down my forehead. Now is the time to be still and quiet. Pounding fills my ears as my heart threatens to tear itself out of my chest. No one else can hear the noise.

Two.

I watch the Breaching and Room-Clearing Autonomous Kinetic Entry Robot (BRAKER) move its arm into position, centimeters to the left of the stainless steel door handle. Although this particular robot is fresh off the factory line, breaching doors is nothing new for BRAKER; it has a computer chip loaded with the experiences of thousands of others, and it knows exactly what to do.

One.

Time stands still. I tighten my grip on my Sig Sauer® M7 rifle as if it is the only object that exists. Beyond this metal door lies the unknown—everything and nothing all at once. Ten aerial reconnaissance drones the size of insects patrol the upper floor from the outside, watching, scanning, and waiting. The drones reveal nothing about the ground floor; it remains a sealed box—and, for better or worse, we are about to tear it open.

BOOM.

The arm of the BRAKER slams into the solid metal door, which is then sent crashing into the building. The door slides across the floor and screeches to a halt. The BRAKER enters the building. My squad follows closely behind, protected by a 500-pound walking metal shield.

The 6-foot-tall BRAKER, humanoid in stature but with exaggerated proportions to provide cover for the Soldiers behind it, stands on two legs and is plated with titanium shielding for protection against small-arms fire. “MILITARY POLICE”—along with the designation of this unit: K2—is painted in black on the chest and back. Two spotlights and two tasers are attached to the shoulders. A line of LED lights, which flashes in traditional blue and red police colors during law enforcement operations, is located where eyes would normally be. Cameras are located in the

shielding around the body. Since our unit is not authorized to use lethal force while behind the frontline, the tasers will be more than enough for this mission.

Meanwhile, on the other side of town, the command post is buzzing with activity. “Has he been found yet?” asked the platoon leader. Three hours earlier, the unit had received orders to find an enemy scout in the platoon area of operations, which consist of a rural town and a surrounding 200-square-kilometer area of dense forests. The search for the scout had begun after precision mortars had decimated Company B a day earlier. Someone had relayed the company’s coordinates to the enemy, and the race was on to find out who it was. Engineers loaded camera feeds and sensor data from the Local Enhanced Observation Network for the past week into the supercomputer at battalion headquarters. In minutes, the machine displayed the results: 31-year-old Yuan Luoyang. Whether it was his movements throughout the region, his heart rate and blood pressure at a specific time of day, or a combination of other imperceptible factors, the display did not lie: There was 97.6 percent certainty that he was our man. “No Sir, 2d Squad entered his house 2 minutes ago,” answered the communications operator. The second display, which revealed the scout’s most likely locations, was the focus of this mission. The screen read:

**LIKELY LOCATIONS FOR DTG
191832HMAY2040:**


**TOWN EASTERN OUTSKIRTS,
93 PERCENT CONFIDENCE**

**SHOPPING DISTRICT, 76 PERCENT
CONFIDENCE**

On the bottom half of the screen, two maps showed the specific areas where the scout was likely to be found, along with the recommended course of action for searching each area. The large crowds and size of the shopping district made it impractical for Soldiers to search effectively; the Local Enhanced Observation Network camera coverage and a swarm of reconnaissance drones would have to do.

On the other hand, the clearing of a house was a job for the Soldiers. Every Soldier in the command post watched with bated breath as the television on the wall played real-time camera feeds in from the outskirts of town.

Three stunned men are sitting on two couches in the center of the room, watching television. In a metallic, monotone voice, the robot announces, “This is the U.S. Army Military Police. Do not resist.” As the men regain their senses, they reach for their firearms, stored just within arm’s reach. The BRAKER roars, “Taser. Taser. Taser,” as the two mounted tasers are fired. The men can’t even manage to touch their weapons before 50,000 volts of electricity engulf their bodies. In the blink of an eye, all three men are on the ground—each of them hit by a taser shot. These new machines, which never second-guess themselves, can react with deadly precision in a split second. The staff members in the command post watch the camera feed from the headsets of the squad members as we enter the building behind the robot. One of the displays in the command post brightens as the faces of the three men appear. A facial-recognition camera mounted on the BRAKER has already relayed the facial scans of the combatants to the command post. Like clockwork, the squad quickly moves to secure the other two rooms on the ground floor—a kitchen and a bathroom; both are empty. Two Soldiers separate from the group to secure the combatants in the main room. Without a word, the squad approaches the staircase in a column formation, with weapons ready. The surprise entrance gave the squad an advantage on the first floor, but haste will be required for the second floor. Clearing the staircase and reaching the top of the stairs takes seconds. The Soldiers’ headsets pick up the sound of movement past the doorway and show an outline predicting a person located on the other side of the door. In one swift motion, the point man opens the door inward as the rest of the team members flood the room. Four XM17s are pointed at the man in the center of the room as the headset confirms that he’s the man we’ve been looking for. He has no option but to surrender. He is secured using one set of handcuffs; in an Army inundated with new technology, sometimes the simplest tools are the right ones for the job.


Night begins to fall as I exit the building. Rolling blackouts and an electricity curfew keep the dark sky clear of light pollution. I can hear insects chirping as I look at the stars in the sky. Whether it be a faint lapse of my senses or the result of sleep deprivation, I faintly hear a metallic chirp, not quite “right,” amongst the cacophony of insects. A shudder runs down my spine as I have a passing thought: Something is watching us! 

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(“The Future of the Military Police Platoon,” continued from page 8)

of the staff tracking functions being replaced with advanced AI systems that can track and resource platoons as they shoot, move, and communicate, either during warfighting or for populace control. Lastly, as evident in the Russian invasion of Ukraine, inexpensive unmanned aerial vehicles are being outfitted with explosives, bypassing friendly air defense artillery assets, and wreaking havoc on unsuspecting troops and armor. To deter this threat, I envision the implementation of anti-unmanned aerial vehicle weapon systems supplied to all squads. When looking to 2040, I predict that military police platoons will make use of new technology and focused training tasks to fight differently than they do now.

Due to increased threats from enemy air defense artillery assets as technology advances, military police platoons must become more effective when fighting as individual squads. As the enemy attempts to increase the standoff distance from friendly forces, it can easily detect and destroy friendly tactical operations centers. Therefore, it is of utmost importance that all units be spaced out accordingly, mitigating the more significant threat of fires and working at the lowest level of decentralized command. Senior leaders may be available to answer only some questions and solve only some issues, as radio traffic may be minimal and distances between squads may be great. These leaders will need to trust their noncommissioned officers to accomplish the missions assigned to them—likely with little additional guidance. It is important to take initiative when encountering bypassed threats and determining whether to deter or destroy the threat.

In conclusion, military police platoons will continue to develop so that in 2040, they will be a more robust version of their current selves. The platoons will be refined with regard to the mission set that can be accomplished; they will possess advanced technology, ensuring that Soldiers are safer on the ground; and they will be able to complete the mission while operating at a decentralized level. I am curious to see how global trends shape the Military Police Corps of 2040. The future looks bright for the next generation! 

Endnotes:

¹“Global Trends 2040: A More Contested World,” National Intelligence Council, March 2021, <<https://www.dni.gov/index.php/gt2040-home/gt2040-media-and-downloads>>, accessed on 22 May 2023.

²AFC Pam 71-20-1, *Army Futures Command Concept for Maneuver in Multidomain Operations 2028*, U.S. Army Futures and Concepts Center, 7 July 2020, <<https://api.army.mil/e2c/downloads/2021/01/20/2fbeccee/20200707-afc-71-20-1-maneuver-in-mdo-final-v16-dec-20.pdf>>, accessed on 22 May 2023.

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THE FUTURE BATTLEFIELD: INCREASED CAPABILITIES AND THREATS

By First Lieutenant Fabiola Gonzalez

241400SEP2040

“Sergeant! Sergeant! Sergeant! Ser . . .”

I am instantly transported back to a time when my platoon, my wife Emma, and my kid Joey were cheering for me as I approached the finish line of the last thing that was keeping me from earning my Expert Soldier Badge—completing the 12-mile ruck march. I remember feeling like I was about to die. My eyes blurred every object at which I glanced. My heart intensely pounded in my throat as if it had escaped my chest cavity. My esophagus felt like a thin straw, rejecting every deep breath I took. My quadriceps, hamstrings, and calves cramped, making every step agonizing. That was 1 year ago. Then, I suddenly realize that I have never known what dying actually felt like until now.

“Sergeant! Sergeant! Sergeant!” My eyes could barely make out the face that stood over me. “Emma?” I whispered, using all the air I could. “No, Sergeant, it’s Sergeant Hanson! We need to move you to cover! Let’s go!”

240900SEP2040

The sun’s rays blinded me, forcing me to extend my right hand to block them as I walked out of the tactical operations center. There were no clouds in sight, but a warm breeze complemented the heat from the sun; it was a great day to celebrate the 4-month anniversary of the arrival of my company—the 552d Military Police Company, Schofield Barracks, Hawaii—in the Philippines. We had mobilized from Schofield Barracks in response to an attack on the U.S. Embassy in Taiwan, which had claimed the lives of 14 U.S. Army Soldiers and 24 Taiwanese civilians. Eight of the U.S. Soldiers were military police from the 558th Military Police Company, Schofield Barracks—and one of those eight was my best friend, Staff Sergeant Gordon.

After the surprise attack on the U.S. Embassy, China had mobilized numerous special-purpose forces to target critical capabilities, assets, and activities (CCAAs) across the Pacific theater.¹ As military police in the Pacific, the role of our company is to conduct police and detention operations and to support mobility and security

operations, to protect CCAAs. As a squad leader, my job is to not get anybody killed—or at least, that’s my goal.

I received the next mission for my squad from our platoon leader, Second Lieutenant Rudolph, and I had 2 hours to conduct troop-leading procedures for a convoy security operation—a mission the likes of which I’ve planned and executed more times than I can remember since our arrival. I walked the quarter-mile to the motor pool, where my squad was conducting vehicle maintenance tasks. The maintenance of vehicles had become much easier since high-mobility, multipurpose, wheeled vehicles (HMMWVs) had been replaced by the joint light tactical vehicle (JLTV) 10 years ago. When I was a private, HMMWVs always seemed to have maintenance issues and it took months to receive parts for them. Luckily, the Army recently invested in three-dimensional printers that fabricate repair parts and tools for its vehicles and other equipment, increasing the operational rate of our fleet.

My team leaders already had our vehicles—one mine-resistant, ambush-protected, all-terrain vehicle (M-ATV) and three JLTVs—prepared and staged at the start point, along with 15 vehicles from the 3d Infantry Combat Brigade Team (IBCT). Ten of the 15 3d IBCT vehicles carried supplies and three-dimensional printers for the 2d IBCT, located 85 miles to the south.

241230SEP2040

A raindrop fell on the windshield of my M-ATV, and I looked out, toward the sky. I noticed distant dark clouds aggressively pushing toward our direction of travel. Within seconds, heavy rain descended, harmonically thrumming as the heavy drops landed on our armored vehicles. The convoy slowed, and the distance between each vehicle shortened. By this point, we were in a densely populated area 10 miles north of our destination. The unimproved roads narrowed, and tall city buildings limited our line of sight.

Eeeeeek! The brakes of the lead vehicle shrieked as the vehicle came to an abrupt stop. The rest of the vehicles followed suit.

“Sergeant Hanson! What the heck?” I carelessly yelled over the radio, completely disregarding radio etiquette.



A Soldier mounts an M-ATV.
(Photograph by Sergeant Andrew K. Kirby, 558th Military Police Company)

I heard no response. I dismounted my vehicle, slammed the heavily armored door, and angrily approached the lead vehicle to assess the situation. Sergeant Hanson was dismounted and heading in my direction. “Staff Sergeant, I received a joint capabilities release message from you directing me to halt the convoy. I came to ask why,” Sergeant Hanson explained as Captain Taylor dismounted his vehicle and approached us with an inquisitive look.

“I did not send you a message,” I replied in confusion.

“I don’t know what you guys are talking about, but we must keep moving toward the objective. We need to get these mission-critical supplies to the 2d IBCT as soon as possible,” Captain Taylor firmly stated and briskly returned to his vehicle.

“You heard him! Chaaaaarlie Mike!” I shouted as I walked toward my vehicle in embarrassment. Did I accidentally send out a message? I began to wonder.

I hadn’t noticed that the rain had stopped. Rays of sunlight had broken through the clouds and were being reflected from the side mirror of the vehicle onto my face, blinding me as I opened the heavy door and jumped back into my seat. The vehicles ahead of mine began inching forward. I checked the joint capabilities release to verify that I had not sent a message to Sergeant Hanson. “I knew it!” I shouted, clenching my fist. I had not!

The vehicle kept jolting back and forth, forcing me to look up. We had barely moved an inch, and the vehicles ahead seemed to be about 50 meters away. The rear wheels of my vehicle were buried halfway deep in mud. “Ugh!” I grunted and angrily grabbed the radio microphone, shouting, “This is Peacekeeper 3-1; my vehicle is stuck in the mud.” I dropped the microphone and dismounted the vehicle before anyone could respond. The lead vehicles stopped and attempted to maneuver into a herringbone formation on the narrow city road. Angry civilian drivers honked and bypassed us by driving on the sidewalks. Specialist Smitt, a mechanic from the 2d IBCT, casually approached from the vehicle behind with a toothpick in his mouth and a piece of plywood in each hand. “Let’s get you outta here, staff sergeant,” he said as he walked toward me.

Beep. Beep. Beep. I looked down at my plate carrier and noticed that my radio frequency detector (RFD) light was flickering and alternating between the colors of red and orange. All squad leaders had been issued RFDs when we arrived in the Philippines in order to detect adversary receivers and rapidly determine enemy locations. The RFD light flickers red and orange when it identifies an adversary radio frequency within 400 meters. It displays a steady red light when the receiver is within 200 meters. Suddenly, the RFD light was shining bright red. I slowly looked up; and before I could alert anyone, there was a thunderous explosion. Everything went black.

When I regained consciousness, I was on the ground next to Specialist Smitt, his lifeless body lying in a pool of blood, pieces of plywood still in his hands. We had been ambushed. Civilians were running across the road, around our

vehicles, to escape the gunfire. Most fell before they could reach the other side of the road. Flashes lit up from within many buildings to the east of the convoy. Drivers and truck commanders quickly dismounted and used the armored vehicles as cover as they engaged the flashes with their XM5 and XM250 automatic rifles. Gunners manned the Common Remotely Operated Weapon Station (CROWS) systems and engaged their MK19s, M240s, and M2s. I located my issued XM5 rifle, scrambled behind the front tire of the M-ATV, and started engaging the flashes. I counted 8, 9, 10 flashes. The flashes seemed to increase in intensity. I could hear bullets ricocheting off objects inches from my body and the screams of anguish and terror from Soldiers and civilians as bullets penetrated their bodies. Neither Soldiers nor civilians had ever appeared more human. At that moment, I feared that I would never see Emma or Joey again.

My ears rang from a second blast occurring near the lead vehicle, which was approximately 100 meters away from me. I instantly knew that my team could not survive the impact. Debris from the blast pelted my body while smoke obscured my vision. In a rage, I unleashed an angry burst from my rifle, engaging each flash as it appeared. The rest of the squad and I began to successfully suppress the enemy targets. I soon noticed that the number of flashes was decreasing: six flashes, then four, and then one flash. And then I was out of ammunition. “Reloading!” I shouted as I grabbed my last magazine and reloaded my rifle.

A third explosion occurred. I was on the ground again—only this time, my right leg was gone and blood poured out like a spilled glass of red wine. I felt no pain. Why didn’t it hurt? Had I just lost a leg? Is this really happening? I lost consciousness.

241400SEP2040

“Sergeant! Sergeant! Sergeant!” My eyes could barely make out the face that stood over me. “Emma?” I whispered, using all the air I could. “No, Sergeant, it’s Sergeant Hanson! We need to move you to cover! Let’s go!”

I looked down to find a tourniquet on what remained of my leg. “You’re still alive?” I mumbled. “You’re lucky; I always max the sprint drag carry,” Sergeant Hanson replied as he dragged my body behind cover, ignoring my previous question. The enemy fire ceased, and reinforcements were en route. I lost three Soldiers that day. I didn’t need to die to realize the pain of death.



Endnote:

¹Army Futures Command (AFC) Pamphlet (Pam) 71-20-7, *Army Futures Command Concept for Protection 2028*, 7 April 2021, p. 15.

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Change of Mission: A Military Police Platoon in 2040

By Lieutenant Colonel Megan R. Williams

“Any questions?”

That curt inquiry jolted the lieutenant back to reality. She hastily scanned her notes. A drop of sweat escaped her helmet, plopped onto her notebook, and threatened to smudge the ink. Her mind was spinning, processing the weight of the mission change that was being thrust upon her shoulders. *An unexpected change of mission? Any questions?* she thought, *Yes—all of them!*

For the past few months, the lieutenant’s platoon had supported convoy operations, providing security for the constant sustainment support moving toward forward outposts. Somewhat ironically (since the autopilot tactical vehicles still required heavy supervision from military police forces), this sustainment was called “unmanned sustainment.” However, the battalion commander was now directing the lieutenant to assume a new mission; her platoon was to quickly transition to detainee operations, with only 24 hours to prepare to receive captured enemies.

The echoing mantra that “Sustainment is projected, predictable, and protected” was the factor directing the military police platoons to travel with and protect the convoys. While sustainment vehicles were now able to use sensor technology and sophisticated algorithms to navigate and continue to move without human drivers, they were still vulnerable to innovative and improvised enemy interference. Sometimes enemy innovation and improvisation involved armed forces stopping the movements; but more often, they involved dislocated populations seeking to rob the convoys for supplies. Outside the protected enclaves of the international mission, desperate groups could not easily access the resources that moved in relative abundance between military camps. Therefore, despite the use of advanced technology, the mission continued to require a human “in the loop.” For the past few months, sustainment convoy protection had been the mission of the lieutenant’s platoon and that of every other military police platoon in the division.

The lieutenant now reviewed her hasty scrawls, which were awkward due to a lack of practiced handwriting on paper; however, her tablet had chosen this time for a reboot to install updates. Her company commander, who was standing beside her, fidgeted. The battalion commander was expecting a reply.

Technically, detainee operations were still covered in doctrine but they had not been emphasized in years. During recent conflicts—and during the training in preparation for them—requirements for the U.S. Army to hold enemy prisoners were brushed off, as it was regularly presumed that coalition partners would deal with them.

“What do we know about the enemy population?” the lieutenant asked, hoping that her voice projected more confidence than question. She noticed the battalion operations officer exchange a glance with the intelligence officer. “Not much. They weren’t supposed to be our problem,” replied the battalion commander. His mere presence at this mission briefing lent enough weight to the requirement that the company commander and collection of battalion staff took notice.

As the battalion commander explained the context, the lieutenant nodded, soaking it in. She was unfazed by the mission redirection, as she knew that she could rapidly upload the detainee operations doctrine on her technology-enhanced glasses (commonly referred to simply as “tech glasses”). The technology-enabled screen would exhibit real-time notifications, track movement on maps, and display files. In addition, artificial-intelligence programming was already evaluating the higher headquarters mission to develop the platoon plan and preparing to produce proposed courses of action for her review and approval. She looked sideways at her platoon sergeant, whose glassy gaze suggested that he was already viewing platoon-supporting sustainment plans displayed on the lenses of his tech glasses and preparing to transmit data to the tablet in his hands. The tech glasses were capable of processing vast quantities of data and transmitting it to the wearer, with the speed hampered only by the process of collating and merging the information with intelligence reports. Although the U.S. Army had already been making use of this technology for a few years, the fielding of user terminals incorporating synchronized tech glasses and accompanying tablets was far from ubiquitous. However, the lieutenant knew that, with the accelerated mission change, her platoon would need to heavily rely on this technology. Fortunately, the maneuver brigade commander supported by her battalion ensured that military police had access to the same equipment as

maneuver units. From talking to her peers, the lieutenant was aware that—with the dissolution of military police brigades several years ago—not all maneuver commanders had those same priorities. “We’ve got this, Sir,” she said. She was ready to go, and there was much to be done.

Two hours later, after much concurrent planning and amidst many hasty preparations, the lieutenant was ready to brief her platoon. Her Soldiers, most of whom had been born during the first Novel Coronavirus (COVID-19) pandemic, were now more comfortable with virtual communication than with face-to-face interaction. Even within their squads—and even when in the same room—the Soldiers preferred to engage in group chat, which included the timeless banter and teasing of youthful camaraderie and competition. The lieutenant understood this preference but was also grateful that her company commander continued to reinforce the need for personal interactions. She believed that conversations were meant to be had in person; this allowed her to interpret the body language and emotions of others and to convey expression and meaning in return.

As her noncommissioned officers quickly moved to implement her initial directions, the lieutenant continued to refine the plan. Although the leveraging of tech glasses allowed technical instructions to rapidly flow from the squad leaders, the technology could not supersede the platoon leader’s mission briefing. In developing the plan, the lieutenant knew that her role was to lend context to the doctrinal mission, marrying the intelligence reports with the battalion commander’s intent and imparting meaning and depth to the operation.

The lieutenant was concerned with the intelligence reporting—or lack thereof—regarding the detained population. Based on her assessment, she determined that the enemy prisoners might be hosting unanticipated embedded threats; after all, there must be some reason that they were so willing to be captured. She knew that she would need to instruct her platoon to limit their technological advantage in handling the prisoners in order to reduce the vulnerabilities of the platoon and to emphasize the need for ethical, humane treatment. Delivering her mission briefing to her platoon, the lieutenant emphasized the commander’s intent. She saw value in her platoon members understanding the background of the mission because she believed that would allow them to better implement the directions and develop new and innovative ideas.

As the lieutenant gave the instructions to drop the tech glasses, she sensed the hesitation of the platoon; however, only one Soldier voiced concerns. The platoon organic communications specialist respectfully objected—but with anxiety in his voice. He was hesitant to relinquish the safety of the technology. “Let me write the code for a firewall,” he implored, “I can protect the tech. We can upload it right away.” The lieutenant trusted the communications specialist’s competency, and she appreciated his initiative; however, she knew that they needed more time to write the code. “No, we don’t know what they have,” she heard her calm but authoritative voice say, “We must secure this population and


not make ourselves vulnerable to them.” Radio frequency identification was now archaic technology; still, she knew that the detainees could have ingested radio frequency identification tags (or something similar) to transmit their locations and digitally burrow into her Soldiers’ technology. Before they knew it, enemy artificial intelligence could begin to decipher and corrupt their systems and transmit their vulnerabilities. Although this threat was not new to their battlefield, this was the first time that the platoon might come face-to-face with an enemy that was providing it.

The lieutenant redirected the platoon and focused on characterizing the way in which the prisoners were to be treated. She explained that ethical treatment would be a force multiplier. Enemy forces, who had been raised on propaganda and had experienced development of their home countries, would be expecting the worst. But the lieutenant knew that once captured, they would be disoriented, malnourished conscripts who did not have the autonomy of independence and trust that her Soldiers did. They would live through this experience and communicate about it back at home.

Scanning her audience, the lieutenant saw the noncommissioned officers start to nod. They understood. The unknown threats of the enemy population could be countered not by increasing technology, but by setting it aside.

“The lieutenant gave us our mission and the intent. Now, we move out,” the platoon sergeant interjected as the lieutenant completed her briefing. He had reached his limit of tolerance for discussion about the mission. Galvanized by his firm instructions and leaving no room for interpretation, the assembled platoon members moved to make initial preparations.

The lieutenant knew that more planning and refinement of intelligence would be necessary. The hours before the platoon would depart to make contact with the first prisoners (possibly the first enemy prisoners of war held by the U.S. Army in years) would fly by. She would need to refine the details about how her platoon would execute without the full empowerment of technology. She made eye contact with several Soldiers as they turned to get ready; they nodded their understanding.

In the brief seconds before the lieutenant turned back to her planning tasks, a couple of thoughts crystalized in her mind: Missions were enabled by technology but could also be prevented by it. Leadership and communication were the mainstays. 

Lieutenant Colonel Williams is the commander of the 720th Military Police Battalion, Fort Cavazos, Texas. She holds a bachelor’s degree in political science from the U.S. Military Academy—West Point, New York; a master’s degree in policy management from Georgetown University, Washington, D.C.; and a master’s degree in military art and science from the School of Advanced Military Studies, Fort Leavenworth, Kansas.

The Military Police Platoon of 2040

By Captain Alexa C. Hernandez

The U.S. Army military police platoon of 2040 will most likely operate with cutting-edge technology, advanced tactics, and a focus on versatility and adaptability. The ever-evolving nature of warfare and the increased complexity of the modern battlefield will require that military police units be highly skilled and equipped to handle various challenges. This article describes how an Army military police platoon will incorporate advanced technology, multi-Service and international training, and commitment to professional excellence in 2040.

First, technology will play a crucial role in enhancing the capabilities of military police units. Military police platoon Soldiers will be equipped with advanced personal protective gear, including lightweight exoskeletons that improve strength, mobility, and endurance. These exoskeletons will enable military police personnel to respond to emergencies and to swiftly move across challenging terrain. Military police will be able to operate optimally, ensuring the safety and security of military personnel and contributing to overall mission success.

Technology such as artificial intelligence (AI) will play a critical role in analyzing vast amounts of data collected by surveillance systems and other sources. AI algorithms will enable the platoon to detect patterns, predict potential threats, and provide commanders with valuable insight for decision making. By leveraging AI, military police units will be able to more effectively anticipate and respond to emerging security challenges.

Surveillance and reconnaissance capabilities will be greatly enhanced with unmanned aerial vehicles and autonomous drones. Equipped with high-resolution cameras and sensors, these platforms will gather vital intelligence, providing real-time situational awareness that will allow military police units to more effectively monitor large areas and promptly identify and neutralize potential threats.

Second, in terms of operational tactics, military police platoons of 2040 will take a multifunctional approach. They will be trained to perform various tasks, including law enforcement, security operations, and support for combat units. This versatility will enable the platoon to adapt to different mission requirements and support for various operations, from stability and peacekeeping missions to counter-insurgency and high-intensity conflicts.

Specialized teams within the platoon will be trained at advanced training courses and various schools, including the

U.S. Army Military Police School (USAMPS), Fort Leonard Wood, Missouri, where military police Soldiers will learn advanced tactics, techniques, and procedures to combat evolving threats. USAMPS offers specialized courses such as the Military Police Investigator Course, which focuses on investigative techniques, crime scene processing, and evidence collection. USAMPS also offers courses in counterterrorism, force protection, and security operations. The specialized teams will use advanced equipment and technologies to effectively carry out their missions. They will work closely with civilian law enforcement agencies and intelligence organizations to share information and coordinate efforts in combating emerging threats.

Collaboration and interoperability will be critical elements of the platoon operational framework in 2040. Military police units will routinely engage in joint exercises and training with other branches of the military and international partners. By working collaboratively with these entities, military police will enhance their capabilities, expand their reach, and effectively address the complex challenges of modern warfare.

U.S. Marines could contribute to the development of military police through the use of their extensive combat experience and specialized training. Marines are known for their proficiency in expeditionary operations, amphibious assaults, and urban warfare. The Marine Corps Law Enforcement Academy, Quantico, Virginia, offers specialized training in riot control, crowd management, and close-quarters combat that could further assist the U.S. Army Military Police Corps. Collaborative training exercises with the Marines could provide military police personnel valuable insights into these areas, enhancing their operational effectiveness in challenging environments.

The maritime security and port operations expertise of the U.S. Navy could also significantly benefit Army military police. The Naval Criminal Investigative Service Academy, Glynco, Georgia, offers advanced training in criminal investigations, intelligence gathering, and other related areas. Army military police personnel could benefit from the expertise and experience of the Naval Criminal Investigative Service in conducting complex investigations and protecting naval assets. Joint training exercises and information sharing between the Navy and Army military police could improve the effectiveness of port security operations and help protect critical naval assets. Additionally, Navy intelligence

capabilities could assist Army military police in gathering and analyzing maritime-related intelligence, enabling proactive measures against potential threats.

U.S. Air Force aerial surveillance and reconnaissance capabilities could also significantly enhance Army military police situational awareness and response capabilities. Collaborating with the Air Force could provide military police with access to advanced aircraft, drones, and intelligence-gathering platforms. The Air Force Security Forces Academy, Joint Base San Antonio, Texas, supports military police personnel education. This academy provides advanced training in base security, force protection, and specialized law enforcement techniques. Collaborating with the Air Force would enhance military police capabilities in safeguarding critical installations and effectively responding to security threats. This partnership could enable timely and accurate information sharing in support of military police decision-making processes and improvements in the ability of military police to detect and respond to security threats.

Engaging with foreign allies could also provide military police with unique perspectives, expertise, and operational experiences. Conducting joint exercises and training programs with foreign military police units could allow Army military police to learn different approaches, tactics, and techniques. This cross-cultural exchange could foster innovation, broaden understanding of global security challenges, and establish valuable international partnerships for future operations. Training with foreign partners would also allow for information sharing, intelligence cooperation, and the sharing of lessons learned and best practices. Military police personnel could benefit from the experiences and expertise of their international counterparts in areas such as counterintelligence, counterterrorism, crime prevention, and intelligence gathering, which would improve the effectiveness of military police operations. International schooling for Army military police in 2040 may involve joint exercises, training programs, exchange programs, or cooperative initiatives with foreign military police units or allied nations. These opportunities would allow for the exchange of knowledge, skills, and experiences, contributing to the continuous development of military police personnel and strengthening their ability to address complex security challenges on the global stage.

Because the global security landscape is ever-evolving, adaptability and flexibility are required for military operations. Sharing intelligence, lessons learned, and best practices with trusted foreign allies could enhance the ability of military police to anticipate and address emerging threats, improving overall operational readiness. This would foster cooperation, enhance coordination, and enable seamless integration with other units during combined operations. Future interoperability will be achieved through standardized communication systems and shared protocols, allowing military police personnel to efficiently exchange information and coordinate actions.

Lastly, to ensure operational effectiveness, military police platoons of 2040 will prioritize professional development

to ensure the continuous growth and effectiveness of their personnel. Several measures can be taken to facilitate military police professional development. Leadership training programs can be implemented to cultivate strong leadership skills within the ranks. Developing effective leaders will enhance decision making, strategic planning, and the ability to inspire and motivate teams. Leadership development programs can encompass team dynamics, conflict resolution, ethical decision making, and organizational management. Encouraging military police Soldiers to pursue advanced education (advanced degrees, certifications) can significantly contribute to their professional development. Higher education sparks a deeper understanding of complex concepts, promotes critical thinking skills, and allows for the application of advanced theories and techniques to real-world scenarios.

Ethical considerations and respect for human rights will continue to guide military police operations. Military police must protect and uphold individual rights, including those of military personnel as well as civilians. Ethical consideration ensures that military police actions are conducted in accordance with the legal framework and that military police respect fundamental human rights such as the right to life, liberty, security, and due process. Ethical consideration and respect for human rights safeguard against abuses of power, misconduct, and violations of individual rights. By adhering to ethical standards, military police create a culture of responsibility and accountability. Soldiers will receive comprehensive training in the rules of engagement, conflict de-escalation techniques, and the protection of civilian populations. The military police platoon will prioritize community involvement and work closely with local populations to build trust, gather intelligence, and address security concerns.

The operation of a military police platoon in 2040 will be marked by advanced technology, the incorporation multi-Service international training, and a commitment to professional excellence through the integration of cutting-edge equipment, AI-driven systems, and enhanced tactical training. The resulting expertise, professionalism, and dedication will ensure the maintenance of law and order, the protection of individual rights, and the preservation of trust and legitimacy. By embracing evolving challenges and leveraging emerging technologies, military police Soldiers will continue to adapt and excel, contributing to the Army's ability to effectively meet the demands of future conflicts. The U.S. Army military police will remain a critical force, upholding the values and principles that define the armed forces and securing a safer and more secure future for all.



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MILITARY POLICE OPERATIONS IN 2040

By Colonel Jeremy E. Kerfoot

The battlefield of 2040 will be dynamic, demanding, and lethal. The speeds and distances of future warfare will require semiautonomous and independent operations at echelon and across the full spectrum of battlespace to synergize efforts in support of maneuver operations. The environment of 2040 will drive how the Army fights and how the Military Police Regiment must adapt to provide better maneuver support from the strategic support area forward to the close fight. The technology that supports this environment will be enhanced by artificial-intelligence processing and challenged by peer adversaries that can operate in the multidomain arena. Military police support will be required across all phases of operations, from competition to conflict to consolidation.

Though the future battlefield will be characterized by increased swiftness and lethality, one point remains: Boots on the ground will be necessary to exact control where needed on the battlefield; this is where military police can assist. Through our missions of support to large-scale combat operations, security and mobility support, protected logistics, detention operations, and host nation security integration, military police will continue to demonstrate utility to the Army in the future fight. This concept was recently tested during Warfighter Exercise 24-03, held at the Mission Command Training Complex, Fort Cavazos, Texas, in April 2023.

Support to Large-Scale Combat Operations

During Warfighter Exercise 24-03, the 89th Military Police Brigade, Fort Cavazos, supported III Armored Corps, Fort Cavazos, in a scenario in which the brigade was required to defend against and ultimately overcome a peer adversary with future capabilities. Military police performed their prescribed functional role and were allowed to execute assigned tasks within doctrinal parameters. With a focus on conducting security and mobility support, detention operations, and host nation security coordination, military police have an increased awareness of an operational environment that can enable maneuver forces to identify and react to challenges and opportunities across the wide range of military operations. Many of the current military police tasks will not change in nature on the 2040 battlefield; however, the way in which those tasks are executed will. The speed at which military police will be required to analyze and perform tasks will likely be the principal change in how missions are completed.

Security and Mobility Support

The security and mobility support mission protects the force and preserves the commander's freedom of action, with units expediting the secure movement of theater resources to ensure that commanders receive the troops, supplies, and equipment needed to support the operational plan and changing tactical situations. Military police units take proactive measures to detect, deter, and defeat threat forces operating within the rear to close areas. The 2040 battlefield will include longer ground lines of communication, stretching the capability of military police to cover ground assets across the breadth of the operating area. The speed at which the battle could unfold and the need to relocate logistics and headquarters hubs to avoid targeting will require an agile force that can cover ground lines of communication and provide area security to cover "the middle," ensuring the protection of any seams.

Military police must be armed to detect and delay up to Level III reconstituted threats¹ in the rear area and defeat lower threat levels within the battlespace. Sensors such as those onboard small, unmanned aerial vehicles provide "at will" surveillance and detection capability along routes and within prescribed areas. Static sensors could be used to detect environmental changes along routes. Equally important is the use of artificial intelligence to scrutinize reporting and intelligence in order to provide predictive analysis and potential targeting information. The continued ability of military police to gather human and criminal intelligence on the battlefield and to provide analysis at greater speeds will assist in the development of an understanding of the battlefield beyond the known enemy, which in turn, will have a bearing on the phases of operations.

Protected Logistics

Protected logistics, a subset of security and mobility support operations, will be critical in keeping up with the tempo of the fight and moving supplies, personnel, and equipment forward on the future battlefield. Whether or not the 2040 battlefield includes unmanned robotic vehicles, military police will be needed for escorting and protecting logistics. In conjunction with their roles in route security and regulation, military police are ideal for providing a ground-based protection capability for critical protected logistics that need to make it to the front. Armed with enhanced lethality and protection, maneuver and logistics units would need to have this critical task conducted in order to keep the momentum going and unencumber maneuver units in the sector.

Detention Operations

The 2040 battlefield will require that military police continue to conduct detention operations, support internally displaced persons, and perform battlefield confinement. There is no alternative, as military police are the experts in the field. The speed and lethality of future combat will result in the potential for larger populations of detainees who will need care and custody as they are sped to the rear and vetted for intelligence value. Military police elements will need to be agile in their execution of detention operations, as the distances from which detainees may be coming could require that additional temporary or permanent detention facilities be stood up. As the likelihood of future battles persists in and around densely urban areas, the need to help care for and move internally displaced persons off the battlefield will continue. This is a mission that was proven critical during Warfighter Exercise 24-03, as military police elements worked with host nation security forces to move internally displaced persons off the main supply routes. Military police of the future will also be armed with an improved ability to collect human intelligence through interaction, available sensors, and biometric exploitation and analysis.

Host Nation Security Integration

The 2040 battlefield will continue to require host nation security coordination and integration. Military police have a natural ability to connect with both military and civilian security forces—especially in a law enforcement capacity. Military police can be used in the host nation security coordination of critical areas identified by risk and protection priorities and can provide partnerships to bolster multinational operations. A key outcome of host nation coordination is criminal intelligence, which can be gained and analyzed to support ongoing operations and targeting. Military police can partner with civil affairs organizations to ensure the consistent application of host nation operations to meet the needs of maneuver forces. An enhanced artificial-intelligence capability will be needed in order to analyze criminal intelligence and improve equipment interoperability and translation services for communication technology to help units adapt and communicate with host nation security forces on the 2040 battlefield.

2040 Requirements


To maximize military police capability in the year 2040, military police formations must be provided with the appropriate technology and equipment to be practical enablers for maneuver, including command-and-control systems, survivability/mobility technology, and sensors and surveillance equipment. Formations at echelon must be armed with a highly mobile command-and-control platform that can be used across the battlefield. Whether this is a joint, light, tactical vehicle or a Stryker variant, mobility of a mission command headquarters will be critical for keeping pace with the support needed for subordinates and maneuver elements. An enhanced communications capability coupled with upper tactical infrastructure to effectively communicate support and assist in the security of communications would be inherent in the mobile platform. Military police, operating in the

same battlespace as maneuver elements, must be equipped to execute all operations in support of those elements.

As military police operate across the battlefield, they must also be provided with survivability measures to execute dynamic and versatile missions that may unexpectedly arise. Enhanced armor protection and updated mobility platforms are necessities, and military police formations should be outfitted with equipment similar to that of maneuver elements to ensure that they can survive on the future battlefield and neutralize threats as they arise. Lethality is a consideration for up to a Level II threat,² with the ability to detect and delay a Level III threat. As military police operate in the rear to close areas, they must be able to engage threats in order to survive.

Military police executing operations across the battlefield must also have the ability to sense and surveil the operating environment. Passive and active sensors can detect environmental changes and will provide predictive analysis for mission execution. And surveillance technology—either launched from, or attached to, vehicles—will provide amplified “eyes on” for the execution of military police mission sets. This intensified surveillance capability will assist in protecting friendly elements and targeting the enemy and in adjusting mission plans accordingly. At every level, military police will use tools and systems enabled by artificial intelligence to analyze and examine the operational environment. Military police must employ analytical assessment tools that focus on security and policing considerations and on impacts that are useful for maneuvering during conflict and the consolidation of gains.

Epilogue

Military police forces will continue to ensure that practical efforts are consistent, nested, and conducted within a shared framework as they support maneuver and mobility. Consistent with our history and heritage of protecting and preserving the force, the military police of 2040 will not replace any specific capability or competency currently provided but will take an informed approach toward increasing the effectiveness of current capabilities to an Army that will need to be able to function in semiautonomous formations in complex environments. The ability of military police formations to survive, detect, and defeat threats and enemy mission command in those tough environments will be crucial in enabling the freedom of action of maneuver. 

Endnotes:

¹Level III threats contain up to four armored tanks that have been bypassed by maneuver elements and may be in the rear area.

²Level II threats consist of one or two tanks or a squad of special forces.

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An Imagined Military Police Platoon in 2040

By Captain Abigail E. Drew and Captain Tyler J. Shimandle

“There they are, just on the other side of that ridge,” exclaimed First Lieutenant Koppland, pointing to a nearby hill through the front window of a Joint, Light, Tactical Vehicle, Version 2 (JLTV2). With his naked eye, he saw the elevated terrain and wet, unpaved road. Visible on his visor display, the identification marker for the 2d Squad lay beyond. The blinking dots indicated that one of his squad leaders, Staff Sergeant Ruff, was on the move—presumably, thought First Lieutenant Koppland, verifying that his troops at the traffic control post were ready to direct the next logistics convoy.

Cramped in the truck commander’s seat of a second JLTV2, platoon sergeant Sergeant First Class Joseph reviewed a complete, live-action overlay from his tablet. The comprehensive monitoring-of-the-battlefield workbook, affectionately known as “Combat Waze,” displayed unit action, movements, and reports from the division area of operation. A predictive analysis tool at the bottom of the screen allows the user to view a running estimate of what is “supposed” to happen on the battlefield. The platoon sergeant chuckled to himself at the artificial-intelligence prediction. Over the internal communications link, Sergeant First Class Joseph’s voice boomed and then dropped off in First Lieutenant Koppland’s ears: “‘Ey, Sir. Looks like a convoy went through Staff Sergeant Ruff’s traffic control post just about an hour ago. Let’s stop and chat with ‘em to see how it went ‘n that.”

First Lieutenant Koppland grinned and tapped his visor display. Perhaps there was signal interference, or perhaps it was Sergeant First Class Joseph’s thick Pittsburgh accent—but the closed-caption display on the visor didn’t quite catch that last transmission.

The two-vehicle convoy crested the ridge and was warmly greeted by 2d Squad. Happy to see familiar faces, Staff Sergeant Ruff trekked through the ankle-deep mud, which was getting progressively worse with the light drizzle, toward his leaders. His lightweight environmental-adjusting camouflage was currently made up of a mix of browns, blacks, and dark greens. “Good morning, gentlemen. Where are you headed this fine day? We can direct you to any location in this entire Polish countryside,” he said.

Sergeant First Class Joseph rolled his eyes and said, “Knock it off, Ruff. We’re here to check on yinz [plural for ‘you’ in Pittsburgh]. How are the troops doing out here? Staying warm?”

The noncommissioned officers (NCOs) then conversed about current discipline and morale, logistics status reporting, and the past 8 hours of mobility support. Staff Sergeant Ruff pulled his tablet (with Combat Waze) out of a cargo pocket and reviewed his logistics and personnel status report projection for the next 3 days with Sergeant First Class Joseph. Staff Sergeant Ruff noted that the Class I (food and water) field was highlighted in red, indicating that resupply was required within the next 18 hours; that Private Strib was projected to return to duty from the ROLE II (brigade aid station) in the next 3 days; and that the work/rest cycle for last 2 days had been suboptimal, as indicated

by the amber status bar. Swiping to the next screen, Staff Sergeant Ruff showed his leaders a video of the drone swarm that one of his gunners had eliminated the previous day.

“Wow! Y’all shot down every chicken and child in that swarm,” said First Lieutenant Koppland (whose rural Texas analogies sometimes couldn’t be translated by even the most advanced artificial intelligence), “Who’s the sharpshooter who did that?” “That would be Szymanski, Sir,” replied Staff Sergeant Ruff, “He’s in Sergeant Draw’s truck. They’re providing overwatch just up the road.”

Deciding to check on Sergeant Draw and Private First Class Szymanski, First Lieutenant Koppland left the two NCOs to finish their conversation. As he approached Sergeant Draw’s overwatch position, First Lieutenant Koppland noticed that she was sitting next to the truck, feverishly tapping away in Combat Waze, oblivious to the rest of her surroundings. He cleared his throat. Startled, Sergeant Draw jumped and said, “Holy sh--! Oh! Sorry, Sir! You scared me! You can’t go sneaking up on people like that!” First Lieutenant Koppland laughed, “Sneaking up? You could have seen me walking from a kilometer away in this terrain. What’s so interesting on your tablet anyway?”

“Well, it’s frozen Sir”, explained Sergeant Draw, “unless everyone in the division decided to stop moving at the exact same time. I was just previewing the artificial intelligence prediction for the 1-8 Cavalry hasty attack tonight. It analyzed that we should expect 124 more detainees, and then it just froze.” First Lieutenant Koppland sighed and said, “Let’s hope that’s another prediction the artificial intelligence gets wrong. I don’t think we can handle that many more detainees. 1st Platoon can barely feed the 80 we have already. And it looks like your battery is low. You know, ever since this global steel shortage, they’ve been skimping on the quality of that stuff.”

A few years back, when First Lieutenant Koppland and Sergeant Draw had first joined the Service, no one could have predicted that China would seize Indian steel production. However, the impacts of that seizure were tangible—even here, on the other side of the globe.

“Well, hey—on another note, where is Szymanski?” asked First Lieutenant Koppland, “I want to compliment him on his fine shooting the other day.” As if on cue, the armored back window of the JLTV2 was rolled down and there was Private First Class Szymanski, sitting in the swiveling gunner’s seat, still wearing his Visual Immersion Synchronized Individual Optic Navigator (VISION) helmet. The VISION helmet synchronizes the gunner’s movements with the weapons systems on the truck. By simply turning his head, the gunner can identify targets and slew to cue fires with lethal precision. The whole get-up—which was glossy black, covered the Soldier’s entire head, and had three antennas protruding from the forehead area—looked alien to First Lieutenant Koppland.

“Well, *dzien dobry*, Sir!” came Private First Class Szymanski’s surprisingly clear voice through the helmet. The visor that

First Lieutenant Koppland was wearing translated the Polish to “good morning.” “You know, Szymanski—if tomorrow we lose all this technology, at least we have you to help us understand our Polish buddies,” said First Lieutenant Koppland.

While telling their story, with the vehicle weaponry set to auto-scan, the three military police Soldiers conversed for several minutes. Sergeant Draw and Private First Class Szymanski described the drone swarm for First Lieutenant Koppland. Sergeant Draw continued to monitor the cameras in the top left section of her visor. Suddenly, an alert popped up on the screen and they heard, “Warrior 2-2, this is Bayonet 1-2 . . . we’re 5 minutes and . . . seconds out from your location . . . bringing another LOGPAC of . . . vehicles . . . special asset code-name SPELL in convoy . . . how copy, over?” The lieutenant was beginning to think that there might be something messing with the communications since they hadn’t been this degraded lately.

First Lieutenant Koppland thanked the team one more time and then returned to his vehicle to observe the approaching convoy. As Sergeant Draw and Private First Class Szymanski watched the lieutenant leave, Sergeant Draw commented, “They must be securing something pretty important in this convoy to have a SPELL with them.”

“What the heck is a SPELL, Sergeant?” asked Private First Class Szymanski, “I’ve never heard of it.” “It’s a Self-Propelled, Event-Limiting Locator,” Sergeant Draw replied, “Basically, it’s a self-driving robotic trailer, maybe the size of a dinner table, that creates a protective dome around an asset. It can shoot down artillery and drone swarms and will even detect incoming jamming signals and frequency-hop the entire convoy’s communications to a different bandwidth without missing a beat! I still remember when Tesla[®] was campaigning to sell it to the Army . . . ‘Protect your assets with a SPELL; it’s like magic!’” The gunner rolled his eyes as he put his VISION helmet back on.

Following a few minutes of silence after they got back in the truck, Private First Class Szymanski asked, “Wait—then why would they need a military police squad to provide convoy security if they have one of those? And how do you know so much about it anyway?” “Well, SPELL is great at protecting the convoy, but who is going to protect it?” Sergeant Draw replied. That made sense, nodded Private First Class Szymanski, “But what about my other question?” “Oh, right. Well, I used to be in a logistics unit that had one—and let’s just say we did a lot of equipment layouts,” laughed Sergeant Draw, grimacing at the memory of inventories.

Meanwhile, as First Lieutenant Koppland and Sergeant First Class Joseph were preparing to leave the rest of 2d Squad and move on to the next traffic control post, Staff Sergeant Ruff waved at them to stop. Sergeant First Class Joseph asked what he wanted through the communications link, but Staff Sergeant Ruff kept pointing to his helmet and shaking his head. “What the hell?” said Sergeant First Class Joseph as he opened his truck commander door. “Hey, Big Sarge—we just lost everything. All my trucks did. Absolutely none of the communications are working. Are yours?” said Staff Sergeant Ruff. Sergeant First Class Joseph glanced at his tablet on the dashboard; it was completely frozen. He looked back at Staff Sergeant Ruff and then noticed that First Lieutenant Koppland had gotten out of his truck and was looking skyward while approaching. His tablet was displaying a blue screen of error messages.

All three of the Soldiers looked up; and after a few seconds, Sergeant First Class Joseph noticed the trail of a fighter jet

in the clouds. All of the indicators were there; this jamming was deliberate. The intelligence officer had mentioned something like this in one of her threat updates a while back. She had called the phenomenon a precision electromagnetic pulse. It was capable of completely frying almost any electronic device with little to no warning. While the potential situation was interesting to think about, Sergeant First Class Joseph hadn’t lost any sleep over it. Realistically, what would he be able to do about it anyway?

Luckily, Sergeant First Class Joseph had planned as much as he could have. He said, “Sergeant Ruff, you know the battle drill. Get those [frequency modulation] radios out of the hardened containers in the trucks. Sir, go get yours up and running too. Make sure it’s on low power for now. I only want those that need to hear us to be able to.”

The battle drill of loading an Advanced System Improvement Program Radio and conducting a radio check reminded Sergeant First Class Joseph of when he had first enlisted and had attended one-station unit training way back in 2023. Back then, as a young trainee, he never would have guessed that 17 years later he would still be doing the exact same thing—just under different circumstances.



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MP=MULTIPURPOSE

By Sergeant Matthew P. Ahern and Sergeant Stephen C. Prochniak

When the Russian Federation invaded Ukraine nearly 20 years ago, the world was put on notice. Since then, conflicts between nation-states have only continued to escalate. The Department of Defense has been preparing for a transition to near-peer conflict since the early 2000s; and in late 2039 into 2040, the Military Police Corps was mobilized to support the war effort.

It's 16 July 2040, and 3d Platoon, 972d Military Police Company, a Massachusetts National Guard unit headquartered at Hanscom Air Force Base, Massachusetts, is on the final week of its 9-month rotation in Ukraine. Although still led by a platoon leader and platoon sergeant, more responsibility has shifted to squad leaders during the last decade. Military police squads must be capable of operating independently and dynamically due to the surveillance and reconnaissance capability of America's adversaries. Large forward operating bases are easy targets for enemy fire, so the Soldiers of 3d Platoon spend much of their time operating in smaller elements in austere environments. Though military police officers operated at the squad level during the Global War on Terrorism, enemy intelligence capabilities now make decentralization essential. As a result, staff sergeants make even more tactical decisions than their predecessors did.

Today, the military police are dismounted in a densely populated town. Though the uniformed enemy military has been forced back dozens of miles from this location, partisan activity is a significant threat in this conflict. These irregular military groups often consist of armed and radical civilians led by members of the enemy intelligence service or enemy officers who were bypassed during the initial phase of

the operation. They utilize their knowledge of the region and their ethnic connections to the population to target American assets whenever possible. Their actions have included assaults against supply convoys and depots, destruction of crucial infrastructure and, on rare occasions, direct attacks against rear-area bases.

The densely populated town is now a key logistical hub for American and North Atlantic Treaty Organization forces in-country. Partisan forces have tried and failed twice to

disrupt allied operations. 3d Platoon has denied their advance. The roving patrols made up of three-person teams sweep along the fence line surrounding the depot. As they patrol, they politely tell curious civilians (as best they can manage in the local language) to stay back from the fence line. Within the past 5 years, the Army has acquired four-legged robots that are primarily based on the "Spot"® model developed by Boston Dynamics in the 2010s and 2020s. Known as "The Dog" by its 3d Platoon handlers, the robot trots



"Spot"®

along next to the patrol, using its technology to more accurately translate the messages from the patrol to the local language.

During previous operations, The Dog has enhanced 3d Platoon reconnaissance capabilities by taking advantage of its mobility and using its cameras to check corners, ditches, and rooms before Soldiers are put at risk. The Dog can carry up to 80 pounds and, on one occasion, carried the gear of a 3d Platoon Soldier who was wounded in action.

Advanced technology like The Dog has become a critical asset for 3d Platoon. In the first month of platoon deployment, enemy cyberwarfare divisions attempted a large-scale

cyberattack against American Army rear and frontline elements. 3d Platoon was among the units targeted by the attack. Advanced artificial intelligence (AI), utilizing machine-learning algorithms, has been employed and fielded by the Department of Defense since 2033, and the local copy of AI on the network used by the platoon adapted to the probing attack and redirected the enemy away from critical systems. A simple pop-up message notified the platoon of the cyberattack on its communication systems; but aside from a brief slowdown in electronic systems, the effects of the enemy attack were largely imperceptible and there was little to no impact on the overall mission. Incidents like these would continue throughout the time that 3d Platoon was to spend in-country. The enemy never could gain a technological edge, thanks to the rapidly adaptable AI.

It's now 25 July 2040, and 3d Platoon is on the flight home. A mere 3 days is slated for demobilization. Advancements in technology, based on the lessons learned after the wars in Iraq and Afghanistan, have dramatically shortened the process. The Soldiers of 3d Platoon are excited to return home to their lives and their Families, and their state is eager for the return of law enforcement capabilities to mission support packages.

A short rest and relaxation period precedes the unit's return to a regular drill schedule. The home front comes with a host of responsibilities for the military police. A changed climate has increased the likelihood of severe storms, and the platoon has returned home at the start of hurricane season. However, predictions for the 2040 season indicate that it should be uncharacteristically mild. National Weather Service data shows a low likelihood of natural disasters in the region, so stateside contingency missions, such as hurricane response, are not considered a priority.

The drill schedule allots the unit significant time to train on its mission-essential tasks in preparation for possible re-deployment. At the same time, rumors of an upcoming activation require increased focus on training for defense support of civil authorities whenever time allows. This training is driven by the platoon noncommissioned officers, most of whom have experienced these activations in the years leading up to the overseas deployment.

Unfortunately, civil disturbances have been requiring more support from Soldiers like those in 3d Platoon. The Information Age has forever changed the global dynamic; democracies and dictatorships alike have faced increased division among their civilian populations. The United States is no exception; during the late 2020s and 2030s, there were dozens of activations for military police nationwide. Throughout the past 2 decades, military police have achieved a reputation for effectively preserving peace. National Guard military police offer a unique skill set for this mission. Their employment experience outside of the military helps them to seamlessly integrate with civil authorities. These frequent civil support missions prepared 3d Platoon for its recent deployment, where the ability to work with civilian law enforcement personnel and build rapport with the civilian population was essential.

On Monday, 5 November 2040, Soldiers of 3d Platoon are directed to immediately report to the armory. The notification comes via a system that bypasses "do not disturb" and "silenced" settings on their phones to ensure that the messages are delivered. This drastically decreases response time, and leaders spend less time trying to reach Soldiers who did not receive notification. The Soldiers of 3d Platoon arrive at the armory, where the full-time staff has already begun laying out civil-disturbance gear. Their law enforcement ensemble kits are ready. Months of deployment have demonstrated the importance of equipment maintenance, and platoon leaders conduct routine inspections during drill periods in preparation for situations like this. The distribution of the civil-disturbance gear is seamless. The gear is rapidly distributed using electronic rosters, and Soldiers need only type their names into the system, grab their gear, and go.

Three and a half hours after the notification was sent, 3d Platoon is mounting up. Its destination is the state capitol, and the tactical vehicles roar to life. Escorted by local and state police cruisers, the convoy travels down the interstate; the city skyline grows closer. The platoon uses a local network to assist individual vehicle commanders in working with one another to coordinate their positions before arriving at their destinations. Noncommissioned officers coordinate with local law enforcement personnel to determine where their vehicle teams can be best utilized. These leaders rapidly dismount and establish their points with enhanced knowledge of their surrounding assets, rather than blindly arriving at the incident.

Once again, the Soldiers of 3d Platoon find themselves dismounted, providing security in an urban environment. This time, they are there to support the First Amendment Constitutional freedoms of their fellow citizens and to protect state property.

It is said that the best humor is rooted in reality. This holds true for the long-running joke among military police that "MP" stands for "multipurpose." The military police of the Army National Guard know that this is an accurate statement, as they've lived through it before and will undoubtedly live through it again.



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DECODING AN UNKNOWN ENVIRONMENT WITH MILITARY POLICE CORPS TECHNOLOGY

By Captain Benjamin R. Peden

The future Military Police Corps will continue to execute its mission set but will do so with the emergence of new technology on the world stage and on the battlefield. The advancement of drones, the integration of blockchain technology, and an upsurge in artificial intelligence (AI) applications will be at the forefront as the Military Police Corps moves toward 2040.

In the aftermath of Hurricane Harvey in 2017, the Federal Emergency Management Agency used drones to conduct rapid damage assessments of critical infrastructure such as roads and bridges; these assessments enabled the prioritization of response efforts and more effective allocation of resources.¹ As unmanned aerial vehicle technology continues to advance, the Military Police Corps—specifically, the military police platoon—will most likely broaden its use of drones, incorporating them into the military police toolkit and integrating them for security and mobility tasks at the tactical level beyond 2040. For example, a young platoon leader in a disaster zone may need to use drone assets to obtain a local damage assessment following a natural disaster. By capturing data and detailed images, drones can provide a more complete and accurate damage assessment than is possible with a ground level inspection.

In 2017, the United Nations Development Programme launched a blockchain-based digital identity platform known as “ID2020” to assist refugees in Syria and Iraq in accessing essential services.² The platform provided refugees with a secure and verifiable digital identity that was used to access a range of services including healthcare, education, and financial support. Additionally, the system stored and verified the identity information, ensuring that it was secure and tamper-proof.³ In the future, the Military Police Corps may incorporate blockchain technology to identify refugees and displaced persons in support of military police missions, such as stability operations. For example, a company commander on the battlefield might receive an influx of displaced personnel who do not have formal identification documents. Blockchain technology could address this challenge by providing a secure, tamper-proof identity verification system accessible by multiple organizations. By creating a decentralized and immutable record of an individual’s identity, blockchain technology could provide a reliable and trusted source of identification similar to the automated biometric toolkit currently in use by the Military Police Corps. While the implementation of blockchain-based identification technology would require significant investment in infrastructure and training, it would significantly enhance the ability of the Military Police Corps to conduct stability operations in a large-scale operation.

In 2018, India deployed an AI-powered flood prediction and early warning system that uses machine learning to

predict the likelihood and severity of floods. The system provided accurate predictions of floods in the area during monsoon season, thus minimizing the impact of the natural disaster.⁴ A similar AI platform with real-time monitoring capabilities could be integrated into the Military Police Corps to significantly enhance the ability to predict natural disasters and shape operations for all mission sets. For example, AI weather analytics could help prepare a battalion or brigade commander to send military police Soldiers to assist with stability operations after a natural disaster. By leveraging advanced analytics and machine-learning algorithms to evaluate vast amounts of data from diverse sources, the Military Police Corps could gain valuable real-time insight into the risks and potential impacts of disasters, enabling the organization to proactively determine when and where to deploy its assets.

The Military Police Corps currently uses drone assets for real-world missions; thus, multifaceted drones could be easily adopted and integrated into the Military Police Corps arsenal. However, blockchain and AI technologies are novel and their use would require that the Army heavily invest in infrastructure changes and personnel training. Nevertheless, while the future is vast and unknown, implementation of these technologies by the skilled men and women of the Military Police Corps will assuredly result in a thriving Corps that successfully completes its mission into 2040 and beyond.

Endnotes:

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³*Blockchain Against Hunger: Harnessing Technology in Support of Syrian Refugees*, World Food Programme, 30 May 2017, <<https://www.wfp.org/news/blockchain-against-hunger-harnessing-technology-support-syrian-refugees>>, accessed on 10 July 2023.

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EMERGING MILITARY POLICE PLATOON ASSETS AND CAPABILITIES

By Staff Sergeant Joshua J. Franklin

Since the American Revolutionary War, military police have undeniably been a critical element in maintaining discipline, justice, and law and order within the U.S. Army. Looking ahead to 2040, it is imperative to acknowledge that technological advancements and shifts in global security will significantly impact the capabilities and duties of military police platoons. Incorporating cutting-edge tools such as drones, robots, artificial intelligence, and simulations will be vital in ensuring that these platoons can effectively minimize risks to personnel.

One of the most significant changes that the Military Police Corps will see is in the area of equipment—specifically, the increased integration of unmanned systems. Drones with weapons capabilities will be used by military police platoons tasked with providing security for assets, and the availability of drones will shape how military police platoons conduct security duties for the movement of convoys in and around the area of operations and ensure the safety and security of forward operating bases, resulting in decreased risk to human lives. Drones with attached weapons capabilities will allow military police platoons to secure restricted areas without cross-contamination and risk to human life. Furthermore, drones offer employment opportunities in areas with limited access, such as an operational environment contaminated with chemical, biological, radiological, and nuclear agents.

As with other emerging technologies, there are risks associated with the use of drones—particularly with the mechanics and employment. It is currently not possible to quickly and efficiently maintain drones while in the heat of battle, which could prove detrimental in situations in which there is no other way to stop an advancing force. It is essential that we overcome this obstacle and develop the capability to quickly replace and produce equipment in mass because Russia has been able to destroy 90 percent of Ukraine's drones utilizing electronic warfare.¹ We must purchase, maintain, and replace drones at the end of their lifecycle in rapid fashion; if this process is too lengthy, this type of technology becomes very risky. If we cannot fully use our capabilities, we will fail. Mitigating these issues should be a top priority of not only military police platoons but also the Army in general. Drones have been widely used and commercially available for years, meaning that the Army has a sufficient sample size from which to choose.

Military police assets are undergoing another significant shift as robotic dogs take over the roles of military working dogs in some detachments. The new and improved robotic dogs have superior capabilities and can detect individuals, drugs, and explosives much faster than their live counterparts. The use of robotic dogs will boost efficiency and ensure the safety of military working dogs currently on the battlefield.



A quadrupedal unmanned ground vehicle, or “robotic dog”

However, challenges such as safeguarding robotic dogs from the elements to prevent rusting or overheating must be addressed. Additionally, military working dog handlers must undergo recertification to master the intricacies of caring for mechanized equipment rather than live animals. The way in which these robotic dogs function must also be taken into account. Are they taking commands from someone via an interface, or are they independently

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The War in Ukraine:

How the JSA Has Impacted Units in the European Theater

By Staff Sergeant Patrick W. Stewart

When Russia invaded Ukraine in February 2022, the United States and its North Atlantic Treaty Organization (NATO) partners considered appropriate geopolitical and military response options. For varying reasons, the U.S. response included all such options except deploying U.S. military personnel into Ukraine to engage in direct combat alongside Ukrainian forces. As the war between Ukraine and Russia progressed, the United States and its NATO partners refined their support parameters and supplied Ukraine with lethal-aid equipment, which is military equipment provided by one or more nations to another country that can no longer adequately equip its own military.¹

History provides a template for this type of support; during the World War II era, the United States initiated the Lend-Lease Program, supporting its allies who were fighting against the Axis Powers.² With the historical Lend-Lease Program examples and current military doctrine, U.S. leaders in Washington, D.C., as well as at the headquarters of the U.S. Army European Command (EUCOM) and U.S. Army Europe and Africa (USAREUR-AF) have helped implement mission support for Ukraine via arms, ammunition, and explosives (AAE). The historical examples and current doctrine enabled EUCOM, through USAREUR-AF, to direct the USAREUR-AF-subordinate 21st Theater Sustainment Command (TSC) and its subordinate unit, the 18th Military Police Brigade, to establish and operate a joint security coordination center to provide protection in the joint security area (JSA) as part of the U.S./NATO support to Ukraine.

Why did EUCOM/USAREUR-AF task the 21st TSC/18th Military Police Brigade to operate a JSA in support of Ukraine? There are three primary military police disciplines: police operations, detention operations, and security and mobility support. Military police operate in support of commanders to establish and maintain an orderly environment in which commanders and their forces can operate with minimal threat interference.³ Because the 18th Military Police Brigade is the only organic military police brigade throughout the USAREUR-AF area of responsibility (AOR), it works closely to support USAREUR-AF-derived missions and objectives. The mission of the 18th Military Police Brigade is to command competent and agile maneuver support formations trained in policing, detention, security, explosive ordnance disposal, and engineering operations, enabling decisive action in support of USAREUR-AF to protect the force and their Families, secure critical sites/assets, enhance the NATO alliance, and ensure freedom of movement. In the

context of military police doctrine, the 18th Military Police Brigade mission statement, and the 18th Military Police Brigade role as the only maneuver support brigade in the 21st TSC, the decision to task the 18th Military Police Brigade to operate a joint security coordination center in support of Ukraine makes fundamental sense, as the structure of the EUCOM AOR is like that of a doctrinal JSA.

JSAs are areas within a theater that are designed to facilitate the protection of joint bases and their connecting lines of communication.⁴ JSAs are continental U.S. garrison or contingency location structures meant to aid in the security of joint bases, garrisons, or contingency locations.⁵ A JSA is vital in a conflict, ensuring that supplies, equipment, and personnel are secure and can reach frontline troops.

The EUCOM AOR consists of eight garrisons across Germany, Italy, Belgium, and Poland—all staffed with personnel from the 18th Military Police Brigade. The Soldiers of the 18th Military Police Brigade are trained, proficient, and capable of protecting joint bases and lines of communication in support of a JSA throughout the EUCOM AOR. Although not strictly a military police function or skill, providing security to AAE missions and transporting lethal aid to Ukrainian allies is a mission for which the Soldiers within the 18th Military Police Brigade are well-suited and trained to accomplish.

Tasking the 18th Military Police Brigade with operating a JSA is not only doctrinally sound but also logical because 18th Military Police Brigade personnel are permanently assigned to U.S. Army garrisons in Germany, Italy, and Belgium. This allows the 18th Military Police Brigade to organically provide support to seven of the eight garrisons within the European theater—the only exception being a garrison in Poland, where V Corps uses continental U.S.-based military police to provide additional support to the garrison law enforcement mission on a rotational basis. The geographic coverage of the 18th Military Police Brigade allowed strategic-level decision makers to focus on AAE aid to Ukraine and on safe transport without worrying about JSA security. Securing the JSA is inherent in the daily 18th Military Police Brigade garrison law enforcement mission.

Despite the doctrinal and logistical practicality, tasking the 18th Military Police Brigade has its shortcomings. The decision to support Ukraine with lethal aid caused the EUCOM AOR to partially shift to an operational theater. However, most units in the AOR did not shift from a garrison mindset to a mission-focused one. Units continued emphasizing training exercises to validate their mission-essential task lists. Individual brigades and rotational units

from the United States shifted to the mission-focused mindset on an as-needed basis. By no means should every unit in the European theater shift to a combat-focused mentality; however, clear priorities and guidance from theater and strategic-level units regarding how to balance supporting the only active war in the European theater with sustaining the force through robust garrison opportunities would have immensely helped the brigade level and rotational units.

The lack of prioritization and guidance was especially noticed at the team and squad levels within the 18th Military Police Brigade. The brigade has a 24-hours-a-day, 7-days-a-week, 365-days-a-year mission to assist, protect, and defend U.S. Service members, their Families, and the installations across Europe. Regardless of what is happening around the world, that mission does not change. Additionally, the 21st TSC frequently tasks the military police to escort AAE from their arrival at German ports, across Germany, and into Poland until other NATO partners can pick up the lethal aid and provide it to the Ukrainian military. Depending on the route, mode of travel, and other factors that change from one time to the next, these missions can take multiple days, which requires that the 18th Military Police Brigade ask more of its Soldiers.

The strain on Soldiers of the 18th Military Police Brigade is increased by the ongoing Army recruitment issues. In 2022, the Army was able to retain Soldiers who were already serving but struggled to recruit new Soldiers for enlistment.⁶ This recruiting challenge impacts military police working the law enforcement mission as well as support provided to the lethal aid mission, as junior noncommissioned officers and junior enlisted Soldiers usually conduct both missions. If and when the Army cannot recruit enough new Soldiers, fewer new military police are available to add to the ranks of the 18th Military Police Brigade to help disperse the load across the brigade missions. The combination of the AAE escort and daily law enforcement missions creates an extremely high operational tempo for the Soldiers of the 18th Military Police Brigade, which hinders the ability of the brigade to retain current Soldiers since extremely high operational tempos lead to burnout, which in turn, becomes a deciding factor for Soldiers facing reenlistment choices.

The 18th Military Police Brigade found opportunities within the 21st TSC guidelines to provide the required AAE escorts while still maintaining day-to-day law enforcement tasks. The 18th Military Police Brigade relied on the experience and knowledge of officers and noncommissioned officers within the brigade to coordinate with outside units to ensure that Soldiers could escort lethal aid across the theater without assuming undue risk for the Soldiers and equipment. Personnel in the 18th Military Police Brigade S-2 (intelligence) and S-3 (operations) offices understood that the most significant risk to AAE escort missions came from adversary actions against equipment. S-3 personnel relied on their experience from deployments to Afghanistan and Iraq to provide insight into the best ways to manage and support the AAE escort missions. S-2 personnel knew

that the S-3 personnel and the Soldiers conducting the AAE escort missions needed as much insight into potential adversarial actions as possible. S-2 and S-3 personnel worked alongside one another to develop an understanding of the AAE escort mission and identify specific information required by the Soldiers on the mission.


After developing this understanding, the 18th Military Police Brigade escorted AAE across the theater with the least risk possible. S-2 personnel used insight from S-3 personnel to develop intelligence products that company commanders could use to brief their Soldiers on the risks associated with the AAE missions. Brigade S-2 human intelligence (HUMINT) collectors coordinated with HUMINT and counterintelligence elements at the 66th Military Intelligence Brigade—Theater (MIB [T]) to provide additional threat briefings to Soldiers conducting AAE escort missions. This coordination was especially helpful, as there are 66th MIB (T) HUMINT and counterintelligence elements located at EUCOM garrison, similar in manner to the 18th Military Police Brigade. The coordination between 18th Military Police Brigade HUMINT assets and 66th MIB (T) HUMINT and counterintelligence assets greatly enhanced the ability to mitigate risk to the AAE escort missions. However, relying on the knowledge or experience necessary for Soldiers at the brigade level to create these kinds of ad-hoc relationships would be inefficient. It would leave EUCOM at risk in future operations. The number of Soldiers with experience in Afghanistan and Iraq will decrease over time as these Soldiers age, retire, or decide to move on from the Army—meaning that EUCOM will eventually lose this knowledge and experience.

The problems facing EUCOM as the United States supports Ukraine in the war with Russia are manageable. Historical examples with associated lessons learned can, and should, be applied to the lethal-aid support mission. In addition to the examples of the World War II Lend-Lease Program, other situations that have occurred throughout the 20-plus years of combat in Afghanistan and Iraq can also serve as examples. For instance, the U.S. military operated numerous JSAs, known by such terminology as regional commands and train, advise, and assist commands. Policy-makers at the European theater level can apply the tactics, techniques, procedures, and lessons learned from those experiences to the current mission set and document their implementation in support of Ukraine for future generations.

The initial recommendation for solving any shortcomings is to put USAREUR-AF in charge of the JSA, with each of its subordinate units fulfilling appropriate functional roles within the JSA. This would allow for more effective use of resources within the theater and better coordination across the units without the need to rely on individuals. USAREUR-AF subordinate units include V Corps, a maneuver-focused unit; the 66th MIB (T), a theater military intelligence asset; the 21st TSC, a logistics- and sustainment-focused unit; and the 18th Military Police Brigade, the theater force protection unit.

V Corps could operate as the theater operations and plans unit, the 66th MIB (T) could effectively operate as the theater security unit, and the 21st TSC could operate as the theater logistics and supply unit. To employ the units in this way, USAREUR-AF would need to provide more guidance and conduct more coordination amongst the units, but this would result in the most effective use of the Soldiers within each unit.

In terms of the AAE escort mission, USAREUR-AF could use V Corps to provide combat arms and maneuver personnel to protect lethal aid as it traverses the theater, with the 66th MIB (T) providing the intelligence and threat support and the 21st TSC providing the logistical expertise to most effectively move the lethal aid across multiple countries. The 18th Military Police Brigade could continue focusing on securing the JSA through its law enforcement mission and on working relationships with garrison force protection assets. Not only would this more evenly distribute the mission workload across the theater, but it would also allow the 18th Military Police Brigade to better secure the JSA, which would allow the AAE to more safely traverse the theater.

Providing lethal aid to our Ukrainian allies has proven to be a challenge. However, taking a step back to analyze all aspects of a challenge usually results in the development of multiple solutions. Historical examples of success and failure in similar situations, coupled with current doctrine, can help shape solutions to complex problems. In contrast, other solutions must be created based on current Army threats and mission variables. One thing is certain: The Army is a learning and evolving organization whose perspective is changed with each experience. 

Endnotes:

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³Field Manual (FM) 3-39, *Military Police Operations*, 9 April 2019.

⁴FM 3-0, *Operations*, 1 October 2022, pp. 3-21–3-22.

⁵Joint Publication (JP) 3-10, *Joint Security Operations in Theater*, 6 August 2021, p. vii.

⁶Michael Reinsch, *In a War for Talent—Recruiting, Retention and Opportunity: Army Leaders Work To Grow the Army of 2030*, U.S. Army, 14 October 2022, <https://www.army.mil/article/261158/in_a_war_for_talent_recruiting_retention_and_opportunity_army_leaders_work_to_grow_the_army_of_2030>, accessed on 3 July 2023.


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(“Emerging Military Police . . .,” continued from page 24)

listening to the commands of military police on the ground like current military working dogs do? While robotic dogs with which military police could independently interact would be advantageous, our adversaries would be more likely to be able to hack the equipment to turn them against us. A robotic dog that is controlled via an interface would help mitigate the risk of hacking by a foreign government and could have a built-in fail-safe feature to effectively “decommission” the equipment.

Another significant change for military police platoons in 2040 will be the development and integration of artificial and machine-learning intelligence. By 2040, military police forces will use artificial intelligence and machine-learning intelligence to analyze vast amounts of data, identify enemy patterns, and detect potential threats with greater accuracy and speed. With equipment that can detect and gather criminal intelligence with greater accuracy and little to no “human error,” we may find ourselves placing less risk not only on our Soldiers but also on the civilian population of the country in which our forces are operating.

The use of advanced training technologies is necessary in order for military police to be prepared for various scenarios. Virtual-reality training simulations represent a technology that has become increasingly essential for training regiments. These simulations offer a safe and controlled environment in which personnel can train against realistic scenarios. Furthermore, the use advanced data analytic tools can help identify areas that require improvement. While military police already have access to helpful tools such as “Shoot. Don’t Shoot,” scenarios with the Engagement Skills Trainer (virtual-reality simulations that replicate the sights, sounds, and even smells of the operational environment) provide unparalleled training. Soldiers often say, “Train as you fight”; these technological advances provide an excellent way to do just that.

In conclusion, the use of technology will significantly enhance the safety of military police platoon forces in 2040. The incorporation of drones, robots, and artificial intelligence technology will make it easier to detect criminal activities. Additionally, virtual-reality simulations can better prepare personnel for real-life situations. While potential risks may be involved, proper planning can ensure that these technologies become indispensable assets for military police platoons in the field. 

Endnote:

¹David Axe, “Russia’s Electronic-Warfare Troops Knocked out 90 Percent of Ukraine’s Drones,” *Forbes*, 24 December 2022, <<https://www.forbes.com/sites/davidaxe/2022/12/24/russia-electronic-warfare-knocked-out-90-percent-ukraines-drones/?sh=50a94737575c>>, accessed on 22 May 2023.

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OPERATION ASSURE, DETER, AND REINFORCE: LESSONS LEARNED FROM A COMPANY COMMANDER'S PERSPECTIVE

By Captain James J. Duncan

From October 2022 to June 2023, while deployed in Eastern Europe to support Operation Assure, Deter, and Reinforce, the 59th Military Police Company, 759th Military Police Battalion, Fort Carson, Colorado, trained extensively on detention operations. During the culminating exercise, one platoon established a detainee collection point and conducted point-of-capture operations. During execution, the unit identified significant gaps in its organic logistical and sustainment capabilities. If left with inconsistent support in a large-scale combat operations environment, a combat support company would face considerable challenges in balancing detention operations with additional tasks in order to enable maneuver elements.


Over the course of 4 days and nights, I observed as my platoon faced adversity, tested its problem-solving capabilities, adapted to various complex obstacles, and bonded amidst the inherent difficulties of adverse weather conditions. I challenged my subordinate leaders' composure, resilience, tactical knowledge, decision-making ability, and ability to maintain command and control. Our Soldiers emerged from the mud and rain with a newfound respect for the daunting nature of the mission set and a sobering awareness that the exercise represented merely a glimpse of what we ought to expect. In truth, the exercise opened our eyes to an overlooked reality: Conducting detention operations in a large-scale combat operations environment will be an incredibly gargantuan endeavor from a tactical and logistical standpoint.

When we objectively examine the mission, we find the amount of resources consumed by a single detainee to be astounding. Time, space, manpower, food, water, fuel, and documentation are just a few of the commodities necessary to adequately care for an individual. When we multiply those needs by two, then five, we quickly understand how dynamic and adaptable our organic systems must be. The platoon was significantly challenged when faced with the prospective requirement to transport, in-process, screen, house, guard, sustain, and transfer a few detainees at a time. I inquired about what would happen if we were to find ourselves facing a battalion size element that was surrendering *en masse*. What then? Such a question is by no means outlandish. After all, we need only look across our borders to see that reality ever-increasingly unfolding.

If we draw from the harsh lessons of the current conflict in Ukraine, this is clear: The battlefield is marked by the absence of what we might have previously considered operational certainties. Would a military police company ordinarily expect to operate a detainee collection point without external support? No. But the fog of war to the east would indicate that it is within the realm of possibility.

Our lower-enlisted Soldiers and noncommissioned officers know how detention operations are supposed to be conducted, according to doctrine. Still, the sheer volume and chaotic conditions of what might await us could push our unit farther than we have been pushed in recent memory. If we genuinely wish to survive on the battlefield of tomorrow, we must be keenly aware of this possibility and continue to drive our organizations to the brink of a realistic training environment.

Three principal lessons can be learned from our experience:

- Exercise sustainment capabilities with the same level of intensity as tactical tasks are exercised.
- Push the company headquarters to its logistical threshold.
- Coordinate with adjacent enablers for additional resources; they will absolutely be needed. If the organizational transportation and supply systems can be enhanced, then the efficiencies gained through external support should be codified. This will allow far better preparation for handling the inherent challenges of the mission profile. 

Captain Duncan is the commander of the 59th Military Police Company. He holds a bachelor's degree in Middle Eastern studies from the U.S. Military Academy—West Point, New York.





EARNING THE TITLE OF FIRST SERGEANT

By Sergeant Major Dale J. Dukas

“Every Soldier has a sergeant, and every Soldier deserves a leader who is a capable trainer, is trustworthy, is genuinely concerned for their health and welfare, and develops them to be the leaders of tomorrow.”
—Training Circular (TC) 7-22.7, *The Noncommissioned Officer Guide*¹

Learning to lead Soldiers is a developmental experience that is often challenging, as it demands commitment, willingness to assume risk, and self-awareness. We learn from our past experiences, aiming to make every lesson learned count.

The experiences that I had while wearing the rank of first sergeant illustrate the leader development process and highlight the challenges associated with it. I would like to share my perspective on the commitment to helping individuals become better Soldiers and young leaders through the “lesson learned” concept. Sharing experiences (positive or negative) is crucial to supporting and driving the next generation to become successful leaders.

As a first sergeant, I learned to grow from the challenges associated with the position. This experience ultimately helped me become a better leader and prepared me to explain the importance of the leader development process. Throughout my journey, I have learned that it is essential to pursue relationships based on mutual trust, building cohesiveness, and supporting our officer counterparts in establishing a positive organizational culture.

The Opportunity

According to *Developing the Future of the NCO Corps Through Education: NCO Common Corps Competencies (NCOC3)*, “The [first sergeant] is the direct leadership level senior [noncommissioned officer] NCO and normally the most experienced Soldier in the organization. The [first sergeant] is the primary tactical advisor and is an expert in individual and NCO skills. The [first sergeant] advises the commander on operational planning, coordination, and supervises all logistical activities that support the unit mission. A [first sergeant’s] level of experience makes them an integral part of the unit command team, directly influencing policy development, training development, and enforcing standards and discipline within the unit.”²

In late 2014, I had the opportunity to become a first sergeant for one of the Army’s four historically coveted airborne military police companies. I received an email from a command sergeant major with whom I had previously had

the honor of serving; he asked me to come to work for him again. At the time, I was deployed with a special-mission unit in the Middle East. However, I genuinely wanted to be a first sergeant and had prayed for the opportunity. Therefore, I replied to the command sergeant major’s request, explaining my current situation and describing the projected timeline for completing my current mission before accepting the position.

I was aware of the many responsibilities and challenges associated with being a first sergeant. I vividly recalled a piece of advice that I had received from a previous first sergeant—a former mentor of mine, First Sergeant Joe Bayne (Retired): “The day you are ready to be a first sergeant will be the day of your outgoing change of responsibility.” Those valuable words made sense to me many years later. Regardless of how ready a leader may believe he or she is, the true test is on the day of his or her change of responsibility. Prior to this, leaders familiarize and remind themselves of the duties and responsibilities of the rank/position for which they have been entrusted to serve. Reflecting on my own past experiences, it is amazing how much I gained through trial and error.

The intrapost transfer, lateral promotion, and change of responsibility all happened approximately a month after my return from overseas. I knew that my most challenging times were ahead, but I was eager and ready for those challenges. I was assigned to the company that needed the most improvement in the battalion with regard to personnel and equipment readiness. The former first sergeant had created an uncomfortable and distrustful cultural climate within the organization. I began to have some doubts and feel some regret about leaving my last position to take on such a difficult task, but I understood that the next step of my journey was not going to be easy and that there was no turning back. After all, I had already sewn on the “The Diamond,” also known as the “pierced lozenge.” If I were going to be successful, I knew that I would need a partner and commander who understood the importance of character, competence, and commitment and who would prioritize those attributes.

My Battle Buddy

The NCOs and leaders within what was now my company had not been making decisions in accordance with the commander's intent, resulting in a loss of trust, micromanagement, and delays in daily operations. There were problems with the organizational philosophy of mission command due to the lack of empowerment for subordinate decision making and the corresponding failure to decentralize execution down to the lowest level. The company commander had a "Type A" personality that clashed with that of the former first sergeant. They did not see eye to eye on many company concerns, and the commander wasn't intimidated by opposing opinions. He had been slowly pushing the first sergeant out and assuming his duties. The commander was essentially running the company without a first sergeant.

But the NCO Leadership Competency indicates that "The Army relies on NCOs capable of conducting daily operations, executing mission command, and making intent-driven decisions. NCOs must lead by example and model characteristics of the Army Profession."³ So when I assumed the role of first sergeant, I knew that I needed to assess the unit through close monitoring and evaluation of its training and operations. I observed unit operations for a few days before I understood the deficiencies and was prepared to determine what corrective actions were needed. The NCOs had become timid, rarely making decisions without guidance from senior leaders—even for simple tasks. Because these key leaders waited for guidance and/or approval for nearly everything they did, the commander had lost trust in NCO performance in general. Instead, he had begun covering many of the responsibilities of the first sergeant, including holding formations; reviewing and completing administrative and readiness reports; and conducting the unit Army Substance Abuse, Physical Fitness, and Body Composition Programs.

I was aware that I was the new guy in the company and that earning trust would take time, but the NCOs needed to perform their duties and rebuild the trust and confidence that had been lost. I remember walking into the commander's office one morning and respectfully requesting to reclaim the duties and responsibilities of the first sergeant. The commander had no reason to believe in me at that point, but he allowed me to have my chance. I knew that I had to show him that I could handle the job in order to earn his trust and respect. It would be a challenge to gain his support, but I knew that I would need it to improve the working relationships between the NCO support channel and the chain of command. I was determined not to fail.

At first, leaders from across the organization often attempted to slip past my door and approach that of the commander when I wasn't looking, to ask questions or seek guidance. But I began to hear him say, "Is First Sergeant tracking?" or "Have you run this by the first sergeant yet?" This was great validation that I was beginning to earn his support. The commander began to understand that I had the best interest of the organization in mind, and I consulted with him to obtain his guidance, intent, and desired end state before executing tasks. I ensured that I always

incorporated his ideas when briefing other leaders. It took time and consistent performance to earn the trust and respect of the commander. But that later inspired me to shift my focus toward working with the unit NCOs and lieutenants.

Subordinate Leaders

While I was attempting to gain the trust of the commander, I also encountered challenges in working with platoon sergeants and platoon leaders, who had been accustomed to dealing with a senior enlisted leader who was rarely present, gave little or vague guidance, or just simply did not care about the organization. I knew that the best way for me to influence these Soldiers and leaders was to lead by example. I understood that I needed to "talk the talk, walk the walk," as I was the standard-bearer for the Soldiers who were watching my every move. I was aware that I needed to prove my technical and tactical competence as a military policeman and senior leader in order to earn trust from my subordinates.

I instructed my subordinates to begin bringing their issues to me (rather than directly to the commander) prior to command review and approval. I did this not with the intention of being controlling but, rather, to help improve products, avoid wasting the commander's time and, ultimately, restore trust in the first sergeant position. In the weeks that followed, many questions came through my office. Leaders tested my knowledge and proficiency. They began to realize that I could answer their questions and/or provide the guidance that they needed in order to remain aligned with the commander and the mission. I helped them improve their concepts of operations, risk assessments, and storyboards before the commander reviewed them. I was heavily involved within the unit. As time progressed, the leaders realized that my intentions were good and that my actions resulted in improved efficiency in planning and resourcing, ultimately allowing the commander more time to command the entire organization.

The Troops

The Soldiers are the workhorses, and I needed for every single one of them to trust their leaders and for all of us to row in the same direction. I was not placed in the position for them to fear me, to be their friend, or to socialize with them while off-duty; I was there to be their first sergeant! I had their best interests at heart, and I proved that I was there to stay.

According to Field Manual (FM) 6-22, *Developing Leaders*, leaders have a significant impact on Soldiers when they focus their efforts, providing the purpose, motivation and, at times, inspiration necessary for those Soldiers to go beyond their individual interests.⁴ Keeping this in mind, I spent many hours leading all of the activities I could, from foot marches and physical fitness tests to law enforcement and airborne operations. I worked many late nights, weekends, and holidays covering law enforcement shifts so that my Soldiers understood that I cared. It was my duty to look after them and to work with them on goals that would help them get promoted and become future leaders.

In 2015, we completed a remarkably successful Joint Readiness Training Center, Fort Polk, Louisiana, rotation, which elevated our status and boosted the Soldiers' morale. I chose to capitalize on that high level of morale by spending additional time with them individually to help them prepare for their promotion boards. This resulted in 14 consecutive months in which 100 percent of the eligible Soldiers were recommended for promotion.

The Results

It took nearly a year of my leadership style influence for the company to run like a well-oiled machine. By the time the commander gave his outgoing speech, he was able to say that the last 5 months were the best of his command. As the company and our new commander began to see the fruits of our labor, the morale continued to rise and the accolades kept coming.

The Soldiers achieved and maintained personnel and equipment readiness levels above 90 percent. Six NCOs and two officers attended and graduated from Jumpmaster School. Members of the organization won several consecutive battalion and brigade NCO of the Quarter Awards and the 2015 and 2016 battalion NCO of the Year Awards. In 2015 and 2016, the battalion held an organizational day fitness challenge in which our company attained the highest fitness score in the battalion; as a result of these and other accomplishments, the company was selected as the recipient of the 2016 Forces Command Eagle Award and Brigadier General Jeremiah P. Holland Award.

In the end, the hard work and mentorship had unlocked a true potential, inspiring young leaders to achieve at a level above and beyond the minimum standard. And their achievements provided me with a sense of accomplishment in having earned their trust and respect. Soldiers began asking, "Hey Top, what are we doing today?" or "What's next, boss?" And I loved it! However, the commitment and hard work that it takes to reach that point can adversely affect other parts of one's life. It was a difficult balance keeping Soldiers motivated while also spending time with my Family at home.


The Consequences of Success

In spite of all the professional success, recognition, and awards that we experienced as an organization, ongoing challenges that many did not see or hear about took place behind the scenes. As our professional success continued to rise, there were some things within my personal life that began to fall. My own scale, with Soldier on one side and husband/father on the other, had been unbalanced for quite some time; and at this point in my career, I was giving nearly everything to the U.S. Army, prioritizing my career over my Family. Those difficult sacrifices that were needed to achieve the mission that I had set out for my unit had finally caught up to me. I was now facing personal relationship failures at home. My spouse was no longer willing to tolerate my continued absence, and my marriage was hanging by a thread. My relationships with my children were strained. All the time and commitment that I had given to serving the U.S. Army at the expense of my personal life resulted in a marital separation. This is when I realized that even though

my work life was thriving, I had failed to strike a proper work-life balance—something for which we do not receive any training within our career field.

Soldiers, peers, and superiors considered my performance to be excellent. Looking back, I didn't see my performance as a first sergeant as the best of my career—but I was competitive, and I owe a lot of my success to the incredible Soldiers and leaders who were by my side throughout this experience. I believe that the success of the company while I was first sergeant contributed to my selection for attendance at the Sergeants Major Academy. This was an honor, and many might think that I would be ecstatic to share the news with my Family. But the harsh reality was that it was too late to repair damage that I had done in my personal life. I went to my next duty station and embarked on the next leg of my journey alone.

Conclusion

Being a first sergeant can be exciting and challenging. There is nothing like having a company full of unique and remarkable individuals who have a genuine interest in working together to achieve a common goal. Building strong and cohesive teams based on mutual trust among individuals is vital to the success of any organization. No matter how long or short your time in the position may be, there is a great deal to learn during your first tour as a first sergeant. Nevertheless, there are good and bad consequences to the decisions you will make—consequences that will affect the lives of your Soldiers, your subordinate leaders, and even your Family. I have learned what military success looks like, but mine came at the expense of my Family. I encourage you to find the proper work-life balance. Remain aware of the needs of your Family and do not neglect those personal responsibilities while you're accomplishing great things and fulfilling the needs of the Military Police Corps and the Army. Reading about experiences like these and subscribing to the lessons-learned concept will help reduce the likelihood of repeating the same mistakes. I have vowed never to make that mistake again, and I hope that you can learn from my hard lessons. 

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Urban Reconnaissance Through Supervised Autonomy

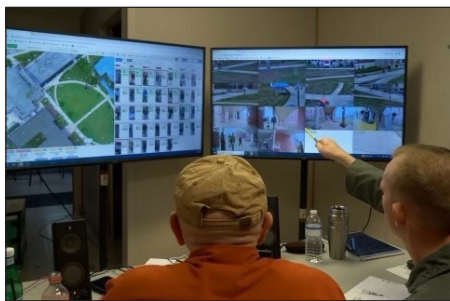
By Colonel Jonathan W. Bennett

On 12 April 2023, senior leaders from the Office of the Provost Marshal General, 200th Military Police Command, Fort Meade, Maryland, and the 290th Military Police Brigade, Nashville, Tennessee, had the opportunity to observe a demonstration of the Defense Advanced Research Projects Agency (DARPA), Arlington, Virginia, Urban Reconnaissance Through Supervised Autonomy (URSA) system and consider potential uses for military police missions. DARPA developed the program to enable autonomous systems managed and operated by U.S. ground forces to detect hostile forces and identify combatants before U.S. troops encounter them.

The purpose of the military police leaders' observation of the technology demonstration was to consider the value of using this type of technology in military police missions, such as detention operations, area security, and force protection. Military police observers included Major General Cary J. "Joe" Cowan Jr., Commanding General; Brigadier General Matthew N. Metzler, Deputy Commanding General; and Colonel Shannon M. Lucas, Deputy Provost Marshal General, 200th Military Police Command, and Colonel Jonathan W. Bennett, Commander, 290th Military Police Brigade. The team was very impressed with the capabilities and potential of URSA, and the military police leaders are continuing discussions with DARPA regarding the possibility of integrating URSA into future training exercises to further test it in specific mission contexts.

URSA in Detention Operations

URSA, including small, unmanned ground and air systems and a mission commander module, could be integrated into detention operations battalions. Small, unmanned ground vehicles could conduct patrols around the perimeter of the facility, and small, unmanned aerial vehicles could fly over compounds on regular intervals to gather data and build assessments. Guard force watch commanders could be



URSA mission commanders review captured footage of a scenario event.

trained to operate and monitor URSA to allow vastly greater situational awareness of activities taking place within the facilities and nearly instantaneous accountability of enemy prisoners of war in



Observers interact with one of the ground systems.

custody. Detention operations security personnel could use the system to better understand potential internal threats and identify individuals of potential intelligence value. URSA could serve as a significant combat multiplier for the detention operations mission, allowing detention operations battalions to increase the number of enemy prisoners of war they could manage without additional personnel requirements.

Field Testing at Titan Warrior 23

The 200th Military Police command and 290th Military Police Brigade worked with DARPA to conduct a field test of URSA at the 290th Military Police Brigade Titan Warrior '23 exercise held at Camp Shelby, Mississippi, from 30 July to 3 August 2023. As a part of the field test, the URSA team equipped Camp Bobcat (a theater detention facility training site) with active cameras and robotics systems while the Soldiers of the 290th conducted their culminating detention operations training events. Soldiers were trained on the URSA system and taught how to employ its capabilities to ensure better care, custody, and control of enemy prisoners of war inside the theater detention facility.



Colonel Bennett is the commander of the 290th Military Police Brigade. He holds a bachelor's degree in English from George Mason University, Fairfax, Virginia, and a master's degree in strategic studies from the U.S. Army War College, Carlisle, Pennsylvania. He is the vice president of Strategic Engineering Solutions, Arlington. He has worked at DARPA for more than 19 years, helping to develop breakthrough national security technologies.

More Than Just Military Police

By Master Sergeant Jessica D. Lam



Individuals who join the Regular U.S. Army have a reasonable expectation of what jobs they will perform based on which military occupational specialty (MOS) they select. While locations and specific duties may vary, a Soldier's career generally follows a path that the Army has plotted out for a particular MOS. These career maps, available at the Army Career Tracker at <https://actnow.army.mil/>, provide a snapshot of what various MOSs look like at each successive rank. Major deviations from these career maps are usually the result of a Soldier making an MOS change.

U.S. Army Reserve (USAR) Soldiers, on the other hand, can shape their careers in directions that differ or extend beyond their MOS career map.

Military Police Career Trajectory

I hold two MOSs within the U.S. Army Military Police Corps: 31B—Army Military Police and 31E—Internment/Resettlement Specialist. The career paths for these MOSs follow similar trajectories, with only slight variations between the two. Military police privates start as military police or internment/resettlement specialists, learning the fundamentals of the job required for the appropriate MOS. As Soldiers move up in rank, they take on the responsibilities of team and squad leaders and they have opportunities for roles such as military police investigator or company level staff member. Staff sergeants and sergeants first class are assigned to positions such as drill sergeant, recruiter, or instructor. Master sergeants are eligible to become first sergeants and, finally, sergeants major or command sergeants major. Most of these positions (drill sergeant or first sergeant of a military police unit) remain military police-centric.

Nontraditional Career Path

I joined the Regular Army and completed my initial enlistment as a 31E. When the time came to reenlist, I decided to reclassify as a 31B but was unable to do so as a Regular Army Soldier. Due to the war in Iraq and Afghanistan, there was a high demand for Soldiers trained as 31Es and policies prevented reclassifying out of that MOS. Therefore, I reenlisted in the USAR, where those policies were not in effect and I was able to reclassify as a 31B.


As a USAR Soldier, a world of opportunities were opened up to me. Limitless missions of varying lengths of time are available through operational support funds, for which USAR Soldiers can apply. By utilizing the Regular Army for operational support opportunities, I have served as—

- Operations noncommissioned officer in charge at a sustainment command (expeditionary).
- Physical security officer at a two-star command.

- Supply sergeant.
- Readiness noncommissioned officer in charge at a medical command.
- Personnel security officer at an operational response command.
- Intelligence noncommissioned officer in charge for a chemical, biological, radiological, and nuclear response element supporting a defense support of civil authorities mission.

For the past 10 years, I have been stationed across the United States and in Europe. The duties that I have performed during these assignments have often fallen outside the career map of traditional 31B and 31E military police Soldiers. I received training for the non-military police tasks that I have been asked to perform; and by working with others from various MOSs and staff directorates, I have been able to observe what different entities bring to the fight. Along the way, I completed a master's degree in emergency and disaster management, which I was able to apply when working as the intelligence noncommissioned officer in charge, supporting the defense support of civil authorities mission. I have also stepped back into MOS-specific roles, such as a physical security officer and military police first sergeant, to remain current and relevant in my field.

Conclusion

Too often, USAR Soldiers are thought of as “Weekend Warriors” who attend training 1 weekend a month and 2 weeks during the summer. But the reality is that USAR Soldiers offer a breadth of knowledge and experience that often extends beyond their MOS career fields. My nontraditional career path has made me more well-rounded and given me a perspective that has helped me grow as an individual and as a leader. Don't underestimate USAR Soldiers; they are more than their MOS would indicate. 

Master Sergeant Lam is a USAR Soldier assigned to the 76th Operational Response Command, Salt Lake City, Utah. She holds a bachelor's degree in sports and health science and a master's degree in emergency and disaster management from the American Military University.



Global Engagement With Partner and Allied Military Police

By Command Sergeant Major Robert W. Provost

As we continue to move through the postpandemic period and a period of turmoil occurring throughout the world, we find that our Nation's political and military leadership is still very much needed around the globe. Many senior military leaders may remember the initial stages of the Global War on Terror in 2003 and the initial disconnects—some small, some large—that we had with our joint Service partners and our allies. In some cases, the problems involved the lack of a common language, understanding of capabilities, and equipment compatibility. We quickly adjusted our joint doctrine to improve interoperability and to ensure that our military remained the most lethal in history. However, in many cases, our allies may have been left behind with regard to human capital, capabilities, and interoperability. Fast forward 20 years; and although many of the lessons learned were documented, they have not been culturally integrated into our national or allied operations.

In the global military police arena—specifically, in the area of detention operations—we have recently been making plans and taking action to address these deficiencies. In the past 24 months, the 200th Military Police Command, Fort Meade, Maryland, initially under the leadership of Major General John F. Hussey (now retired) and now under the leadership of Major General Cary J. Cowan, has identified the need to reengage with our allies to foster operational military police relationships with our international partners. We are doing this so that when called upon to resolve armed conflicts, we have a shared understanding of our capabilities, strengths, and limitations. Major General Hussey (Retired) stated, “We want to meet the team in the locker room, not as we walk on the football field.”¹ Ironically, when referring to “football,” most Americans automatically think of American football. However, when our European partners hear the word “football,” they think of what we refer to as “soccer.” Regardless, Major General Hussey's comment crosses cultural norms. The message is clear: Know your team!

With this concept in mind, the 200th Military Police Command has begun to “meet the team.” The effort started in June 2022, with command leaders traveling to Vicenza, Italy, to visit the North Atlantic Treaty Organization (NATO) Stability Policing Centre of Excellence (CoE). The

visits continued this year, and we immediately identified a new partner in the NATO Military Police CoE, Bydgoszcz, Poland. Empowered by our commanding general, Sergeant Major Anthony A. Kresta, operations sergeant major of the 200th Military Police Command, and I contacted the NATO Military Police CoE to begin initial discussions between the 200th Military Police Command and NATO Military Police CoE senior noncommissioned officers (NCOs).

In October 2022, Sergeant Major Kresta and I facilitated the 5-day NATO Senior Military Police NCO Course. The NATO Military Police CoE taught the course, which focused on the role of a senior military police NCO. During the course, each NATO member nation presented capabilities briefings in which they identified and defined the varied roles and responsibilities of the NCO corps within their formations. Terminology often differed among nations, resulting in some confusion. We overcame that confusion through direct communication. As a result, interpersonal and organizational relationships began to develop, generating international crosstalk and shared understanding.

After completing the course, a conversation with NATO Military Police CoE and other partners regarding a NATO senior military police NCO meeting continued. This resulted in an April 2023 Command Senior Enlisted Leader Working Group in which 13 NATO and Partners for Peace nations convened at the NATO Military Police CoE headquarters. During the working group meeting, it was determined that while the NATO Military Police CoE had a robust military police officer curriculum, programs for enlisted and NCO cohorts were lacking. The need for junior NATO military police NCO professional development was subsequently identified. Plans are underway to develop a Junior NCO Course. Other working group considerations included transportation of enemy prisoners of war or detained personnel via air, rail, or sea and the need to integrate other Services such as the Navy and Air Force. These engagements have fostered an even closer working relationship with Sergeant Major Brice D. Rae, protection and provost marshal sergeant major, U.S. Army Europe and Africa, and Sergeant Major Antonio J. Soto, operations sergeant major, 18th Military Police Brigade, Grafenwoehr, Germany, as we attempt to build capacity and capability for our NATO allies.

(Continued on page 37)

MILITARY POLICE APPLICATION OF DATA ANALYTICS SYSTEMS AND SENSORS

By Captain Christopher M. Trendell

Data analytics application is the center of attention in today's technology-based world. It is also an area of focus for the U.S. Army Military Police Corps as it modernizes to meet the demands of contemporary conflicts and security threats. But what exactly is data analytics? It is the set of methods used to analyze raw data extracted from relevant information, trends, and insights.¹ Connected sensors, such as Internet of Things devices, collect, store, and share this data. The combination of sensors and data analytics can provide layers of actionable intelligence in real time.² Adding artificial intelligence (AI) in the form of machine learning, deep learning, and computer vision to this equation creates autonomous decision-making capabilities.³ This article discusses ways that the U.S. Army Military Police Corps can implement or expand its use of smart technology as an economy-of-force approach to improve operational effectiveness, safety, and protection in the strategic support area, law enforcement response, and the assigned operational area.

Data Analytics in the Strategic Support Area

According to a 2020 Army report to Congress, "There is great promise in leveraging the Internet of Things technology to give Army leaders better visibility of installation operations."⁴ This report acknowledges the emergence and evolution of threats posed to installations and describes how "smart" devices can mitigate threat interference through proactive responsiveness.⁵ Specific to force protection, crime prevention, and security, the Internet of Things and other sensor-driven data analytics applications play a significant role in access control and frictionless entry, social media surveillance, criminal profiling, and linear sensing.

Biometric recognition and automated license plate recognition are valuable tools for enhancing access control and frictionless entry; both provide contactless forms of identification. As an operationalized example, U.S. Customs and Border Protection has successfully employed its Traveler Verification Service, which uses facial recognition, at various ports of entry.⁶ This biometric verification modality is a very accurate, quick, and noninvasive form of frictionless verification for travelers.⁷ Another example of a similar technology is known as CLEAR[®]—a U.S. Department of Homeland Security-certified private biometric identity verification service that expedites the airport security screening process for enrolled passengers; it only takes seconds to verify passengers' iris and fingerprint scans.⁸ For vehicles, automated license plate recognition technology uses camera and image-processing software to automatically capture license plate and, by extension, vehicle and owner information.⁹ Military

police can use a combination of biometric recognition and automated license plate recognition tools at access control points to allow near-frictionless entry. Although initial challenges (such as confirming if all travelers in each vehicle have been properly identified biometrically) would require creative solutions, the benefits far outweigh the complications. Conceptually, data analytics can reveal whether a traveler has a valid driver's license, determine a person's travel history on an installation, and provide a computerized index of criminal justice information without the risk of human error. Creating a traveler's profile would correspond to an analytics database that could be used for frictionless entry on an installation in the future. Sensors synchronized to a gate system could deny entry and trigger a law enforcement response based on unfavorable data such as an arrest warrant, criminal record, missing-person entry, and/or stolen vehicles from the National Crime Information Center.¹⁰

Using data analytics through social media surveillance is an effective form of crime prevention. Social media surveillance can be used to identify suspicious activity and precursors to criminal intent based on users' profiles, posts, and groups as well as on the sharing of content containing aggressive language or references to violent behavior, or extremist ideology.¹¹ "Red flags" are recognized by using smart technology to scour vast amounts of data for specific words and pictures that could prompt military police to take action. With surveillance-driven data analytics, open-source information can be quickly and continuously scanned during all hours of the day, especially if searches are narrowed to people who are affiliated with the military or a particular installation. Although various local, state, and federal law enforcement and intelligence agencies already use analytics to monitor social media for criminal intent, a more deliberate effort by the U.S. Army Military Police Corps could pay massive dividends for intelligence sharing and the Army Crime Prevention Program.

Surveillance-driven data analytics software can also be used for criminal profiling. Combined with computer vision AI, Internet protocol-based camera systems can detect suspicious physical behavior and subsequently perform actions such as taking photographs, loitering, or "casing" facilities. These systems are preventative in nature because they identify patterns and predictable behaviors that can lead to crimes. Taken a step further, AI machine-learning algorithms can create accurate criminal profiles by comparing noncriminal behavior to the behavior of known criminals; over time, these profiles become more accurate as increased amounts of data are collected.¹² As a result, surveillance analytics that provide alerts based on a high statistical

likelihood that a crime will occur allow for military police intervention or further investigation. Leveraging this type of technology is another example of using an economy-of-force tool that can drastically decrease response times. Traditional security or law enforcement methods of monitoring, such as video surveillance, are not always possible or timely under limited manpower conditions.

Linear sensors are useful for physical security and crime prevention, providing reliable movement measurements to help safeguard people and property. While traditional surveillance systems and lighting serve as adequate deterrence measures, advanced perimeter control sensor technology can pinpoint motion on sidewalks, roadways, and open terrain; it can even detect motion through the walls and ceilings of buildings and can detect the mass and distance of the intruders.¹³ Without a direct line of sight, smart sensors can enhance security and add invisible fence lines to installation perimeters and facilities to augment security measures. Linear sensors, combined with data analytics, can be used to identify patterns and anomalies that may indicate a security breach—for example, a door left open outside of regular business hours or a vehicle parked for an extensive period during specific times.¹⁴ Military police can enhance installation perimeter security by upgrading video monitoring systems with sensor-driven data analytics.

Data Analytics in Law Enforcement Response

Sensor-driven data analytics can also serve as a reactive capability. Areas of noteworthy application for military police include traffic monitoring, gunshot detection, and dispatching.

Traffic monitoring data analytics and sensors collect information and analyze traffic patterns, congestion, and trends. This allows for several valuable applications for military police, especially in the area of responsiveness. On average, military police make up a meager 1 percent of an Army installation's population, including Service members, Family members, retirees, and employees. And the number of military police who serve as patrol officers on roadways is significantly lower, highlighting the challenge associated with managing traffic and conducting law enforcement operations while also responding to calls. When an accident occurs along a route, AI monitoring synchronized with a computer-aided dispatch (CAD) system can cover the gap by automatically alerting and dispatching first responders to the scene before a bystander can even contact 911. This capability can be especially crucial when there are injuries and no witnesses available to call for help. Other parameters for traffic monitoring data analytics include roadway conditions, speed detection, and direction of travel. The same system can send alerts for vehicles traveling at rates of speed that are too high or too low, traveling the wrong way, or pulling over on the shoulder of the road. Even reckless drivers who are tailgating can be detected through an analysis of the distance between vehicles.¹⁵

Gunshot detection systems identify gunfire from various firearms. Although gunshots from weapons qualifications

and training are common on installations, sensor-driven data analytics may prove to be extremely useful for locations where there is no explanation for a gunshot, such as a school, barracks, a hospital, or a shopping center. Adjustable sound sensitivity and networks of acoustic sensors make the detection of gunshots highly accurate, both indoors and outdoors.¹⁶ This data analytics capability can be used to save lives in the event of an active shooter.

AI combined with CAD can also assist in dispatching military police to a call. CAD systems are not new; but in conjunction with AI, they can be used to locate unit patrol vehicles (if equipped with a global positioning system) and independently send officers to respond to calls of incidents. For example, if a call-taker answers the line and learns of a domestic disturbance at a residence, an incident is created and connected to a dispatch station. In real time, the call-taker inputs information into CAD while AI automatically locates the two closest available units. This allows for more expeditious military police (or emergency medical services) responses and can ensure that radio channels are relatively accessible, especially during peak call hours or higher-priority incidents.

Data Analytics in the Assigned Operational Area

Military police integration of sensor-driven data analytics in the assigned operational area requires further research, development, and attention. The potential for creative application of the technology is vast. For example, one application concept might involve traffic control management in support of mobility—specifically, traffic control management in the form of portable vehicle detection and signal poles. A network of these poles, positioned by military police, could be synchronized to a central node and used at various traffic control posts during gap crossings, breaches, or passage of lines of operations. Lights would control traffic, and cameras and AI would identify friendly vehicle types, speeds, and distance between convoy serials. This information would be relayed to a commander for battle tracking and better situational understanding. AI would be capable of reacting to disruptions in traffic to tactically control vehicle flow to and from objectives. Military police would remain a critical part of the overall mission, but the priority would be to place them in other supporting roles, such as mobile patrolling or dislocated civilian control. Other broad application concepts may include autonomous route planning and classification or the incorporation of more robotics into tactical site exploitation.

Conclusion

Whether at home or in a large-scale combat operations environment, it is clear that the world is data-centric, and the pace of technological change is substantial. Bridging the gap between military police capabilities and evolutionary forms of data analytics is necessary as the Regiment modernizes to compete against evolving threats. With challenges come opportunities, and there are many exciting opportunities for the U.S. Army Military Police Corps in applying data analytics systems and sensors.



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Captain Trendell is a small-group leader for the U.S. Army Military Police School Captains Career Course, Fort Leonard Wood, Missouri. He holds a bachelor’s degree in criminal justice from Saint Leo University, Florida, and a master’s degree in business and organizational security management from Webster University.

(“Global Engagement . . .,” continued from page 34)

These senior NCO engagements have prompted an invitation to Major General Cowan from the director of the NATO Military Police CoE to meet at the NATO Military Police CoE headquarters in mid-2023. Further discussions with the NATO Military Police CoE and our partners regarding future seats in the NATO Senior Military Police NCO Course as well as future NCO course development are additional topics for the military police community to tackle.

To find out more information about the NATO Senior Military Police NCO Course, visit the NATO Military Police CoE Centre website at <<https://www.mpcoe.org>>. 

Endnote:

¹Personal interview, Fort Meade, Maryland, 15 May 2021.

Command Sergeant Major Provost, a U.S. Army Reserve Soldier, is the command sergeant major of the 200th Military Police Command. He is also serving as a traffic unit supervisor and a licensed paramedic at the Euless Police Department, Texas. He holds two associate degrees from Tarrant County College, Fort Worth, Texas; a bachelor’s degree in humanities from Midwestern State University; and a master’s degree in criminal justice administration from Columbia College, Missouri.

Assist! Protect! Defend!



Headquarters and Headquarters Detachment 785th Military Police Battalion

Lineage and Honors

- Constituted 12 November 1942 in the Army of the United States as the 785th Military Police Battalion.
- Activated 28 November 1942 at Fort Custer, Michigan.
- Inactivated 10 December 1946 on Okinawa, Japan.
- Redesignated 12 February 1948 as the 300th Military Police Battalion and allotted to the Organized Reserves.
- Activated 25 February 1948 at Chicago, Illinois.
- Organized Reserves redesignated 25 March 1948 as the Organized Reserve Corps; redesignated 9 July 1952 as the Army Reserve.
- Inactivated 30 March 1951 at Chicago, Illinois.
- Redesignated 24 June 1953 as the 785th Military Police Battalion.
- Activated 16 December 1991 in Inkster, Michigan.
- Location changed 15 January 1997 to Fraser, Michigan.
- Ordered into active military service 21 October 2002 at Fraser, Michigan.
- Released from active military service 20 October 2003 and reverted to reserve status.
- Ordered into active military service 4 June 2005 at Fraser, Michigan.
- Released from active military service 5 August 2006 and reverted to reserve status.
- Ordered into active military service 2 March 2011 at Fraser, Michigan.
- Released from active military service 4 April 2012 and reverted to reserve status.

Campaign Participation Credit

World War II

- Rhineland.
- Central Europe.
- Asiatic-Pacific Theater, Streamer without inscription.

War on Terrorism

- Iraq.
 - Iraqi Governance.
 - National Resolution.
 - Additional campaigns to be determined.

Decorations

- Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 2005–2006.
- Army Superior Unit Award, Streamer embroidered 1995–1996.



JARVISS

By Mr. Andrew M. Marshall

The Joint Analytic Real-Time Virtual Information-Sharing System (JARVISS) platform includes a comprehensive law enforcement (LE) capability that provides directorates of emergency services (DESs) and provost marshals with the ability to monitor and track ongoing incidents and the capability to quickly generate detailed crime statistics and maps. JARVISS offers a wide range of features, including analytical tools, off-post (civilian) crime information, civilian LE office locations and contact information, live traffic data, Comparative Statistic Report (CompStat)[®] reports, crime mapping, Army Law Enforcement Reporting and Tracking System (ALERTS) data, and heat mapping. It offers a quick and easy way to download reports for current cases and pull the raw data as a comma-separated values file to enable the user to further sort the data. JARVISS also offers geospatial mapping of incidents; these maps can be combined with other data sets, and filtering options can provide users with the tools they need to make informed decisions. The sensitive LE Portal in JARVISS includes on-post and off-post criminal activity reports sourced directly from civilian LE agencies. JARVISS is a critical tool for all DES and military LE personnel.

Daily calls to service for more than 12,000 off-post LE jurisdictions are recorded in JARVISS. The data includes types, descriptions, dates/times, and locations of offenses. LE report data from ALERTS is also integrated into JARVISS, and a connection to computer-aided dispatch is planned once the system is fielded. All data pulled into JARVISS from other systems is scrubbed to exclude personally identifiable information in order to prevent any legal objections. The data resides in a stand-alone JARVISS LE Portal that is restricted to approved ALERTS users who have been verified through the Army Criminal Investigation Division. The inclusion of this data allows LE personnel to use geospatial location information in the analysis of historical crime data and for the tracking of incidents in real-time. JARVISS LE Portal users can view geospatial installation and off-post crime data overlain on maps containing building footprints and other points of interest. The information can be displayed in several ways, including installation or patrol zone pin maps and hot-spot maps (Figure 1). The JARVISS LE Portal also allows users to automatically generate crime reports that display detailed information about specific offenses and crime data over a specified period of time. These functions within JARVISS have been designed to save time for military police users and standardize reporting across the Army. Tailored reports can also be generated in response to requests from the U.S. Army Office of the

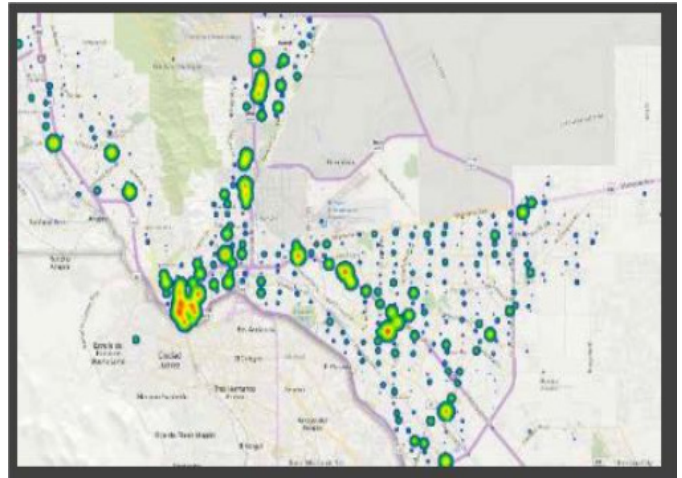


Figure 1: Hot-spot map of El Paso, Texas

Provost Marshal General and DES personnel at the headquarters and installation levels.

“Reports” Tab

Under the “Reports” tab in JARVISS, LE users can access a preloaded on-post LE crime statistics report. This report incorporates unfiltered ALERTS data on all opened, closed, or ongoing cases within the selected timeframe. A new feature that allows users to download the raw data as a comma-separated value file was recently added to the system. The results of the report can be displayed in a detailed map (Figure 2).

“Workspace” Tab

The JARVISS “Workspace” tab provides users with a virtual battlespace from which to track on- and off-post crime.

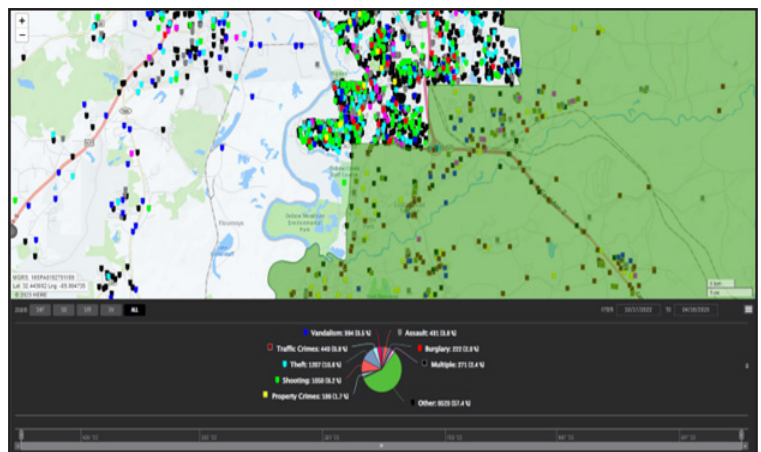


Figure 2: JARVISS LE Crime Statistics Report

The Workspace is designed to allow the user access to a complete, in-depth picture of the operating environment and the ability to pull reports on the data and share that information with other JARVISS users. Given the tools provided, the user can quickly convert data to a timeline or graph and subsequently identify trends. Users can then identify the top crimes on- and off-post and determine where these crimes are most prevalent. The results can be presented using a heat map (Figure 3).

All data contained in the Workspace can be used to generate a report by selecting “Show Reports.” JARVISS provides a variety of export options to meet a wide range of user needs. Excel® files and comma-separated values are most commonly selected.

JARVISS geospatial tracking is ideal for use with the ever-changing operating environment, allowing DES and commanders to stay up to date on current crime trends and make well-informed, data-driven decisions.

Recent Partnerships

The JARVISS Team, Office of the Provost Marshal General, continuously pursues collaborative partnerships across the Army protection community. For example, JARVISS has been integrated into U.S. Army Military Police School (USAMPS) Fort Leonard Wood, Missouri, training, provided field service support to Army commands, and used to support to special-event security.

USAMPS

The JARVISS Team has closely collaborated with the Police Intelligence Operations Division at USAMPS. The focus of this partnership has been to integrate JARVISS into courses at USAMPS, especially those conducted by the Police Intelligence Operations Division. JARVISS has been regularly featured at the Crime and Criminal Intelligence Analyst Course and the Advanced Police Administration Course at USAMPS and the Law Enforcement Senior Leaders Forum at a location determined annually. This collaboration has driven system development, resulting in new JARVISS features. The JARVISS Team works with USAMPS to incorporate these enhancements. JARVISS was recently presented at the Protective Service Detail Training Course and the Antiterrorism Officer Basic Course at USAMPS; efforts are also being made to incorporate it into the course training plans.

IMCOM LE Division

The JARVISS Team also works closely with the U.S. Army Installation Management Command (IMCOM) to provide support to the field. The ability of JARVISS to quickly generate an on-post crime report is ideal for commanders, provost marshal offices, and DESs. Through continued coordination with IMCOM, a new CompStat report template that will be used to more easily identify top crimes and trends, build charts, and link to the Workspace is in development. In addition, information about JARVISS is now presented at the DES and Chief of Police Courses, Fort Sam Houston, Texas, and the JARVISS Team hosts monthly virtual meetings for IMCOM personnel to present

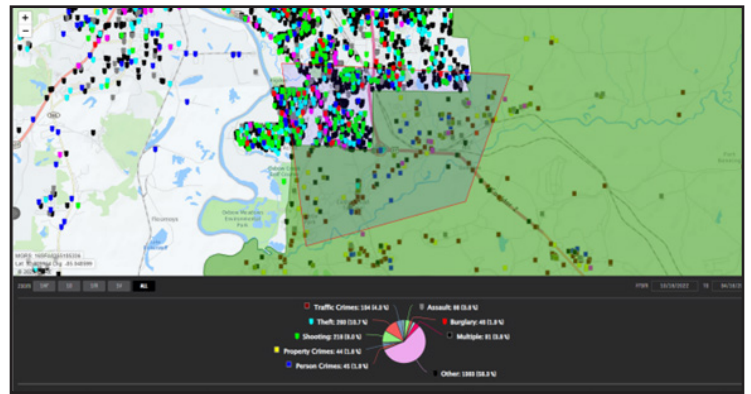


Figure 3: Workspace screenshot: Local crime and ALERTS layer with heat map.

new functionality requests and identify any issues and for the training team to assist users in getting the most out of the system.

127th Boston Marathon

The 211th Military Police Battalion, Massachusetts Army National Guard, used JARVISS for planning, coordination, and live-incident tracking for the 127th running of the Boston Marathon this year. Before race day, the JARVISS Workspace was used to identify the race route, areas of responsibility (AOR), and troop consolidation points (Figure 4). Commanders briefed with a live image, highlighting their AORs as they walked through the operation. On race day, JARVISS was used in the tactical operations center to track live incidents and troop movement, providing up-to-date situational awareness. As Soldiers occupied and vacated their AORs, the common operating picture was updated to display the current force on the ground, allowing for quick, easy briefings to very important visitors. Post-race day, the project was saved in JARVISS—and next year, it will be used to help leaders prepare for the 128th running of the Boston Marathon.

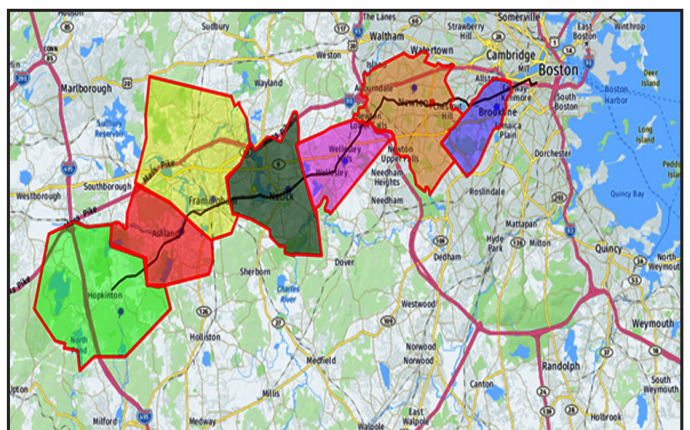


Figure 4: JARVISS Workspace screenshot: Boston Marathon project—AORs and race route

Mr. Marshall is an LE subject matter expert who supports JARVISS. He has more than 10 years of experience in the military police field. As a certified crime and criminal-intelligence analyst, he regularly teaches at Fort Leonard Wood.

Training to Win With Interoperability

By Captain Abigail J. Langan

The U.S. military has historically been the most significant fighting force in the world. Its success can be attributed to possessing the most advanced military technology, including weapons systems, platforms, and equipment. The military is now modernizing to prepare for future conflicts by restructuring, investing in new technology, and bolstering partnerships. A prime example of the U.S. Army investing in and building alliances is the deployment of forces to Eastern Europe and the Baltic region.

There are presently just under 500,000 Soldiers serving in the Regular Army—nearly 5 percent of whom are serving throughout Eastern Europe. Establishing a foothold in this region of the world is strategic, and it highlights our solidarity with our North Atlantic Treaty Organization (NATO) and allied partners. As we transition from counterinsurgency operations to large-scale combat operations (LSCO), our adversaries and operational environment are more complex than ever. LSCO present extensive challenges in terms of coordination and communication. Multiple partnerships and the leveraging of capabilities across all domains are required in order to prevail. As we prepare for the battlefield of tomorrow, we anticipate being contested in ways that we have never previously imagined, highlighting the importance of unified relationships with our NATO and allied partners. Increasing interoperability allows us to leverage our allies' capabilities and to effectively mass effects to achieve a decisive victory on the battlefield.

During the time that the 97th Military Police Battalion, Fort Riley, Kansas, has been deployed to Eastern Europe, there have been two primary lines of effort: interoperability and readiness. These two lines of effort are mutually supporting, directly enabling one another. One of these lines of effort focuses on establishing combined efforts and achieving the effects necessary to defeat our adversaries, while the other focuses on becoming a lethal force. The 97th Military Police Battalion effected these lines of effort by deliberately integrating interoperability into training.

Training Readiness

The Army trains to maintain optimal readiness and prevail in conflict. Units must ensure that they are trained, postured, and capable of rapidly transitioning to conflict in order to be ready. While deployed throughout Eastern Europe, the 97th Military Police Battalion capitalized on training opportunities while also maintaining a high

operational tempo. This was accomplished by executing assigned missions and deliberately training the progression of mission-essential tasks (METs) through scenarios. Military police platoons conducting critical site security for NATO theater defense assets completed 95 percent of the performance measures listed in the training and evaluation outlines on a daily basis, and companies serving as response forces executed 88 percent of the performance measures listed in the training and evaluation outlines on a daily basis. Based on the mission and operational requirements, the 97th Military Police Battalion created numerous high-payoff collective-training events, contributing to a level of readiness that would have been difficult to achieve at home station.

Interoperability

Interoperability helps improve operational readiness by ensuring that partners and allies can concentrate capabilities, work together, and rapidly respond in order to achieve strategic objectives. For example, the 97th Military Police Battalion conducted Operation Ready Anvil, a deliberate training exercise that focused on MET 3: Coordinate Detention Facility Operations. The 2-week combined exercise revealed that high levels of integrated capabilities and partnered operations are required for proper execution of the task. Attempting to organically execute the MET as a battalion would not have been feasible; it would have been impossible to provide the volume of logistic, medical, and legal support required to meet every MET 3 performance measure as a combat support military police battalion. However, partnering with military intelligence comrades made achieving this MET at the scale needed to operate a detention facility attainable at the battalion level. Working with our NATO partners and allies and receiving support from adjacent units rendered this possible and took the training to a higher level. The ability of our partners and allies to understand how we operate, to provide feedback, and to participate in the exercise improved our readiness. Without the relationships created and maintained while the 97th Military Police Battalion was deployed, we would not successfully increase lethality in a foreign country.

For Operation Ready Anvil, subordinate units of the 97th Military Police Battalion established two forward collection points (located in Pabrade, Lithuania, and Mihail Kogalniceanu, Romania) and a corps holding area (located



Platoon leaders conduct a mission briefing for Soldiers.

in Drawsko Pomorskie Training Area, Poland). At each location, NATO partners directly observed and participated in the training. At the forward collection point at Pabrade, allied military working dogs participated in training by providing military working dog teams specializing in combating human tracking. This significantly enhanced training by increasing the level of realism. At the forward collection point at Mihail Kogalniceanu, allied observers watched the training and provided feedback, which assisted in streamlining the systems and processes used for inprocessing detainees. Finally, the Corps holding area at Drawsko Pomorskie Training Area was populated with an array of NATO partners that observed training and participated in the exercise. The 97th Military Police Battalion formed relationships with allied screening teams that were leveraged during interrogations to improve intelligence-gathering efforts and streamline the transfer of detainees. Allied participation from each of these three countries enhanced training and cultivated enduring relationships. This interagency coordination enabled the improvement of operational capability in a joint, interagency, intergovernmental, and multinational environment.

Operation Ready Anvil showcased that the 97th Military Police Battalion could provide command and control to its subordinate units, integrate multiple partners, and still accomplish its training objectives. It highlighted the importance of integrating capabilities, maintaining interoperability, and expanding our understanding of the operational environment and combined-force responses so that when we fight as a united force, we will be able to leverage all capabilities. Operation Ready Anvil improved the interoperability and readiness of the 97th Military Police Battalion through—

- **Standardization.** What is said and how it is said are always crucial—but even more so when working with multiple partners. Standardized languages, equipment, and procedures allow different militaries to work together more efficiently, reducing confusion and redundancy and

alleviating mistakes that could result in death. NATO allies were afforded the opportunity to observe training and to ask clarifying questions about tactics, techniques, and procedures that were used while conducting detention operations.

- **Cooperation.** Cooperation with partner and allied nations enhanced the ability of the 97th Military Police Battalion to participate in combined operations, which involved a variety of intelligence and technology assets. This enabled the efficient sharing of intelligence, equipment, and logistics, which helps increase the speed and effectiveness of military operations.
- **Implementation.** The implementation of standardized protocols, procedures, and communication strategies boosts the readiness of the military to carry out future operations.
- **Rapid response.** Quick and effective information sharing between units enables the military to quickly and accurately react to threats or emerging threats. This exercise allowed the 97th Military Police Battalion and down trace units to practice effective communication and information sharing. By leveraging intelligence assets, potential threats were identified.

Operation Ready Anvil showed that although the U.S. Army can train independently, success in LSCO will rely on partnerships. The advancement and proliferation of technology have forever changed the face of war. The days of a single country or nation dominating the battlefield are gone. This exercise allowed the generation of tactics, techniques, procedures, and critical information requirements necessary for the 97th Military Police Battalion to decisively respond as part of a combined force across the competition continuum with our NATO partners and allies. Because LSCO require a significant amount of coordination and planning, this exercise pushed the 97th Military Police Battalion to consider logistics, surveillance and reconnaissance, protection/intelligence, and large-scale personnel accountability.

Postured to Win

The 97th Military Police Battalion successfully achieved readiness by integrating interoperability into training while deployed during Operation Ready Anvil. This exercise specifically highlighted strengths as well as areas that we and our partners and allies must continue to refine while conducting detention operations in a joint operational environment. Using training and evaluation outlines, the 97th Military Police Battalion objectively assessed the proficiency of MET 3 at 96 percent during the exercise. The operational readiness generated in-theater could not be achieved in a garrison environment. The 97th Military Police Battalion successfully maintained operational readiness against a theater contingency plan in the event that a transition to conflict was required. Leveraging interoperability and maintaining readiness are vital for a lethal force in a LSCO environment.



Captain Langan is the operations officer for the 97th Military Police Battalion. She holds a bachelor's degree in behavioral science from Oregon State University, Corvallis.

Is There Ever a Crisis in Doctrine?

By Major Scott W. Bourne

A wise man once told me that there is never a crisis in doctrine. Over the last year, these words have reverberated in my mind. Our operational environment (OE) is changing. Multiple situations are currently playing out on the world stage, and there has arguably not been a time in recent history that has been potentially more dangerous. Russia is conducting an unprovoked war in Ukraine. China is building its military to challenge us while threatening its neighbors. Iran, North Korea, and violent extremist organizations are attempting to disrupt our strategic objectives.¹ I'm not going to lie; despite the geopolitical uncertainty, this job is the least chaotic I've ever had. But can that change at the drop of a hat? Can there ever be a crisis in doctrine? To explore these questions, we must fully grasp what doctrine is and how it influences our profession.

What is Doctrine?

Paralleling Godwin's Law,² discussions of doctrine nearly always go back to Baron Friedrich Wilhelm von Steuben. Starting with von Steuben's *Regulations for the Order and Discipline of the Troops of the United States*,³ doctrine, in its various forms, has guided the U.S. Army through peacetime and war; lessons learned from past wars and other operations have shaped and codified how Army forces have operated. Army Doctrine Publication (ADP) 1-01, *Doctrine Primer*, defines Army doctrine as "fundamental principles, with supporting tactics, techniques, procedures, and terms and symbols, used for the conduct of operations and as a guide for actions of operating forces and elements of the institutional force that directly support operations in support of national objectives."⁴ Doctrine is dynamic and changing, which is necessary as our OE changes.

FM 3-0

On 1 October 2022, in response to this uncertain and changing OE, the U.S. Army Combined Arms Doctrine Directorate (CADD) published the latest version of Field Manual (FM) 3-0, *Operations*; this version reflects the Army's vital role in assuring allies and partners, defeating the most dangerous enemies in close combat anywhere in the world, and consolidating gains to achieve enduring strategic outcomes for the Nation.⁵ As with previous versions, this version of FM 3-0 is rooted in the principles of war and reinforces the offensive mindset.⁶ The changes contained in this version of FM 3-0 are too significant to discuss in detail in this article; however, I highly recommend watching the 90-minute video entitled "FM 3-0: An Introduction to Multidomain Operations," presented by Mr. Richard D. Creed, Director (also known as "Mr. 3-0"), CADD, on the CADD YouTube[®] channel found at this link: <<https://www.youtube.com/watch?v=QFYjO3XHd3Q>>.⁷ If you can't find

the white space on your calendar to read the 280-page FM, the video serves as a great primer for understanding the most salient changes contained in the publication.

I met and spoke with CADD FM 3-0 team members, including "Mr. 3-0," and I never heard any of their voices waiver, nor did I sense that any of them were in distress; I had no suspicion that they were in the midst of crisis. But I did feel that there was a sense of urgency to deliver a publication that accurately captured changes in our OE, was responsive to those changes, and would influence all other doctrinal publications throughout the Army.

ADP 3-37

As the CADD FM 3-0 team worked for more than 2 years to develop the newest version of FM 3-0, the Doctrine Division, Fielded Force Integration Directorate, U.S. Army Maneuver Support Center of Excellence (MSCoE), Fort Leonard Wood, Missouri, worked hand-in-hand with protection stakeholders to develop the newest version of ADP 3-37, *Protection* (the operational doctrine for the protection warfighting function)—which, at the time of this writing, is scheduled to be published during the 4th quarter, Fiscal Year (FY) 2023.⁸ To ensure that ADP 3-37 is nested with the newest version of FM 3-0; the Army Futures Command (AFC) Pamphlet (Pam) 71-20-7, *Concept for Protection 2028*,⁹ and Training and Doctrine Command (TRADOC) Pam 525-3-1, *The U.S. Army Operating Concept*;¹⁰ the MSCoE Doctrine Division and protection stakeholders throughout the Army are making the following changes to the publication:

- Discussion about how the protection warfighting function contributes to strategic contexts.
- Identification of the ways in which protection is manifested differently at echelon, in-depth, and throughout the operational framework.
- Description of how protection measures prevent and mitigate disruptive effects at unit home stations and ports of embarkation, while in transit to the theater, and upon arrival at debarkation ports.
- Explanation of how commanders and staffs identify, prevent, and mitigate gaps and seams in the protection posture of friendly forces during large-scale combat operations.
- Expanded discussions about how commanders and staffs prioritize critical capabilities, areas, and information.

Now that I have read the new version of ADP 3-37 in multiple states of revision and more times than I can count, I know that it is a great publication—better than the current version, which I had never read before my assignment to this position. It's an easy-to-read manual that is essential

for the Military Police Corps—not only for the apparent reason (which is that we should understand and meditate on all aspects of our profession), but also because the commandant of the U.S. Army Military Police School (USAMPS), Fort Leonard Wood, Missouri, has established the vision that all military police will become Army protection warfighting function subject matter experts. The publication is only 140 pages long, so let's get to reading!

FM 3-39 Revision

Did I mention that the October 2022 version of FM 3-0 would drive revisions to other Army publications? Well, it has been. The Military Police Doctrine Branch of the MSCoE Doctrine Division is currently revising the proponent key-stone field manual, FM 3-39, *Military Police Operations*.¹¹ The revision will align the manual with ADP 3-0, *Operations*;¹² FM 3-0; and other emerging doctrine to ensure that nested multidomain doctrine is delivered to the force. The revision will—

- Reinforce multidomain operations as the new Army operational concept.
- Update our visualization and understanding of the OE.
- Introduce military police support throughout the Army strategic contexts of competition below armed conflict, armed conflict, and crisis.
- Update the levels of warfare to include national strategic and theater strategic levels.
- Update the strategic and operational framework.
- Eliminate discussion of consolidation areas and emphasize the need for continuous consolidation of gains.
- Eliminate the use of the term “decisive action.”
- Update the mission variables to include informational considerations.
- Update the role of warfighting functions to generate combat power.
- Reinforce the establishment of the dynamics of combat power.


In addition to changes driven by Army hierarchical doctrine, the commandant and staff of USAMPS wanted to ensure that the revision also emphasized—

- The role and utility of military police in generating and preserving combat power in the strategic support area, enabling force projection. We know that our adversaries will contest all future deployments, challenge our movement tempo, and restrict our build-up of combat power. Their disruptive effects may occur at unit home stations and ports of embarkation, while in transit to the theater, and upon arrival at debarkation ports. Conducting police operations, criminal investigations, police engagement, corrections, physical security procedures, antiterrorism, and protective services tasks is essential to projecting combat power from fort to port to the area of operations within the operational framework.
- Military police utility in enabling and extending the operational reach of the Corps and other maneuver commanders through our disciplines of security and mobility support, detention operations, and police operations.¹³

I think that I can speak for the entire Military Police Doctrine Branch when I say that we are excited about the publication of the new version of FM 3-39 sometime in 2024. We will be staffing the final draft this fall/winter and will encourage all readers to provide feedback. Returning to the theme of the leading question about whether there is any panic among those responsible for the military police doctrine revisions . . . not that I can tell.

Conclusion

Do I think that doctrine will ever experience the crises that occur in a situation room or in the National Military Command Center or the Army Operations Center at the Pentagon? Probably not. But I can say for sure that as our OE changes, doctrine that is clearly defined and understood across the force (such as FM 3-0 and ADP 3-37) will be integral to the Army response to crises and armed conflict as well as to large-scale combat operations. Once this doctrine is in place, we will have a widely accepted and understood common philosophy, language, purpose, and unity of effort in order to face threats head-on.

Please see the Military Police Doctrine Update at <https://home.army.mil/wood/application/files/3716/8311/6569/MP_Doctrine_Update.pdf> for the status of other notable publications within the military police portfolio. 

Endnotes:

¹FM 3-0, *Operations*, 1 October 2022.

²Godwin's Law states that “As the length of a thread proceeds on a newsgroup, the probability of a comparison with Hitler or the Nazis approaches one. A number of groups have the tradition that when this happens, the discussion is regarded as over.” Oxford University Press, 2009, <<https://www.oxfordreference.com/display/10.1093/acref/9780199571444.001.0001/acref-9780199571444-e-1414>>, accessed on 12 June 2023.

³Friedrich Wilhelm von Steuben, *Regulations for the Order and Discipline of the Troops of the United States*, The American Revolution Institute, 2023, <<https://www.americanrevolution-institute.org/masterpieces-in-detail/steuben-regulations/>>, accessed on 12 June 2023.

⁴ADP 1-01, *Doctrine Primer*, 31 July 2019.

⁵FM 3-0.

⁶Ibid.

⁷“FM 3-0: An Introduction to Multidomain Operations,” U.S. Army CADD, <<https://www.youtube.com/watch?v=QFYjO3XHd3Q>>, accessed on 12 June 2023.

⁸ADP 3-37, *Protection*, 31 July 2019 (under revision).

⁹AFC Pam 71-20-7, *Concept for Protection 2028*, 9 April 2021.

¹⁰TRADOC Pam 525-3-1, *The U.S. Army Operating Concept*, 7 October 2014.

¹¹FM 3-39, *Military Police Operations*, 9 April 2019.

¹²ADP 3-0, *Operations*, 31 July 2019.

¹³FM 3-39.

Major Bourne is the chief of the Military Police Doctrine Branch, Doctrine Division, Fielded Force Integration Directorate, MSCoE. He holds a bachelor's degree in accounting from Whitworth University, Spokane, Washington; a master's degree in security management from Webster University; and a master's degree in business administration from the Naval Postgraduate School, Monterey, California.

OVERCOMING OBSTACLES: REFLECTIONS ON TEAMWORK

By Lieutenant Colonel Stephen M. Anest

On an unseasonably cold and windy Saturday night at Joint Base McGuire-Dix-Lakehurst (JBMDL), McGuire Air Force Base, New Jersey, Command Sergeant Major Jared T. Dean and I watched the Soldiers and noncommissioned officers (NCOs) of our battalion make final preparations to execute an NCO induction ceremony, which marked the culmination of the previous 48 hours of field operations during the 310th Military Police Battalion (Detention Operations), Farmingdale, New York, March Battle Assembly. As the command team for a U.S. Army Reserve battalion, our most challenging enemy is time. On average, a typical U.S. Army Reserve unit gets 38 “at-bats” a year to complete training. Among the most complicated discussions a commander must make are types of training to select and delivery methods to employ within the time available.



A squad from the Headquarters and Headquarters Company, 310th Military Police Battalion, disseminates tactical orders after observing enemy forces.

From 3 to 5 March 2023, the 310th Military Police Battalion, with its four subordinate companies, conducted a squad level lanes situational training exercise at JBMDL. A total of 300 Soldiers assigned to the Headquarters and Headquarters Company; the 340th Military Police Company (General Support), New York, New York; the 423d Military Police Company (General Support), Easy Shoreham, New York; and the 430th Military Police Detachment (Law Enforcement), Fort

Dix, New Jersey, participated in Operation Train to Fight, which began with the battalion occupying its operating site by establishing command posts and bivouac areas.

The training focused on basic warrior tasks, battle drills, and small-unit tactics, while highlighting a mounted lane employing high-mobility, multipurpose, wheeled vehicles and mine-resistant, ambush-protected vehicle crew-served weapons; employing a Common Remotely Operated Weapon Station; reacting to a chemical attack; and countering unmanned aircraft systems. The event also included a night reconnaissance mission that required employing night vision devices for training on enabling tasks such as field feeding and command post operations. For each lane, the squad first completed the orders process, then executed the mission, participated in an after-action review and, finally, received an evaluation. The entire training event culminated with the recognition of a “best squad leader.”

First Sergeant Robert Meola Jr. of the 340th Military Police Company said, “The lanes were what the Army is all about. It reminded me of the old Army, where Soldiers grabbed their gear, loaded up in tactical vehicles with their assigned weapons, and moved out to complete a mission. The training hit the mark for the military police mission. Shoot, move, and communicate!”

Assessing

It’s easier to plan a route if there’s a known starting point. Required to present the yearly training briefing to first the brigade, and then the division, commander within 3 weeks of taking command of the 310th Military Police Battalion in April 2022, I needed to make hard decisions about training, resources, and time with little opportunity to assess each formation and the battalion staff. Around the same time, Lieutenant General Jody J. Daniels, chief of the Army Reserve, published her paper “Changing Culture, Moving From Metrics to Readiness,”¹ which challenged leaders at all levels to shift the leadership and training paradigms. Having previously commanded the 382d Military Police Battalion (Combat Support), Chicopee, Massachusetts, as a major, I recognized that I needed to

develop relationships with my command sergeant major and critical staff and observe the units in the field before making any significant changes. In July of 2022, I got that opportunity.

The 310th Military Police Battalion participated in the Gotham Justice exercise, led by the 333d Military Police Brigade, at JBMDL. This gave me my first solid insight into where we were as a battalion. We had only packed some of the equipment that we needed, such as blank firing adapters, key communications components, organization clothing, and individual equipment. We hadn't planned for enough vehicles or licensed operators. We lacked the skills and the equipment that were needed to efficiently conduct the operations process. Despite these challenges, the training exercise was successful, as we built teams and discovered opportunities to learn, improve, and overcome obstacles. Together, the command sergeant major, the operations officer, and I homed in on four key objectives for the battalion:

- Filling key staff positions.
- Improving troop-leading procedures and the operations process at all levels.
- Overcoming obstacles to moving to the field and conducting operations.
- Providing training on how to train.

We applied the lessons that we had learned from the Gotham Justice exercise to the training planning process and immersed ourselves in an iterative cycle of refining the yearly training calendar. It was difficult, it took a lot of effort, and it was sometimes ugly. We settled on an advanced Reserve Officer Training Corps camp-style squad situational training event as our near-term objective. Key components of the event included a command post exercise held simultaneously with a consolidated crew-served weapons range weekend and equipment readiness goals, such as ensuring that all Soldiers in the battalion had load-carrying equipment, LiteFighter® tents, and helmets. In the backs of our minds, the command sergeant major and I maintained that three of our formations would be mobilizing in support of contingency operations during the next two training years.

Planning

Over the next 9 months, through significant recruiting efforts and team building, the battalion staff grew—with all key positions filled well before the situation training event. The task at hand was Herculean because there were only about 15 actual training days in which to get the training planned, prepared, and rehearsed. Major Nicolas R. Jaeger, the battalion executive officer, managed the staff, assigned staff officers and NCO key deliverables, set timelines, and worked closely with Major Lesly P. Perrier, the battalion operations officer, to synchronize the orders process and marshal resources. The entire operation was planned and executed primarily with organic personnel; however, relevant and ready support was available from trainers from the 310th Brigade Engineer Battalion, 181st Multifunctional Training Brigade, First Army Division West, Fort McCoy, Wisconsin. Lieutenant Colonel Joseph M. Sawruk,

the battalion commander, said, “The 310th Brigade Engineer Battalion was thankful for the hard work, dedication, and thoughtful remedies the Soldiers, NCOs, and officers implemented to overcome limitations and shortfalls that made the mission an astounding success.”

The 310th Military Police Battalion headquarters and companies conducted the operations process throughout the planning of the training event. The battalion security officer created threat models for lanes while other staff members drafted orders, planned scenarios, and designed overlays. Logisticians at the companies and battalion worked to ensure that each class of supplies, including ammunition and critical equipment, were at the right place at the right time. The companies trained on troop-leading procedures and conducted inspections, precombat checks, and rehearsals. A month before the scheduled exercise, key personnel conducted a leaders' reconnaissance of the training areas and refined the plan and the battalion operations officer published a final fragmentary order. As the command team, the command sergeant major and I drove the process, providing guidance and removing obstacles to success where we could—and mitigating their effect where we couldn't.



A team leader gives orders to one of his team members as the tactical situation develops on a training lane.

Facing Barriers and Obstacles

As we approached the execution phase of the operation, we encountered various challenges. A missed opportunity could set back training for an Army Reserve unit 6 months



A squad reacts to enemy contact on a mounted lane.

or more; and as the battalion leaders, we knew that training could be significantly delayed if we did not get things right. Of course, rarely does everything go perfectly in an Army operation. The ammunition supply point was closed for inventory during our planned draw time. Buses dropped Soldiers off at the cantonment rather than the training area. Lane locations needed to be adjusted. We had no experience securing air corridors to allow unmanned aerial systems to fly. And we had no control over the torrential rain and 40-mile-per-hour winds that impacted operations on the first day.


Meeting the Objectives

Situation training exercise lanes were a first for the battalion—at least in recent memory. The training consisted of 10 squad lanes, each taking approximately 2 hours to complete. To add realism, we integrated blank ammunition for individual and crew-served weapons as well as smoke and other pyrotechnic simulators into the training. The commander's training objectives focused on troop-leading procedures and building unit cohesion. The exercise took place on a cold weekend, and it was incredibly windy with significant precipitation on Friday—but that did not stop the battalion Soldiers. The objectives were most certainly achieved. Not only did the event provide valuable training during the execution phase, but it also provided company grade leaders and battalion staff with training on how to plan and execute training. It set the conditions for NCOs to be NCOs. We conducted a yearly training briefing rehearsal for our company leaders. We injected the most recent lessons learned into the iterative process, which again allowed us to compare where we are now with where we need to go. Finally, as the battalion cleared the training areas and prepared for redeployment to the various Reserve centers for recovery, we held a complete battalion formation, awards presentation, and promotion ceremony. Some of my fondest memories as an

officer involve my participation in large-formation ceremonial events, where the combat power and scale of a battalion are genuinely evident. What a rarity it was to have the organic Soldiers of an entire Army Reserve battalion in one place at one time. The weekend culminated in an NCO induction ceremony, inspiring our junior NCOs and officers alike.

A tremendous number of lessons were learned during the battalion situational training event; however, one that stands out is that when presented with leadership, guidance, and opportunity, junior officers and NCOs will carry the guidon forward despite any obstacles. Command Sergeant Major Dean said, "I think maintaining proficiency on warrior

tasks and battle drills can sometimes get lost in the shuffle of day-to-day operations, so opportunities like this battalion-wide training event can show leaders how they can synergize their training plans while helping us develop more efficient and agile junior leaders in our formation who can focus on the bigger picture when planning training for their units."

Command Sergeant Major Dean and I are very proud of our junior officers, NCOs, and enlisted Soldiers in the 310th Military Police Battalion. They truly impressed us and exceeded our expectations. In truth, when I input my information for the command selection board, the 310th Military Police Battalion was not on my list of choices for a second battalion command. Yet, the Army works in mysterious ways. I am surrounded by this amazing group of officers, NCOs, and enlisted Soldiers who make a difference every day, and I wouldn't want to be anywhere else. 

Endnote:

¹Jody J. Daniels, "Changing Culture, Moving From Metrics to Readiness," 2023, <<https://www.usar.army.mil/Portals/98/Documents/CAR/Changing%20Culture%20FINAL%2004052022.pdf?ver=Kz91X-Qs2nuVg-IrGeqLRQ%3D%3D>>, accessed on 21 July 2023.

Justice to All!

Lieutenant Colonel Anest is the commander of the 310th Military Police Battalion. He holds a bachelor's degree in political science from Rutgers University, New Brunswick, New Jersey, and a master's degree in international relations and public administration from Saint John's University, New York, New York. In his civilian capacity, he is a special agent assigned to the Office of Professional Responsibility, U.S. Customs and Border Protection.



Military Police Creed

I am a Soldier and proud member of the United States Army Military Police Corps Regiment.

I am Of the Troops and For the Troops.

I believe there is no higher calling than to ASSIST, PROTECT, and DEFEND my fellow Soldiers, their families, and the basic ideals of our Constitution that guarantee our freedom and our American way of life.

I am always ready to help individual Soldiers retain or regain their dignity.

I assist commanders in performing their missions, safeguarding their commands, and maintaining discipline, law and order.

I am proud of the Military Police Corps Regiment and fully understand the awesome responsibility given to all military police Soldiers.

At the same time, I am humble because I know that I am a servant of my country and my Army.

To perform my duties properly, my honesty, integrity, and courage must be balanced by competence, alertness, and courtesy.

I know I am constantly in the public eye and my behavior sets the standards of excellence of my fellow Soldiers.

To my unit, my commander, and myself, I promise sustained, just, and honorable support.

To my country, the Army, and my Regiment, I promise the skills of my training, my physical ability, my mental initiative, and my moral courage, for I am a Soldier in the

MILITARY POLICE CORPS REGIMENT