

GEORGIA GUARDSMAN

★ ★ SERVING THE NATIONAL GUARD AND STATE DEFENSE FORCE OF GEORGIA ★ ★

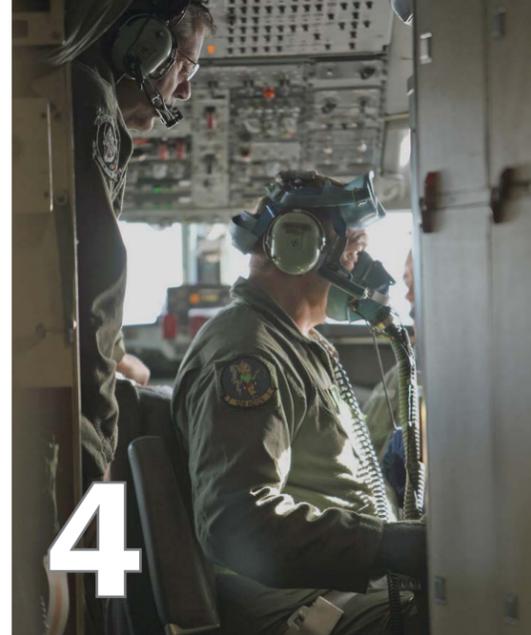
May 2011



Best Ranger Competition
features three Guard teams

165th Airlift Wing trains in the Congo
as part of joint medical exercise
with U.S. Air Forces Africa

\$250,000-per-year savings
from IT restructuring



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Georgia Army Guard Sgt 1st Class Robert Hoffnagle performs the Prusik climb – a climbing technique using friction knots around a mountaineering rope – to ascend during the 28th Annual David E. Grange, Jr. Best Ranger Competition.

BEST RANGER COMPETITION FEATURES THREE NATIONAL GUARD TEAMS

Story and photos by Spc. Adam Bellinger
3rd Squadron, 108th Cavalry
Georgia Army National Guard

FORT BENNING, Columbus, Ga., April 16, 2011 – In an ultimate test of fitness and endurance, three National Guard teams joined with more than 47 other teams from around the Army to compete in the 28th Annual David E. Grange, Jr. Best Ranger Competition here at Fort Benning. At least two of the participating Guardsmen were from Georgia.

Comprising this year’s Guard teams were: Georgia Army Guard Sgt. 1st Class Robert Hoffnagle, and Sgt. Adam Sanford (team 21); Georgia Army Guard Staff Sgt. Kenneth Fraley and Staff Sgt. Jacques Vickers (team 22), and 2nd Lt. Andrew Burns and Staff Sgt. Matthew Madiar (team 23).

Hoffnagle, who serves on title 10 orders as a platoon sergeant at Benning’s Warrior Training Center, competed for Best Ranger in 2007 and again in 2010. He originally planned to coach this year’s Guard teams, but after learning that those teams had lost some people, he decided to step in and take up the challenge for a third time.

Best Ranger is a combat-focused, military skills competition that encompasses 60 grueling hours of nonstop physical and mental challenges, testing the basic skills that every Ranger possesses. Each team is subjected to a myriad of events – some

more taxing on the body and the mind than others – like foot marches, distance running, parachute jumps and marksmanship, to name a few.

On average, about 60 percent of the teams competing for the coveted title of “Best Ranger” never even finish the event. In fact, most are eliminated within the first 24 hours of this three-day, marathon-style competition. Of the original 50 teams this year, 31 completed the arduous ordeal. The last three teams not to finish were eliminated during a 12-mile road march on Sunday.

Hoffnagle says he is satisfied with how he and his teammate performed throughout the competition, but also feels they could have done better. Because of injuries sustained by Sanford, their team was taken out of the competition close to the end on Sunday night. Before that happened, the pair was in 4th place.

“I wanted to show everyone that the Guard had a strong team,” Hoffnagle said. “I also wanted to represent the Warrior Training Center and the Guard well, thereby letting everyone know that the Guard can have a top team in the Best Ranger Competition, and some of the best Soldiers anywhere.”

In the end, his team did not win, but the loss did not seem to deter him from trying again next year.

“I will compete again,” Hoffnagle said with firm conviction in his voice. “I cannot end my competing on a DNC [Did Not Complete]. I need to, and will, finish this.”

JSTARS: THE GROUND COMMANDER’S ‘EYE IN THE SKY’

Story and photo by Sgt. 1st Class Roy Henry
Public Affairs Office
Georgia Department of Defense

ROBINS AIR FORCE BASE, Warner Robins, Ga., April 15, 2011 — On any given day Airmen and Soldiers of the Georgia Air National Guard’s 116th Air Control Wing are taking to the skies in their E-8C Joint Surveillance Target Attack Radar System (JSTARS) aircraft. Their job: to assist in homeland security operations and to help U.S. and other friendly forces “deal with the bad guys” anywhere in the world.

“It’s a great aircraft, manned by the best crews anywhere,” said a Sentinel flight engineer. The engineer, a former aircraft hydraulics specialist with more than 20 years service, has been with the 116th since the days when the unit was flying F-15 Strike Eagle jet fighters out of Dobbins Air Reserve Base, followed by the operation of B-1 bombers when the 116th first moved to Robins.

“If it’s out there, we’ll find it and then put the assets on it to identify what it is, where it is, and where it’s going. And, when needed, we call in units to neutralize it if it’s a threat to folks on the ground,” he said.

The E-8C is a Boeing 707-300 series commercial jetliner, remanufactured and modified with several radar, communications, operations and control subsystems. Its most prominent external feature is the canoe-shaped radome under the forward fuselage that houses a long, side-looking phased array radar antenna. The aircraft is an airborne battle management, command and control, intelligence, surveillance and reconnaissance platform. Its primary mission is to provide theater ground and air commanders with real-time ground surveillance to support attack operations and targeting that contributes to the delay, disruption and destruction of enemy forces.

On this particular day, the 25-person Air and Army crew of Aircraft 0006, nicknamed “Sentinel,” was training with two Navy E-2C Hawkeye early warning aircraft just off

Georgia’s Atlantic coast. The mission, says Lt. Col. John M. Verhage, who commands the 128th Airborne Command and Control Squadron (one of the 116th’s subordinate units with Airmen who operate the E-8C’s surveillance and intelligence, navigation stations), was to coordinate with the Hawkeyes in identifying and tracking waterborne targets. Verhage was on the flight to observe his people at work.

“We train constantly, as you know, to provide a variety of mission sets, and this is just one of them,” Verhage said. “In this case, information about the targets our surveillance operators find on the water is passed on to the Hawkeyes, which then contact the Coast Guard for interdiction and identification.”

Manning one of Sentinel’s crew stations on this flight was an Army airborne target surveillance supervisor from the 138th Military Intelligence Company based here at Robins. On any given day, though, the supervisor’s seat could be filled with a Sailor, Marine or a NATO counterpart.

His job is to track friendly forces using the Army’s Blue Force Tracker, a GPS-enabled system that provides military commanders with the location of friendly or hostile military forces. It is the information about those “non-friendlies,” the supervisor says, that he passes on to one of the air weapons officers for identification, interdiction and possibly destruction (depending on the mission) by other air, ground or

waterborne assets.

“I am that liaison between the ground forces and the aircraft,” the supervisor said. “The biggest challenge we sometimes have as a ‘joint platform’ is breaking the language barrier between the Army, Air Force, Navy and Marines. But it’s a great job, and I wouldn’t trade it for any other assignment in the world.”

According to information provided by the wing, the 116th’s E-8Cs and their crews have supported an estimated 3,665 combat operations and five “troops in contact” missions. They also have spent more than 3,400 days deployed in support of operations in Iraq, Afghanistan and other locations around the world.



REMEMBERING THOSE WHO MARCHED AT BATAAN

Story by Sgt. 1st Class Roy Henry
Public Affairs Office
Georgia Department of Defense

CLAY NATIONAL GUARD CENTER, Marietta, Ga., April 25, 2011 – Two Georgia Army Guardsmen from the Ellenwood-based 221st Military Intelligence Battalion “took the long walk” on March 21 with more than 1,000 other military and civilian participants from around the world in the 22nd annual Bataan Memorial Death March at White Sands Missile Range, N.M.

“You really have to admire the individuals and teams who participate in this event,” said Maj. Kris Marshall, one of the two Georgia Soldiers who made the 26.2-mile march. “Training for the event is as tough as the march itself [he and his partner began their training last year], and most certainly not for the faint-hearted. It’s an event I know I would encourage others to experience for themselves.”

The memorial march honors those World War II Soldiers, Sailors, Marines and Airmen, as well as their Filipino counterparts, responsible for defending the Philippine islands of Luzon, Corregidor and the harbor defense forts at places like the Bataan Peninsula.

On April 9, 1942, an estimated 75,000 American and Filipino combatants surrendered to Japanese forces and were forcibly marched 60 miles. Thousands died en route from disease, starvation, dehydration, heat prostration, untreated wounds, and wanton execution. Among those captured were members of the New Mexico National Guard’s 200th Coast Artillery.

The New Mexico State University Army ROTC Department began sponsoring the memorial march in 1989 to mark a page in history that had included many of its native sons and affected so many families in the state. In 1992, White Sands Missile Range and the New Mexico National Guard joined in the sponsorship of the event. It would later be moved to the missile range.

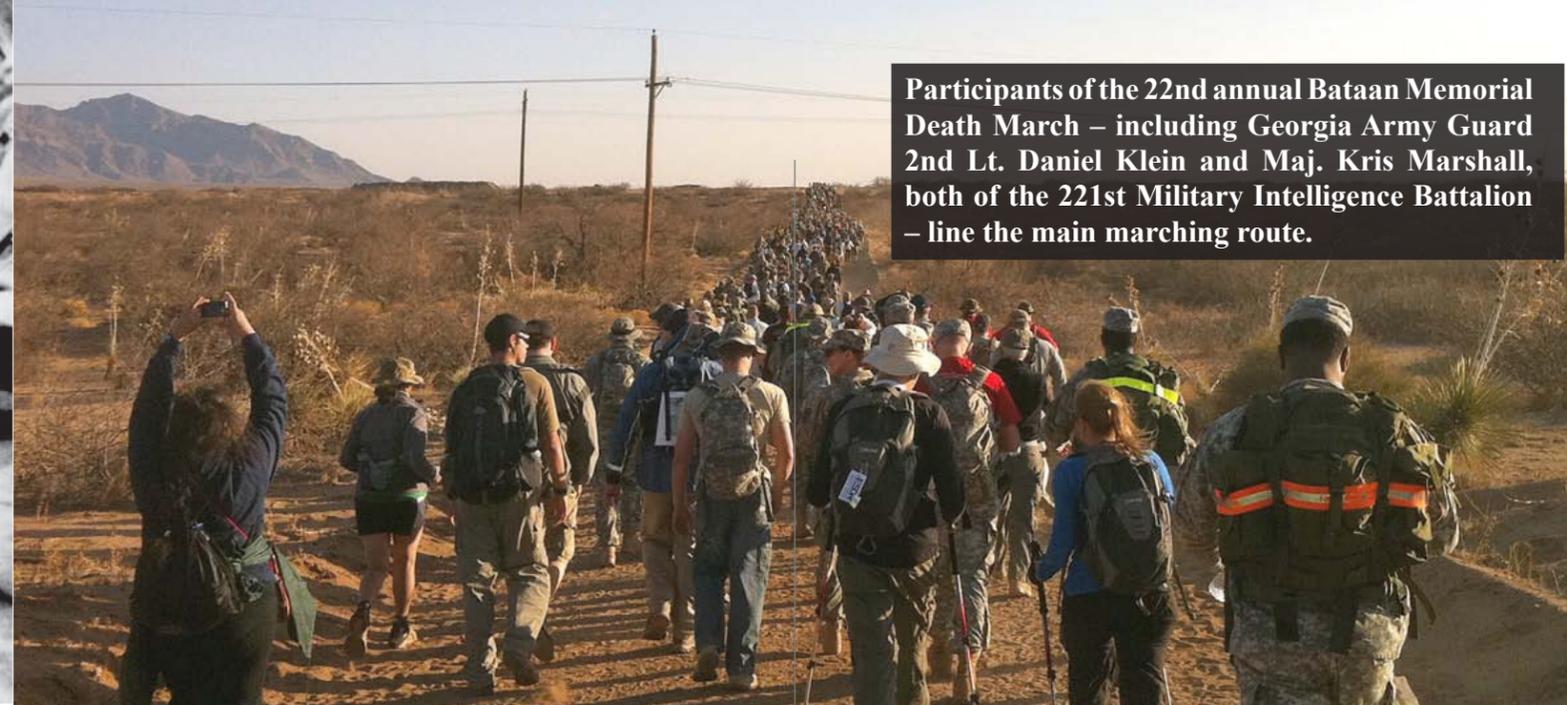
There have been other Soldiers from the 221st and its parent headquarters, the 560th Battlefield Surveillance Brigade, who have participated in the march over the years. But, for Marshall, the battalion’s operations officer, and 2nd Lt. Daniel Klein, a platoon leader with the 221st’s Company A, it was their first attempt at the march.

“Originally, I just wanted to do what others had done, because I was quite impressed with the endurance and stamina of those who’d gone before me,” Marshall said. “Although, I’ve known about what happened in 1942 since college, I learned even more about the suffering and unimaginable horrors those who survived the march had endured, and found myself driven to complete the march more for honoring their memory than for the bragging rights.”

“Kris and I were fortunate enough to meet several surviving members of the original Bataan March, as well as to visit the Bataan Memorial just outside of White Sands,” said Klein, who is attending the Military Intelligence Basic Officer Course at Fort Huachuca, Ariz. “There have been many who serve now, and those who served before me, whom I admire for their endurance, their courage and their will to survive. The Bataan survivors most certainly have earned their place among those folks.”

“While the march is challenging, and I would most certainly do it again, it wasn’t – in the end – about making time or being better than someone else,” Marshall said. “It was about an opportunity to meet those who survived the death march, and to honor the memory of those who didn’t. It was about camaraderie, fellowship and building special relationships.”

“I have to agree with that,” Klein added. “Not only did I learn a lot about myself, my teammate, and those with whom we marched, I learned what it takes to be a survivor in the face of great suffering, and the importance of brotherhood among warriors.”



Participants of the 22nd annual Bataan Memorial Death March – including Georgia Army Guard 2nd Lt. Daniel Klein and Maj. Kris Marshall, both of the 221st Military Intelligence Battalion – line the main marching route.

NCO NOTEPAD



By Command Sgt. Maj. James Nelson, Jr.
State Command Sergeant Major
Georgia Department of Defense

Traditionally, May has focused on the military in many ways. Most people view this as a time to show appreciation to our brave servicemen and women for their unselfish service and dedication to the defense of the nation. There is no doubt that service members rightfully deserve any and all outpouring of appreciation in any way our citizens may feel appropriate.

The month culminates with Memorial Day, a federal holiday on the last Monday in May. The day marks recognition of those who have died in service to the nation. But, ask any service member with a spouse and they will tell you in a heartbeat who are the unsung heroes: MILITARY SPOUSES.

Military spouses, past and present, are an extraordinary group of individuals. While their husbands or wives took an oath and signed on a dotted line when they joined the military, spouses were enlisted through the back door with the vows they took on their wedding day. In choosing their mates, they inadvertently chose to share their way of life. While others have the luxury of investing in their homes knowing they will be there for the duration, military spouses decorate their homes hoping they will be there for at least three years before having to move again. While others slowly gather a network of hairdressers, churches, dentists and doctors; military spouses hit the ground running. They know they have a limited time to set down roots before it’s time to pack up again, or – in times of deployment – be ready to run the household all on their own.

Adversity just makes them stronger. What some people view as obstacles, they take on as challenges to be overcome. They jump wholeheartedly into the PTA, church and the community. Every once in a while, some may glance at their diplomas on the wall and wonder “what if.” Then reality comes crashing in and they realize that they are the only constant for their children because mom or dad is deployed. And so they remain steadfast in their conviction that they are doing the right thing. Some spouses give the ultimate sacrifice, losing their loved one for the cause of freedom.

Our spouses truly are force multipliers who are only now beginning to get the nation-wide recognition and appreciation they deserve for their dedication, commitment and resiliency. I would like to personally offer my special appreciation to the military spouses of the Georgia Department of Defense and my sincere gratitude for the dedicated and often unrecognized service they make daily to the Georgia National Guard and our ability to accomplish our missions.

GUARD WELCOMES HOME INTELLIGENCE TEAM FROM KOSOVO

Story and photo by Spc. Adam Bellinger
3rd Squadron, 108th Cavalry
Georgia Army National Guard

ELLENWOOD, Ga., April 7, 2011 — On March 6, 2010, 32 Intelligence analysts from the 221st Military Intelligence Battalion's first All-source Collection Element (ACE) Team departed from their home station at Fort Gillem for their yearlong deployment in support of Kosovo Forces (KFOR 13). Today, those 32 Georgia Guardsmen were welcomed home in a ceremony held here in the drill hall of the Georgia Army Guard's Joint Forces Headquarters.

"It's nice to be back, everyone was ready to return," said Capt. Feby George, the officer in charge of the team.

During the deployment, the ACE team conducted collection and analytical operations that included counterintelligence, human intelligence, and multi-source intelligence collection for fusion, targeting, and advanced analytical key leader engagements and special projects in a timely, thorough and professional manner, says George.

The team, says Lt. Col. Raquel Durden, the battalion commander, served with the 92nd Puerto Rican Army Guard's Maneuver Enhancement Brigade, and was assigned to Multi-National Battle Group East (MNBG-E) at Camp Bondsteel. One section ran a 24-hour, seven-day-a-week intelligence shop, while the other "worked the street" alongside Romanians gathering human intelligence and conducting security force and protection operations.

"Without a doubt, this team did an absolutely fantastic and professional job on their deployment, and we are all proud of them for their service, duty, and their contributions to preserving freedom," Durden added.

George agreed, saying, "They did a really good job, especially being attached to a unit with whom they'd never worked. The language barrier, of course, provided them with a challenge, but they did a great job integrating with the Puerto Rican Guard."

Durden went on to say that, even though this was the first rotation of a Georgia ACE team to Kosovo, it would not be the last. A second Georgia ACE team (KFOR 14) has already relieved the KFOR 13 team in Kosovo, and a third team (KFOR 15) stood up in March.



Maj. Gen. Maria L. Britt (right), offers her congratulations to Capt. Feby George, the team commander, and her 32 Soldiers for a successful deployment.

This third team is undergoing pre-mobilization training at Fort Stewart and will move on to the technical part of its training in May. Until then, the KFOR 15 team continues to talk with the newly returned KFOR 13 ACE team about best practices and lessons learned during their deployment.

"In this way, KFOR 15 will end up being the best trained of the three teams," Durden said, "because of its predecessors."

This third team is slated to deploy at the end of the summer until the early fall of this year.

Major Gen. Maria L. Britt, commanding general of the Georgia Army National Guard, was also on hand to greet the team. Britt personally welcomed the Soldiers back, and told them that "the Georgia Army National Guard is very proud" of them and the sacrifices they and their families made during the deployment. Britt also encouraged the team to "take things slow" now that they are home, and to "take the time to become reacquainted" with their families.

"Thank you for your service," she added. "Yours is a job well done."

RECRUITERS 'TAKE TO THE MAT' AS PART OF WWE EVENT

Story and photo by Sgt. 1st Class Roy Henry
Public Affairs Office
Georgia Department of Defense

CLAY NATIONAL GUARD CENTER, Marietta, Ga., April 5, 2011 — With the coming of the World Wrestling Entertainment (WWE) and WrestleMania 27 to Atlanta's World Congress Center, more than 70,000 fans from across the nation and around the world got to meet and greet their favorite WWE wrestlers. But there to greet them, too, were Soldiers of the Georgia Army National Guard.

Two years ago, National Guard marketing and advertising began a partnership with the WWE during WrestleMania 25 in Houston, Texas, as a way to tap into the WWE's enormous fan base and get the word out about what the Guard is, what it does, and what it has to offer those thinking about enlisting.

Now, as then, Guardsmen — this time from Georgia — were out among wrestling fans for the three days leading up to, and then the day of, WrestleMania 27, telling the Guard story and looking for recruit prospects.

"It's also about promoting the importance of getting an education, building self-respect and respect for others, and it's about choosing to do something with one's life that provides personal growth and satisfaction," said Sgt. 1st Class Jeff Martin, a Dawsonville-based recruiter. "As a recruiter, and as a Soldier, I hope that the pride I have in myself and my fellow service members hits home with any person I've talked to, and that it makes them think that much harder about wanting that kind of pride for themselves."

When the announcement was made in 2009 about the Army Guard/WWE collaboration, World Wrestling

Entertainment's Chief of Operations Donna Goldsmith made it clear that her company was "proud to partner with such a significant and renowned organization like the Army National Guard."

That feeling remains evident and resonates from among the organization's wrestlers, like "Big Show," who took time out on the exhibit hall floor to talk with some of Martin's fellow Guardsmen.

"These are some of the greatest folks in the world to be around," Big Show said afterward. "What our men and women in uniform do for us every day says so much about who we are as Americans, and I for one am very grateful for their willingness to make the sacrifices that they do for our freedom and our peace of mind."

Over the four days Martin and his fellow Soldiers interacted with fans — both young and old, those who have never served, and those who have — they came away with "62 good, legitimate recruiting leads," according to Staff Sgt. John Johnson.

"In the overall scheme of things, though, this and other events like it are an unquantifiable success," Martin said. "There are now people out there who left knowing more about the Guard when they left than they did when they walked into the building. As for those 62 leads, that's 'icing on the cake.'"

Even those who did not sign up to talk later with a recruiter, Martin says, will tell someone else about their experience with the Georgia Army Guard at WrestleMania.

"More often than not in the business world, word of mouth about a service or product is the best advertisement there is," Martin said. "It's no different when it comes to what the Army National Guard is and has to offer."



COMMUNICATIONS SPECIALISTS PARTICIPATE IN MULTI-AGENCY GEMA EXERCISE

Story by Sgt. 1st Class Roy Henry
Public Affairs Office
Georgia Department of Defense



Staff Sgt. Christopher Hill and Spc. Kerry Thompson, both with Georgia's 78th Homeland Response Force, help Staff Sgt. Tiffany Warren of JFHQ signal section set up the video camera used on the Army Guard's JFHQ's CRISIS vehicle.

AUSTELL, Ga., April 19, 2011 – Instead of the usual cars, minivans and RVs filled with excited park goers, the main parking area at Six Flags over Georgia was occupied throughout the day by Georgia Army and Air Guard communications specialists, their vehicles, and their civilian counterparts as they participated in a mobile communications vehicle exercise.

"It's a busy place with a lot of players," said Staff Sgt. Christopher Hill, the NCO-in-charge of the Guard's 78th Homeland Response Force (HRF) signal section, "but what we learn here will help us accomplish the mission out there – knowing the situation and getting help to where it's needed quicker – in the event of disaster."

Put on by the Georgia Emergency Management Agency (GEMA), the event is part of the state's overall program to improve emergency communications capabilities and interoperability among local agencies, including the National Guard, responsible for answering the call for assistance in times of emergency.

"This, and exercises like it held in other states, are funded by the Department of Homeland Security," said Nick Brown, GEMA's statewide interoperability coordinator, "through the Interoperability Emergency Communications Grant."

Participating in the exercise was the Army Guard's Joint Force Headquarters' Commander's Radio Interoperability and Satellite Incident Support (CRISIS) vehicle – also known as the Interconnected C4 Unit (IC4U) – manned by Soldiers from JFHQ, Staff Sgt. Hill, and other Soldiers from the HRF – and the 4th Civil Support Team's mobile communications system. The IC4U is an advanced, command and control, communications system providing incident commanders and first responders with a rapidly deployable, highly mobile, self-contained communications system.

Its capabilities include streaming video integrated into the system, internet access, fax capability, up-to-the-minute weather

updates, says Staff Sgt. Tiffany Warren, the NCO officer-in-charge of the JFHQ vehicle. IC4U provides the incident commander with "eyes and ears" on the ground in forward areas, giving a clear picture of events in almost real time, via the satellite link.

Working with the 4th CST unit were mobile command and communications posts and personnel from Cobb, DeKalb, Henry, Rockdale, Lumpkin, Whitfield, Troup and Forsyth counties, and the Georgia State Patrol. Also involved in the exercise were several amateur radio (HAM) operators from around the metro area.

"There's been a lot of money spent by local and state agencies on their particular radio systems," Brown explained, "but while they're capable of talking to their own people, they're not always able to talk agency-to-agency, a capability that would prove crucial during an emergency. Through this exercise, we determine what systems the agencies have, and how to best integrate them, including the National Guard's. Thus promotes consistency in emergency communications across the state so that everyone can talk with everyone else. All this interoperability testing will culminate in a statewide, more task-intense exercise planned for October in Cordele."

As for the Guard's "piece of the communications pie," Brown explained, "it brings a more enhanced, more secure communications capability to the table during a state emergency – something most of its civilian counterparts do not have."

"That's why we're here," said Chief Warrant Officer 3 Bryan Durette, the HRF's deputy signal officer and a full-time JFHQ information technology specialist. "As a homeland response force, we'll be working hand-in-hand with the different agencies should a real incident occur. So, we need to know who has what, how it works, and how we can help them communicate with us better."

CEREMONY MARKS DEPARTURE OF GEORGIA'S FIRST AG TEAM

Story by Sgt. 1st Class Roy Henry
Public Affairs Office
Georgia Department of Defense

FORT GORDON, Augusta, Ga., April 25, 2011 – Families, friends and fellow Soldiers marked the departure of the first of three Georgia Army Guard agricultural development teams to Camp Atterbury, Ind., and commemorated the next phase of the team's journey to Afghanistan with a ceremony here at Fort Gordon.

"I don't know a Soldier here who isn't going to miss his or her family," said Master Sgt. Dale Simpson, noncommissioned officer-in-charge of operations for the 201st Agricultural Development Team (ADT) 1. "I'll also tell you that there isn't a Soldier among us who isn't looking forward to this deployment and helping the Afghans better themselves and their country."

When the 50-plus Soldiers of ADT 1 finally do "put boots on the ground" in Southeastern Afghanistan, the "AG" specialists will spend 15 months helping Afghan farmers in the region, and their communities, better their lives through the more efficient use of water, soil, crops and livestock using basic, more modern agricultural techniques. While teaching agricultural methods, it will be the job of the team's security force section to protect the unit from insurgents.

"This mission is perfect for the Guard and for Georgia," said Col. Bill Williams, the ADT commander. "Unlike our active duty counterparts, our Citizen-Soldiers bring to the battlefield a variety of 'civilian acquired skills,' which are going to make this mission a success. That, coupled with the specialized training we've received from the University of Georgia and its agricultural department, we'll be able to

help the Afghans create resolutions to their own problems."

From the state perspective, Williams says, Georgia has a rich agricultural history and is recognized around the world as leader in that field. As southerners, Georgians also have several things in common with the Afghans that Williams says he and ADT 1 will use to develop their relationship with the Afghan people.

"We both believe in family and want to provide a better life for them," he explained. "We also believe in respect for others and for our elders as well as positions of authority. Our two peoples also believe in hospitality toward others when they come bearing a handshake, a smile and kind word."

"More importantly," Williams added, "our emblem as Citizen-Soldiers is the armed farmer standing beside his plow, ready to protect his family, his land and his freedoms... the same has been true of the Afghans for as long as they, or anyone else, can remember."

To drive home that point, ADT 1's vehicle flags and its unit guidon will display a variation of the minuteman, only he will be holding a shovel instead of a plow to symbolize the team's mission.

Before they get to that point, however, the team must spend about a month at Atterbury finishing its mobilization training. While the team's training has focused since last year on individual Soldier skills, it now turns to more team-oriented tasks.

Soldiers like Sgt. Carmen Benson, a middle school agricultural science teacher from Rincon and ADT 1's horticulturalist, say the training has been challenging but the team has shown that it has the tenacity to endure at Atterbury and on into the deployment, just as it has from day one.

Benson adds that she is going to miss her students and her family "terribly," but she says she is excited about being part of the AG team, and being part of the plan to help other human beings help themselves.

Her mother, Barbara, and father, Michael, both of Augusta, are former active Army signal and communications

Soldiers.

"We're quite proud of her," said Barbara. "What she and her teammates are doing – and will do – is something I hope the whole world knows about. It may not end the war, but it will certainly help the Afghans move down the road toward rebuilding their nation, one farm at a time."

"What makes us even prouder of her," Michael added, "is that she didn't have to be asked; she acted as a Soldier should and said, 'take me, I want to be there.' I'm quite impressed with what she and the AG team are doing, and I know they'll be a key part of the success we hope to see in Afghanistan."

Sergeant John Nickerson, who is part of the ADT's Security Force Section and a combatives instructor, has the important job of protecting Benson and the others while they are out among the Afghans. His leaving for Atterbury comes one day before his son – John David, Jr. – turns nine.

"I'm ready; my section's ready," said Nickerson, who has deployed at least twice before, both times to Iraq. "Being no different than anyone else, I'll miss my wife and kids, but we've talked about how important this is to me, to the nation, and to the overall success of the operation in Afghanistan."

"We don't want him to go, but we also know he's a great Soldier and that he's got to go there to get back here," added his wife, Adrienne. "So, we're sending him off knowing that we love him, and that we're proud of him and what he's doing."

As much as ADT 1 has done to get to this point in its mobilization, there is much more to do before getting to Afghanistan and starting its mission. Watching his Soldiers say their last goodbyes as they headed for the bus that would take them to Indiana, Williams said, "What you see before you are America's best, and Georgia's finest. We're honored to be the state's first agricultural development team, and we'll set a high standard for the AG teams that follow."

GEORGIA GUARDSMEN WORK WITH UGANDAN TROOPS DURING ATLAS DROP 11

*Story and photos by Sgt. 1st Class Brock Jones
128th Mobile Public Affairs Detachment
Utah Army National Guard*

SOROTI, Uganda, April 22, 2011 – Soldiers from the Uganda Peoples Defense Forces (UPDF) and the U.S. Georgia Army National Guard have been training and living together in the bush north of Soroti, Uganda, as part of Atlas Drop 11. The training conducted during this year's iteration of the annual exercise, sponsored by U.S. Army Africa, sought to increase the capability of both UPDF and U.S. forces to resupply soldiers operating in remote areas.

Infantrymen, cavalry scouts and pathfinders from the 3rd Squadron, 108th Cavalry Regiment, 560th Battlefield Surveillance Brigade, and soldiers from UPDF's 27th Infantry Battalion have been training alongside each other as they patrol and clear aerial-resupply drop zones in three locations in the Olilim and Kapelebyong areas.

"We've been out here since yesterday, working with the 27th Infantry, UPDF, training with them on pathfinder operations and some of our troop tactics and procedures," said 1st Lt. Steven Russell of Dahlonaga, Ga., a member of Troop A, 3-108th. Russell serves as the pathfinder team leader and lead instructor for the UPDF training team at DZ Red.

"We've been working hand-in-hand with the UPDF. They have been showing us how they conduct field operations and how they operate in tactical and combat environments," he said.

DZ Red (in Kapelebyong), along with DZ White and Blue (in Olilim), were used during three days of live aerial-resupply practice drops. UPDF Lt. Stephen Omuya, an instructor from the Olilim Training School, says the training conducted as part of AD 11 will be helpful in whatever environment soldiers may find themselves working.

"This is very important for us to have such technical and tactical training exercises," Omuya said.

While training and living together, the U.S. and Ugandan soldiers have come to know each other better, both as professional soldiers and as people, adds Omuya.

"The UPDF Soldiers have been eager to learn, and many of them have been filling up notebooks with information presented during classes, even remaining after a training class is over to get any notes they may have missed," said Staff Sgt. Jeremiah Stafford, a native of Charleston, S.C., who serves as a pathfinder with 3-108th.

Spec. Dustin Terry of Hiram, Ga., who serves as a pathfinder with Troop C, 3rd Squadron, 108th Cavalry Regiment, Georgia National Guard, instructs Soldiers from the 27th Infantry Battalion, Uganda People's Defense Forces, on how to set up drop zone marking panels at DZ Red near Kapelebyong, Uganda.

“The UPDF Soldiers are all very eager to learn,” Stafford added.

The main challenge for the Ugandan and U.S. Soldiers training at DZ Red was communicating the technical nature of aerial delivery operations.

“Our biggest challenge out here has been the language barrier, absolutely,” Stafford said.

To help overcome language differences, one of the UPDF noncommissioned officers stepped forward to translate the U.S. instructors’ English into Swahili, and a few of the U.S. Soldiers figured out their own means to communicate.

“The guys came up with some training aids to help with the language barrier,” said Staff Sgt. Gabriel Brooks of Douglasville, Ga., who serves as a section leader with Troop A, 3-108th.

During some of the breaks in the busy training schedule, a few of the Georgia Soldiers created a miniature C-130 Hercules aircraft and a Blackhawk helicopter with rotors using water bottles, duct tape and sticks. They used the models to provide the UPDF Soldiers with a visual means of grasping the technical information they were presenting.

Working together to make the training as beneficial and pertinent as possible, the UPDF and U.S. forces have not only become more proficient at establishing drop zones, but also at seeing challenges as opportunities that, if overcome, can lead to greater understanding and perhaps even friendship.

“We are getting an immense sense of fulfillment and enjoyment from working with a very professional force, getting to see a beautiful part of the world, getting a tremendous amount of multicultural and multinational experience, and working with one of our allies,” Russell said.

Major Gen. William T. Nesbitt, Georgia’s Adjutant General, along with other American and Ugandan officials gathered April 20, 2011 at DZ Blue

to participate in the closing ceremony marking the end of Atlas Drop 11.

Other distinguished guests included Lt. Gen. Ivan Koreta, Deputy Chief of UPDF; Virginia Blaser, Deputy Chief of mission, U.S. Embassy; Maj. Gen. David R. Hogg, U.S. Army Africa (USARAF); Brig. Gen. James Owens, Deputy Commander of USARAF; and other UPDF and U.S. leaders and Soldiers.

After completion, all military operations and training exercises are assessed to determine the successes and failures within the mission. Atlas Drop 11 will be no different. Nesbitt’s visit gave him the opportunity to meet and speak with Georgia Guardsmen and members of the UPDF about their experiences in the exercise.

As military leaders and planners study what UPDF and U.S. Soldiers learned while serving together here in Soroti, one of the themes that will likely emerge will be an increased ability of both Ugandan and American Soldiers to adapt to rapidly changing conditions, says Nesbitt.

Lt. Sulaiman Lubega, an infantry platoon leader with 21st Infantry Battalion, UPDF, said he believes U.S. Soldiers will return to their home units having learned from the UPDF’s ability to adapt to any situation.

“One thing U.S. Soldiers have learned from us is adapting to environments quickly and adapting to the environment to do what is expected of you at that time,” he said.

It is no wonder that such a theme would emerge from Atlas Drop 11 — the UPDF has a long history of adapting to challenging situations.

“We have been able to accomplish several missions with very, very limited resources,” said Capt. Deo Akiiki, public information officer for the UPDF’s 3rd Division. As an example, Akiiki cited the instance of Ugandan troops coming home from operations in the Democratic Republic of the Congo in 1998, and not being allowed to fly home.

The UPDF leaders took on the challenge of limited air assets and moved their troops back home on foot. The troops walked more than 620 miles home, said Akiiki. That caliber of resilience and adaptation was evident as well during Atlas Drop 11.

“Now, as then, versatility — the ability to make oneself useful in any situation — is a trait that serves every Soldier and leader well, regardless of where they are from or where they work,” said Maj. Gen. Nesbitt. “And it is that ability to adapt that has made the training conducted during AD11 a success for both our Guardsmen and the Ugandan Soldiers.”

“This shared ability to adapt can be seen in the way we are working together — as if we have been together before — and, yet, we have only been together for a few days and everything is going smoothly,” said Akiiki.

Long after the dust has settled on the drop zones, and the U.S. Soldiers have returned to their home stations, military leaders and planners will continue to assess the last two weeks of operations and improve upon the lessons learned in Soroti for future operations. Adaptability and versatility are not easily measured by any quantifiable standard, but those two traits will be the longest lasting lessons that every Soldier of AD 11 will take home with them.

During a recent radio broadcast at an FM station in Soroti by the Ugandan and U.S. leadership of AD 11, Lt. Col. Jeffrey Dickerson, commander of the 3-108th and deputy director of the exercise, said that the enjoyment expressed by Russell will be the most valuable of all outcomes for everyone involved with AD 11.

“Years from now, the most valuable thing that will come out of this for both the soldiers of the UPDF and the Soldiers of the U.S. Army will be the memory of the interactions we had — when we were able to learn about each other’s cultures and gain a much greater appreciation for one another,” Dickerson said.



Uganda People’s Defense Forces and U.S. Soldiers wait for supplies to be dropped from a Ugandan Air Force Mi-17 helicopter at Drop Zone White near Olilim, Uganda.



A Uganda People’s Defense Forces Soldier smiles during a light moment in training at Drop Zone Red near Kapelebyong, Uganda.



Spc. Dustin Terry of Hiram, Ga., who serves as a pathfinder with Troop C, 3rd Squadron, 108th Cavalry Regiment, Georgia National Guard, instructs Soldiers from the 27th Infantry Battalion, Uganda People’s Defense Forces, on how to set up drop zone marking panels at DZ Red near Kapelebyong, Uganda.



Chaplain Capt. Andy Shepherd, with the 3-108th Cavalry, talks with Martha Isalu, a staff member at the Care and Share Foundation Orphanage in Soroti, Uganda, about the needs of the 35 children who call the orphanage home.



1st Lt. Steven Russell, a member of Troop A, 3-108th Cavalry, uses a model helicopter made from duct tape and a water bottle to illustrate a cargo drop during training at DZ Red near Kapelebyong, Uganda.

SHEPHERD OF GOOD WILL

Story and photo by Sgt. 1st Class Brock Jones
128th Mobile Public Affairs Detachment
Utah Army National Guard

SOROTI, Uganda, April 22, 2011 – Chaplain Capt. Andy Shepherd, of Moreland, Ga., assigned to the 3rd Squadron, 108th Cavalry Regiment, and his assistant, Sgt. Desmond Manning of Stockbridge, Ga., spent their time during Atlas Drop 11 attending to the spiritual needs of U.S. Soldiers and providing counseling services. But their job didn't end at the edge of the Drop Zone; both Shepherd and Manning reached out to the surrounding communities as well.

"I just went out walking one day to pick up some supplies. The locals were really glad to see us, and that really just touched my heart," said Shepherd. "That really just put a drive in me to go visit more people out in the community to let them know we're here, that we care and – as a chaplain and as a Christian – just to show the love of God, that I do care, and that I am concerned."

That first walk around Soroti sparked a desire in Shepherd and Manning to get out more, meet more people and to visit schools, churches and orphanages to assess their needs and what they could do to help. They played soccer and prayed with school children, talked to numerous clergy from various faiths about their ministries, and shook hundreds of hands. This was all this in addition to their assigned duties working with

Ugandan and U.S. soldiers.

Shepherd says the people of the Soroti area "touched his heart" during his short stay.

"It has really humbled me as a person to see how the people live here and how they are so happy, enjoying life with so little," he said. "I have been touched and challenged to – even when I leave – continue to give to some of the places that I have visited here. I just feel kind of challenged to do more."

Manning says he has also been deeply moved by the people he met and the lives they lead.

"It's something that I will take with me the rest of my life," he said. "I go to bed and I cannot sleep. I just lay there going over all the things I saw during the day."

In coming to Uganda, Manning was focused on providing spiritual support for Soldiers, but after going out and meeting the locals and seeing the conditions of their schools, his desire to provide spiritually for the people in Soroti grew, he says.

"That's what we do as chaplains and chaplains' assistants: We reach out not just to our people but we go out there and give what support we can give," he said.

"This experience in Uganda has been a blessing to me, to experience the people here and how they have so much hope with so few resources," said Shepherd. "It has really challenged me to figure out ways to minister and show the love of God to the Ugandans. I have been very fortunate to have this experience. I think it's something that I will never forget."



Chaplain Capt. Andy Shepherd prays for the school children of the Ududui Primary School near Soroti, Uganda, while on an outreach visit during Atlas Drop 11.

IT RESTRUCTURING YIELDS POTENTIAL \$250,000-PER-YEAR SAVINGS



Story and photo by Sgt. 1st Class Roy Henry
Public Affairs Office
Georgia Department of Defense

CLAY NATIONAL GUARD CENTER, Marietta, Ga., April 20, 2011– In these rough economic times, the Georgia National Guard is making a concerted effort to save precious dollars by streamlining the way it does business and meets mission requirements.

As a case in point, the Georgia Guard's Information Technology Section at Joint Forces Headquarters in Ellenwood, Ga., according to Maj. Alex McLemore, the section's branch chief, has made some extreme changes in the way it operates – changes that have saved the Guard "a bundle of money."

These potential savings amount to an estimated \$250,000 a year, McLemore says.

"It's been hard over the past couple months, but the situation offered us a great opportunity to take a long look at what we were doing, and how we could make things more efficient for ourselves, for the Guard as a whole and, most importantly, for the customers we service daily," he said.

McLemore says his section has had two internal reviews in the past three years – the last coming in 2010 – and two key issues stood out in both. One was the lack of accountability of computer assets as they move from the customer service desk to the repair shop and back again. The other, he says, were customer complaints about service and long waits for getting their systems back.

"We were losing an estimated \$120,000 a year because we weren't properly tracking equipment, while the potential loss of man-hours – for ourselves and for our customers –

came in around \$3,000 a year," McLemore said.

Using the five steps taught in the Lean Six Sigma course (sort, set in order, shine, standardize and then sustain) and their subtasks, the process from the time the customer drops off his computer, to repair, to returning to computer to the customer is now, McLemore says, more efficient.

For example, he says the sign-in process at customer service used to take about eight minutes, and involved the customer having to fill out a hand receipt and job ticket. Now, it only takes about a minute because sign-in simply requires a digital signature.

A new barcode scanning system has been instituted for finding a computer, no matter where it is, in the repair process. When a computer moves from customer service to the repairs section, for example, it is scanned when it leaves and when it arrives.

"The technician now spends even less time than the 12 minutes it used to take to locate that piece of equipment," McLemore said. "Overall, the average customer wait time for assistance has gone from 40 minutes to less than five minutes; which means our technicians are able to sit down with a customer and make sure all systems on his computer are working before he leaves the customer service area."

"Before," added Sgt. Shauntavius Gonzalez, the section's non-commissioned officer-in-charge of operations, "the customer would leave, and then discover back at their office that something did not work. That meant having to spend time on the phone getting assistance from the help desk, or having to bring the hardware back to get the problem fixed. While there may always be exceptions to the rule, now a customer never leaves the reception area without having someone to help him check the computer and resolve any issues," she said.

As the Information Technology Section has transformed, so have customer attitudes and those of the technicians who serve those customers, Gonzalez says. While stress will always be a part of the section's operation, there is less of it. Customer complaints have dropped dramatically, while the attitudes of her fellow workers have improved.

"Through this new way of doing things, our people have time, not only to help the customer, but to help themselves with breaks, a proper lunch, or even regular physical training," she said. "I'm quite proud of the 180-degree turnaround we've had in our section, and I'm proud of our people for the way they have taken the changes to heart and made the way we now do business more efficient for everyone involved."

165TH AIRLIFT WING WORKS WITH U.S. AIR FORCES AFRICA IN JOINT MEDICAL EXERCISE

Story by 1st Lt. Adam Gregory and Tech. Sgt. John Orrell
17th Air Force Public Affairs

RAMSTEIN AIR BASE, Germany, May 5, 2011 – In partnership with the Armed Forces of the Democratic Republic of the Congo (FARDC), U.S. Air Forces Africa and elements of the Georgia Air National Guard took part in MEDLITE 11 in Kinshasa, Democratic Republic of the Congo from April 24 - May 4.

MEDLITE 11 is a joint medical exercise focused on aeromedical evacuation. The exercise sought to improve the readiness of both countries' medical personnel and consisted of classroom instruction, a mass casualty exercise and aeromedical evacuation training.

The goal of MEDLITE 11 is to enhance U.S. and Congolese capabilities to work together by introducing the U.S. Aeromedical Evacuation system of patient movement to Congolese military medical personnel. The ultimate goal is to increase the DRC humanitarian assistance capacity to rapidly treat the acutely injured and/or ill and decrease mortality rates.

MEDLITE 11 is the latest in a series of exercises involving U.S. military forces and partner militaries in Africa with the aim to establish and develop military interoperability, regional relationships, synchronization of effort and capacity-building.

After a week of classroom training, members of FARDC's quick response force (UMIR) and U.S. service members participating in MEDLITE 11 began training on a Georgia Air National Guard C-130 Hercules.

On May 3, the training revolved around getting the UMIR informed and comfortable with the ground rules and safety procedures in and around a C-130 Hercules, says U.S. Air Force 1st Lt. Jodi Smith, a flight nurse with the Wyoming Air National Guard's 187th Airlift Wing and an emergency room nurse for a Veterans Affairs hospital.

"The UMIR members, many of whom came from around the DRC to Kinshasa, have not had the opportunity to work on or around a plane at all, so this is where they must learn the basics," added Smith.

Those basics included aircraft and flightline safety, aircraft capabilities, aircraft configuration and aircraft familiarization both inside and out.

FARDC Capt. Kawaya Tshipamba, a squad leader for an emergency evacuation medical team, says the training helped him and the other members of the UMIR understand the aspects of the plane and prepared them for what they had to do in the MEDLITE finale.

Relocating from the Centre Superior Militaire Academy to a



Congolese Air Force Base next to N'Djili International Airport, the UMIR began the final phase of their hands-on training before a mass casualty exercise on May 4.

"The main goal is to get the UMIR to be able to safely aeromedical evacuate their patients from one area of need to the next," said Smith.

"We want to be able to see them go from basic patient care to being able to bring them onto the plane, while feeling just as knowledgeable on the plane as they are on the ground," she said.

With temperatures near the 90 degree mark, and no air conditioning in the hangar, the UMIR students continued to show their enthusiasm and passion to learn as they listened to U.S. instructors and prepared for the exercise.

"They were very receptive and were asking lots of good questions," said U.S. Air Force Staff Sgt. Amber Weaver, an aeromedical evacuation technician with the Wyoming ANG's 187th Aeromedical Evacuation Squadron and a civilian registered nurse.

With only 2.6 percent of their gross domestic product going to the military, the DRC only has four fixed wing aircraft in its arsenal, according to Jane's World Air Force, which is an analytical reference resource for the world's Air Forces.

Approximately 50 U.S. military personnel and 150 Congolese military personnel participated in MEDLITE 11. U.S. forces participating in the exercise included U.S. Africa Command, U.S. Air Forces Africa, the Air National Guard Bureau, 165th Airlift Wing, 137th Aeromedical Evacuation Squadron, 105th Medical Group, 109th Aeromedical Evacuation Squadron, 143rd Medical Group, 145th Medical Group, 187th Aeromedical Evacuation Squadron, 167th Medical Group, 174th Medical Group, 182nd Medical Group and Defense Media Activity Ramstein.

U.S. Air Forces Africa, headquartered at Ramstein Air Base, Germany, is the Air Force component to the United States Africa Command, the U.S. regional command that oversees and coordinates U.S. military activities in Africa.

AFGHAN SPREADS MESSAGE OF HOPE THROUGH JOURNALISM

Story by Lt. Col. David Simons
165th Airlift Wing
Georgia Air National Guard

The word "hope" can be cliché these days. The President of the United States, Barack Obama, made it fashionable and won an election on its meaning. The media picked up on it, advertisers followed suit, then it became part of the average household narrative, and – hence – it became cliché. Here in Afghanistan, hope has a real meaning.

Here where progress is measured in inches and not miles, one man's idea to foster "Journalism of Hope" resonates. It's a simple message, a message that everyone can understand. It's about the future of Afghanistan, and through that message, maybe we in the United States can learn something about real hope.

Masood Farivar is the general manager of Salaam Watandar, the largest independent radio network in the nation. Though he was born in Sheberghan, Afghanistan, in 1969, Farivar has spent much time in the United States. A graduate of Harvard University with degrees in history and politics, he also served as a soldier in war fighting with the anti-Soviet resistance in the late 1980s.

He left his comfortable life in the U.S. to return to his home country of Afghanistan and take the helm of Salaam Watandar. This seven-year radio service is akin to National Public Radio and, in fact, has modeled a few of its own shows after some of NPR's more popular programming. The popular format of NPR's "All Things Considered" begot similar programming by Farivar, and the popular program "Car Talk" inspired a similar Salaam Watandar show which

takes a parallel angle, but with a farmer and an agronomist.

But, what about the "message of hope?" When Farivar was invited to interview Lt. Gen. William B. Caldwell IV, Commander of NATO Training Mission-Afghanistan, he told me about his simple message.

"Our audience says they've become numb after always reading about bombs and explosions," Farivar said. "It didn't occur to me that consuming negative news could be so emotionally draining."

After much thought, he says, the "hope idea" came to him. That is when he ventured on his personal journey to practice what he calls "Journalism of Hope."

Here in Afghanistan, there is much violence. Every trip around the block could be fraught with danger. A drive turns deadly because of an improvised explosive device. Taliban-led insurgents stage a raid, and people are caught in the cross-fire. It's hard to imagine how there could be hope here. But it does exist, and it reveals itself every day.

Hundreds of hospitals have opened since coalition forces drove the Taliban from power. Both girls and boys are able to go to school. Policemen work with Boy Scouts on teaching Afghans how to prevent fires. Countless of these "good news" stories were happening all around Afghanistan, but nobody knew it, says Farivar.

As general manager of Salaam Watandar, he says he recognized his responsibility to report the bad news, but, at the same time, felt a moral obligation to tell the good news stories as well. From that point on, he directed his staff to "air the good."

In a country torn apart by decades of war, from the conflict with the Soviets in

the 1970s to the current War on Terror, reporting these positive stories signals a return to normalcy.

At the top of each hour, Salaam Watandar runs the current headlines, good and bad. Programming also includes popular Afghan music and religious programming. One program focuses on good health and the advancements of medicine in the country.

In a region where religion is a way of life, Farivar says he had to have a religion show.

"If you want to reach out to people in a language they understand, that language is religion," he said.

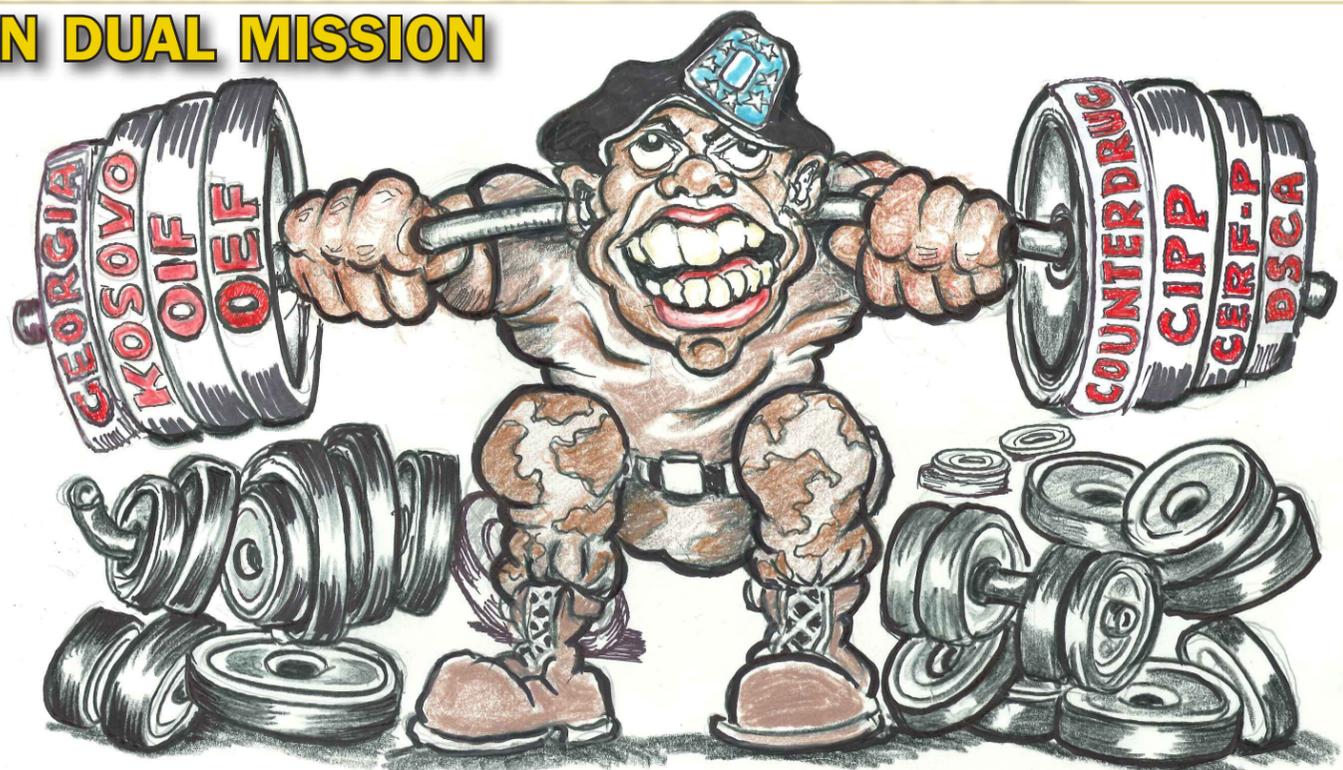
As the War on Terror continues, Farivar's personal battle continues as well.

"If I can stop one misguided young man from blowing himself up, if we can help poor farmers earn a decent living, and if we can entertain kids in the country and bring a smile to their faces... then, at the end of the day, we can go home and feel good about ourselves," he said.

The war in Afghanistan won't be won overnight, and Afghanistan won't be fixed overnight; but with people like Farivar working for peace and betterment, daybreak seems just a little bit closer.



NATION LOOKS FOR GUARD MUSCLE IN DUAL MISSION



Cartoon by Lt. Col. (Ret.) Ken Baldowski

The National Guard has evolved into a highly adaptive and reactive force with new missions, new doctrines, advanced technology, new manning and training requirements, and new equipment to respond to a world of new challenges.

The National Guard's federal mission is to maintain well-trained, well-equipped units available for prompt mobilization during war and provide assistance during national emergencies (such as natural disasters or civil disturbances). When in a federal active duty status, units answer to the Combatant Commander of the theatre in which they are operating and, ultimately, to the President.

During peacetime, each state National Guard answers to its respective state leadership. During national emergencies, however, the President reserves the right to mobilize the National Guard, putting them in federal duty status.

In their federal role, Georgia Guardsmen have provided forces for national contingencies around the world. Notably, every unit of the Georgia Army and Air National Guard has been mobilized to support the Global War on Terror, many in multiple deployments.

The equally important state role of the National Guard is to provide protection of life and property, and to help

civilian authorities preserve peace, order, and public safety. These missions are accomplished through emergency relief support during natural disasters such as floods, earthquakes, and forest fires; search and rescue operations; support to civil authorities; maintenance of vital public services; and counterdrug operations.

Georgia Guardsmen were on the scene in their state authorized role for natural disasters like Hurricane Katrina and Hurricane Rita, for the epic flooding in Georgia during the 1990s, for the security of the 1996 Olympic Games in Atlanta, and for the Global economic summit in Georgia in 2003.

Point being, whether federal or state, the missions taken on by the National Guard are many, varied, and extremely relevant to the safety and security of the United States. It's a heavy burden, to be sure, but one Guardsmen gladly and skilfully shoulder; and, worth noting, it's a burden the nation faithfully entrusts to its Citizen-Soldiers.

--By Lt. Col. (Ret.) Ken Baldowski
Public Affairs Office
Georgia Department of Defense

PROFESSIONAL DEVELOPMENT BOOKSHELF:

REVIEWS OF BOOKS THAT TEACH US ABOUT OUR CRAFT

By Maj. John H. Alderman IV
Public Affairs Office
Georgia Department of Defense

Fighting a Counterinsurgency (COIN) with the massive resources of the United States behind you is daunting enough. But what if you had so many constraints that you also had to manufacture your own weapons, including bombs that used super-bounce balls as shrapnel?

J.R.T. Wood's *Counter-Strike from the Sky* is a superbly detailed historical account of a relatively modern counterinsurgency fought in the 1970s in the country of Rhodesia (now Zimbabwe) under just these constraints. The resultant, curious mixture of old equipment, low technology, innovation, and daring airborne maneuver makes a thought-provoking solution to an age-old problem.

Wood's book (some editions include a DVD as well) chronicles their weapons, strategy, armament, and tactics in a direct, matter-of-fact manner that seems characteristic of the British military. The last few chapters, a detailed historical account of the massive cross-border raid, Operation Dingo, is practically a book by itself, and clearly demonstrates the height of airmobile, deep-strike vertical envelopment tactics as exercised by the Rhodesians.

As a result of a widening guerilla war in which the insurgents were increasingly difficult to bring to battle, the SAS and Rhodesian Light Infantry, as well as associated police and intelligence forces, developed a concept that came to be known as "Fireforce."

Its genesis probably was the Battle of Sinoia in 1966, when their troops were first transported by helicopter into combat. The battle was disappointing: Weapons were ineffective; air and ground radios were incompatible; common practices such as a standard left-hand orbit for

helicopters had not been worked out; coordination between police and military forces was awful.

Over time, lessons from Sinoia led to new training, equipping, and focus that transformed the force into a new weapon.

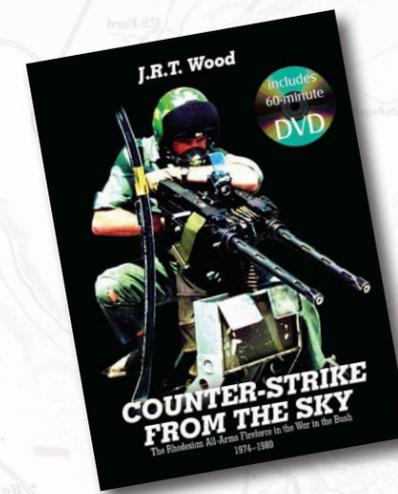
Scouts and intelligence teams maintained Observation Posts on likely or known areas of insurgent operations. Once enemy elements were spotted, small teams of light infantry (called "sticks") were transported by helicopters (the French "Alouette" light utility aircraft) to the target area and dismounted onto blocking positions. Additional, larger sticks would be dropped by World War II-era Dakota aircraft in further blocking positions to box in the insurgents.

Practically simultaneously, gunship versions of the Alouette would circle overhead and begin destroying the enemy. Additionally, the (somewhat aging) Rhodesian Air Force would send in aircraft such as the Canberra, Hunter, or Vampire to provide close air support. In coordination with these fires, the sticks would sweep through and destroy the remaining enemy troops.

This fast-moving, hard-hitting combined arms force proved deadly. This Fireforce developed into an aerial ballet of fixed and rotary attack and transport aircraft, with intricate Command and Control necessary to maintain situational awareness and unity of command.

Modern warriors of both the Army and Air Guard have great lessons to learn here. The integration of air and ground elements of combat power are clear, as are the effects of unfettered innovation. The Fireforce is a great reminder that the best solution need not be as dependent on technology or the newest weapon system as on the intelligent use of weapons available.

A final note: get the edition with the DVD. It's low-tech, but packed with personal accounts and video of the countryside to help you visualize the battles.



AROUND THE GEORGIA GUARD



COBB COUNTY HONORARY COMMANDERS VISIT CLAY NATIONAL GUARD CENTER

CLAY NATIONAL GUARD CENTER, Marietta, Ga., April, 2011—Forty-four Cobb County civic, business, and military leaders pose together beside an Army National Guard CH-47 Chinook helicopter at Clay National Guard Center in Marietta, Ga., following an orientation flight over downtown Atlanta. These leaders are part of the Honorary Commanders program sponsored by the Cobb County Chamber of Commerce. This unique program gathers together local leaders to create a greater understanding of the roles and missions the military fulfills within the community.

GEMA DIRECTOR VISITS GEORGIA GUARD'S NEW HOME

CLAY NATIONAL GUARD CENTER, Marietta, Ga., April 1, 2011 – The center plays host today to the Georgia Emergency Management Agency (GEMA) director Charley English. English – accompanied by Maj. Gen. William T. Nesbitt, Georgia's Adjutant General, and members of the post's Construction and Facilities Management Office – who came to tour the new Joint Operations Center (JOC) area that is part of the new Joint Forces Headquarters building under construction on the installation's west side.



CITY PAYS TRIBUTE TO MILITARY CHILDREN

LAWRENCEVILLE, Ga., April 4, 2011 – In recognition of this being the "Month of the Military Child," Mayor Judy Johnson and the City Council took time out from their monthly agenda to honor not only the youth of Company A, 1st Battalion, 121st Infantry, stationed here, but those of all Guard, Reserve and active duty service members. From the left are city council members Marie Beiser and Tony Hall, the family of Staff Sgt. Bellinger – daughters Beau and Brooke, wife Ann, and son John – Sgt. 1st Class Timothy Burd, 1st Sgt. Joe Neely – his wife Karen – and city councilwoman Katie Hart Smith. Seated behind them are mayor Judy Johnson and city councilman Robert Baroni.



GUARD AVIATION HISTORY ON THE MOVE



CLAY NATIONAL GUARD CENTER, Marietta, Ga., April 21, 2011 – A Georgia Guard Chinook Helicopter (CH47D) sling loads an OV-1 Mohawk airplane from the flight line at Dobbins Air Reserve Base to its new home at the Aviation Wing of the Marietta Museum of History located at the corner of South Cobb Drive and Atlanta Road. This aircraft was one of the first productions "A" model Mohawks which was later converted to the "C" model and flown for years by the Georgia Army National Guard. The mission of the Mohawk was to fly aerial reconnaissance and surveillance, side looking airborne radar, photo, and infrared. The aircraft was armed on limited occasions during the Vietnam conflict. Upon retirement of the Mohawk mission in 1990, the airplane was put on display by the Georgia Army National Guard' 171st Aviation Battalion at Dobbins Air Reserve Base. Col. (Ret.) Dennis Brown, the Georgia Guard State Historian and one of the last pilots to fly the Mohawk, says the move of the Mohawk will give the community an opportunity to share in the rich history of the Georgia Guard.

NATION OF GEORGIA LOOKS TO MODEL NGCSU EDUCATIONAL MODEL

NORTH GEORGIA COLLEGE, Dahlonega, Ga., March 09, 2011 – Senior leaders from North Georgia College and State University and the Georgia National Guard host a meeting with a delegation of military and educational leaders from the country of Georgia. The Georgia National Guard is assisting in the development of a Georgian National Defense Academy which will be a significant source of commissioning professional military officers. This academy will accept its first class of cadets fall 2011. The delegation from Georgia was exploring various models of schools which they might use to design their military academies. To that end, they visited four schools: West Point (a pure military academy), North Georgia (a senior military college), Georgia Tech (ROTC at a technical school) and the University of Georgia (ROTC at a liberal arts school). Each model has its strengths. "West Point is a military institution with an academic institution nested inside," said Maj. Gen. William T. Nesbitt, the Adjutant General of Georgia. "Here at North Georgia, there are a number of degree choices that cadets can choose from while they also work on their military commission." North Georgia has the distinction of being the only liberal arts, coeducational senior military school in the nation. "We're proud that we produce great warriors – but also that we produce great Soldier-diplomats and Soldier-communicators," explained Dr. Chris Jespersen, Dean of the School of Arts and Letters.



STRATEGIC MANAGEMENT BOARD MEETING

DOBBINS AIR RESERVE BASE, Marietta, Ga., March 18, 2011 – Lieutenant Col. Dawn Brookshire, Deputy Human Resource Officer, Georgia Department of Defense, briefs key Ga. DoD leaders on changes to award policies affecting federal technicians across the agency. The briefing was part of the annual Strategic Management Board meeting held to align senior leaders on strategic goals, and guide the organization's future. A key purpose of the SMB is to allow the organization to grapple with complex issues at the very highest levels, where senior leaders can use their experience to keep the Ga. DoD true to its values. The Adjutant General also took the opportunity to update those Ga. DoD values, returning Personal Courage to the list. "Personal Courage is an important value for our agency as a whole," he said. "It's not only the willingness to put one's self in harm's way to defend the Nation or accomplish a mission. It's also taking a stand when that's not popular, even if it seems that it will be detrimental to your career if you do."





**Georgia Guardsmen in Uganda
for Atlas Drop exercise with U.S. Army Africa**

GEORGIA  GUARDSMAN

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