

GEORGIA GUARDSMAN

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

January 2012

Over Iraq

Joint STARS keeps watch as nearly nine-year war ends

Aviators return!

1-111th back from Iraq

78th Aviation Troop Command
conducts change of command



11



GEORGIA GUARDSMAN

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221st MILITARY INTELLIGENCE SOLDIERS DEPART FOR AFGHANISTAN

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

FORT GILLEM ENCLAVE, Ellenwood, Ga., Jan. 7, 2012 – Soldiers with the Georgia Army Guard’s 221st Military Intelligence (MI) Battalion said goodbye to family, friends and fellow Guardsmen here today before joining in the continuing operations in Southwest Asia.

With the war in Iraq over, and American and NATO forces in Iraq returning home, this latest group – composing what the battalion is calling Black Knight OEF Task Force – of more than 50 Soldiers from the 221st are heading to advanced mobilization training at Fort Lewis, Wash., and eventually Fort Bragg, N.C., before going on to provide signal intelligence and human intelligence gathering capabilities to allied ground commanders in Afghanistan.

Lieutenant Col. Raquel Durden, the battalion’s commander, says the task force was previously slated for deployment to Iraq, but with the recent drawdown of forces there, new orders were issued sending the task force to support Operation Enduring Freedom.

“While they had already received training for the deployment to Iraq, the change meant task force members had to undergo additional training for this new theater of operations,” Durden explained. “I can tell you that they were ready for their mission before, and they are just as ready to carry out the mission they’ll be doing now.”

According to Durden, this is the fifth task force in the last two and a half years that Soldiers from the 221st MI have deployed in support of during the Global War on Terrorism. Three of these, she says, have supported the



NATO peacekeeping mission in Kosovo, one of which is still in country.

Captain Kevin Black of Dallas, Ga., and 1st Lt. Brian Arrowood are the officers providing senior leadership to the Black Knights. While this is Black’s first deployment, he says every Soldier in the task force has stepped up and is ready to do whatever job is asked of them.

“We’re ready for this; I am ready for this,” Black said. “Our Soldiers have trained hard for this opportunity, and now that it has arrived, I have every confidence in their ability to do the job, do it well, and do it with pride.”

For Sgt. Melissa Pierce, who is the full-time administrator of the Clay National Guard Center Language Lab in Marietta, Ga., and a signal intelligence specialist, this is her second deployment. Her first found her working detainee operations with Augusta’s 278th Military Police Company, 648th Maneuver Enhancement Brigade.

“I’m ready, my fellow Soldiers are ready, and our families are ready,” Pierce said. “We as a task force have the training and strength to carry out the mission, and we have confidence in our organization to know it will help our families while we’re away. What more could a Soldier ask for?”

Major Gen. Jim Butterworth, Georgia’s Adjutant General, and Brig. Gen. Joe Jarrard, the Georgia Army National Guard Commander, were among the VIPs who came to see the Black Knights off on their journey.

“Know this,” Butterworth said as he addressed the task force, “You are as prepared as we and the Army can possibly make you. You will do the job expected of you, and we will pray daily for your success and safe return.

“To your families,” he added, “know that the Georgia Guard’s support for your families doesn’t end here. It has not, and will not ever end.”

MAIL CLERKS SPREAD HOLIDAY CHEER IN KOSOVO



Story by Sgt. 1st Class James Wagner
172nd Public Affairs Detachment
Vermont Army National Guard

CAMP BONDSTEEL, Kosovo, Dec. 12, 2011 – The mail clerk is one of the most popular people to deployed soldiers, and at no time is that more true than during the Christmas holiday season - especially for soldiers from Multinational Battle Group East deployed at Camp Bondsteel, Kosovo.

Kosovo Forces 15 (KFOR 15) arrived a few days before Thanksgiving in support of the United Nations peacekeeping mission. After approximately three months of mobilization training, mail from home is a welcome sight.

As expected, there is a lot of mail coming from family and friends, said Army Sgt. Jessica Simmons, a MNBG E mail clerk assigned to Task Force Falcon, the headquarters element of the battle group. The Macon, Ga., resident is responsible for sorting and processing mail for approximately 400 people in the battle group.

Simmons and her assistant, Pfc. Clinton Glenn, a driver and administrative specialist on loan from the Joint Implementation Commission section during the holiday mail surge, deftly maneuver through the cramped space available after a Monday delivery of packages.

For the two Georgia Army National Guard Soldiers,

it’s their daily job to take the large stacks of mail that arrive and sort them by section and individual.

Despite being assigned to a hectic duty away from his normal responsibilities, Glenn said he has enjoyed the work so far and the perks.

“I get to get my mail before anyone else without waiting,” the Atlanta resident said with a laugh. “It keeps me busy, but being occupied is a good thing.”

Mondays, according to Simmons, are the busiest day of the week; with the post office closed on Sundays, it means an extra day of accumulated mail. On this particular day, there were 41 pieces of accountable mail (i.e., insured, certified or registered mail requiring a signature) items and approximately 120 non-accountable items.

She said the record, currently held by KFOR 14 from last year, is 122 accountable items in one day. Since there is no official tally for non-accountable mail, there is no way to measure what the grand total might have been.

But, Simmons said, she expects to see her office get close to that amount before Christmas comes and goes, and she wouldn’t have it any other way. Before being assigned to the postal detachment here, she was a signals support specialist with no prior experience in a post office.

“At first, I was scared [about the responsibility of the position],” she said, “but now I wouldn’t trade it for anything.”

1-111TH AVIATORS

HOME IN TIME FOR THE HOLIDAYS

Story by 1st Lt. William Carraway
 Photo by Sgt. Mike Perry
 Public Affairs Office
 Georgia Department of Defense

CLAY NATIONAL GUARD CENTER, Marietta, Ga., Dec. 25, 2011 – The Aviators, Soldiers, and family members of Company C, 1-111th General Support Aviation Battalion (GSAB), received a special Christmas present as the Marietta-based Georgia Army National Guard unit returned home over the holiday weekend following a 10-month deployment to Iraq.



The unit was not scheduled to return to Georgia until the first week of January; however, military demobilization personnel at Fort Hood, Texas, and representatives of the Georgia National Guard worked to ensure the majority of the unit's Soldiers were reunited with their loved ones by Christmas day.

The final members of the unit will arrive at Hartsfield-Jackson Airport in Atlanta, Dec. 28.

Brigadier Gen. Joseph Jarrard, Commanding General of the Georgia Army National Guard, had a special message for those returning Soldiers and their family members: "I want to congratulate the Soldiers of this outstanding unit on a job well done and especially for bringing everyone home. Their efforts helped set the conditions that allowed all U.S. forces to leave Iraq. We are additionally grateful that most of them were able to return home by Christmas day to be with their families."

The unit departed the Clay National Guard Center Feb. 5, 2011 and after two month's intensive training at Fort Hood, the unit mobilized to Iraq.

The unit flew the HH-60M Blackhawk helicopter on medical evacuation and support missions in support of Operation New Dawn. The unit's 60 pilots, aircrew members, medical and support personnel were assigned to the Army's 40th and 29th Combat Aviation Brigades while in Iraq. These Georgia Aviators were among the last U.S. Soldiers to leave Iraq.

NCO NOTEPAD



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

I would like to talk a bit on professional development among our forces, and a tool that is becoming more prevalent in support of service members' individual professional development efforts. That tool is the social media. With the emergence of social media, information sharing has changed in unprecedented ways and continues to be dynamic and evolving. As a plus, social media also serve as a source of information for our families during this time of continuous deployments.

Professional development refers to skills and knowledge attained for both personal development and career advancement. Professional development encompasses all types of facilitated learning opportunities, ranging from college degrees to formal coursework, conferences and informal learning opportunities. There are a variety of approaches to professional development, including consultation, coaching, mentoring and technical assistance. Plainly put, professional development is the advancement of skills or expertise to succeed in a particular profession through continued education.

I can remember just a few years ago, when one spoke of professional development, it usually meant to read a book recommended by a leader or travel to attend seminars. Although both methods are still valued means of gaining

valuable insight into many self-enhancing subject matters, I submit to you that our social media are quickly becoming the fastest, most efficient and economical means of professional development. That being said, it does require us as service members to be seekers of knowledge, self-motivated and dedicated to improving ourselves professionally.

As we continue to develop ourselves – whether it be through formal education, becoming more aware of military policies and procedures or just listening to senior leaders – just remember professional development not only enhances you professionally and aids advancement potential, but it also enables leaders to better serve those we are charged to take care of: our Soldiers and Airmen.

I should note that our own social media have served to keep families connected during deployments and provided a source of information about our organizations efforts state-wide. Our website (www.gadod.net) is not only an excellent source of information on current events within the Ga. DoD, but it offers links to many other sites that have much to offer in the way of professional development.

Specifically, the *Professional Guardsman* (our professional development blog) offers a host of insight and resources leaders can use in their own development as well as the development of their subordinates.

I encourage our Guardsmen and their families to take advantage of our pervasive presence on social media, but be mindful to do so in ways that lend credit to themselves and our service. In particular, service members should remember to heed operational security requirements.

Lastly I would submit to our enlisted corps that one's professional development does not end once you receive the NCO Professional Development Ribbon. You must continue to look yourself in the mirror and be your biggest critic and ask the question, "What do I need to do in order to help me be a broadly skilled Soldier or Airmen who can function in all areas of operations whether it's leading a patrol or helping write the order that leads up to the event?"



78TH HRF NAMES BEST WARRIORS

Story by Sgt. 1st Class Roy Henry
Photo by Sgt. Gary Hone
124th Mobile Public Affairs Detachment
Georgia Army National Guard

**CLAY NATIONAL GUARD CENTER,
Marietta, Ga., Jan. 8,**

2012- Georgia's 78th Homeland Response Force named its enlisted and noncommissioned officer Best Warriors of the Year for 2012 after two days of intense weekend competition among 10 competitors vying for recognition as the best Soldier or NCO among their peers.

Taking the title of Soldier of the Year was Spc. Sharon Lee, a turret mechanic with Columbus' 82nd Maintenance Company. Sergeant 1st Class David Krempa, an instructor here with the 122nd Regional Training Institute's Military Intelligence Academy, won Noncommissioned Officer of the Year. The two will now go on to state-level competition set for March to take place here at Clay.

"There were others among the six of us [the junior enlisted] who were just as worthy – I believe – of being chosen Best Warrior," said Lee, who lives in Atlanta and works for Delta Airlines. "So having been chosen is quite a humbling experience, and quite a surprise. I will give my very best to represent my unit and the 78th HRF at the state competition."

Krempa, who also lives in Atlanta, says participating in the Best Warrior Competition was also a humbling experience for

him, and adds that he, too, is quite proud to have been chosen to represent his command in March.

"More importantly, though, competing and then being selected sets the right example – in my mind – for the Soldiers I lead," he explained. "It tells them that, with the right mindset along with the right study materials and training, they can not only compete – and

Sergeant 1st Class David Krempa from the 122nd Regional Training Institute Military Intelligence Academy concentrates on being one of the first to cross the finish line during the 78th Homeland Response Force Best Warrior Competition road march.

possibly be selected – but also come away a better Soldier for having put forth the effort."

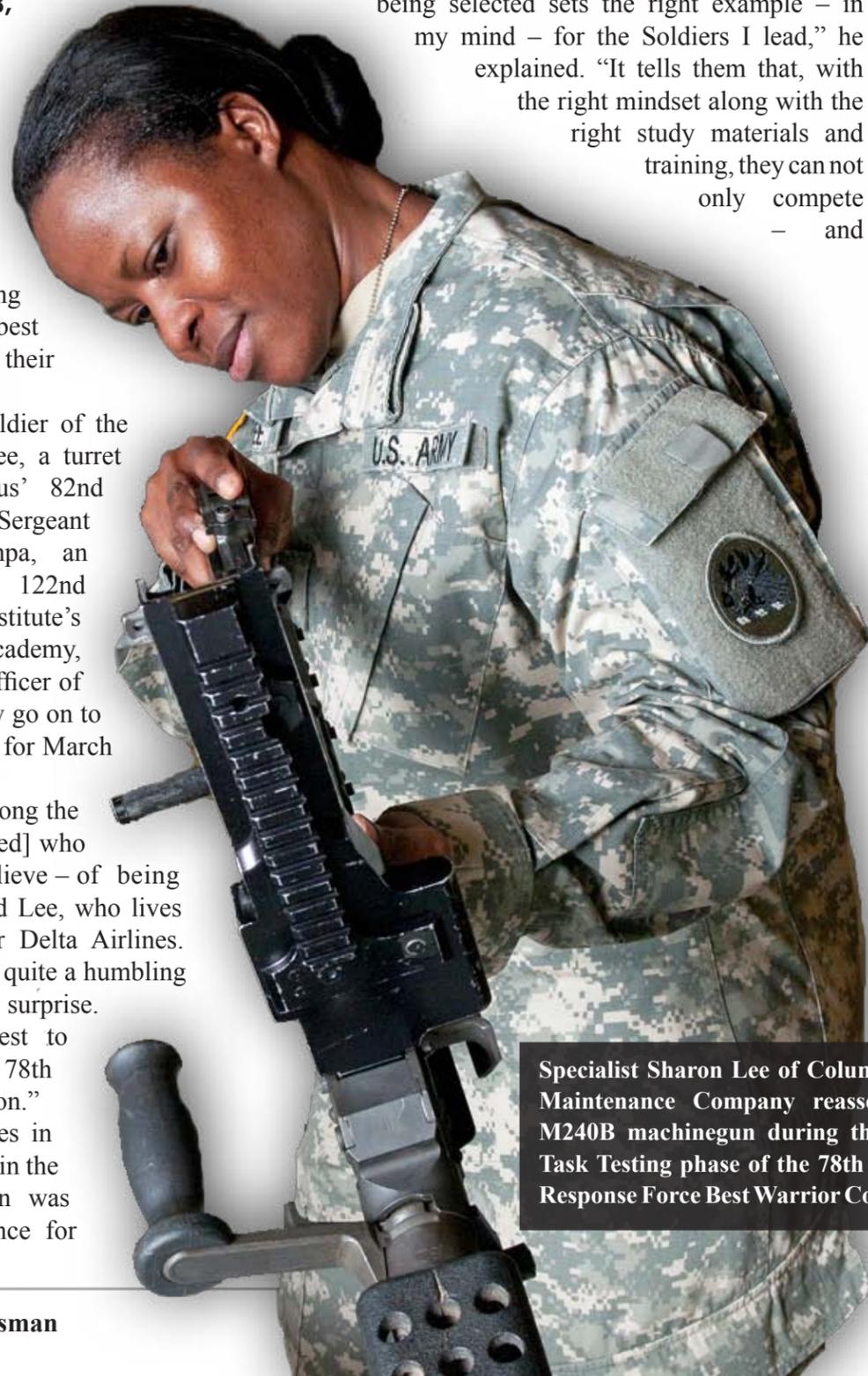
Among the events used to test competitors' physical endurance and knowledge of basic Soldiers skills were the Army Physical Fitness Test, weapons familiarization and marksmanship, vehicle and detainee searches, and a testing of their ability to call for medical evacuation. Soldiers were also graded on map-reading skills and how long it took to complete a four-mile march carrying a 30-pound rucksack.

It is a tough, intense competition, and rightly so, says Command Sgt. Maj. Grady Gayton. Easy is never a true test of one's will to win, or one's mental and physical toughness.

"Based on what I saw as I visited each event and watched each candidate compete, I found myself feeling prouder than ever before about being a Soldier," said Gayton, the HRF's senior enlisted leader. "There were great displays of the 'no quit, drive on' spirit that defines the dedication and commitment we each have in being the best at our profession – that of Citizen-Soldier."

About those who were not selected to represent the 78th at the state competition, Gayton makes it clear that they should be proud as well.

"They should return to their units with heads held high, and with pride in their hearts," he said. "Each gave his all to representing his fellow Soldiers and his commander. The can-do attitude and professionalism exhibited during this competition says volumes about the pride those Soldiers take in being who they are and in the job that they do for our state and for our nation."



Specialist Sharon Lee of Columbus' 82nd Maintenance Company reassembles an M240B machinegun during the Warrior Task Testing phase of the 78th Homeland Response Force Best Warrior Competition.



KENTUCKY IS KEY:

THE BATTLE OF MILL SPRINGS

By Lt. William Carraway
Public Affairs Office
Georgia Department of Defense

Note: 2012 marks the 150th anniversary of the 1862 battles of the American Civil War. This article marks the first installment in the series that begins with the Battle of Mill Springs January 19, 1862, and ends with the Battles of Murfreesboro and Fredericksburg in December 1862.

In the early months of the American civil war, Kentucky stood as the Union gateway to the South. Though the state had officially declared neutrality in 1861, Kentucky contributed Soldiers to the armies of both the Union and Confederacy. As a critical border state, Kentucky served as a buffer zone between Tennessee and the Union states of Illinois, Indiana, and Ohio.

The overall Confederate commander in the West, Gen. Albert Sidney Johnston, recognized the likely avenues of approach presented by the rivers and railroads that crossed Kentucky. To counter possible Union incursions, he positioned his army in a line roughly paralleling the Tennessee/Kentucky border. To the west he placed the 11,000-man army of Maj. Gen. Leonidas K. Polk. From his position in Columbus, Ky, Polk's fortifications could over-watch the Mississippi River in order to deny Union movement on that vital waterway.

Johnston positioned Brig. Gen. Simon Bolivar Buckner and his force of 4,000 in the vicinity of Bowling Green. West of Bowling Green two rivers plunged from the southern tip of Illinois south through Tennessee. The Cumberland River flowed directly to the Confederate capital of Nashville while the Tennessee River allowed rapid advance south through Tennessee to Mississippi and Alabama. Recognizing these rivers as likely invasion routes Johnston ordered the construction of two forts.

Fort Donelson guarded the Cumberland River whereas Fort Henry over watched the waters of the Tennessee. These forts would become scenes of pivotal engagements that would have strategic implications on the course of the war.

To the east 4,000 troops under command of Maj. Gen. George Crittenden were charged with defense of the Cumberland Gap, an Appalachian Mountain pass near the junction of Kentucky, Tennessee, and Virginia. Since 1790, when the Gap was widened by a company of loggers led by Daniel Boone, the Cumberland Gap had facilitated rapid east-west movement. Finding the gap could be adequately held with a portion of his forces, Crittenden dispatched a brigade under the command of Brig. Gen. Felix Zollicoffer to advance west in support of Buckner's



forces. Zollicoffer had opposed the secession of his home state but when Tennessee joined the Confederacy he offered his services to Governor Isham Harris. While Harris may have been impressed by Zollicoffer's brief combat experience as a lieutenant in the U.S. Army during the Seminole War, he was perhaps more influenced by Zollicoffer's experience as an antebellum U.S.

Congressman and editor of the Columbia Observer. Long hours peering over printing presses may have contributed to Zollicoffer's nearsightedness, a trait that would have tragic consequences in January 1862.

As Zollicoffer conducted reconnaissance of defensive positions in the vicinity of Somerset, Ky., Union Brig. Gen. George Thomas was advancing toward him with an army of 4,400. Thomas was a Virginian by birth but had remained in the U.S. Army when his home state seceded. Thomas graduated from West Point in 1840

having roomed with William T. Sherman. He served as an artillery officer in the Mexican-American War and received the commendation of commanding general, and later, President Zachary Taylor. Thomas would serve as an instructor at his alma mater where he developed a close friendship with fellow Virginian Robert E. Lee. In his twenty-one years of military service Thomas had served in the cavalry, artillery, and infantry. By the evening of January 17, 1862, Thomas's Soldiers arrived in the vicinity of Mill Springs.

While he consolidated his forces, Maj. Gen. Crittenden surveyed his subordinate's precarious positions. Zollicoffer had eschewed the formidable defensive positions on the south bank of the Cumberland River and was instead positioned on the north bank. This position was on flat terrain with a Union Army to his front and a river to his back. Recognizing the precarious terrain and the threat of converging Union forces, Crittenden ordered Zollicoffer to attack Thomas before Union forces could consolidate.

Marching through a pouring rain on the night of January 18, Zollicoffer's exhausted men prepared for a dawn attack. Zollicoffer personally led the assault spearheaded by the 15th Mississippi and 20th Tennessee infantry regiments. Driving the union forces back, Zollicoffer, mounted, and in front of his army, continued to exhort his men to advance. As the attack progressed, visibility became obscured by smoke from thousands of muskets. A literal fog of battle had descended upon the contending armies as smoke, darkened woods, and mud-streaked uniforms contributed to the general confusion. Perceiving that his men were being taken under friendly fire, Zollicoffer attempted to intercede with the offending Soldiers. He rode to the commander of the unit and ordered him to cease his fire immediately. Unfortunately the officer to whom Zollicoffer spoke was the commander of the Union 4th Kentucky Infantry who had been firing on Zollicoffer's men.

Almost immediately Zollicoffer was shot from his horse and killed.

As the Confederate Army was losing its command and control, Brig. Gen. Thomas arrived on the battlefield to personally direct the counterattack. At his direction, Col.



Robert McCook's brigade smashed into the demoralized Confederates. The Union lines overlapped the left flank of the Confederates and the 9th Ohio inflicted a devastating enfilade fire which induced a general panic. Routed, the Confederates fled for the Cumberland River casting aside muskets, supplies, and anything that would impede their rush to safety. Twelve cannon were abandoned on the field and the Confederates of Zollicoffer's brigade retreated south into Tennessee.

Casualties were light by Civil War standards. The Union lost less than 250 killed and wounded whereas the Confederates had lost around 500. The battle ended the life of Brig. Gen. Zollicoffer and the career of Maj. Gen. Crittenden. Accused of incompetence and treason he was relieved of his command and demoted. Later that year he would resign his commission following a court of inquiry.

The battle also broke the Confederate defensive lines in Eastern Kentucky. The Confederates had lost the initiative in Kentucky and would not regain it, albeit briefly, until October of that year during Braxton Bragg's ill-fated Perryville campaign. The battle would set in motion a series of events that would lead to General Sherman's crushing capture of Atlanta and his subsequent march to the sea.

The Battle of Mill Springs was the first major Union victory of the war. Brig. Gen. Thomas would rise through the ranks, earn accolades as "the Rock of Chickamauga" and later receive the Thanks of Congress for his defense of Nashville in December, 1864. Mill Springs and Nashville were the only battles in which Thomas was in independent command and, in both, he annihilated attacking rebel forces. Throughout the war, Thomas played central roles as a subordinate commander notably at Missionary Ridge, Chickamauga, and the Atlanta Campaign.

With the Confederate lines staggered in eastern Kentucky, Union designs would soon focus on the two forts Johnston had ordered constructed on the Tennessee and Cumberland rivers. As the smoke cleared from Mill Springs, Union gunboats and fifteen thousand Union Soldiers under command of Brig. Gen. Ulysses Grant were advancing against Fort Henry.

JOINT STARS

KEEPS WATCH AS IRAQ WAR ENDS

*By Senior Airman Sara Csurilla
and Sgt. 1st Class Roy Henry
Compiled by the Public Affairs Office
Georgia Department of Defense*

CLAY NATIONAL GUARD CENTER, Marietta, Ga., Jan. 18, 2012 – From the beginning of the Global War on Terror, Air Force E-8C Joint Surveillance Target Attack Radar System, or Joint STARS, aircraft from Warner Robins’ 116th Air Control Wing have helped American and NATO ground forces track and engage enemy combatants. While Joint STARS crews and their planes continue doing that mission in Afghanistan, their job in Iraq came to an end this past month as the last of the Allied ground forces made their way out of Iraq and headed home.

“Team J-STARS has been an integral part of operations in Iraq since 2003. We deployed for what was then Operation Southern Watch, which grew into Operation Iraqi Freedom, and then transitioned into Operation New Dawn,” said Brig. Gen. William Welsh, who commands the 116th. “Pilots, air and ground crews from the 116th and the 461st Air Control Wings have been on the ground from day one until the final day when the last convoy pulled out of Iraq and into Kuwait.”

Team J-STARS has, from start to finish, Welsh adds, provided a myriad of support, ranging from supporting convoy operations, surveillance and reconnaissance and combat operations in Fallujah and other hot spots over the years.

“I sincerely believe that, without us, I don’t think

the folks on the ground could have got the job done,” Welsh continued. “For the nine years that we [the 116th and the 461st] provided direct support to the Army, Navy, Airmen and Marines on the ground, our Airmen and military intelligence Soldiers have established a record that is just phenomenal. At the same time, the performance of our aircraft systems is a testament to the skills of our maintenance organization and our aircrews, something we can all be proud of as our operations in the skies above Iraq come to an end.”

The last E-8C made its last flight with an all active duty crew in the skies above Iraq on Dec. 18, while the last C-17 Starlifter, carrying cargo and passengers, took off out of Talil Air Base the day before.

According to Lt. Gen. David L. Goldfein, U.S. Central Command’s Combined Air Forces Component Commander, “Dec. 19, 2011, [the day after the last J-STARS mission in Iraq was flown] marked the first day since Jan. 17, 1991, [after the first Gulf War ended] that we did not produce or fly an air tactical operation in Iraq.”

“That’s incredible,” 1st Lt. Carter Matherly, an air weapons officer from the 7th Expeditionary Airborne Command and Control Squadron (EACCS), said to himself as fellow aircrew members gathered around his screen to watch live video feed of the last U.S. combat



forces convoy roll out of Iraq and the gates behind it close. Matherly was among the crew onboard the last E-8C sortie to fly over Iraqi airspace. Its mission was to provide surveillance and acquisition radar command and control capabilities to ground forces on the last convoy.

“It’s a good feeling to watch those last convoys roll out; it’s a historic occasion,” said Lt. Col. Curtis Bass, 7th EACCS commander and native of Meridian, Miss. “We were able to cover and support from the air the last boots on the ground going across the border, bringing a close to a nearly nine-year war in Iraq.”

The 11-and-a-half hour flight departed well into the night with more than 20 aircrew members from the 7th EACCS, comprised of Airmen and Soldiers deployed from the 116th Air Control Wing, 461st Air Control Wing and the 138th Military Intelligence Company – all

out of Robins Air Force Base, Ga., and one Airman from Fort Hood, Texas, uncommon to a Joint STARS’ aircrew.

Technical Sgt. Eric Rideaux, a joint terminal attack controller and a native of Appaloosa, La., was on the Joint STARS to provide detailed coordination in close proximity to friendly forces. Rideaux was not only part of this historic crew, he was also the last U.S. Air Force JTAC in Iraq.

Figures provided by Goldfein showed that, over the past 20 years, fighter and bomber crews working with JTACs like Rideaux elevated responsive airpower to a new level as aircraft routinely arrived overhead in less than nine minutes from the moment the JTACs called for support – and in countries larger than the great state of Texas.

“It’s an honor to be the last JTAC in country. There are a lot of guys that did a lot of hard work out there,” said

Rideaux, who has spent his fair share of time in Iraq, carrying out countless missions. “I’m honestly happy to see that it’s finally come to an end; it’s been a long time. I’m also glad that I had the opportunity to fly with the J-STARS because it’s not something many JTACs can say they had the opportunity to do. The experience was an eye-opener to some things I didn’t realize, as far as their perspective. It was a great learning experience.”

Although he was not part of the last E-8C mission, Georgia Air Guard Tech. Sgt. Michael Farrand said he certainly understands the emotions of those who made that flight. Farrand, an airborne radar technician with the 116th’s 128th Airborne Command and Control Squadron, has himself, been there and back.

“I was there for the first night of Operation Iraqi Freedom when our forces ‘went over the top’ and headed for Baghdad,” he said. “As much as I wish I could have been there for that last flight, it makes me nonetheless prouder as a J-STARS member to finally see things come to a close with the last sortie and the end of Operation New Dawn.”

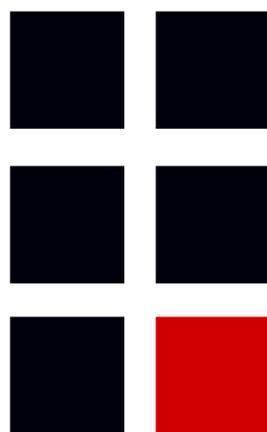
According to unit statistics, the 7th EACCS has more than 50,000 flying hours over Iraq. Although this mission was its last, the proud members of the 7th EACCS are prepared to keep executing their mission no matter where they are.

“I see that as true for any of us who have been there, done that and gotten the flight time for it,” Farrand said. “Being a part of something that’s bigger than oneself should make us all proud to be a member of Team J-STARS, and a part of history. It’s been a long road that we’ve been on for the past decade, and I know I’m ready to close this chapter and be prepared for anything else that our country calls us for.”



By Maj. John Lowe
J37 Joint Training Officer
Joint Forces Headquarters

OFFICER PROFESSIONAL DEVELOPMENT



During my deployment to Iraq as a battalion executive officer I held weekly officer professional development (OPD) sessions with the company executive officers. During the deployment all the subordinate units were active duty except for a USAR company.

What I found was that both components were just as bad as the National Guard when it came to making OPD part of the training schedule and then actually executing well thought-out, meaningful OPD. I also found that these young officers were truly hungry for mentoring and OPD that would help them in their current assignment and beyond. But more importantly I found them all groping for some way to become better men and women.

I scheduled an hour during the duty day every week at the same time on the same day so it was part of their routine schedule. The sessions were interactive with every lieutenant participating; most sessions involved advance preparation - or as some would call it, homework. Making OPD participatory both during the actual session and between meetings allows you to see who is committed to expanding their knowledge and who may need additional mentoring and direction. It also leads to some robust professional discussions.

An excellent book to get your program started is the *Challenge of Command* by Roger H. Nye. I used this book in Iraq with extremely positive feedback from the officers. The book has eight chapters and an epilogue and each can be used for an OPD session. Those chapters are: Visions of our military selves; The challenges of Command; The Company Commander; The commander as tactician; The commander as warrior; The commander as moral arbiter; The Commander's concept of duty; The Commander as strategist; and the epilogue, the Commander as mentor. The key feature of this book is that during the course of each chapter

it references books that will assist in the development of every officer. At the end of every chapter the author lists books that relate back to that particular chapter and would be useful for individual study and development as well as for use in future OPD sessions.

As you read through the *Challenge of Command* you can very easily pick out questions and topics for further discussion. I provided a PDF copy to every lieutenant of the chapter to be discussed a week ahead of our scheduled OPD session and they knew the expectation was that they come prepared to discuss the chapter. For my part I went through the chapter and formulated questions for discussion, which as mentioned is easy with this book.

After completing the *Challenge of Command* I conducted a session on developing leadership/command philosophy. I was shocked to find out that not one company commander under our command had a written command philosophy. I discussed four key questions with the company executive officers: why have a written leadership/command philosophy; what should it include; how long it should be; and how it should be developed. At the conclusion of our sessions each officer had to write his own philosophy for the final session. Each philosophy was passed around until everyone had a chance to read each other's. Then they were critiqued in an open professional discussion.

Another topic that was discussed was toxic leadership, which turned out to be an extremely relevant topic. I had all the executive officers read the article "Toxic Leadership" by Colonel George E. Reed. I based our discussions on this article along with my own personal experiences. In the course of our discussions on toxic leadership it was revealed that the majority of these young officers had experienced a toxic leader. We discussed how they coped with it, what effect it had on the unit, what they would have done differently, and how they will deal with it in the future should they encounter a toxic leader again.

Another option for professional development is for commanders to develop a professional reading list that is relevant to your unit. For instance, if your unit is going to deploy to Afghanistan you could develop a reading list based on your deployment and tailor it by position.

Joint Forces Command actually publishes an Afghanistan reading list which you could use to develop your own. An infantry company commander may want

all his lieutenants to read the *Small Unit Leaders Guide to Counterinsurgency*, *Afghanistan 101*, *The Other Side of the Mountain: Mujahideen Tactics in the Soviet-Afghan War*, and selected CALL (Center for Army Lessons Learned) products. The commander would be wise to assign additional reading by position that is specific for that position. For the company XO, select readings on logistics & maintenance from FMs, CALL products and CTC (Combat Training Center) bulletins. The commander may want to assign platoon leaders readings on tactics, the use of dismounted infantry in the offense, as well as selected articles relevant to Afghanistan from CALL and CTC center publications.

The idea here is to take the time to develop a reading list for all your officers based on the unit you command and focus the reading by position and relevancy to upcoming training and or deployments. There is a wealth of books, periodicals, CALL & CTC publications that will fit every unit and every position.

Once you have your list in place, hold regular sessions with your officers to discuss how their reading is going, what they are learning and how it applies to your unit. You now have your OPD program that will not only help develop your officers but also keep them focused on war fighting and the upcoming deployment or training rotation.

Commanders can use this not only for deployment to Iraq and Afghanistan but Kosovo, the National Training Center and other Combat Training Centers.

Some naysayers will say there isn't enough time on drill weekends and we already try and pack too much into the weekend. I would say to those naysayers that we cannot afford not to develop our young officers as they are the future of the organization. Often there is a lot of time wasted on drill weekends so I don't buy the excuse that there isn't time. Meeting an hour either before the unit assembles or for an hour after everyone is released, during lunch or during the evening meal are a few options.

As leaders we owe it to our subordinates to mentor and develop not only the young officers, but all officers under our charge for they are the future. Implementing a robust Officer Professional Development Program is a great place to start.

If you take the time to build a quality OPD program and make it part of your routine training and not relegate it to second class status or a time filler, I think you will find it will pay big dividends.



AVIATION NCO, VIETNAM VET ENDS 28 YEARS OF SERVICE

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

DOBBINS AIR RESERVE BASE, Marietta, Ga., Jan. 8, 2012 – It was standing room only on the hangar deck of the Georgia Army Guard’s Aviation Flight Support Facility No. 2 as more than 100 family, friends and fellow Soldiers watched Command Sgt. Maj. Ed Hepler bring his 28-year military career to an honorable end. Hepler, who served two tours during the Vietnam War, was celebrated in a retirement service filled with friends, colleagues, and memories.

Probably the most prized among the honors Hepler received for outstanding service to his state and to the nation was the battery compartment door of a UH-1 Huey helicopter painted with the insignia of the 114th Assault Helicopter Company. Also painted on the door were the names of the crew with which he served in the 114th’s

maintenance section and the words “Road Service.”

Pictured here, Hepler (center) beams with pride at the battery compartment door with his old unit insignia on it after accepting it from Georgia Army Guard Command Sgt. Maj. Claude Ray, 78th Aviation Troop Command’s Command Sergeant Major. With them is Hepler’s wife Janice, who received the Georgia Commendation Medal for supporting her husband’s long and distinguished career.

“As senior leaders, we must recognize when it is time to step aside, to make room for younger Soldiers who will carry on the obligations of our organization,” Hepler said. “It’s a young man’s Army; hold your heads up and conduct yourselves as Soldiers. Be proud of who you are, teach your Soldiers the same, and be the leaders they need you to be.”

As for what he will do now that he no longer wears the uniform of his country, Hepler said with a smile, “Whatever my wife wants me to do. I owe her that much for the support she has given me throughout my career.”

COLD WAR NUCLEAR MISSILES IN GEORGIA

Story by Charles D. Carter
Nike Historian

Few Georgians are aware of the role their state played in the Cold War, but it was significant – particularly as it pertains to air defense.

American military strategy following World War II marked a transition from the propeller-driven bomber threat to jet-powered intercontinental bombers and ballistic missiles. Military strategists, realizing a continental defense against air attack was paramount, allocated resources to mitigate that threat.

In July 1950, the Army formed the Army Antiaircraft Command (ARAACOM). During the decade, the new command would experience unprecedented growth. Employing nearly 45,000 Soldiers at its height, the command included more than 240 missile batteries positioned across the nation. The challenge for ARAACOM, and later the Army Air Defense Command, was protecting vital areas of the nation from direct air attack. That mission had integral components: land acquisition and deployment; training tens of thousands of Soldiers in the new technology; and maintaining wartime vigilance in peacetime.

A vast air defense network composed of supersonic jets, anti-aircraft guns and missiles, radars of all varieties, hundreds of information-passing nodes, and tens of thousands of Soldiers, Airmen, Sailors and civilians was established to counter the anticipated Soviet bomber threat. When the Soviets realized they could not achieve superiority or even parity with America’s offensive might represented by Strategic Air Command bomber forces, they attempted to outmaneuver the U.S. by choosing, instead, to compete on the ballistic missile playing field.

By 1954, the Army had transitioned from an anti-aircraft gun era to an anti-aircraft and anti-missile defense era. This required a massive deployment of hundreds of missile sites manned by thousands of highly skilled Soldiers.

With the assignment of B-52 Stratofortresses, the Robins Air Force Base and Turner AFB Defense Areas were established in 1959. This led to the installation of the Nike Hercules air defense network in Georgia. Two Nike-Hercules batteries provided air defense for each of the bases.

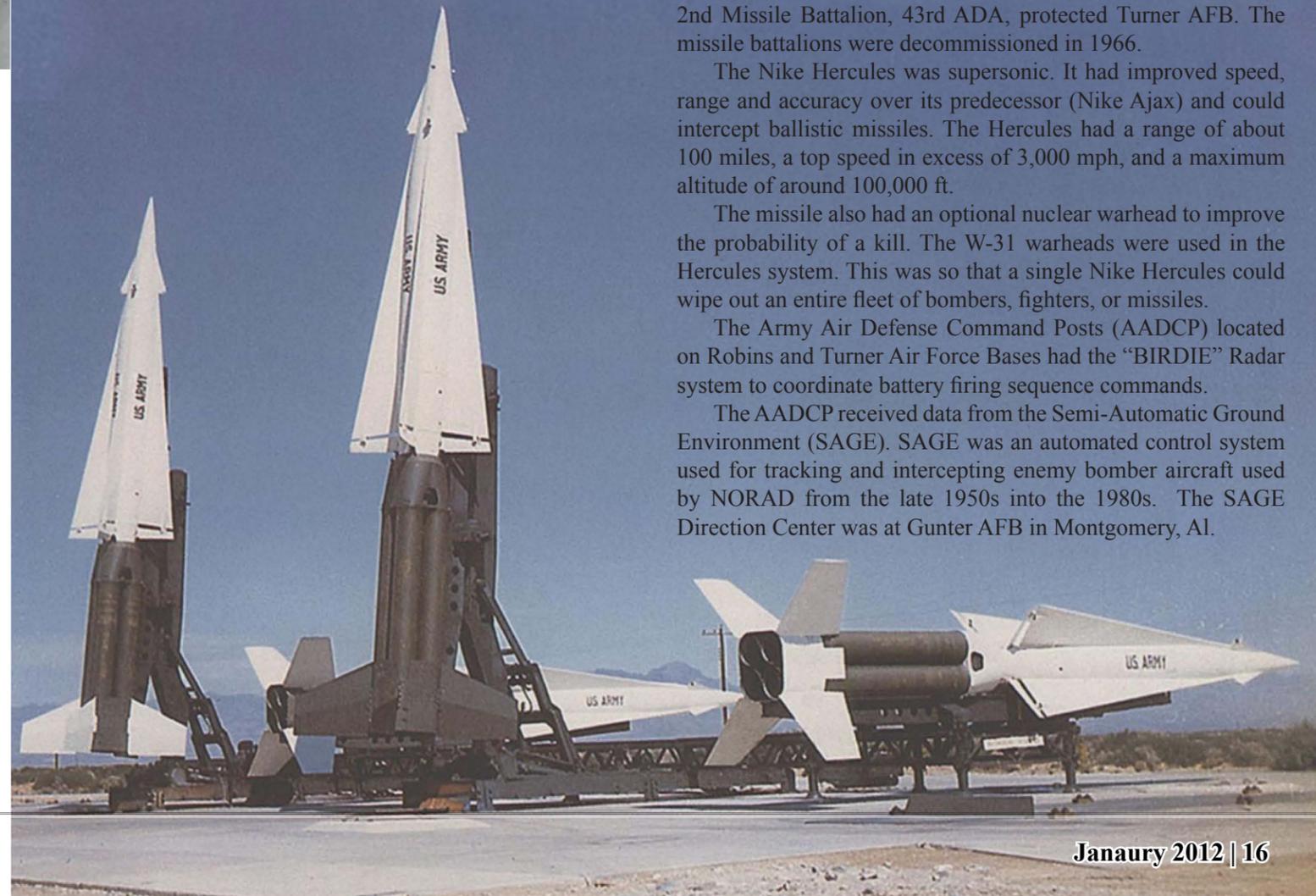
On December 14, 1960, the first above-ground Nike Hercules site became operational at Byron, Ga., near Robins AFB and soon afterwards, the Nike site at Jeffersonville became operational. From 1960 until 1966, the 4th Missile Battalion, 61st Air Defense Artillery (ADA), protected Robins AFB. The 2nd Missile Battalion, 43rd ADA, protected Turner AFB. The missile battalions were decommissioned in 1966.

The Nike Hercules was supersonic. It had improved speed, range and accuracy over its predecessor (Nike Ajax) and could intercept ballistic missiles. The Hercules had a range of about 100 miles, a top speed in excess of 3,000 mph, and a maximum altitude of around 100,000 ft.

The missile also had an optional nuclear warhead to improve the probability of a kill. The W-31 warheads were used in the Hercules system. This was so that a single Nike Hercules could wipe out an entire fleet of bombers, fighters, or missiles.

The Army Air Defense Command Posts (AADCP) located on Robins and Turner Air Force Bases had the “BIRDIE” Radar system to coordinate battery firing sequence commands.

The AADCP received data from the Semi-Automatic Ground Environment (SAGE). SAGE was an automated control system used for tracking and intercepting enemy bomber aircraft used by NORAD from the late 1950s into the 1980s. The SAGE Direction Center was at Gunter AFB in Montgomery, Al.



78th AVIATION TROOP COMMAND CHANGE OF COMMAND

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

DOBBINS AIR RESERVE BASE, Marietta, Ga., Jan. 8, 2012 – Soldiers of the 78th Aviation Troop Command (one of the Georgia Army Guard’s five major commands) said farewell to Col. Brent E. Bracewell, who has served as the unit’s commander for the past four years, and welcomed their new commander, Col. Brock Gaston, during a ceremony here at Army Aviation Flight Facility No. 2.

Just prior to the change of command ceremony, Gaston – who previously commanded the 78th’s 171st Aviation Battalion, and who comes to the 78th from his position as deputy commander of Columbus’ 648th Maneuver Enhancement Brigade – was promoted to his current rank of colonel by Brig. Gen. Joe Jarrard, the commanding general of the Georgia Army Guard. “Gaston is certainly no stranger to this command, and is welcomed back to the aviation community,” Jarrard said. “I have every confidence that he will maintain the level of excellence for which the 78th Aviation Troop Command is known, and will keep Georgia Army Guard aviation at the forefront of all National Guard activity.”

Stepping to the podium, Gaston said he appreciates the confidence Jarrard and Maj. Gen. Jim Butterworth, Georgia’s Adjutant General, have demonstrated in allowing him to take the reins of an “already stellar organization.” “It is my goal to move this unit to the next level of excellence and make Georgia the pre-eminent and most

progressive aviation state in the nation,” Gaston said. “We will do this by maintaining our standards across the board, developing our leaders, continuing to modernize our aircraft and developing strategic programs so that we, and the Georgia Guard, are poised for future success.”

With the passing of the 78th’s guidon from Bracewell to Jarrard to Gaston, Bracewell can now concentrate his efforts on his new assignment as director of the Georgia Guard’s Joint Staff. Bracewell has also been selected for promotion to brigadier general.

“Bracewell joins a long line of leaders who have left their distinctive mark on the 78th and Georgia Guard aviation over the years,” Jarrard said. “Colonel Bracewell has provided invaluable leadership during his tenure, and we among the command staff look forward to serving alongside him and to what he can, and will, help us accomplish as director of the joint staff.”



Bracewell, who received the Oglethorpe Distinguished Service Medal for his service as commander of the 78th, says the command’s success under his leadership belongs as much to the Guardsmen who fill its ranks as it may to him.

“To the Soldiers, NCOs, warrant officers and officers of the 78th, I say ‘thank you’ for your diligent support, dedication and professionalism during

our time together. Though I am only across the flight ramp now, I will certainly miss being here with you. To General Jarrard and General Butterworth, thank you for allowing me to become part of your team. I appreciate your leadership and your mentorship as we work together to make the Georgia National Guard the best organization in the nation.”

CULTURAL RESOURCES AND TRIBAL CONSULTATION

The Georgia Army National Guard, Construction and Facilities Management and Environmental Programs offices attended the recent Fort Benning Native American Consultation at Fort Benning in Columbus, Ga., Nov. 16-17. In the spirit of continued relationship building and communication, the GAARNG’s Cultural Resource Manager attended the consultation as an invited guest.

The consultation was held in concert with Native American Heritage Month, which takes place each November. Tribal representatives from the Muscogee (Creek) Nation, Poarch Band of Creek Indians, Thlopthlocco Tribal Town, the Alabama-Coushatta Tribe of Texas, and Kialegee Tribal Town were in attendance. The GAARNG attended

the second day of consultation and took part in both a firing simulator field exercise and an afternoon tour of a sensitive archaeological site on base. The day was highlighted by a



luncheon honoring Native American Heritage Month and the tribal nations that contribute to the cultural heritage of the Southeast. Bryant Celestine, the Tribal Historic Preservation Officer for the Alabama-Coushatta Tribe of Texas, gave a cultural awareness slide presentation and tribal members provided entertainment and camaraderie with traditional tribal music, dance, and story-telling.

For a detailed look at the GAARNG’s recent efforts and accomplishments in the area of Native American Consultation, refer to the article entitled “Support of Native American Heritage spans beyond November for Georgia Guard” in the November issue of the *Georgia Guardsman* magazine.

ENVIRONMENTAL MANAGEMENT SYSTEMS

Much effort is currently being placed in the area of conducting site assessments and updates to previously completed environmental baseline studies for the GAARNG Readiness Centers located across the state. Having been a traditional Georgia Guard Officer from the mid-1980s to the mid-1990s, our Cleanup and Compliance Program Manager has an understanding of the practices of handling and disposal of hazardous materials and wastes, particularly those associated with vehicle maintenance and the weapons cleaning process.

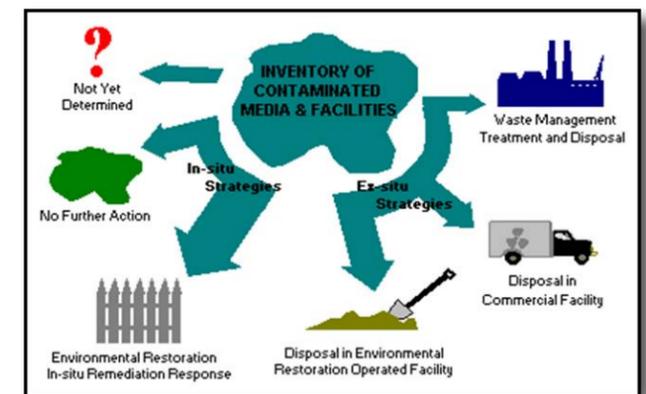
This knowledge has provided accurate histories of use in the development of the Environmental Condition of Property Reports required for assessment of these sites.

Over the last 20 years, the CFMO Environmental Office has made great strides in training the field Soldiers on the basics of environmental stewardship.

In an effort to provide accurate historical descriptions of past activities associated with GAARNG facilities, we would like to enlist the assistance of Georgia Guardsmen

in identifying any areas of concern that may need to undergo further investigation. Please contact the CFMO Environmental Office at (678) 569-3662 if you have questions or are aware of any contamination present at any of our facilities.

Thank you for your continued diligence and commitment to providing the best possible facilities and grounds for our Soldiers.



"IT SEEMS EVERYWHERE YOU GO, WHATEVER CONFLICT THERE IS IN THE WORLD, THE FIRST CAPABILITY COMBATANT COMMANDERS ASK FOR IS J-STARS."



AIR GUARD LEADERSHIP, CONGRESSMAN VIEW J-STARS IN ACTION

*Story by Master Sgt. Roger Parsons
116th Air Control Wing
Georgia Air National Guard*

ROBINS AIR FORCE BASE, Warner Robins, Ga., Dec. 8, 2011 – During an orientation flight, Lt. Gen. Harry Wyatt III, Air National Guard Director, Maj. Gen. Jim Butterworth, the Georgia's Adjutant General, and Congressman Austin Scott viewed the capabilities of the E-8 Joint Surveillance Target Attack Radar System (J-STARS) platform.

The group observed training scenarios at each battle station as Lt. Col. Thomas Grabowski, 116th Operations Support Squadron Commander, briefed the current capabilities of the weapon system as well as opportunities for future expansion of the platform.

"One of the things the Air Force is trying to do is decide how we move forward with the J-STARS capabilities," said Wyatt. "It seems everywhere you go, whatever conflict there is in the world, the first capability combatant commanders ask for is J-STARS."

Scott, a member of the House Armed Services Committee, indicated that he wanted to make sure his colleagues in Washington understand just how valuable

the J-STARS platform is.

"Any of the intelligence and surveillance platforms certainly bring a lot to the fight," said Scott. "That's what gives us a big advantage over our adversaries in battle. J-STARS gives us the capability of doing a lot of things that smaller platforms can't, and we can add some additional equipment to do even more."

While looking at ways to use the aircraft for continuing operations in hotspots around the world, much discussion centered around possibilities for more domestic use of the J-STARS platform as well.

"As director of the Air National Guard, I'm interested in the capabilities this system brings to homeland defense and natural disasters," said Wyatt. "We may be bringing ground troops home from Iraq and Afghanistan, but I think the demand for the J-STARS capability is not going to subside. I think, if anything, it's going to increase."

The flight was capped off with an unexpected, but welcome surprise, when the onboard phone rang with a message that a group of J-STARS Airmen were returning to Robins Air Force Base from a deployment in Iraq. Wyatt and the rest of the Georgia ANG leaders landed in time to greet the returning Airman and their families.

PROFESSIONAL DEVELOPMENT BOOKSHELF:

REVIEWS OF BOOKS THAT TEACH US ABOUT OUR CRAFT

*By Lt. William Carraway
Media Relations Officer
Georgia Department of Defense*

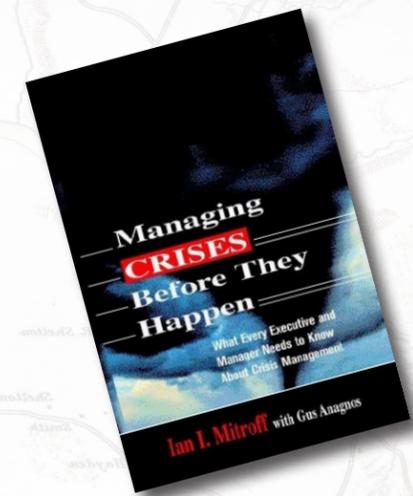
When I deployed to Afghanistan in 2009, a copy of Ian Mitroff and Gus Anagnos' book went with me. I found that the observations of Mitroff and Anagnos had equal utility in the crucible of combat and the business world.

The academic lessons I had learned in crisis management became immediately relevant to the task of mentoring Afghan police and local government officials. At the same time, the means of identifying and mitigating the effects of crises before they erupted was critical to platoon leadership in battle and in garrison. Effective principles of crisis management may be applied whether the crisis is related to economics, human endeavor, natural emergencies, or the actions of enemy combatants.

"NEVER, NEVER ASSUME THE OUTSIDE WORLD WILL SEE A SITUATION EXACTLY AS YOU DO."

The centerpiece of Mitroff and Anagnos' book is a best-practices model for crisis management as presented in chapter three. Chapters one and two lead up to this model by establishing the inevitability of crises and reviewing previous examples of crisis management that achieved various degrees of success.

Beginning with the Tylenol poisonings of 1982 (roundly considered to be the birth of modern crisis management) and moving forward, Mitroff and Anagnos offer case studies of crisis management which illustrate how organizations successfully mitigated crises or were consumed by them. Johnson & Johnson was noted for using prompt media engagement and swift action to address consumer fears



following the Tylenol poisonings.

By contrast, Intel Corporation's handling of complaints following its 1994 Pentium Chip release demonstrate how an organization can completely misunderstand potential second-order effects of its actions.

Having paved the way with past examples, the authors introduce the best practices model, the components of which are stakeholders, types and risks of crises, mechanisms, scenarios, and systems. Particularly interesting is the section on systems, which describes the factors that impact corporate culture and how that corporate culture affects the organization's institutional defense mechanisms.

Having established the model, the authors' succeeding chapters delve into something of a running dialogue on matters impacting crisis management. Mitroff and Anagnos imagine how Machiavelli, Sigmund Freud, Mahatma Ghandi and William James would counsel a crisis manager. The manager is advised to avoid self-deception and counseled to seize the initiative by telling the truth and accepting responsibility.

In one of the wiser counsels, the authors suggest the crisis manager (or leader) "respond to the emotional needs of others as they perceive them not as (the leader) perceives them" and to "never never assume the outside world will see a situation exactly as you do."

In Afghanistan, there was often a wide gulf in how problems were viewed by mentors and the Afghan forces. Being able to step back and analyze a crisis from different perspectives allowed me to understand problems facing the Afghan forces and apply outside-the-box solutions.

At just 154 pages, the book is not an exhaustive study, but it does provide nuggets for further reflection. Where the best-practices model is offered as a framework, the model by itself is not a crisis management panacea. As a tool, however, the model may be used as a starting point for organizations to conduct a self-audit of crisis preparedness.

AROUND THE GEORGIA GUARD



165TH AIRLIFT WING GETS VISIT FROM SANTA

Santa Claus flew down from the North Pole to spread some holiday cheer to the 165th Airlift Wing of the Georgia Air National Guard. He handed out presents and took a few last-minute gift suggestions. This time last year, most of these Airmen were about to head out to Afghanistan for three months just after the holidays.

DRILL WEEKEND

Sergeant Nathan Durham trains Pfc. Zachary Brown in range estimation methods. Brown used binoculars to correctly estimate the range to military targets during scout platoon field training exercises and demonstrated the technique to unit leadership. Both Soldiers are in the Griffin-based Headquarters Company, 2-121st Infantry.



HR DIRECTOR PROMOTED TO COLONEL

Lieutenant Col. Eric D. Jones, Director of Georgia Guard Human Resources, gets promoted to the rank of colonel during a ceremony here at the Georgia National Guard Joint Force Headquarters in Marietta, Ga. In attendance were his family, friends, Soldiers, and fellow Airmen. Jones' new rank was pinned by his mother and wife, while his four children and granddaughter placed the epaulets.



GUARD, GSDF GIVE TIME TO 'CLARK'S CHRISTMAS KIDS'

Soldiers with the Georgia Army Guard's 124th Mobile Public Affairs Detachment, 78th Homeland Response Force, along with members of the Georgia State Defense Force, volunteered their time on Saturday, Dec. 10, to help Atlanta radio and television personality – and GSDF captain – Clark Howard during his 21st annual "Christmas Kids" campaign. Every year Howard and News/Talk WSB join with the Georgia Department of Family and Children's Services (DFCS) to provide gifts for foster children across Georgia. Clark's Christmas Kids Campaign collects about half of all the gifts DFCS gathers to give to children in foster care.

SOLDIERS TRAIN WITH NEW BREATHING EQUIPMENT

Georgia Army Guardsmen of the 138th Chemical Company – part of Joint Task Force 781, 78th Homeland Response Force – spend part of their January training assembly learning how to use and maintain the new self-contained breathing apparatus (SCBA) recently obtained by the JTF for use during evacuation, search and extraction missions. The SCBAs are for use in environments where the standard military M-40 protective mask would be unable to filter airborne hazards.





138th Chemical Company
trains with new breathing equipment

GEORGIA  **GUARDSMAN**

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