

May-June 2010

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Fires

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Adaptable Fires for Full-Spectrum Operations

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INSIDE
U.S. Army
National Guard
2010 Red Book

Contents

May-June 2010



PATRIOT
Training:
There's
an app for
that

Mud to Space

- Page 1** **Fires Functional Concept: Succeeding in a wide range of contingencies**
By MG David D. Halverson

2010 Fires Seminar

- Page 3** **Joint operations: Staying relevant in today's fight**
By Jason Kelly
- Page 4** **Adaptable Fires for full spectrum operations**
By Sharon McBride
- Page 6** **Joint and combined, offensive and defensive Fires**
By Sharon McBride
- Page 8** **Army Modernization: Versatile capabilities for an uncertain future**
By Jennifer Blais

Operationally adaptable Fires

- Page 9** **Observations from a field artillery advisor in the Kingdom of Saudi Arabia**
By MAJ Peter N. Kremzar

Versatile capabilities

Page 13 **The evolution of operational targeting**
By COL David J. McCauley and 1LT Sean Bilichka

Page 15 **Digital air-ground integration**
By CPT Jared Cox

Page 18 **Lessons learned from information operations on an advisory mission**
By CPT Erik Kemerling

Required capabilities

Page 22 **Mentoring: Finding our way to the future**
By COL James Lackey and Professor Gene C. Kamena

Page 26 **Flip that joint security site**
By Captains Adam T. Ropelewski and Michael A. Franson

U.S. Army National Guard 2010 Red Book

Page 35 **Silhouettes of Steel**

On the cover ...

Soldiers with Task Force Destroyer accompany an Afghan National Army patrol to watch over a foot patrol to the Nishigam village in eastern Afghanistan's Kunar province, April 6.
(Photo by SSG Gary A. Witte, U.S. Army)



Don't forget ...



The deadline to enter this year's photo contest is August 1. A first place prize of \$500, second place prize of \$200 and third place prize of \$75 will be awarded in each of two categories, training and actual combat/stability operations. Email your high resolution, unedited photograph with your contact information and caption to firesbulletin@conus.army.mil. Contest rules are online at <http://sill-www.army.mil/firesbulletin/photocontest.html>

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PURPOSE: Founded in 2007, *Fires* serves as a forum for the professional discussions of U.S. Army and Marine Field Artillery (FA) and Army Air Defense Artillery (ADA) professionals, both active and Reserve Component (RC); disseminates professional knowledge about the FA's and ADA's progress, developments and best use in campaigns; cultivates a common understanding of the power, limitations and application of joint fires, both lethal and nonlethal; fosters joint fires interdependency among the armed services; and promotes the understanding of and interoperability between the FA's and ADA's active and RC units—all of which contribute to the good of the FA and ADA, Army, joint and combined forces, and our nation.

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Fires Functional Concept DRAFT

Succeeding in a wide range of contingencies

By MG David D. Halverson
*Commanding General of the
Fires Center of Excellence
and Fort Sill, Okla.*

Here at the Fires Center of Excellence we have been busy crafting the Fires Functional Concept, which will set the foundation for Fires in the future. This concept is intended to serve as the overarching framework for Air Defense Artillery and Field Artillery capabilities for the future development of our Army.

By creating the Fires Functional Concept, I hope to establish the required capabilities we must provide in order to succeed in a wide range of contingencies

in the future. It is nested with the Army Operating Concept and the Army Capstone Concept.

The Fires Functional Concept is not intended to serve as an operational and organizational reference, but rather as a holistic response to what Fires capabilities our future Army requires. I would like to invite you, the Fires force, to be a part of the drafting effort. Your insights on future Fires capabilities will prove valuable in our continued efforts.

As a leader I've learned it's important to solicit ideas from everyone at all echelons. I firmly believe we all must be involved, take ownership and share our combined wisdom in order to forge this important document that will give us an advantage in

Fires strategy. By coming together to create this concept, I think it will allow us to find new ways to refine our Fires missions, and solve problems that previously seemed unsolvable.

To view the draft of the Fires Functional Concept, log onto <https://www.us.army.mil/suite/doc/22788367>. It's located behind the Army Knowledge Online firewall.

Every great piece of literature needs a starting point and the Fires Functional Concept is no exception. I'm not only actively seeking professional dialogue to use in its construction, but I'm staying glued to the hip of maneuver as this concept evolves as well. Here is a synopsis of the Fires Functional Concept in its draft form.

Operationally adaptable Fires. In order to prevail in the future operating environment and succeed in a wide range of contingencies, the Army now more than ever requires operationally adaptable Fires capabilities. Operationally adaptable Fires, in essence means matching a wide range of targets with any sensor and the right effects to achieve timely, effective and efficient Fires in a wide range of environmental and operational conditions, including homeland defense. Fires Soldiers, leaders and organizations must be capable of full-spectrum operations.

Versatile capabilities. The future Fires Functional Concept will also outline versatile capabilities, which are needed to respond to uncertainty and complexity. Coupled with operationally adaptable Fires, it will enable us to defeat a wide range of threats in all environmental and operational conditions. It will also provide us a range of conventional to precision lethal and nonlethal capabilities to engage point, area, and distributed ground targets and aerial threats, while preventing fratricide and minimizing collateral damage. We must achieve decentralized full spectrum operations across wide areas through the access to and availability of Army, joint and multinational Fires capabilities at all echelons.

Required capabilities. The draft of the Fires Functional Concept also includes five components of the solution that categorize the required capabilities to achieve operationally adaptable Fires in the future operating environment. These components are: expand the Army fires warfighting function; identify, locate, target and engage threats with increased discrimination; employ Army

fires capabilities in full spectrum operations; integrate Army, joint and multinational lethal and nonlethal capabilities; and distribute fires for decentralized operations.

These components are interrelated; together, they achieve synergies in capabilities to deliver the right type of Fires required by mission, enemy, terrain, troops available, time and civil considerations conditions.

Air and missile defense. The Fires Functional Concept also outlines the basis for including air and missile defense in the Army Fires warfighting function and dependencies on or interdependencies with the joint force and other Army warfighting functions. It also addresses the conditions of the future operating environment that each component, both ADA and FA, will engage; the common requirements for the Fires function and those that integrate capabilities within the function; the requirements

specific to indirect Fires and fire support, AMD, and electronic attack capabilities; and dependencies on or interdependencies with the joint force and other Army warfighting functions.

Making the most of our capabilities. By drafting a Fires Functional Concept, I hope to make the most of our Fires capabilities. Our adversaries continue to be creative and will continue to exploit a wide range of capabilities so we must do the same. That's why I'm calling upon the leaders and Soldiers who understand their operating environment and are capable of developing the situation through action to lend their two cents in the drafting of the Fires Functional Concept, because its leaders and Soldiers like these who will play a greater role in reducing uncertainty and complexity for our Fires force.

Recent operations in Iraq and Afghanistan, as well as support operations

in response to natural disasters in the homeland, demonstrate that Fires leaders and Soldiers possess the versatility to accomplish a variety of missions.

This versatility is evident throughout the May-June 2010 *Fires Bulletin*; as it is full of articles that prove our Soldiers and leaders in the field are adapting to evolving operational environments and possess the ability and willingness to make rapid adjustments according to the situation. Also, in this edition, you'll find articles that cover last month's Fires Seminar which discuss 'adaptable fires for full spectrum operations,' beginning on page three.

I know we have a wealth of information among our ranks; we need to capture it and include it in the final version of the Fires Functional Concept. I challenge you to engage, provide input and to make the Fires Functional Concept a 'live' part of the Fires force. *Fit to Fight – Fires Strong!*

Statue dedications honor history and heritage



(Left) Members of the U.S. Army Fires Center of Excellence and U.S. Army Field Artillery School command team unveil a statue of an field artilleryman at Fort Sill, Okla., May 20. (Above) Members of the FCoE and U.S. Army Air Defense Artillery School command team rededicate the ADA's 'First to Fire' statue also at Fort Sill, May 19. The ADA's statue was previously located at Fort Bliss, Texas. (Photos by Jason Kelly, *Fires Bulletin*)

2010 Fires Seminar

Adaptable Fires for full spectrum operations

From May 17 to May 21, members of the Fires community gathered at the Fires Center of Excellence, Fort Sill, Okla., for the 2010 Fires Seminar. The following articles kick off our coverage of this year's seminar. Additional topics will be covered in upcoming editions of the Fires Bulletin.

Joint operations: Staying relevant in today's fight

By Jason Kelly
Art Director

The presenter for the 2010 Fires Seminar session on joint operations was no stranger to the subject matter. General James N. Mattis, U.S. Marine Corps, is at the center of the topic. He serves as the commander of U.S. Joint Forces Command, which oversees a force of more than 1.6 million personnel, supports current operations and shapes U.S. forces for the future.

General Mattis, who is known for his blunt opinions, brought that trait with him to the seminar. "Frankly, I turn down most of these because they are a waste of time. I was eager to come out when I saw what you're looking at here," he said in reference to the seminar's discussion at the Fires Center of Excellence, Fort Sill, Okla.

The contributions of America's allies in the joint fight—especially in Afghanistan, where dozens of countries have contributed to International Security Assistance Force—prompted General Mattis to urge seminar attendees to look broadly at and recognize the contributions American allies bring to the fight. "Everybody's got something to offer in this world: diplomatically, economically and certainly militarily. And nothing is more important than the trust and confidence we develop in places like this."

For the four star general, trust can be paramount in the joint fight. "Operations will actually fail on the simple loss of trust between commanders, between joint forces, between international forces and certainly between military and nonmilitary forces," he said. How does a leader establish a measure of effectiveness to judge their ability to create trust in a partnership? In a single word, harmony, according to Mattis. "If your leadership—I don't care how operationally and tactically brilliant you are—if your leadership cannot create harmony, your leadership is obsolete and you need to go home. We no longer live in an age where it is 'my way or the highway.'"

The ability to stay relevant in the current operating environment was a reoccurring theme in Mattis's nearly 90 minute brief on joint



SPC Thomas Dill and SPC Erik Jorgensen trek through a creek bed while on a foot patrol in the Zormat district, Afghanistan, May 18. (Photo by SMSgt Jessica Daurizio, U.S. Air Force)

operations. On the leadership front, he believes leaders must be able to embrace change and adaptation. At the same time, he recognized the enemy's ability to make leaders reflect on their own strengths and weaknesses.

The need to maintain a flexible and agile mindset was discussed at great length during the session. General Mattis cautioned against stagnant thought when he referenced an unnamed Chinese military philosopher who argues, "the only thing worse than obsolete

weapons in a war is obsolete thinking.” Keeping an open mind to reflect on the enemy’s actions wasn’t the only mindset Mattis emphasized. He also talked about the importance of listening to allies. However, in his opinion, just listening isn’t enough; leaders must allow themselves to be persuaded by others. As an example, Mattis referred to a recent study conducted by the United Kingdom about their decision to join the United States in Operation Iraqi Freedom. Specifically, the study examines the messages the United Kingdom believed the United States was sending to them when America convinced them to join the fight.

Mattis argued that technology will not solve warfare’s problems. He pointed to the Royal Navy in the Battle of Trafalgar in October 1805 and a heavy dependence on flag signals as an example of relying too heavily on technology. In a shift from centralized to decentralized operations, the navy demonstrated its supremacy’s through its ability to decentralize command and control (C2) into smaller British forces which were able to defeat a larger French and Spanish fleet. While time has passed since that battle, the implications of its lessons on leadership and C2 haven’t lost their value. Mattis raised the possibility that modern leaders could face similar problems regarding a reliance on a connection to their higher headquarters.

Technology may not solve warfare’s problems, but it has changed war’s landscape and the ability to write history – also known as

the ‘war, battle or race of the narrative.’ For Mattis, gaining and maintaining the high ground is not limited to physical boundaries; it can be less tangible. “Joint and coalition leaders are going to have to recognize in the information age, the high ground to be seized is not just geographic,” Mattis said.

At the operational level, that ground includes the population’s will and perception, which reaches both global military and civilian audiences, said Mattis. The ability to recognize and appreciate the ‘race of the narrative’ in today’s fight has become more of a necessity than an option in the contemporary operating environment. There’s a growing call for leaders to understand and execute information operations and strategic communications. “What we need are officers who embrace this mission, not ones who reluctantly go forth and say, ‘I’ll do what I have to do just enough to get back to proper warfighting,’” said Mattis, who added IO is part of today’s landscape.

As an example of IO’s role in modern warfare, the general pointed to a battle in Fallujah, Iraq, where enemy forces successfully executed information operations. First dubbed the ‘CNN Effect’ in Operation Desert Storm in 1991 when the world watched military operations on live television, the rapid spread of information has added a new dimension to war, allowing countless voices to be added to the ‘race of the narrative’ where history is being written by multiple entities with their own objectives.

Adaptable Fires for full spectrum operations

By Sharon McBride
Editor-in-Chief

LTG Kenneth W. Hunzeker, the V Corps commanding general, was on hand at the 2010 Fires Seminar to discuss ‘Adaptable Fires for full spectrum operations.’ Prior to commanding V Corps, Hunzeker was the commanding general, Civilian Police Assistance Training Team, which provides oversight of and guidance to Iraqi police forces throughout Iraq.

Hunzeker started his brief by saying he feels the title of his brief should be ‘Adaptable leaders for full spectrum operations.’ The NCO backbone is our strength, he said.

Hunzeker also talked about the current state of affairs in Iraq and the results and outcomes from the recent elections.

He said the performance of Iraq’s military and police during parliamentary elections on March 7 went extremely well. Although attacks reportedly killed some 38 people across the country, terrorism failed to close any polling sites or dissuade any of the estimated 12 million Iraqis – about 62 percent of the electorate – who cast ballots.

Hunzeker said the U.S. Army is ahead of the plan to reduce its troop presence to 50,000 by September 2010. “We are now in stability operations,” he said, adding that September 1 will be strategically a significant milestone. Some of the 98,000 U.S. military forces in Iraq already have made the transition from security to stability operations ahead of the September deadline.

The transition has been facilitated by the expansion and enhancement of Iraq’s military and security forces, Hunzeker said. The Iraqi army has more than 220,000 soldiers and the police force has more than 400,000, with many units trained and mentored by U.S. advisers.



An Iraqi voter displays her purple finger tip after casting her ballot in Nasiriyah, Iraq, March 7. The heavy purple dye reduces attempts of double-voting fraud. No election day violence occurred in Nasiriyah, Iraq’s fourth largest city. Iraqi security forces were responsible for all security. (Photo courtesy of 4th Brigade Combat Team, 1st Armored Division)

All Fires battalions will be assigned to advise and assist brigades. Although the same size as brigade combat units, AABs are designed to concentrate less on combat and more on training and mentoring Iraqi security forces, reflecting the shift in the military’s role in Iraq. The AABs include more field-grade officers serving as advisers and come equipped with more expertise in engineering, military policing, civil affairs and other subjects. Training is offered in Iraqi culture and teaching techniques. AABs are expected to remain after combat troops are pulled out in December 2011.

Many of the security gains in Iraq have been attributed directly



1LT Andrew Williams of 2nd Platoon, Charlie Troop, 1st Squadron, 10th Cavalry Regiment, 2nd Brigade Combat Team, 4th Infantry Division, and an Iraqi army soldier talk with Sons of Iraq members at a check point on Route Spade outside of Haswah, Iraq, March 5, 2009. (Photo by PO1 Wendy Wyman, U.S. Navy)

to the Sons of Iraq, he said.

“The Sons of Iraq is a hugely successful program,” Hunzeker said. However, most of the SOI have transitioned into positions on the Iraqi police force or other jobs for the Iraqi government.

Although stability is now in progress, the terrorists/extremists are still at war, Hunzeker said. “But the reality is we have taken a lot of their leaders off the map. Their attacks just aren’t effective.”

With a strategic U.S. partnership in place, Hunzeker said, national interest, security depth, diplomatic depth and economic depth are all possible in Iraq. “We’re making all this stuff happen.”

However, one of the most difficult economic challenges ahead for Iraq still doesn’t have a 100 percent solution, he said. Iraq’s potential oil wealth remains largely unrealized. Oil production has been slow to fully recover during the post-Saddam period, and many obstacles stand in the way of achieving a stable export flow, he explained. Existing refineries are in need of rehabilitation and several new ones need to be contracted and built.

With 115 billion barrels of proven crude oil reserves, Iraq has the world’s second-largest endowment of oil, amounting to 11 percent of the global total. Only 17 of 80 oil fields have been developed; the most significant are Kirkuk in the north and Rumaila in the south, he said.

Eighty percent of Iraq’s gross domestic product is pumped through pipelines and onto tankers at the Al Basrah Oil Terminal, 30 miles off the coast of Iraq in the Persian Gulf. Four tankers can simultaneously dock at the platform, while Iraq’s oil is pumped into the ships. On average, the terminal receives six tankers per week and pumps around 1.5 million barrels of oil a day. “It’s critical to get more (oil terminals),” Hunzeker said.

The discussion turned to Counter-Rocket, Artillery and Mortar performance in the Iraq Joint Operations Area. “It’s an incredible system,” he said. “It’s performing as expected.”

He went on to say that counterfire in Iraq has taken on a new

definition. A counterfire battle drill does not always mean counter artillery, he said.

Typically, counterfire is a reactive or proactive (although primarily reactive) process that employs fire support or other means to neutralize, destroy or suppress enemy indirect fire weapons that become ‘targets’ as they are selected for attack by the commander. Now, under the new rules of engagement, when forces receive indirect fire in Iraq, they usually respond with a quick reaction force, Hunzeker said. He said it dramatically cuts down on collateral damage. The best means of defeating insurgent indirect fire in Iraq is not counterfire but counterfire maneuver, he explained.

Hunzeker said the future of counterfire lies within gaining an integrated sensor system that encompasses both the Advanced Field Artillery Tactical Data System and Forward Area Air Defense. It is hoped that it will increase the overall efficiency of the Joint Fires System by linking all sensors to all shooters.

Finally, Hunzeker’s brief came to a close with spirited discussion on whether or not manual gunnery should be abolished. “I feel like I said an ‘unmentionable’ in church,” Hunzeker said.

The general consensus among discussion was, although technology today could support the elimination of manual gunnery techniques, field artillery leaders gathered at the seminar felt it was still important to teach Soldiers the manual aspects of what happens to a fired artillery round and why.

We need them to understand the science behind it, said BG Ross E. Ridge, commandant, U.S. Army Field Artillery School, and Fires Seminar attendee. Troops will have better success troubleshooting problems, when technology doesn’t perform as expected, Ridge said.

Basically it all comes down to adaptability.

“The future is ours through adaptable Fires support leaders,” Hunzeker said in his closing thoughts.

Joint and combined, offensive and defensive Fires

By Sharon McBride
Editor-in-Chief

Lt. Gen. (U.S. Air Force) Jeffrey A. Remington, the deputy commander of United Nations Command; deputy commander, U.S. Forces Korea; commander, Air Component Command, Republic of Korea; and commander, 7th Air Force, Pacific Air Forces, Osan Air Base, South Korea, was on hand at the 2010 Fires Seminar to discuss ‘Joint and combined, offensive and defensive Fires.’

Osan Air Base, Republic of Korea, where Remington is stationed, is the home of the ROK–U.S. Combined Forces Command Battlefield Coordination Detachment, and the 3rd Battlefield Coordination Detachment – Korea.

Remington began his brief talking about lessons learned from missions in Korea and current events, the most recent being the sinking of the Cheonan, a South Korean Pohang-class corvette of the Republic of Korea Navy. Forty-six South Korean sailors died in the disaster. It is believed the warship had been sunk by a North Korean torpedo. Although North Korea denies responsibility, it has threatened to retaliate against any attempt to punish it with “all-out war.” The attack violated the U.N. Charter as well as the truce that ended the fighting in the 1950-1953 Korean War.

Tension in Korea has been running high, Remington said. Kim

Jong-il, North Korea’s ailing and erratic 68-year-old leader, hasn’t been seen in a while, Remington said. “We’re not sure who is in charge.”

Remington also detailed what the day-to-day mission is like in the Republic of Korea. The armed forces of the United States have been serving in Korea, defending freedom, since the outbreak of the Korean War in June 1950.

Nearly 60 years after the end of the Korean War, the divided peninsula remains one of the world’s most dangerous potential flash-points, he said. Because there have been recent reports of renewed famine in parts of the country, placing stronger sanctions against North Korea aren’t necessarily going to happen. As a result, North Koreans are reportedly fleeing their country to China, Russia and South Korea.

Northeast Asia is extremely important to the national security interests of the United States, a region that is home to five of the world’s six largest militaries, four of the world’s proven nuclear powers, and several of the world’s largest economies, Remington said.

The U.S. presence in Northeast Asia is a long-term investment in regional stability that has specific objectives. Objectives that include: the preservation of peace and stability, democracy and free-market economies; engagement with other regional powers; and setting the conditions for the eventual peaceful reunification of the Korean Peninsula.



Soldiers with 2nd Battalion, 9th Infantry Regiment, 1st Heavy Brigade Combat Team, and 2nd Combat Aviation Brigade of 2nd Infantry Division, alongside their Republic of Korea Army counterparts from the 27th Armor Battalion and the 125th Mechanized Infantry Battalion of the 75th Mechanized Infantry Brigade, 26th Mechanized Infantry Division, participate in a combined arms live-fire exercise on Rodriguez Range in the Republic of Korea.

(U.S. Army photo)

Remington went on to explain the dynamics of chain of command and structure at the combined and joint levels in relation to the Republic of Korea, and how we teach our concept of joint/combined Fires to the ROK Army.

The ROK Army's planning development is still about 20 years behind where the U.S. military is currently, he said.

Korea is truly a joint operation, he said. The U.S. Combined Forces Command Battlefield Coordination Detachment is involved in every step of the air tasking order production. An ATO is the published order which directs all the air missions. The joint air tasking cycle provides a repetitive process for the planning, coordination, allocation, and tasking of joint air missions/sorties and accommodates changing tactical situations or joint force commander guidance as well as requests for support from other component commanders. The joint ATO matches specific targets compiled by the joint force air component commander/joint force commander staff with the capabilities/forces made available to the JFACC for the given joint ATO day.

Joint and combined Fires planning in Korea requires an enormous need for C4I, Remington said. Command, control, communications, computers, and intelligence requirements and capabilities are not equal among all levels of command in Korea and it greatly impacts the ability to pass fire commands and orders which adds additional risk to all operations, he said. "The technology is not there yet," Remington said.

Remington's brief was short, due to classified considerations. He did open the floor for questions; the following are highlights from the discussion:

How does close air support play out in Korea in reference to fire planning priorities?

"We hesitate to utilize CAS due to our RAGs and DAGs," Remington said.

Artillery planning in support of large-scale operations in Korea is still similar to old school Soviet artillery planning. Korean artillery planners form regimental artillery groups (RAGs) and division artillery groups (DAGs) as needed.

Do Ulchi-Focus Lens exercises do a sufficient job of raising issues to the senior commanders in the ROK so that they can be addressed?

Remington answered, "Yes." Ulchi Freedom Guardian is the new name for the exercise formerly known as Ulchi-Focus Lens. It's one of several exercises held annually in Korea that are designed to strengthen the relationship between Republic of Korea service members and those of the United States. Ulchi Freedom Guardian is a computer simulated warfighting exercise focused on strategic and operational battle command training in conjunction with ROK national mobilization. It is designed to explore and develop command relationships and staff coordination between current separate and complimentary ROK and U.S. headquarters and those that will stand up in April 2012. In addition to its transformational aspects, the exercise is also a venue for commanders and staffs to focus on strategic and operational issues associated with military operations on the Korean peninsula and to war-game likely scenarios that may develop should hostilities ever occur on the peninsula.

Remington concluded by saying lessons learned or trends from OIF/OEF may not apply in the ROK. "The freedom to maneuver does not exist in Korea," Remington said. The threat is different there, instead of car bombs and insurgent ambushes, North Korea is testing missiles and pursuing – off and on – materials to make nuclear weapons.



The Military Demarcation Line sign, separating North and South Korea. (Department of Defense photo)

Army Modernization: Versatile capabilities for an uncertain future

By Jennifer Blais
Managing Editor

Direction and focus; where is the Army going? A bold question posed by LTC Michael A. Vane, Director, Army Capabilities Integration Center, Training and Doctrine Command, as he spoke on operational ability through affordable modernization. The brief was part of the 2010 Fires Seminar held at Fort Sill, Okla.

No stranger to the changes in the Army, Vane is responsible for the design, development and integration, into a joint warfighting environment; from concept to capability and all aspects of the future force.

Vane, who was not the first to talk about the Army Capstone Concept, jumped into his discussion with a few hard questions. "Where is the Army going? How are we going to get there?" He was quick to say the answers will not be easy but are most certainly necessary to stay current in the long but changing fight. The Army Capstone Concept provided many of the guidelines to operational ability through affordable modernization.

Establishment of baseline organizations inside the Army and understanding capabilities is the beginning, the foundation of the ACC. Vane explained how the understanding of each section of the Army down to each job can optimize overall capability.

"Our Army must be balanced. We must be organized to be versatile; deployable enough to be expeditionary; responsive enough to be agile; precise enough to be lethal; robust and protected enough to be sustainable; and flexible enough to be interoperable with a wide range of partners," states the 2009 Army Modernization White Paper.

"With an ever-changing world and current state of our national economy, we are functioning in a fiscally constrained environment and it is critical that every dollar is spent in the most effective and efficient way possible," it continues.

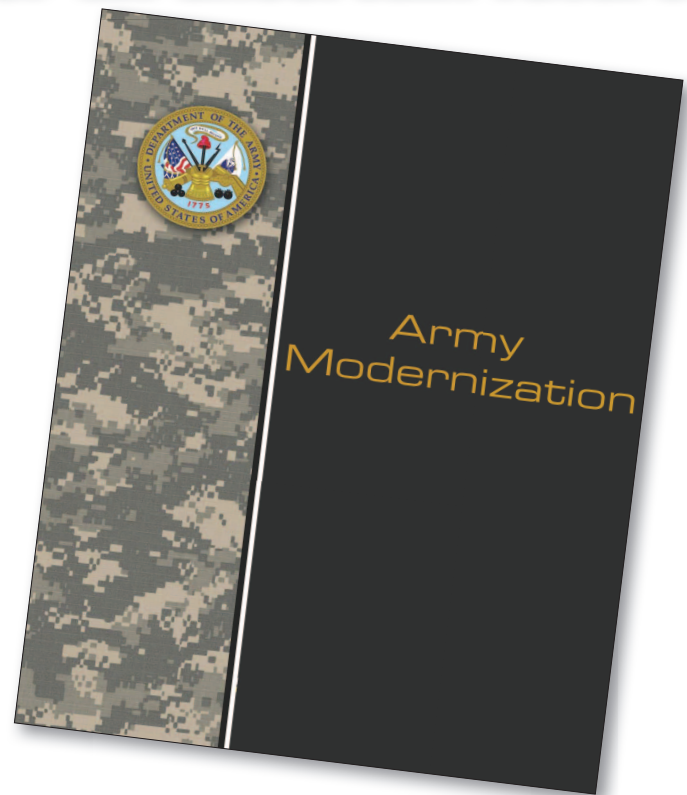
Innovation: an opportunity to meet a need, a need of the Army to be current and adaptable in a full spectrum of operations. Learning the needs of the Army, of individual brigade combat teams and of leaders can create a baseline, once in place, can springboard innovation.

"Today's environment requires it. Technology is changing and the pace needs to be met," said Vane. "There is a demand, and opportunity and we need to recognize it."

What should the new concept look like? Embracing cost challenges, consulting with the Department of Defense, Congress and Training and Doctrine Command about the picture of the Army's 'need' can become clear.

"Past concepts were good but we realized we did not operationalize it," Vane commented. "The full spectrum concept was a good plan but it did not take into account the operational capabilities of each Army asset. We began to see (that earlier concepts) although accurate the enemy is dictating a change. We need to take another look."

The change Vane was referring to is the need to learn and adapt on a faster timeline; explaining that everyone from top leaders to the lowest ranking Soldier needs to exhibit adaptability. Using



lessons learned along with putting more into experimentation, exercises and testing can achieve the timeline goals set forth in the Army Capstone Concept.

Vane further explained with virtual prototyping and getting the Soldier involved at an earlier stage can increase productivity time as well as saving money on later changes.

This brought the concept of constraints into focus. Becoming fluid through change and confining standards of costs, performance and scheduling time tables were some examples Vane gave to accomplish the challenges the Army faces in the future. This concept can also show the cost-benefit side of fielding new equipment. The need verses want and reshaping the mindset to focus on getting out what the Army needs for the changing fight.

Speed counts; fielding time for new equipment is imperative, however faster cycling time for experiments and testing must also be increased. Getting the equipment for the Soldier to test sooner can increase productivity and budget constraints for change.

"The biggest game changer is the human element. Pulling out ground protection in closer and putting logic into technology," Vane explained. "The Army can't change overnight. We are going to have to grow over time from cutting fielding time and life cycles of equipment."

Finding the right time and right unit to field equipment was a major point for Vane. "If a BCT is not going to deploy they do not need equipment like a BCT that is shipping out this year. We have to make those assessments and buy less more often."

Buy fewer more often became a center for discussion at the seminar; a simple idea to some and an unrealistic change for others. "I never said this idea was going to be easy, but we have to try."



Observations from a field artillery advisor in the Kingdom of Saudi Arabia

By MAJ Peter N. Kremzar

It is common today to find artillerymen conducting missions and executing tasks outside of their field artillery core competencies. While these missions may be critical for the success in that particular situation, field artillery officers must maintain their proficiencies in artillery specific tasks to the best of their abilities throughout their careers. Over the past couple of years, I have had the opportunity to maintain and build on my field artillery and fire support knowledge of doctrine and fundamentals through an instructor job at Fort Benning, Ga., and an advisor role in the Kingdom of Saudi Arabia.

From July 2008 to June 2009, I served as the field artillery advisor for the Southern Area Command in support of the Royal Saudi Land Forces in the Kingdom of Saudi

Arabia. The purpose of this article is to outline the experiences and observations from my assignment as an advisor to include operations at the Royal Saudi Artillery School and Center.

The Southern Area Command and Royal Saudi Artillery School headquarters resides in Khamis-Mushayt, located in the southwest corner of Saudi Arabia about 150 kilometers from the border of Yemen. As a member of the United States Military Training Mission, my duties included advising the SAC field artillery and maneuver leadership as the subject matter expert on field artillery/fire support fundamentals, training management, warfighting principals and combined arms planning. The Southern Area Command is comprised of four maneuver brigades, three infantry brigades and an armor brigade, as well as a field artillery brigade consisting of a radar battery, a M198 towed artillery

battalion and a Brazilian-made Astros rocket launcher battalion. Each maneuver brigade maintains a direct support field artillery battalion, ranging from a M109 series howitzer to French-made self propelled howitzers. Along with those duties, I served as an advisor for the institute and advisor/instructor at the Royal Saudi Artillery School and Center.

Royal Saudi Artillery School and Center. As the first United States field artillery officer to work at the school in many years, there were many tasks to accomplish and key relationships to establish. My first requirement included familiarization with the organization of the school. The school trains Saudi Artillery Corps officers, NCOs and Saudi soldiers in several skills and functions to include fundamentals of fire support, field artillery, gunnery, survey procedures and radar operations, to name a few. While several

officer, NCO and specialty courses are offered, the primary courses taught at the school include the battalion commander course, the officer advanced course, the officer basic course and the fire direction administration course/post officer course (which resembles a battery fire direction/battery executive officer course). Several sections comprise the Royal Saudi Artillery School, with the larger ones including the survey and radar wing, the logistics section, the education wing (where a preponderance of the instructors belonged) and the research and development section. A majority of the officers assigned to the school were the 'cream of the crop' of the Saudi Artillery Corps in terms of proficiency and experience (many of whom trained in the United States). They were extremely professional, savvy and accommodating to my role as an advisor and instructor at their school.

After my initial meeting and receipt of guidance from the school commander, I began my work in the research and development section. This department maintained the responsibility of doctrine update and management, translation of materials and classes, and student instruction.

The school commander assigned me an English speaking liaison officer who assisted in many ways and ensured a smooth transition. From there, I developed a task list of things to accomplish based on my face-to-face meeting with the school commander while supporting the objectives of the Royal Saudi Land Forces senior field artillery commander and the U.S. Military Training Mission commander.

Objectives. One of the main objectives I strived towards while working at the Royal Saudi Artillery School encompassed instruction on the artillerization of the military decision making process. While the maneuver units in the Southern Area Command were proficient in the steps, the supporting branches, to include the field artillery and the Royal Saudi Artillery School, had not yet fully implemented the steps into the artillery brigade and direct support artillery battalion staffs. My plan included teaching the process, in detail, to a few of the instructors from the school as well as serving as assistant and often times

primary instructor for several classes of the battalion commander and advanced courses. When not at the artillery school, I spent some time with the Southern Area Command field artillery unit staffs directly; however, most of my efforts focused on the students from the artillery school. Instruction at the school was somewhat easier than my work with the Southern Area Command units because of available time and resources. My concept was to focus on students from the school house with the idea that they could become the subject matter experts in the military decision making process for their units. A 'train the trainer' program of field artillery specific process could then spread throughout the Kingdom of Saudi Arabia. As the Saudi Field Artillery units identified military decisions making process experts to attend training at the school, those officers were then able to take their expertise back to their units to help focus training for their battalion and brigade staffs.

I also focused on providing updated doctrine to the school's already large supply of manuals and references. I worked with the school doctrine officers to develop a management system of what they maintained and to determine if there were more relevant or pertinent manuals and references for the school to utilize. I advised on the base fundamentals and steered away from doctrine for which the units did not possess systems or when it was unrealistic to apply those fundamentals at this point (i.e. use of the Advanced Field Artillery Tactical Data System and other digital systems were not yet present in the KSA). This resulted in the Royal Saudi Artillery School being able to focus on translation and distribution of a few select relevant field manuals. The school was also able to archive or remove some of the older manuals they no longer

needed but needed to maintain on file.

The implementation and instruction of fire support procedures were critical to the Royal Saudi Artillery School as this was one of the major focuses from the senior Royal Saudi Land Forces. The leadership from the school as well as all the artillery units in the school wanted to learn updated and alternate ways to train, equip, communicate and employ their fire support personnel to continue to allow the maneuver to achieve success on the battlefield.

Finally, developing strong and positive relations between the United States and Kingdom of Saudi Arabia was a critical aspect of my daily operations. As an allied nation to the United States in an austere region of the world, I understood the importance of my role as a guest and advisor in the KSA. Several days, I merely observed classes or exercises to determine if I could offer any assistance or expertise to make a particular class even that much better. Instructors and students were extremely willing and open to hear my observations which in turn produced a great discussion for the class. Needless to say, my translators and English speaking officers received a workout on a daily basis. I was shown amazing hospitality from the school officers and their leadership throughout my tour and I developed some strong friendships which I still maintain today.

Challenges. My greatest challenge while serving as the field artillery advisor for both this southern region and at the Saudi artillery school was time management. There were so many projects I wanted to accomplish and so many units I wanted to impact but I just ran out of time. The five person advisor team I worked on included a couple of infantry officers, an aviation officer and a logistics officer. There

A Saudi field artillery brigade staff conducts a brigade rehearsal in Hafr-Al Batin, Saudi Arabia, during a division-level exercise, March 2009. (Photo courtesy of MAJ Peter Kremzar, U.S. Army)



were slots for armor, engineer, military intelligence and another field artillery officer (one for work at the school and the other to focus on the units in SAC). However, they were not filled at the time I worked in the KSA. As you could imagine, we were in high demand throughout our tours, not only in Khamis and the SAC, but throughout the KSA. We were routinely pulled from Khamis to support higher level exercises in other parts of Saudi Arabia which included escorting an armor brigade staff back to the United States for a National Training Center leader training preparation rotation. When these events took place, it became difficult to maintain a battle rhythm and several projects took much longer than I had planned for and anticipated. The Royal Artillery School staff was extremely patient as we worked towards our objectives.

Also, tasks like instituting a detailed section certification program, developing new practical exercises and advising the school on new and improved digital training and sustaining systems (all which were other initial objectives of the school commander) were extremely time consuming, research intensive and difficult for a one-man artillery team. Several of these tasks are coordinated for and resourced through the expertise of a battalion or brigade staff complete with master gunners, fire control or fire direction officers. As the only U.S.

Army field artillery officer in the region, I had to focus on what I could effectively manage and advise for the school and the units with quality over quantity.

Lessons learned. Relationships are the key to success in dealing with our allies. I engaged with several key leaders and numerous units throughout the school and the Royal Saudi Artillery School. Almost every key leader or instructor requested some type of support via class, reference material, live fire or field training assistance. I quickly realized that I could not do it all. To promise something I could not accomplish would have been detrimental for my advisory team, the military training mission and the United States Army. This is an important aspect when dealing with individuals during an information engagement and as I mentioned before, establishing a solid relationship with allied leaders was critical to the mission. While it is easy to tell someone you will take care of an issue, the Saudi officers are men of character and their word is their bond. I made it a point to deliver what I promised and to inform the individual if I was unable to accomplish a particular request rather

than merely paying lip service.

A few techniques to build and continually improve relations – while meeting the commander’s intent – involved the utilization of other assets available. Fort Sill and the United States Army Field Artillery School and Center were keys to making my mission successful. MG Rhett Hernandez (past USMTM Chief) and MG Peter Vangjel worked diligently to establish a relationship between the United States and Saudi Arabian Field Artillery School. They both came for a visit and set the framework for what initiatives could be met over the subsequent months and years. One of those key initiatives was the visit of a team of subject matter experts from Fort Sill to conduct training and discussion sessions with several of the key leaders from the field artillery units in all of Saudi Arabia. The event took place at the Royal Saudi Artillery School and proved a huge success. The topics discussed built and expanded on several of the fundamentals I had started working towards during my time as an advisor. The training team produced and provided deliverables in areas where it was much harder for one man to accomplish (i.e. section certification program and

“Relationships are the key to success in dealing with our allies.”

simulations information). An agreement is now established between the two schools to exchange experts semi-annually to maintain and build on the proficiencies and relationships established during the training event. This partnered relationship will continue to build over time while the field artillery advisor role in the KSA is a critical link to that relationship.

Individually, I also worked with my small advisory team to maximize our production throughout the SAC. For example, the advisory team coordinated with the Southern Area Command G-3, who assisted in managing and maintaining the U.S. advisory team schedule, to focus on a certain brigade for a two to three week period on the long range planning calendar. This initiative provided some flexibility in our schedule, so I knew when I would be away from the Saudi Artillery School while allowing the advisory team comprised of different war fighting functions to teach and advise together as a combined arms team. Displaying to the Saudi leadership the relationship of the combined arms team, particularly between maneuver and fires, greatly enhanced their learning process.

Finally, my previous experience as the fire support instructor at the United States Army Infantry School at Fort Benning provided another tremendous resource for not only me but for the advisory team as well. Several of the same fundamentals and concepts that I instructed at the Infantry School could be adapted for application in my instructor/advisor role at the Saudi Artillery School. Maintaining the relationship from the KSA to the instructors at the Infantry School assisted my duties in instruction and curriculum management since I had no continuity book to follow from a previous advisor.

In an era where a field artilleryman can find his role to accomplish stability tasks or other combat tasks unrelated to his expertise, my time at the Saudi Artillery School was both beneficial and challenging. Researching the doctrine and instructing allies in some of our field artillery core competencies increased my knowledge and confidence in the subject matter. I highly recommend to other field artillery officers if afforded the opportunity, to take on jobs where our core competencies are practiced and executed. Prior to my role as an instructor and advisor at both the United States Army

Infantry School and in the Kingdom of Saudi Arabia, I did not feel I was at the level of proficiency in field artillery specific tasks I needed to be. Spending a majority of my battery command time as a task organized motorized rifle infantry company commander contributed to the degradation of some of my artillery specific leader tasks. However, as I reflect on my experience in Saudi Arabia, I am confident I not only assisted in the strengthening of our allies but also expanded my own field artillery knowledge and abilities which I am positive I will need in the future.

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The evolution of operational targeting

By
COL David J. McCauley
 and
1LT Sean Bilichka

1LT Jeffrey Nickerson from 1st Platoon, B Battery, 1-377 Field Artillery Regiment, 17th Fires Brigade, 1st Infantry Division, pulls security in Basra, Iraq, March 11. (Photo illustration by Jason Kelly, *Fires Bulletin*. Original photo by SSG Adelita Mead, U.S. Army)

Targeting, as defined in Joint Publication 3-60 is “the process of selecting and prioritizing targets and matching the appropriate means to engage them, considering commander’s objectives, operational requirements, capabilities, and limitations.”

Early in the formation of the I-Corps (formerly Multi-National Corps Iraq) joint fires and effects cell, we took this concept of targeting and embraced it. As we prepared in earnest for our deployment as Multi-National Corps- Iraq, the I-Corps JFEC began to wrestle with the question of how to synchronize the corps targeting functions prior to the transfer of with XVIIIth Airborne Corps in April 2009 at Victory Base Complex Baghdad, Iraq.

During our initial assessments of the workflow processes for operational targeting, the MNC-I JFEC adopted a critical path approach to targeting. That is to say, we developed a targeting synchronization methodology that integrated the products from across the entire staff and planning horizons. We synchronized their outputs through the various critical path events, (The Operations Synchronization Workgroup, The Operations Synchronization Board, and the Plans and Operations Board), in order to drive all lethal and non-lethal targeting. This process produced a synchronized and integrated product for the MNC-I commander that enabled him to make decisions that produced orders and direct subordinate units to execute tasks in support of the campaign plans objectives and end state. It also provided the commander an objective and subjective assessment by lines of operation regarding our progress along the

campaign plan. This was our initial definition of targeting and remains our foundation for an effective methodology today (See Critical Path Process figure).

The Critical Path process supports targeting across all planning horizons and lines of operation. When we arrived in theater we quickly learned of another targeting related meeting that synchronized operations from the theater-strategic level to the tactical level to include the interagency. The Multi-National Force- Iraq secure video teleconference rotation placed more of a strategic and interagency focus on targeting operations. The secure video teleconference topics were nested with the joint campaign plan and provided an assessment as to how well the military and interagency action arms were doing in relation to the supporting objectives that drive us towards the desired end state.

As we began to look at the various constructs of the Multi-National Force- Iraq secure video teleconference, specifically balancing regional influence and disrupting extremist networks, we had to approach operational targeting differently. These strategic efforts necessitated that we apply a holistic and cyclical approach to how we handled targeting. The ‘assess’ portion of targeting began to grow in importance. Efforts were made to ensure that we continuously analyzed how our targeting operations were splintering or fracturing networks, or where networks had developed counter measures for what our current operations were accomplishing.

Concurrent with the shift towards a more strategic look at

targeting, we also developed the transparent targeting concept. Transparent targeting was the process that ensured compliance with the security agreement and kept our Iraqi partners apprised of our operations. Transparent targeting set the conditions to ensure that after U.S. forces withdraw from Iraq, the Iraqi military and police forces would be able to apply a strict and legally correct method to their operations. Transparent targeting is built upon five pillars: Target development; vetting and approval; warranting; partnered operations and notification and reporting. Transparent targeting is an arrest-warrant based system with the Iraqi forces clearly in the lead. As the Iraqi's became more comfortable with our intelligence and evidence-gathering systems and targeting processes, they began to see our rationale in how we used operational targeting. They embraced the concept.

Targeting and intelligence data. The 'pillars' of transparent targeting provide a framework that allows us to optimize our sharing of targeting and intelligence data with our Iraqi allies. As we began detailed planning for the national elections, it became apparent that a period of risk existed leading up to elections that required a holistic focus on countering violent extremist networks and balancing regional influences to set the conditions for a safe and secure national election.

The JFEC established a high payoff network list and facilitated 'deconstructing' the violent extremist networks in order to maintain pressure and disrupt or degrade the networks that posed the greatest risk during this crucial time frame. This 'network deconstruction' was a comprehensive process that allowed the JFEC to apply the best means of targeting the network along specific nodes like leadership or financing. This high payoff network list ensured that there was a unity of effort among U.S. and Iraqi forces. Through our network deconstructions, we were able to reach down and attack critical or vulnerable nodes and we were much more able to analyze the effects that we were having with each operation.

In November 2009, with our efforts to provide a safe and secure

environment prior to the elections, and as a response to several high profile attacks inside Baghdad, the JFEC stood up a counter networks cell. The purpose of the cell was to fuse the intelligence from the Multi-National Divisions, Special Operations Task Forces, and Multi-National Force-Iraq, and analyze them in a way to disrupt the vehicle-bourne, improvised-explosive, device network. The cell was a comprehensive analysis and fusion center that had an immediate and drastic impact on high payoff attacks in Baghdad.

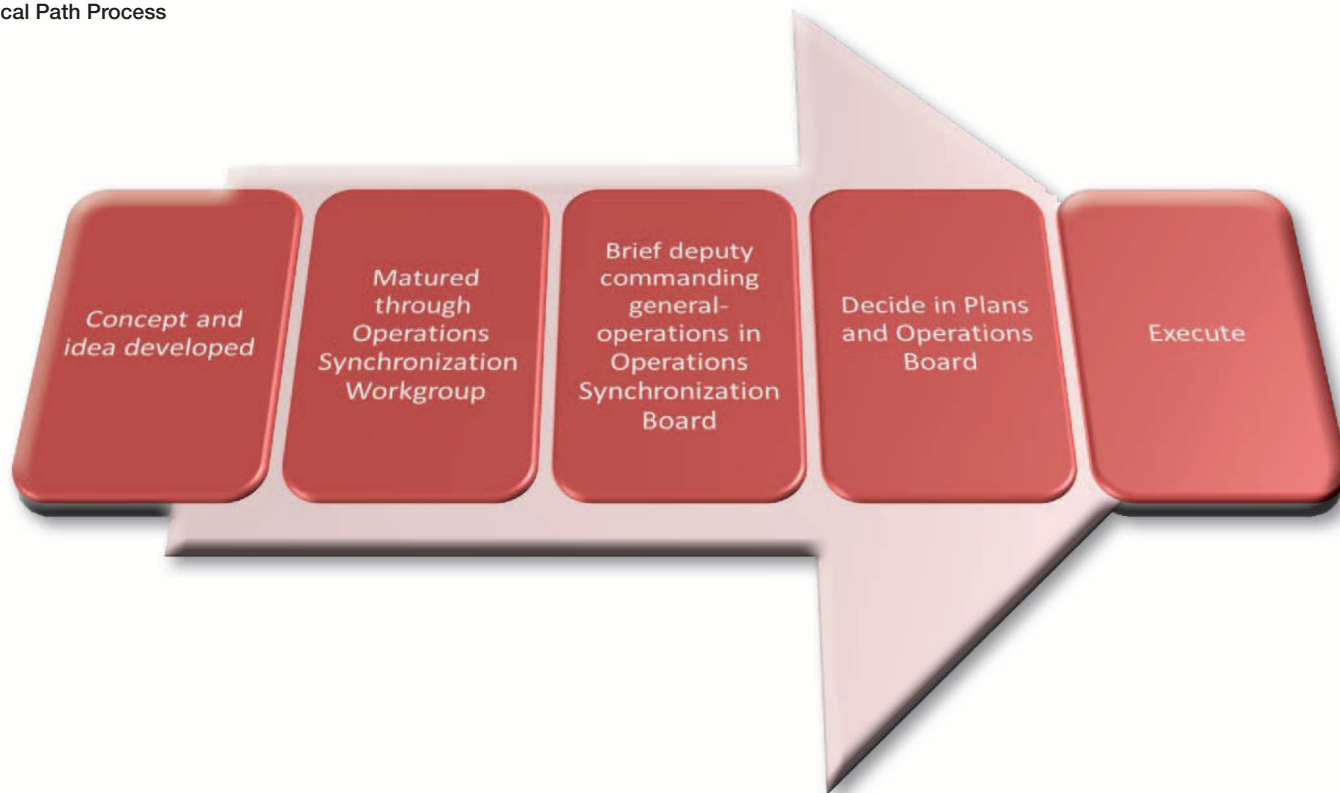
The Counter Network Cell provides a fusion point to address a specific problem set and to disrupt any high payoff attack from occurring in Baghdad prior to the Iraq Parliamentary elections.

We see the future for targeting in Iraq as a process that continues to fully involve the government of Iraq and will enable them to transition more rapidly to police primacy. The targeting process has been tailored in such a way that it is adaptable and able to transition into a function that operates under supervision of the federal police forces with minimum effort. As the operating environment in Iraq has evolved from full spectrum operations to stability operations, it is important for the Iraqi populace to see their government as a functioning system that is capable of enforcing the rule of law.

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Critical Path Process



Digital air-ground integration, the future is here

By CPT Jared Cox

For some time now, air and ground forces have sought a way to improve digital air-ground integration — working toward a fully integrated digital battlefield. Both forces recognize the importance of streamlining such a vital linkage; however, a disconnect between the services still remains. The Army can see digital ground positions, but not air positions; simultaneously, the Air Force can see the digital air picture, but not the digital ground picture. With all this in mind, the question many ask is, “When will the services bridge the gap and make true digital air-ground integration a reality?” Well, the question now has been answered, the gap has been bridged, and true digital air-ground integration is now a reality.

Today, the Army’s Enhanced Position Location Reporting System and Land Warrior-based brigades together with the Air Force’s Situational Awareness Data Link fighter squadrons can enter a common, brigade-based ground network and truly have one, integrated, common operating picture. This gives both services the ability to see all network users accurately, both air and ground, and additionally the ability to pass targets digitally from ground to air and vice versa.

Air Force systems. To understand fully what this means, we need to take a look at what each service requires to be fully digitally integrated and still meet its operational requirements. On the Air Force side, there are two main digital situational awareness systems. The first is LINK-16 which allows LINK-16-equipped fighter aircraft to locate other friendly aircraft in the sky and pass data back and forth. LINK-16 is managed by ground and air-based gateways, positioned at strategic points to ensure aircraft are fed information constantly without interruption. This system is common to F-15s, F-16s, F-18s and most other aircraft in the Air Force.

The second system is Situational

Awareness Data Link. This system uses a radio that is identical to an Enhanced Position Location Reporting System radio and software generated from a single compatible baseline. It gives non-LINK-16 aircraft the ability to pass friendly locations to LINK-16 aircraft via the LINK-16 gateway. The two main aircraft that use this system are A-10Cs and F-16B30s. From an air-to-air perspective, the LINK-16 gateways have a Situational Awareness Data Link radio located with them, which allows LINK-16 and Situational Awareness Data Link aircraft to see one another digitally. However, Situational Awareness Data Link is the only system at this time that fully integrates with the Army’s Enhanced Position Location Reporting System network.

Army systems. As for the Army side, we will look at 5th Stryker Brigade Combat Team, 2nd Infantry Division, from Fort Lewis, Wash., as our model. 5th SBCT’s main systems that integrate with the Situational Awareness Data Link radio are Enhanced Position Location Reporting System, Land Warrior and the Air Defense Systems Integrator. Of all the equipment from both services, the Air Defense Systems Integrator is the most critical component. It constantly receives and transmits LINK-16 data to and from any LINK-16 platform that is operating in the Air Defense Systems Integrator’s range. The Air Defense Systems Integrator is located in the brigade tactical operations center and is used for airspace deconfliction.

Land Warrior is linked into the Enhanced Position Location Reporting System network by virtue of the Enhanced Position Location Reporting System micro-light radio that a Soldier wears. His positional data is forwarded to the network by a vehicle-based Land Warrior gateway, then to an Enhanced Position Location Reporting System radio inside the vehicle. Once inside the Enhanced Position Location Reporting System, that information is passed to all the other network participants.

Integration. To join both systems is fairly simple. For the Situational Awareness Data Link equipped aircraft to join the Enhanced Position Location Reporting System network, they simply have to change a few settings in the cockpit — the frequency



A Stryker and an A-10C Thunderbolt II at McChord Air Force Base, Wash., for a digital air-ground integration exercise from September 11-19, 2008. (Photo by CPT Jared Cox, U.S. Army)

map, guard channel, ground key, logical channel number one, and logical channel number two. The first three settings allow the Situational Awareness Data Link system to receive positional data from the Enhanced Position Location Reporting System network. The LCN numbers determine which brigade and battalion data the aircraft sees and allows the aircraft to transmit its positional data to the Enhanced Position Location Reporting System network.

The last piece of the puzzle is the need to establish a unit reference number for the aircraft. The Enhanced Position Location Reporting System radios are linked to the Army’s Force XXI Battle Command Brigade and below. This system is the user interface that displays the position reports from the Enhanced Position Location Reporting System radio on a map or image. The Force XXI Battle Command Brigade and below needs the unit reference number to display the position report of the aircraft. The Situational Awareness Data Link system does not have a unit reference number assigned to it, although it has the ability to input this number. Once the Force XXI Battle Command Brigade and below has the aircraft unit reference number, the icons for the aircraft are displayed. The specific frequency map, guard channel and ground key settings are set by the Air Defense Systems Integrator computer and are unique to each brigade.

Once these settings are synchronized, complete positional data flow between all

users of the network is feasible. In other words, the Land Warrior-equipped Soldier can see a Situational Awareness Data Link-equipped aircraft as an icon on his helmet mounted display, while an A-10C can display an Enhanced Position Location Reporting System-equipped vehicle as a friendly “x” in his heads up display, Tactical Awareness Display and targeting pod.

Through the Air Defense Systems Integrator computer, the air defense airspace management cell can input targets and then pass these digital targets to the Situational Awareness Data Link aircraft. All the while, the Air Defense Systems Integrator system can receive targets from Situational Awareness Data Link-equipped aircraft; the Air Defense Systems Integrator operator then inputs them into the Air and Missile Defense Work Station and Tactical Airspace Integration System. From here, the Air and Missile Defense Work Station and Tactical Airspace Integration System send the target to the brigade Advanced Field Artillery Tactical Data System.

At this point, the brigade Advanced Field Artillery Tactical Data System sends the target to the battalion Advanced Field Artillery Tactical Data System. When the target goes from brigade to battalion, the target also is published on the Enhanced Position Location Reporting System/Land Warrior/Force XXI Battle Command Brigade and Below systems. Additionally, because the aircraft and the Air Defense Systems Integrator join the

An F-16 Fighting Falcon breaks from formation over Azraq, Jordan, Nov. 1, 2009. (Photo by Capt. Darin Overstreet, U.S. Air Force)

ground network, the Air Defense Systems Integrator computer forwards the Link-16 picture to all the Situational Awareness Data Link platforms. In other words, Situational Awareness Data Link aircraft become the most situational aware platform in the Air Force based upon all these linkages.

Testing. The digital network mentioned above was tested at the National Training Center in Fort Irwin, Calif., in Feb. 2009, using the Stryker-equipped 5th SBCT; F-16B30 fighters from the 100th Fighter Squadron, Tuskegee, Ala.; and A-10C fighters from the 422nd Test and Evaluation Squadron, Nellis Air Force Base, Ala. This testing was completed as part of the 5th SBCT's mission readiness exercise for the unit's deployment to Afghanistan in support of Operation Enduring Freedom.

During the two week scenario, pilots from both squadrons were able to join the Enhanced Position Location Reporting System network and receive digital targets passed to them from the Air Defense Systems Integrator computer. Simultaneously, the Enhanced Position Location Reporting System network was able to receive all positional data from the Situational Awareness Data Link-equipped aircraft.

The significance of this technology cannot be over stated — each Land Warrior Soldier and Enhanced Position Location Reporting System-equipped vehicle is capable of viewing aircraft icons on their interface screens in real time, while pilots now know for certain, the exact location of friendly forces.

The way ahead. What is the next step for this new digital connectivity? Obviously, the answer to this question is to verify this technology and capability during combat operations, which is exactly what 5th SBCT will be doing in summer 2010 (the system is currently in use in OEF). The technology discussed in this article will give units an unmatched situational awareness, reducing the instances of fratricide and the time it takes to deconflict airspace for indirect fire and close air support. Having said this, this new digital capability will not replace voice communications or established close air support procedures, but clearly will aid in the efficiency and effectiveness of situational awareness. Digital integration allows aircraft to reduce the amount of time it takes for target talk-on and the effective release of live munitions, ground units

to clear airspace quicker and to deliver indirect munitions on target and for the relentless combination of air-ground fires in an unprecedented, coordinated manner. It also further improves the protection of friendly forces from fratricide.

Stryker brigades are designed to see first, understand first, act first, engage decisively and re-engage at will. The use of this new digital connectivity enables the brigade's ability to do just that — be first on the battlefield. In today's contemporary operating environment, agility is a must, to say the least. By providing an air-ground precision that is unmatched, the overall agility and lethality of both ground and air forces alike is enhanced significantly. Additionally, the linkage of Situational Awareness Data Link and Enhanced Position Location Reporting System permits the ground force commander to control larger areas of battle space with fewer forces, yet mass forces and effects at key points rapidly — a situation which is all too common to in today's contemporary operating environment. This advent of digital air-ground integration will be

"If digital air-ground integration is a reality today, imagine what the future could hold based upon collaboration between the Army and the Air Force."

imperative to 5th SBCT in the months to come as they conduct operations in Afghanistan.

NATO forces also have been buying and equipping their forces with Enhanced Position Location Reporting System radios as well, another factor that makes this a very potent system. Current and future conflicts may have an ever increasing number of coalition and NATO forces involved, and unfortunately we have witnessed the tragic consequences of misidentification between forces already. Using this technology to enhance situational awareness further among ground and air forces from NATO and coalition forces will give commanders a new combat multiplier. Additionally, by networking these systems, one may be able to reduce the required number of combined NATO or coalition forces. In a networked system, intelligence will be passed faster, forces will be massed more effectively and the enemy will be placed in a position of distinct disadvantage.

If digital air-ground integration is a reality today, imagine what the future could

hold based upon collaboration between the Army and the Air Force; the improvements could be exponential. Tomorrow we could see the ability to transmit digital images and video feeds from Land Warrior Soldiers and Enhanced Position Location Reporting System-equipped vehicles to aircraft and vice versa; the ability of Land Warrior Soldiers and Enhanced Position Location Reporting System-equipped vehicles to receive pod feed from aircraft orbiting overhead; and the ability to pass targets back and forth from all users in the network, not just between the Air Defense Systems Integrator and the aircraft. Additionally, the improvements could include the Navy, Marine Corps and Coast Guard units as well. Each service currently has a small pool of Enhanced Position Location Reporting System radios; so the potential for true connectivity among all the services at the tactical level clearly is feasible.

As a result of this new integration capability, the lethality of 5th SBCT is increased several fold. The brigade is more combined arms capable than before. The ability to employ the Anti-Tank Guided

Missile Stryker with the Mobile Gun System engaging a target in support of the infantry, then to have precisely delivered ordnance from aircraft with enhanced, real time situation awareness

is unprecedented. 5th SBCT has outpaced the network-centric capability planned for in the Future Combat Systems programs.

Today's leaders now must determine the best method to employ this new capability and what the future holds as far as collaboration and integration. The men and women of our Army and Air Force must integrate new tactics, techniques and procedures into our standard operating procedures to make this technology truly a combat multiplier. This same group will be responsible for teaching our NATO and coalition counterparts. The responsibility of passing on lessons learned clearly rests upon our shoulders. To have never used this capability or shared it with our fellow nations would be a true travesty. The future of digitally integrated air and ground combat units is here.

Captain Jared Cox is a fire support platoon leader for Headquarters Troop, 8th Squadron 1st Cavalry Regiment at Fort Lewis, Wash., which is deployed in support of Operation Enduring Freedom, Kandahar, Afghanistan.

Lessons learned from information operations on an advisory mission

By CPT Erik Kemerling

The U.S. Army is rapidly transitioning to an advisory mission in both Iraq and Afghanistan. The Army's success will depend on the effectiveness of the advisory partnership with local security forces. One of the most important facets of that relationship is information operations. The officers of the field artillery are increasingly finding themselves directly involved in that mission.

I recently returned from a one-year deployment as a fires and effects advisor for a border transition team that operated in Basra province, Iraq. The lack of artillery and mortars in the Iraqi Ministry of Interior necessitates the field artillery advisor becomes a non-lethal targeting officer and is usually assigned to be an IO officer as well. The following are lessons learned from my experience and a how-to guide that will be effective for a transition team or battalion when designing or conducting an IO campaign.

Information operations focus. Successful IO highlights the successes of all logical lines of operations. In order to keep IO manageable and simple, our team decided to give attention to two specific themes we believed would best suit our needs as advisors. The first IO theme our border transition team chose was to create and then emphasize the importance of a practical partnership between our team and the Iraqi Department of Border Enforcement Battalion. This theme facilitated the give and take of information, the training partnership and the operational partnership. The second theme was to promote the Iraqi Department of Border Enforcement Battalion we were partnered with as a trained, determined and professional force among other

Iraqi security forces and to the local populace. There were three reasons this was an IO theme. First, very few outside of the Iraqi Ministry of Interior knew who the Iraqi Department of Border Enforcement was or the importance of their mission. Second, the department was underfunded and resulted in a lack of morale among the policeman and even the leadership. Lastly, the mission did not seem important to the Iraqi policeman in the Iraqi Department of Border Enforcement.

Information engagement. Our team promoted these two themes by constant information engagement with our Iraqi security forces counterparts. Developing trust and respect with our Iraqi counterparts enabled successful information engagement. Successful information engagement was enabled by IO products targeted at other Iraqi security forces, the local population of Basra and the Department of Border Enforcement themselves.

Developing trust. The key leader engagement is one of the first steps to developing trust and one of the most decisive forms of information engagement. If you cannot get the local security forces to sit down with you and talk, you will not be able to plan and execute anything in a combined manner. Best practices include one-on-one preparation with your linguist. Go over any military terms or abbreviations you may use during the key leader engagement and allow him time to translate them into his language. A term as simple as "S1" may take 10 minutes to explain and translate – time wasted if the host nation counterpart is present, and unprofessional.

Don't allow distractors along when talking with key leaders. Soldiers who talk amongst themselves or fidget with their weapons or equipment should be asked to leave. Make yourself comfortable – you might be in an office, so take off your body armor. If possible, don't wear the Army combat shirt to a meeting. From



a host nation perspective in a culture where the men wear loose fitting dresses in their personal time, the shirt may look silly and could be a distractor.

When conducting information engagement, learn the local language as much as possible. This paid dividends for me personally when my Department of Border Enforcement counterpart recognized that I was earnest in learning his language and he provided me with personalized stationary. This allowed me to write memos that could circulate through the Department of Border Enforcement. I could sit in on a meeting and take notes on Iraqi stationary. It served as an icebreaker when meeting new Iraqi security forces. The stationary increased the authenticity of the advisor-advisee relationship and the give and take of information; a decisive act in IO.

Think and act unconventionally. For example, when a disagreement arose between our team leader and his counterpart, the Department of Border Enforcement colonel threatened to stop training and cooperating with our team. Our team leader reacted quickly using the advice of one of our interpreters. He bought a sheep and gave it to the Iraqi colonel as a sign of reconciliation. The sheep was quickly slaughtered and eaten in the officer's mess at the Department of Border Enforcement headquarters and trust was restored.

Information operations products. Once trust is developed in the advisory mission, the host nation is more open to IO products and themes used by the advisory team.

Primary sources that created information operations products for our mission were Multinational Security Transition Command Iraq Public Affairs Office (now United States Forces – Iraq PAO), 34th Infantry Division PAO, 1st Infantry Division PAO, 17th Fires Brigade Psychological

“The Advisor focused on the training partnership the coalition forces have with Iraqi security forces. It highlighted successes that partnership brings.”

Operations, 34th ID PSYOPS, 34th ID Combat Camera, our internal printer, and the Department of Border Enforcement themselves.

U.S. Forces-Iraq and 1st Infantry Division products. One of the first products our border transition team used was the Multi-National Security Transition Command Iraq Public Affairs publication entitled *The Advisor*. It was an excellent product and produced in high quality, but the production cycle was long—meaning the time to cover an event, write it up, submit it, translate, print, mail the magazine from Baghdad to Basrah, and distribute it to the Department of Border Enforcement took about two months. *The Advisor* focused on the training partnership the coalition forces have with Iraqi security forces. It highlighted successes that partnership brings. It is produced in both Arabic and English. Iraqi security forces welcomed the publication because of its quality – it is full color, glossy and stapled. They really enjoyed reading it—especially because chances were high they might see someone they know featured in an article or picture. Our team was able to feature our partner battalion twice using this publication. When our partner battalion was featured in it, they were able to see that the training and partnership they were conducting and developing with our team led to results, and that the Government of Iraq and coalition forces

were aware of their achievements. MNSTC-I was able to provide 100 Arabic copies as well as 10 English copies for our team to distribute each month. But, the first two months we used *The Advisor* as an IO tool, MNSTC-I only circulated a PDF file of the magazine. So, I coordinated with 1st ID PAO Fort Riley, Kan., to print the magazine and mail it to our team in Basrah. Fort Riley's product was an excellent stop-gap until MNSTC-I started printing their Arabic version – but the binding was on left side like an American magazine. So, when coordinating





An example of one of the certificates for training, which was part of the second information operations theme of promoting the Iraqi Department of Border Enforcement Battalion as a trained, determined and professional force among other Iraqi security forces and to the local populace. (Courtesy of CPT Erik Kemerling, U.S. Army)

and encourages the give and take of information. Sharing intelligence builds trust in the advisor relationship as well as a sense of importance of the discussion. Lower ranking policemen can be asked to leave the key leader engagement on the grounds that you are about to share something of

importance with his supervisor without insulting anyone.

Presenting certificates for training was another part of executing our second IO theme. The Department of Border Enforcement personnel valued the certificates, and they were highly sought after by them. We designed a format that placed the Arabic and English on equal stature by justifying the Arabic to the right and the English to the left. The 34th ID PAO provided a digital logo of the Department of Border Enforcement battalion patch for the certificate. When the certificate is presented in plaque, it adds to the professional and important nature of the award and supported our second IO theme.

Combat camera. A combat camera team was able to support our first IO theme of emphasizing the partnership between the Department of Border Enforcement and the advisory team in order to accomplish the mission. We always scheduled the team to take photos for key events. Afterwards, combat camera supplied the team with a CD-ROM full of pictures and video. We would sometimes print hardcopies of pictures to give out, but most often we would give the disk of the pictures and video as a present. The Department of Border Enforcement would then print the pictures and then prominently display them in the battalion headquarters. All of the policemen who entered the headquarters were able to see the partnership on display.

Many diverse products and methods are available to Soldiers tasked with executing information operations. Positive information engagement enables successful IO and allows IO products to be accepted and encourages the exchange of information between U.S. and host nation forces. Field artillery officers with their training in non-lethal targeting are well-suited and adaptive to be successful when given this mission.

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for products in Arabic in the United States, specify that Arabic reads right to left and margins, bindings, etc., need to accommodate this. Nevertheless, the 1st ID product was useful, and the Department of Border Enforcement read and distributed it. You can imagine our surprise when a teammate and I went to a local barbershop in theater, a place we had not distributed the magazine to, for a bi-weekly haircut and “threading” and saw that the magazine of choice was the Arabic version of *The Advisor*.

34th Infantry Division Public Affairs Office. The 34th ID PAO provided our team with an IO product with a much shorter production turnaround of about two weeks. The *MND-S Weekly* was a two-sided, one-page, color handout printed on standard 8 1/2 x 11 paper in both English and Arabic. The 34th ID PAO published the PDF online Sunday which meant we could get it to the target Iraqi security forces audience on Sunday or Monday. We distributed approximately 50 copies each week to the battalion officers, NCOs and policemen. The weekly and informal nature of the publication enabled new and fresh topics for discussion with our Department of Border Enforcement counterparts. We were able to use the quick turnaround of information this publication offered to highlight their actions our team wanted to encourage. For example, after an intensive 13-day HMMWV course, the officers and NCOs certified as trainers by a U.S. unit started conducting their own training the very next day. Our team was able to photograph their training and submit a blurb to the *MND-S Weekly* the same day. Those who worked hard in the training and then were faithful in executing their maintenance program were quickly recognized as competent and significant in an official publication. This fit in well with our second IO theme.

Team produced. Intelligence summaries classified “REL IRQ” were also a useful IO product. They can be produced as fast as the brigade intelligence section translates and then publishes them – which is usually daily. However, the contents of the intelligence summary are not controlled by the team but by the brigade. Our team did not distribute the intelligence summaries to every Department of Border Enforcement policeman – just the commander, executive officer and intelligence officer. REL IRQ intelligence facilitates real discussion in key leader engagement

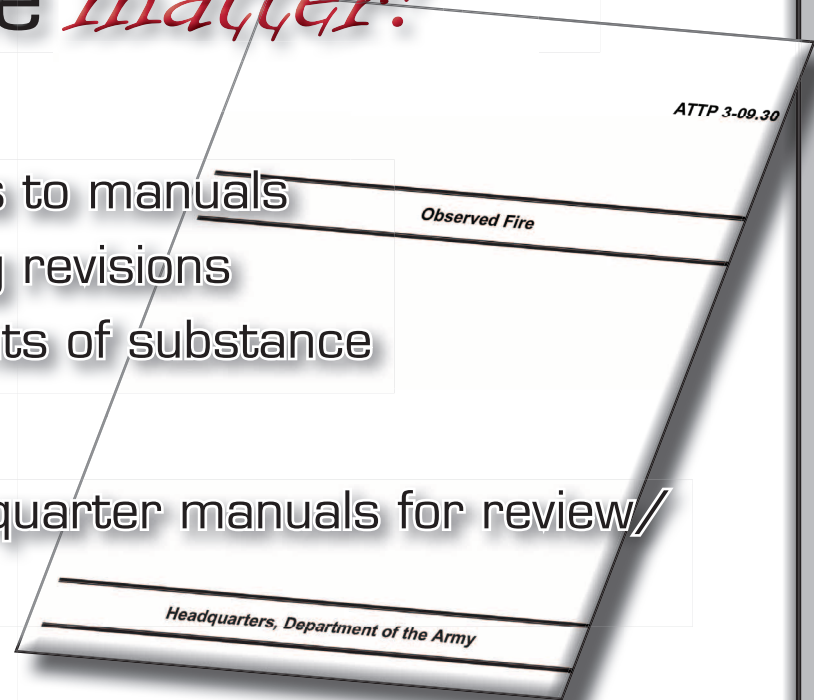
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- Fiscal year 2010 4th quarter manuals for review//
comments



ADA Manuals		
<i>FM/ATTP/TC</i>	<i>Name</i>	<i>Document location and forums for comment</i>
ATTP 3-01.10	SLAMRAAM Battery Ops (Final Draft)	FKN and AKO
ATTP 3-01.31	JLENS Operations (Initial Draft)	FKN and AKO
ATTP 3-01.48	Sentinel Platoon Operations (Initial Draft)	FKN and AKO
ATTP 3-01.91	THAAD Battery Operations (Final Draft)	FKN and AKO
TC 3-01.92	THAAD Gunnery Program (Final Draft)	FKN and AKO
FA Manuals		
<i>FM/ATTP/TC</i>	<i>Name</i>	<i>Document location and forums for comment</i>
ATTP 3-09.30	Observed Fire (Final Draft)	FKN and AKO
ATTP 3-09.50	The Cannon Fires Battery (Final Draft)	FKN and AKO
TC 3-09.31	Fire Support Training for BCT Commander (Final Draft)	FKN and AKO

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MENTORING

Finding our way to the future

LOOKING BACK OVER A LONG CAREER IN THE MILITARY, THE SENIOR COLONEL PREPARED HIS REMARKS FOR HIS RETIREMENT CEREMONY AND REFLECTED ON THE MANY PEOPLE THAT HAD HELPED IN HIS DEVELOPMENT THROUGHOUT HIS CAREER. THERE WERE COMMANDERS THAT TOOK INTERESTS IN HIS ASSIGNMENT, PEERS WHO SHARED INSIGHTS AND EXPERIENCES, SUBORDINATES WHO ENSURED HE WAS SUCCESSFUL AND SENIOR LEADERS WHO TOOK THE TIME TO EDUCATE HIM IN THE WAYS OF THE MILITARY AND THE WORLD. YES, HE HAD BEEN MENTORED BY MANY OUTSTANDING PROFESSIONALS, BUT HAD HE MET HIS OBLIGATION TO MENTOR OTHERS ALONG THE WAY? AS HE REFLECTED, THE OLD COLONEL KNEW THE ANSWER – HE HAD NOT DONE ENOUGH TO MENTOR AND DEVELOP OTHERS. HE DID MANAGE TO MENTOR SOME OUTSTANDING SUBORDINATES, BUT THE PROCESS ALWAYS SEEMED HAPHAZARD AND ILL-DEFINED...

By COL James Lackey and Professor Gene C. Kamena

Our nation has been at war since 2001. Repeated deployments and a sustained high operational tempo continue to take a heavy toll on our people, families, equipment and the development of junior and mid-level officers who are particularly bearing the brunt of separations and the stress of combat. The fast paced cyclic existence of going to war, returning and training, and returning to war affords little discretionary time for leaders to conduct developmental activities such as establishing a mentorship plan and program. If not carefully managed, professional development, particularly mentorship, may become one more casualty of the Long War. An additional challenge is that doctrine concerning mentoring is not specific and often is nothing more than a career counseling program. What is needed is an agreed to framework for mentors and mentees to operate within. Common expectations must be established. This article proposes just such a framework, a lens through which mentoring can be viewed by all concerned.

Professional development is a broad concept that includes experience (assignments and deployments), education, training, self-deployment and of equal importance – mentoring. In fact, if done properly, mentoring fills in gaps or shortcomings of the developmental process and acts as the cement to keep the process together. The challenge is that there is no standard or agreed upon framework for mentoring and leaders are not trained or educated for the process of mentorship.

The reason mentoring is so important to any organization, particularly the military, is the vehicle through which the next generation of leaders and followers are molded. Mentorship is a professional obligation of military leaders. To fulfill this important obligation, some semblance of structure and emphasis must exist.

Framework. Before we get into a framework for mentoring, let's examine some definitions, roles and relationships in

MENTOR

ADVISER

COUNSELOR

the mentoring process.

The mentor is a person who is either experienced or mature enough to pass on to another person in the profession of arms lessons that cannot be taught, trained or gathered in another way. A mentor must be committed to the process of developing the next generation.

Traditionally, the mentee is inexperienced and less knowledgeable than the mentor. This traditional view of mentorship is changing. In any event, a mentee must be committed to the process of self improvement and is willing to heed the advice of the mentor.

Mentorship is built upon personal and professional trust and commitment for improvement, which allows tailored knowledge to pass from one person to another. The goal of mentorship in the military is to help develop future leaders, fill in voids that other professional development activities cannot address and make people the best they can be in their present duty positions. Mentorship is not career counseling, having a senior officer influence assignments or positions to one's personal advantage or developing one subordinate at the expense of another subordinate. If done well, mentorship benefits the mentee, the unit and the service.

Factors that affect the mentoring process. Many factors affect the mentoring process since no two mentors or mentees are alike. There are, however, some factors that must exist for successful mentoring to occur.

Commitment and trust must be established between the mentor and the mentee. Commitment is a critical factor in any mentorship program – commitment built upon respect and trust. This does not happen overnight. The bonding between mentor and mentee may take a long time before there is enough trust established for mentorship to occur.

Generational differences also have unique influences that make effective communications harder to achieve. Mentoring becomes even more complex due to the fact that multiple generations are members of the military; Boomer's, Xers and ever increasing numbers of Millennials serve side-by-side. Each generation possesses unique views and behavior characteristics. The important point to remember is that every generation views the world a little differently. Communications and understanding are critical elements in cross-generational mentoring.

Technology can facilitate mentorship. Do not rule out technology as a medium to assist in mentoring others. Younger members of our military, specifically Millennials, are very comfortable in establishing relationships through Web 2.0 applications and other virtual means such as Facebook, Twitter, MySpace and iPhones.

Mentoring traps. Since mentoring involves people, there are numerous things that can derail the mentoring process. Perceptions are always at play, particularly when a senior and subordinate are involved. Mentoring can be perceived as 'the good ol boy network' or favoritism at work. Mentees that receive too much personalized attention from superiors can be perceived as 'suck-ups' or 'yes men' by their peers. One cruel fact of military mentorship is that not everyone will receive the same amount and intensity of mentorship.

If mentorship is left to happenstance, basically working with no rules, expectations will not be met. No written contract exists that requires a mentee to accept advice and guidance from a mentor. Successful mentorship depends on mentors and mentees establishing a gentleman's agreement based on trust and confidence.

Relationships matter. Immature mentees often mistake the superior to subordinate relationship of a supervisor as a mentoring relationship. Supervision is not mentorship. The supervisor typically is more interested in training and perhaps coaching a subordinate than in ensuring they are developed for future assignments. This is not to say that a supervisor cannot be a mentor, but it should not be a foregone conclusion.

Time management. The military and its leaders are busy and, if allowed, the schedule will drive the pace of mentorship; we cannot allow this to happen. Mentors and mentees must first be committed and then make time to seek advice and give advice.

The selection process. Who picks who? How many mentors can a mentee have? How many mentees can a mentor provide advice? The answer to all these questions is – it depends. Unfortunately, mentees often choose mentors for the wrong reason. Mentees should select mentors based on their professional qualities and personality, not on the prospect of what the mentor can do for them for future assignments, influence and political aspects.

One size does not fit all. Mentors cannot take a one size fits all approach. Mentorship must be tailored to the potential and personality of each mentee. Some will require more attention than others, but all must be treated as an individual.

Techniques. True mentoring is never harsh. Dignity and respect certainly are applicable in the mentoring process. If a mentor or mentee gets to the point where the relationship is strained, then it is time to step back and reassess or end the relationship.

Avoiding mentoring traps. Mentors, once you commit to mentoring someone, follow through. A plan helps, but is not always feasible or necessary. Commitment, energy and initiative are more important. If the mentee is shy about coming to you, then seek them out. Be aware of your surroundings and the environment in which the mentee works and lives. A mentor, if not careful, can smother a subordinate. Be aware of perceptions and look for the right time, occasion and manner to provide advice. Mentor preparation is essential to ensure the mentor relationship is a positive one. The mentor should spend some time prior to the mentoring session in self reflection. This will allow the mentor to bring enhanced perspectives to the session. Also the mentor must clearly understand the mentee's developmental needs. Positive feedback is essential and often the most difficult task for a mentor. Focus on ensuring your feedback is very specific in nature, candid and constructive. Remember, your role is to foster the mentee's growth as a leader.

Mentees must first commit to the relationship and then communicate goals to their mentor. Later, as you progress in the mentoring relationship, you must reevaluate your goals. Mentees and mentors must reevaluate goals and progress toward achieving them. Mentees must avoid being overly sensitive and emotional about the feedback received from the mentor. Listen carefully to the feedback provided by your mentor. In order to get the most from your mentoring session, ask questions and seek clarification on aspects of any feedback you do not understand.

Steps of mentorship development. Prior to establishing the mentorship relationship, observation and assessment occur for both the mentor and the mentee. The mentor is assessing the potential of the mentee and the mentee is assessing the personality and professionalism of the mentor. Next, a relationship is established which allows each party to better understand the other. If trust and respect exist, then the mentorship will progress to a mutual decision, commitment and follow-through. Once an understanding is achieved the mentorship process begins. (Figure 1 provides the steps of mentorship. All steps must not only occur, but must be successful. The steps of mentorship cannot be rushed).

Framework for mentoring. If mentoring is meant to prepare people for future responsibilities or mend personality or character shortfalls, then as long as the process occurs, it does not matter who does it. If done correctly, a mentorship program reinforces suggested changes and actions. Mentoring can be senior to subordinate, peer to peer and subordinate to senior.

Senior leader to subordinate. Senior to subordinate mentoring is the relational mentoring we are most familiar; it is the traditional form

of mentoring. *The commander saw unique qualities in Captain Jones and, for a recently promoted captain, he was mature beyond his years, was well liked and respected. Jones had a desire to learn his craft and demonstrated the potential to lead at higher levels of responsibility. The commander wanted to ensure Captain Jones received the added attention required to develop his talents for the next level of leadership. He saw a future leader in his profession in this young officer.*

Peer to peer. Peer to peer mentoring typically is called something else – collaborating, cross-leveling knowledge or idea exchange and often is not considered mentoring. Peers exchanging ideas and information actually broaden all involved. *Captain Smith was surprised to see his friend Captain Johnson, a fellow staff officer from an adjacent staff cell, walk into his office after the meeting. His friend told Captain Smith that he was on the verge of disrespecting the colonel when the colonel did not approve Smith's plan after months of work. His friend suggested not showing disappointment in public in the future and thought Captain Smith should see the colonel in private to discuss the incident further. Smith knew his friend was right and he appreciated the advice and insight.*

Subordinate to senior leader. Sometimes called reverse mentoring, this type of mentoring usually is not the norm, but may become more common given the vast experience our junior leaders are receiving. The question is, "Will senior leaders accept mentoring from subordinates?" *This was Colonel Allen's first deployment. Colonel Allen's reputation was that of a very flexible and adaptable leader who was receptive to new ideas and was open to input from others. For Captain Jackson, this was his fourth tour of duty in theater. The captain sensed the colonel needed some advice and points until he got his feet on the ground. So, Captain Jackson made it a point to stop by and discuss his observations and thoughts about the theater more often. Captain Jackson also invited Colonel Allen out to his sector.*

Categories of mentees. A mentor must decide first who to mentor and then how many mentees are appropriate. Mentees can be placed into two broad categories.

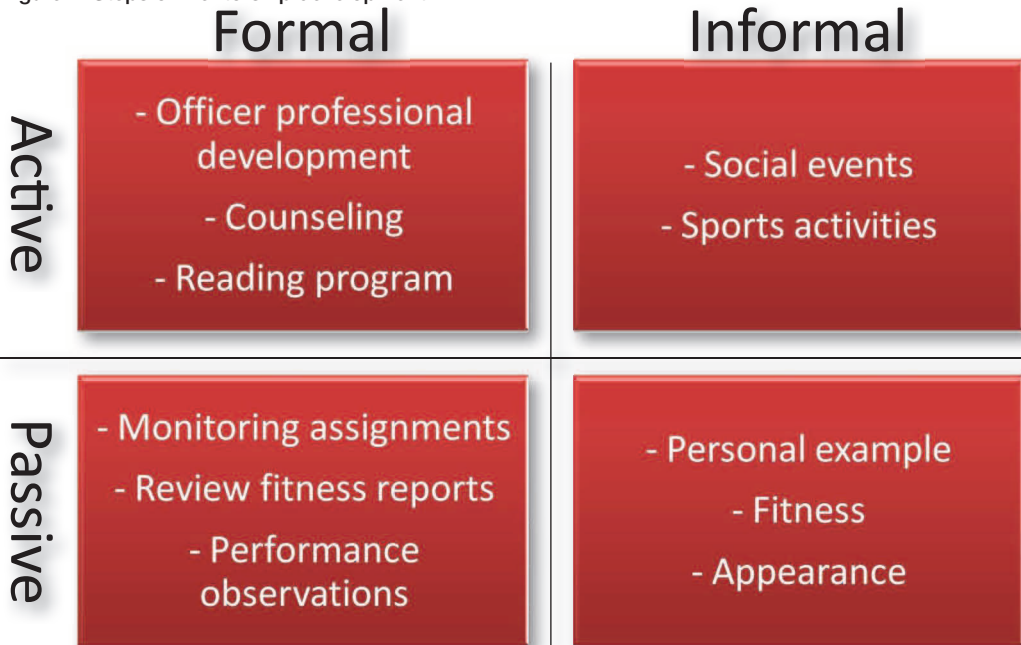
One category is professional mentees; these mentees come with the duties, scope and responsibilities of a specific job. For example, a commander has the obligation to mentor all subordinate officers, commanders and NCOs in their command.

A second category is personal mentees and they usually fall into two subgroups – the future and the flawed. The future mentees are the best and the brightest. This group demonstrates the highest potential to lead the organization at some point in the future. Mentoring the future leaders tends to be a long term, multiple assignment endeavor. Flawed mentees are capable, but have demonstrated a character, personality or professional flaw. Mentoring this group tends to be

Figure 1: Steps of mentorship



Figure 2: Steps of mentorship development



shorter term effort and is secondary to mentoring the future leaders.

Mentoring can be either formal or informal and the mentor can be an active participant or a passive, behind the scenes participant. (Figure 2 provides examples of mentoring in a formal active, formal passive and informal active and informal passive setting. The chart is not meant to be all inclusive.)

Recommendations for the military. The military continues to provide emphasis on mentorship, but does not provide specific doctrine or resources. The recommendations below are offered to focus mentoring efforts in our military.

Educate and train leaders in the mentoring process. As part of cadet leadership instruction, mentorship should first be introduced to junior leaders through the service academies and Reserve Officers' Training Corps programs. Later, when junior leaders attend their service's particular officer basic courses, they should be provided more in-depth training and education on mentoring. This will expose our young leaders to mentorship and really what to expect in terms of mentorship when they arrive in their first unit. It also will serve as foundational training for them to build on as their careers progress and they become mentors to others.

Mentorship instructional periods must be built into all our senior service college curriculums. A distance learning module must be developed for officers selected for fellowships in lieu of senior service college attendance. Mentorship training should be included in all pre-command courses. Distance learning is probably the best available vehicle to deliver mentorship training in the gaps between a leader attending the officer basic course, a pre-command course and senior service college attendance.

For our noncommissioned officers, they should first receive

training on mentorship at the service-particular NCO basic leader courses. The service sergeant majors academies should develop instructional periods to further train and educate our most senior NCOs on mentorship. Again, distance learning is the vehicle to fill in the gaps in mentorship and education on mentoring for our NCOs. Mentorship needs to be included in the instruction provided to our first sergeants during their attendance at the First Sergeant's Course prior to assuming duties as a first sergeant. Our first sergeants are engaged daily with a large number of junior noncommissioned leaders. This training would provide them an invaluable tool to further assist in the development of these leaders.

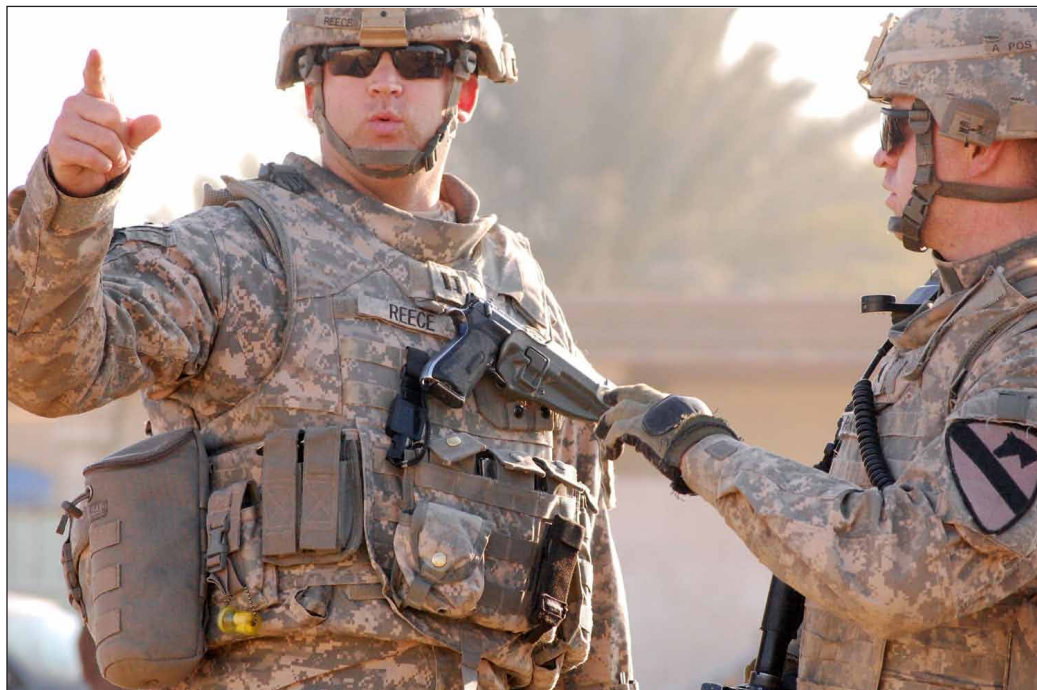
One of our senior service colleges should host a mentorship conference to capture ideas and best practices that could be incorporated into an effective mentorship training and education program. Representatives from corporate America as well as members of the academic community who have researched and published works on mentoring should be invited to participate in the conference. Representatives from the service academies and service schools' leadership departments should also be invited to attend as well as senior leaders from all services. Given the high operational demand of our current military environment and the expense of bringing participants to a particular site to conduct this conference, this important conference could be conducted via video teleconference.

Provide effectiveness feedback to mentors. This can be accomplished annually and when mentors change duty positions by sending a mentorship survey electronically to all junior leaders a particular mentor rates or senior rates. This survey could be generated at Department of the Army, Air Force or Navy level and sent out. Results would be compiled at the department level and made available to the mentor only. This would provide mentors with timely and regular feedback that would allow them to continue to refine and development their mentorship skills.

Recognize that not everyone will get mentored in the same way or to the same degree. Mentoring is personal, but should not be a secret activity. All parties involved must understand that perceptions are at play – particularly when a mentor is outside the chain of command. Upfront and open communications are essential to protect the mentee and curb unnecessary friction in the mentoring environment.

Develop a mentorship quick reference guide. This guide should be cargo pocket sized and not more than four or five pages. It should contain some brief thoughts on mentorship and a framework for a mentor to review before he or she conducts a mentoring session. This guide would be particularly useful while deployed or conducting informal mentoring sessions. This guide would result in fewer missed mentoring opportunities.

Mentorship is the one true endeavor that affords leaders today the ability to influence future generations. It is not a perfect process and can be energy and time draining. However, good mentorship is similar to the popular theme of 'paying it forward.' Mentoring



Mentorship is the one true endeavor that affords leaders today the ability to influence future generations. It is not a perfect process and can be energy and time draining. However, good mentorship is similar to the popular theme of 'paying it forward.' (Photo by PFC Adam Halleck U.S. Army)

does not just happen. Mentors must know and understand their mentees, assess their needs and craft a unique process to fill those needs. No two mentoring efforts will look exactly the same; this is a human-based activity. Leaders must not use the current event and pressure filled environment as an excuse to not invest in the future and not mentor. Your legacy as a leader depends on your personal investment in those that will follow. The time is now to find our way to the future.

Colonel James Lackey, field artillery, is the chief of the Army Advisory Group and senior Army advisor to the commander of Air University in Montgomery, Ala. He also teaches in the leadership and war fighting departments of Air War College at Air University. During Operation Iraqi Freedom, he commanded 1st Battalion, 41st Field Artillery, 3rd Infantry Division. His deployments include Operations Desert Shield, Desert Storm and Iraqi Freedom in addition to Kosovo Force 3A. He holds a Bachelor of Science in Management from the University of South Alabama, Ala., and master's degrees from Webster University, Mo., and Air War College.

Professor Gene C. Kamena teaches leadership and ethics at the Air War College in Montgomery, Ala. He is a retired Army infantry colonel. He commanded 2nd Brigade, 1st Armored Division out of Baumholder, Germany. He also served as chief of staff for 1st Infantry Division, director of staff of U.S. Space Command and the deputy chief of staff for U.S. Northern Command, director for Iraqi security forces. He also formed and led an Iraqi Special Border Commando Brigade on the Syrian border. His deployments include Operations Desert Shield, Desert Storm and Iraqi Freedom in addition to U.N. Protection Force Task Force Able Sentry and Kosovo Force 2B. He earned a Bachelor of Art in History from Auburn University, Ala., and a master's degree in Military Art and Science from Central Missouri University, Miss. He graduated from the U.S. Army War College in 1998.

Flip that joint security site: The occupation, proper implementation, transfer of a joint security station during Operation Iraqi Freedom 08-09

By Captains Adam T. Ropelewski
and Michael A. Franson

*"Helping others to help themselves is
critical to winning the long war."*

Quadrennial Defense Review
Report, 2006

Field artillery units from platoon to brigade have been conducting maneuver missions in support of Operation Iraqi Freedom since nearly the onset of the war. Now, the joint security site is essential to the fight since it affords coalition forces and their Iraqi security force partners a forward positioned base allowing them to get in tune with their area of operations and its human terrain, while building partnership and the close bonds that are formed through cohabitation. As an Multiple-Launch Rocket System battery converted into a maneuver element we, B Battery, 2-20th Field Artillery, 41st Fires Brigade, learned to properly leverage the joint security site as more than just a place to live. When utilized properly, the joint security site is a multi-faceted tool in counter-insurgency and stability operations. The joint security site may not only be used as a stepping off point for operations in sector, but also a training site, a learning tool and an integral part of the local community.

The joint security site is more than a patrol base. Its name alone identifies it as a location housing more than one unit. However, more than the joint occupation of that base is necessary if one wishes to properly exploit that forward location in the current operating environment. There are two requirements for proper exploitation: the reinforcement of Iraqi ownership of the joint security site and integration with the surrounding community.

Balanced partnership. Reinforcing ownership is much easier said than done. As long as coalition forces are co-located on the base, the Iraqi army is going to look to them for leadership and logistical support. There are several ways to mitigate

THE BOTTOM-LINE UPFRONT

The joint security site can be a powerful tool to house security forces, train those forces and improve the lives of those around them if properly utilized in an effective American-Iraqi partnership. This article provides a road map of how one unit accomplished just that.



Iraqi army CPT 'Ali Abdul Zaharra Hussain, 4th Company, 3rd Battalion, 32nd Iraqi Army Brigade, holds the key to Joint Security Station Mutanabe during the transfer ceremony after receiving the key from CPT Adam Ropelewski, May 28, 2009. Bravo Battery, 2-20 Field Artillery Regiment, had been working with the Iraqi army since August 2008. (Photo by SFC Joe Thompson, U.S. Army)

these feelings as much as possible. The first is to let them make decisions or at least come to an agreement with them on joint security site matters like force protection and sanitation. This gives coalition forces an opportunity to use the issues as teaching points and pass along successful standard operating procedures. The second is to ensure they are paying some of the bills. If only coalition forces are pulling security, what factors would make the Iraqi army feel like they are partial owners?

Once we trained the Iraqi army to our standards (range cards, sergeant of the guard duties, uniform and weapon postures) and felt comfortable with their abilities, we handed over a large portion of the security responsibilities to them. After a week, the Iraqi army was pulling tower guard and entry control point guard on a constant basis while being supplemented with coalition forces personnel during the evenings since they did not have night vision devices or optics. We continued to check on their guards throughout the day, but made sure

to use their chain of command and sergeant of the guard to make the corrections. Again, this alleviated the Iraqi army soldiers from feeling like they were working for coalition forces and instead jointly securing the joint security site. Furthermore, the near constant interaction of the two units allowed for cross-cultural bonds to be built between the Iraqi army and U.S. Soldiers.

Team environment. Pulling security or training on the joint security site allowed for the sharing of languages and customs. Also, many Soldiers befriended our Iraqi army counterparts and acted like they were peers in the same unit. There was friction at times; there is friction between Soldiers in every unit in every army in the world. Whenever an Iraqi army and U.S. Soldier would get into a confrontation, we would go to the Iraqi army company commander or senior noncommissioned officer in charge solve the issues together. Both Soldiers would be punished and the severity of that punishment would be known to each side. We used every situation

possible to solve problems together to promote teamwork on the joint security site.

Logistics. Iraqi security forces logistics remain a work in progress. The system gradually improved, but we found it necessary to supplement the Iraqi army when they first arrived at the joint security site. Initially, the Iraqi army did not receive an ample amount of potable bulk water from their battalion. Rather than see our partners die of thirst, we assisted when it was absolutely necessary and, at times, provided bottled water. We needed to ensure we were not creating a dependence on coalition forces supplies. The Iraqi army's logistical issues were not going to be solved by providing everything they needed. Therefore at times, we had to deny requests. When a part on one of the Iraqi army's high-mobility vehicles broke, we did not request the part for them, but instead used our mechanics to assist in their preventive maintenance checks and services and identify the fault and subsequent part or parts that needed to be replaced. While



the Iraqi army does not have the efficient supply system that we have, they do have a working system. We found it essential to, at times, force the Iraqi army to work their system. This allowed them to gain confidence in their own system and by default reduced any dependency they had on coalition forces.

As we continued to improve our position, we ensured we were improving the joint security site as a whole and not just the parts more frequented by coalition forces. Furthermore, we installed a maintenance program for mutually supporting equipment on the joint security site (i.e. generators and air conditioners). This was met with some difficulty due to the Iraqi security forces' inexperience with repairing air conditioners and generators. The Iraqi army designated several personnel as their maintenance team and, with time, they were able to understand enough about the equipment to maintain it. This was all part of our plan to prepare the Iraqi army for complete occupation of the joint security site and to end any reliance on coalition forces.

While the security and maintenance of the joint security site was beginning to meet our standards, it was time to focus our attention outside of the wire. Consequently, we quickly realized that the joint security site's proximity to the community could be a good asset in helping accomplish our mission. Publicizing our location and mission was imperative, since this was the first time coalition forces and Iraqi security forces had been partnered in the area. Ensuring the population understood what we were doing and why was necessary for us to gain an information operations advantage. We wanted to be the ones telling the locals why we were there, not enemy forces.

Joint patrols. We immediately seized the initiative by conducting all patrols with an Iraqi security forces partner. This gave us the ability to show the community we were planning on working as a team at all times. Later, this helped when the Security Agreement between the U.S. and Iraqi governments was signed and went into effect since we were already conducting

purely joint operations. With all missions being joint, we physically reinforced our support for the Iraqi security forces and their abilities. Once the community became comfortable with the coalition forces' and Iraqi army's presence, people became more willing to come to the joint security site and discuss security matters and complaints against the local governments or their families' or villages' needs. It was not an uncommon occurrence for local nationals to approach the joint security site's entry control point and request to speak with the U.S. commander. In the theme of keeping everything joint, the battery commander never approached the entry control point to address issues without his Iraqi army equivalent.

Community appeal. As our partnerships with the local governments gained momentum, the joint security site became a place where politicians could come to speak to us in private and without fear of

“Perhaps, the greatest success we had on the joint security site was our ability to portray ourselves as neutral intermediaries wanting nothing more than the success of the district as a whole.”

being seen as too friendly with coalition forces. Many Iraqi politicians seem to need to find a balance between being outwardly friendly towards coalition forces while equally maintaining their independence and ability to hold coalition forces to task. The joint security site gave them the ability to let their guard down and discuss topics, needs or shortcomings they may not have felt comfortable discussing in front of their peers at the city council. We found this to be the case with the mayor whose town our joint security site was in. Several times a week, he would stop by the joint security site, often at night, to give us insight into what his council or the provincial government was planning for his town and surrounding villages.

The close proximity of the joint security site and our openness towards our newfound community appealed to locals

as now they knew where to go for help or for an arbiter. As our Iraqi police and local government partners developed, we would be able to direct people's requests to them; initially, this was not the case. We felt it was necessary for us to maintain our information operations momentum and, with our Iraqi army partners, show the community we were willing to solve their problems. By using the information we gained from guests at the joint security site, we were able to generate missions or focus humanitarian aid to solve local problems. This did not immediately aid in our reinforcing the legitimacy of the government; however, it greatly helped our Iraqi army partners gain the trust of the people by displaying they were willing to listen and act on requests by the community. Not every appeal could be answered, but we were able to analyze the requests and intelligence that our neighbors provided and subsequently build internal priority information requests to answer

through joint patrols or reconnaissance. At all times, we put the training of the Iraqi army first. When someone told us about an increase of traffic near their village during evening hours, it was a great opportunity for us to establish observation points or temporary traffic control points and confirm or deny

those reports. Of course, this followed days and nights of training on the necessary mounted and dismounted tactics we would later need for those missions within the confines of the joint security site.

Neutral intermediaries. Perhaps, the greatest success we had on the joint security site was our ability to portray ourselves as neutral intermediaries wanting nothing more than the success of the district as a whole. We found ourselves able to depict the joint security site as neutral territory. Several times during our stay at the joint security site, we were able to bring two parties together to work out their problems. Local leaders felt comfortable coming to the joint security site and discussing their issues. For instance, if a mayor had some questions about the conduct of the Iraqi security forces at a checkpoint often both parties would come to the joint security

SPC Jonathan Swinburg of B Battery/2-20 Field Artillery teaches his Iraqi army partner how to properly use a crew-served weapon range card in a guard tower at Joint Security Station Al Mutanabe, September 2008. (Photograph by 1LT Charles Hines, U.S. Army)

“The joint security site can be more than just that place where the Americans live. ... When exploited to its full potential, the joint security site can not only house security forces and serve as a location to train them, but also be used for conflict mitigation and a place for willing tipsters to come forward.”

site to reach a common understanding via coalition forces mediation.

More often than not, these concerns would be aired during our bi-monthly district security meeting. We established these meetings to mirror the provincial level meeting, which brings together representatives of all the Iraqi security forces, government organizations and intelligence community. This district level meeting was started at our joint security site to encourage communication between all parties. In order to both legitimize the government and the Iraqi security forces in the eyes of the local population, we needed to get everyone on a common operating picture and increase Iraqi security forces interoperability. The joint security site was the perfect place to lay the groundwork for both.

Ideally, the Iraqi security forces and government leaders would talk on a nearly daily basis in reference to security threats or concerns that each other had or ideas on where to increase efforts. We found this was not the case; daily communication was not easy to establish. It took several district security meetings (and one-on-one) for us to stop the finger pointing by the government and Iraqi security forces officials about who is at fault for the lack of security and attention in certain areas. However, once we were able to overcome that obstacle the district Iraqi police chief began reporting updates to the mayor on the security situation daily.

Improving the Iraqi security forces' interoperability proved to be a much easier task as elements from the provincial and brigade level increased their coordination and encouraged their subordinates to also do so. We were able to conduct local training on the joint security site focusing on improving not only the abilities of the Iraqi police and army, but also their relationships. This led to an increase in joint Iraqi police and army missions and allowed us to begin to pullback our support for both.

Final steps. Thanks to the gains we had made with the Iraqi security forces and local governments, we were able to enter into the final months of our deployment with the ability to focus on removing the coalition forces' presence from the joint security site and handing it over to the Iraqi army before our redeployment. While this was not an easy legal process, the execution on the ground was quite simple thanks to the preparatory steps we had taken when we were first partnered with the Iraqi army at the site. Our focus was to push our Iraqi army counterparts to assume complete control and transform the joint security site back into a patrol base under Iraqi control. Coalition forces security on the joint security site decreased to next to nothing while the Iraqi army took full control of all security. We continued to check on our partners and incorporated roving guards so we could maintain a presence around our life support area and ensure each post was completely and competently manned.

The Iraqi army was more than ready for the challenge and welcomed the opportunity to take full control of security and the joint security site as a whole. Their battalion leadership's confidence and support in their soldiers allowed us to expedite our move and conduct a successful and complete transfer. Not wanting to miss an opportunity to attain an information operations victory, the handover ceremony featured civic, tribal, and Iraqi police leadership invitees from the surrounding community as well as national media so we could highlight this positive achievement for the Iraqi army and our adherence to the Security Agreement between our two governments.

The joint security site can be more than just that place where the Americans live. It should tie a civilian community with the Iraqi security forces sworn to protect it. When exploited to its full potential, the joint security site can not only house security forces and serve as a location to train them,

but also be used for conflict mitigation and a place for willing tipsters to come forward. However, in order to properly exploit that opportunity, both the Iraqi security forces and coalition forces must be willing and motivated to become active residents of the surrounding neighborhood and use their house to improve the lives of those around them. As a full spectrum fighting force, we must continue to train and prepare to fight future conflicts “among the people instead of around the people.” (Field Manual 7.0 Training the Force, paragraph 1-11)

Captain Adam T. Ropelewski, field artillery, is the commander of B Battery, 2nd Battalion, 20th Field Artillery Regiment, 41st Fires Brigade, Fort Hood, Texas. He commanded B Battery for 10 months of their 14-month deployment during Operation Iraqi Freedom 08-09 as a battle space owner in the Badrah district of the Wasit province. Previous assignments include fire coordination officer for the 41st Fires Brigade, platoon leader and troop executive officer for A Troop, 1st Squadron, 10th Cavalry Regiment, 2nd Brigade, 4th Infantry Division (Mechanized) during Operation Iraqi Freedom 05-07 and at Fort Hood, Texas. Also at Fort Hood, he was the fire support officer for B Troop, 1st Squadron, 10th Cavalry Regiment, 2nd Brigade, 4th Infantry Division (Mechanized).

Captain Michael A. Franson, field artillery, is the assistant S3 operations officer for 2nd Battalion, 20th Field Artillery Regiment, 41st Fires Brigade, Fort Hood, Texas. During Operation Iraqi Freedom 08-09, he served as the G2 Military transition team advisor for the 41st Fires Brigade and executive officer for B Battery, 2nd Battalion, 20th Field Artillery Regiment, Fort Hood, Texas. Previous assignments at Fort Hood include platoon leader and executive officer of C Battery, 2nd Battalion, 20th Field Artillery Regiment, 41st Fires Brigade.

Fires

AUTHOR GUIDE

Article subjects. *Fires* strives to be “forward-looking.” We’re at the dawn of a new Army transformation. Many exciting things are taking place in the field and air defense artillery fields of expertise. Article subjects should therefore be current and relevant. Writers may share good ideas and lessons learned with their fellow Soldiers, as exploring better ways of doing things remains a high emphasis with *Fires*.

If an article subject is significant and pertains to field artillery or air defense artillery and its diverse activities, as a rule of thumb we’ll consider it appropriate for publication. Article subjects include (but aren’t limited to) technical developments, tactics, techniques and procedures; how-to pieces, practical exercises, training methods and historical perspectives (Army Regulation 25-30, Paragraph 2-3, b).

We are actively seeking lessons-learned articles which will enhance understanding of current field and air defense artillery operations. The magazine’s heart is material dealing with doctrinal, technical or operational concepts. We especially solicit progressive, forward-thinking and challenging subject matter for publication. In addition to conceptual and doctrinal materials, we encourage manuscripts dealing with maintenance, training or operational techniques.

Good ideas or lessons-learned articles should have two closely related themes: one, what did you learn from what you did? The second theme is: what is most important for others to know, or what will you do differently in the future? Include only the pertinent information on how you did it so someone else can repeat what you did. Don’t include a blow-by-blow of your whole deployment. The article’s emphasis should be that your unit has a good idea or some lessons-learned to share.

Steps involved in submitting an article to *Fires* are outlined following.

All articles should have the bottom line up front; however, to better ensure your chances of publication, we recommend that you read all the criteria contained in this article as well as apply the guidance contained in the *Fires* style manual at sill-www.army.mil/firesbulletin/style.asp for more details. We do not pay for articles or illustrations other than providing contributors with complimentary copies of

the magazine.

Fires is not copyrighted. All material published is considered in the public domain unless otherwise indicated. (Occasionally we use copyrighted material by permission; this material is clearly marked with the appropriate legal notification.)

If you get permission to use someone else’s graphic or photo, especially from the private sector, we need proof of that in writing.

Getting started. Select a relevant topic of interest to the U.S. Army field and air defense artillery community. The topic must professionally develop members of these fields. Write an outline to organize your work. Put the bottom line up front and write clear, concise introduction and conclusion paragraphs. Follow the writing standard established in Army Regulation 25-50, Preparing and Managing Correspondence, Section IV (the Army writing style), and Department of the Army Pamphlet 600-67, Effective Writing for Army Leaders, especially Paragraphs 3-1 and 3-2.

The Army standard is writing you can understand in a single rapid reading and is generally free of errors in grammar, mechanics and usage. Also see *Fires*’ style manual. Maintain the active voice as much as possible. Write “Congress cut the budget” rather than “the budget was cut by Congress.” (Department of the Army Pamphlet 600-67, Paragraph 3-2, b[1]). Write as if you were telling someone face-to-face about your subject: use conversational tone; ‘I,’ ‘you’ and ‘we’ personal pronouns; short sentences and short paragraphs. Articles should be double-spaced, typed, unpublished manuscript, between 3,000 and 3,500 (or less), but no more than 5,000 words, including inline citations as appropriate.

Authors should check their articles’ contents with unit commanders or organization directors or S2s/G2s to ensure the articles have no classified or operations security information in them. Clearance requirements are outlined in Army Regulation 360-1, Chapter 5, Paragraph 5-3. Headquarters Department of the Army/Office of the Secretary of Defense clearance is required if your article meets any of the criteria listed there. Article clearance is further covered in Paragraph 6-6, with procedures on how to do so outlined in

Paragraph 6-9. The bottom line on most article clearance is discussed in Paragraph 6-6. While you certainly may ask your local Public Affairs Office’s advice, it is the “author’s responsibility to ensure security is not compromised. Information that appears in open sources does not constitute declassification. The combination of several open-source documents may result in a classified document.”

So while the *Fires* staff may question the sensitivity of an article we receive, it is not our responsibility to officially clear articles, however if we do see something within an article that might cause concern, we reserve the right to withhold publication of such an article until it is thoroughly vetted with the proper subject matter expert or Army authority. But it still remains the author’s responsibility, as outlined in Army Regulation 360-1, not to compromise national security or U.S. Army operational security matters.

We reserve the right to edit an article, so the *Fires* staff will edit all manuscripts and put them in the magazine’s style and format. The author of an article or interviewee will receive a courtesy copy of the edited version for review before publication, however, if the author does not get back to the *Fires* staff with any questions or concerns within a specified suspense date (typically five to seven working days) it will be assumed the author concurs with all edits and the article will run as is.

Except in the case of Armywide news items, authors should not submit a manuscript to *Fires* while it is being considered elsewhere. A comprehensive biography, highlighting experience, education and training relevant to the article’s subject and credentialing the author as the writer of the article also is required. Include e-mail and mailing addresses and telephone, cell and fax numbers. Please keep this information current with *Fires* for as long as we’re considering the manuscript.

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Send the article. E-mail the editor at firesbulletin@conus.army.mil; or mail them to P.O. Box 33311, Fort Sill, OK 73503-0311.

PATRIOT Training: There's an 'app' for that

By Sharon McBride
Editor-in-Chief

Training by PowerPoint slides will soon be a thing of the past for some air defense artillery Soldiers attending advanced individual training here at 6th Air Defense Artillery Brigade.

Due to limited tactical equipment, 14T's – PATRIOT launching station enhanced operator/maintainers – usually get their first taste of working with a PATRIOT station by reviewing copious amounts of slides with their instructors. "Hands-on" training opportunities are typically limited, said LTC James Payne, battalion commander for 3-6 ADA BN (PATRIOT AIT).

The PATRIOT is a long-range, all-altitude, all-weather air defense system that counters tactical ballistic missiles, cruise missiles and advanced aircraft and each system comes with a price tag of well over 100 million dollars.

In order to meet the training requirements currently faced by 6th ADA, Payne found he needed to add PATRIOT systems in order to conduct day and night classes. Procuring enough systems meant asking for approximately \$600 million dollars.

"It just wasn't going to happen," Payne said. Current U.S. Army Force Generation requirements also stipulate that Training and Doctrine Command trim the number of instructors across the Army. "It is definitely a commander's training problem."

If doing more with less, wasn't enough of a conundrum, factor in a new generation of Soldier joining the Army today, often call Millennials, and the lack of tactical equipment, high cost of maintenance, equipment configurations, number of instructors and lack of hands-on training becomes even more problematic.

People born in the 1970's - 1980's belong to the Millennial Generation, according to Dr. Jean M. Twenge author of "Generation Me." Her work provides some recommendations for employers of Millennials, and the Army, as one of the biggest employers in the U.S., can definitely benefit from some of her suggestions, Payne added.

According to the 2009 U.S. Army Posture Statement, a great majority of the total Army 2010 fiscal year personnel end strength of 1,111,600 Soldiers, as authorized by the U.S. Congress are members of the Millennial Generation.

Why do Millennials pose a training problem? It is because these Soldiers have a radically different life perspective



Army PATRIOT Launch Station operator/maintainers from B Battery, 1-43 ADA, perform a missile reload certification event at a non-disclosed location in southwest Asia, February 8. (Photo by TSgt. Michelle Larche, U.S. Air Force)

“Training that was good for the Baby Boomers, Generation X, and others is probably not going to work well for Millennials.”

compared to their chain of command. Senior leadership of the U.S. Army is made up almost exclusively of members of the Baby Boomer generation. Additionally, middle-ranking commissioned officers and NCOs who serve as the middle management fall primarily into Generation X. (See *Is the Army Training System Millennial Friendly?* by COL James Lackey, Professor Gene Kamena, and CPT Robert B. Lackey, *Fires Bulletin*, November – December 2009).

Generational differences, attitudes and expectations can make it hard to lead, train and influence Soldiers. Leaders and trainers, by necessity, will need to apply new, innovative techniques to train Millennials. (See *Preparing the NCO Corps for the 21st Century*, by LTC Fredrick J. Maxwell, *Fires Bulletin*, July – August 2009).

Millennials were raised with the Internet and in collaborative learning classrooms. They are not used to sitting through long boring lectures, so training by PowerPoint will not only put them to sleep but will cause them to disengage. (See *Effective Training Techniques for Millennials* by Mehr Ali, University of Denver University College Capstone Project, March 2009).

“Millennials are the largest population of personnel within the U.S. Army today. It is, therefore, essential to ensure they are received into the Army in a way that benefits both the Soldier and the organization. One important aspect of achieving this goal is to ensure training techniques are suitable to bring out the full potential of this new generation of warrior. The issue of training Millennials is, therefore, a strategic issue that must be examined thoroughly by senior Army leadership,” state Lackey and Kamena in *Is the Army Training System Millennial Friendly?*

Training that was good for the Baby Boomers, Generation X, and others is probably not going to work well for Millennials.

According to Julie Coates (2007), in her book

Generational Learning Styles, people belonging to different generations, having experienced a different set of upbringing develop a different set of perceptions that lead to differences in the way they process, perceive and filter information.

This younger generation of learners definitely has a unique learning style.

“Millennials are accustomed to learning with visual aids, expect trainers to be well versed with technology based training tools and expect trainers to change pace and mode of training every twelve minutes,” Coates states.

They will not understand the current U.S. Army training system, which is based on the guiding principles of establishing specific tasks, conditions, standards and an end state for every training event, situation or exercise that is conducted across the wide range of disciplines for which the Army provides training. The current training system was created by individuals of the Baby Boomer generation and geared to train the Baby Boomer and Generation X population of Soldiers.

So faced with a training dilemma, a declining budget, and limited tactical equipment, 6th ADA set out to change the rules, Payne said.

“About a year-and-a-half ago I was approached by a company called D2 Creative,” Payne said. “They came up with a gaming prototype to teach 14T PATRIOT skills that seems to be the answer to many of our training problems.”

The game, called Launcher Dogs, is an interactive, self-remediating program that is designed to help warfighters learn how to emplace the major end items of a PATRIOT Missile Defense System. It can be used on any hand held device, like an iPod or cell phone. It can also be used on a laptop via the Internet. It allows the warfighter to study anywhere, anytime and complements traditional training methods and allows for individual development needs.

The hand-held device application was created by

observing warfighters' step-by-step procedures and tasks in setting up the PATRIOT system.

The platform includes state-of-the-art graphics comparable to those seen in the science fiction video game Halo. Like Halo, Launcher Dogs is done in the first person perspective; i.e., the player experiences the action through the eyes of his avatar. The end result is a detailed, lifelike simulation with text and audio instructions that guides the warfighter through the tutorial. It is on-demand training that is perfectly suited for Millennials' style of learning and processing information.

6th ADA has already conducted two, limited double-blind tests using Launcher Dogs and it has yielded positive results, said Payne.

"It's been a beautiful thing," Payne said. "The response from our students using the gaming solution has been phenomenal. It definitely has created a new learning paradigm for us."

Increases in accelerated training, mitigating resource constraints, saving time and money, as well as fostering collaborative and distributive learning for 6th ADA Soldiers are some of the early indicators that the training is successful.

The gaming solution also comes with a phenomenal savings, Payne explained. Once the testing students are outfitted with iPods or laptops to conduct training, the price will only be \$25 million rather than \$600 million.

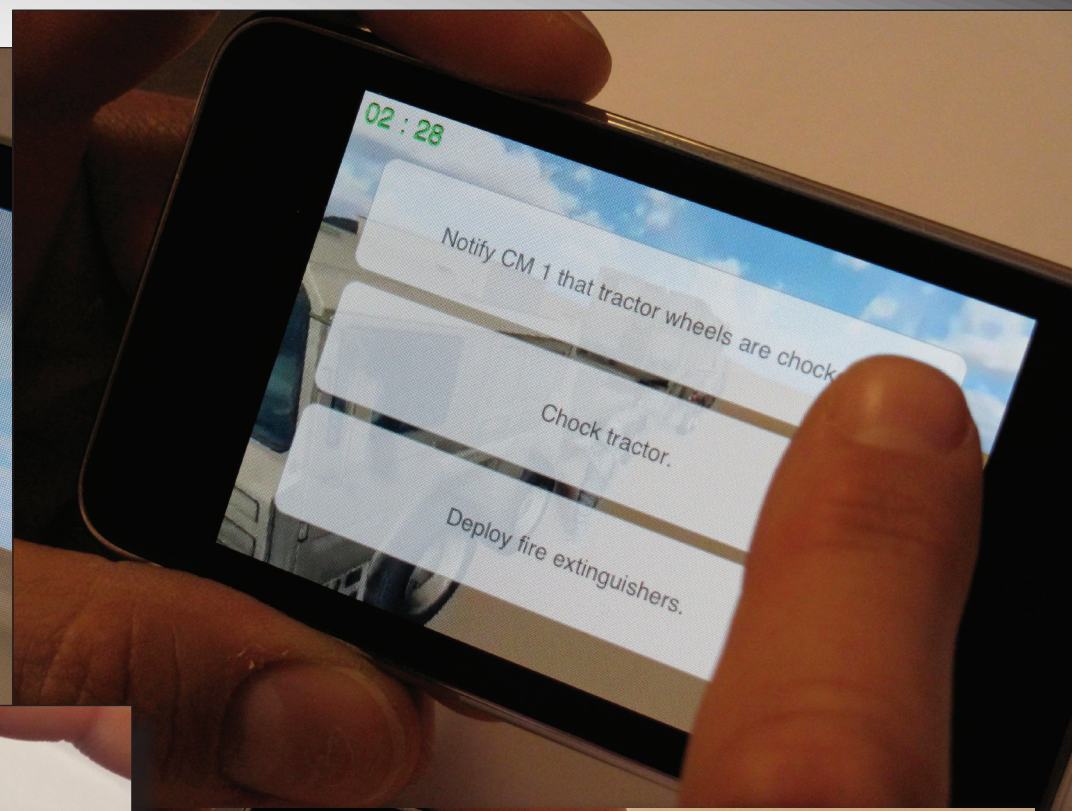
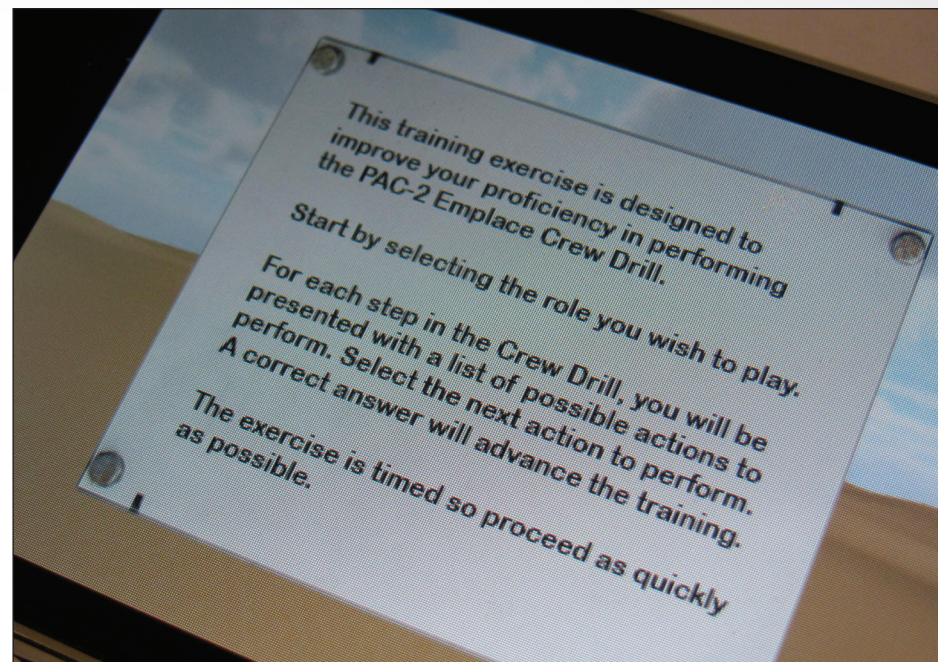
"There is a potential to get Soldiers trained in 20 to 40 percent less time with 15 to 30 percent less maintenance and fuel costs, less safety related injuries and damage to equipment, and allows training on equipment that is un-resourced and unavailable," Payne said.

A formal pilot program testing the gaming solution is scheduled to start later this summer. "This will be a better controlled, resourced test," Payne said.

Based off prior research, several hypotheses are expected to come to fruition once testing is conducted, some of which are decrease the time to learn a crew drill by 50 percent, improve training proficiency by 50 percent, decrease caution and safety violations by 25 percent, and decrease equipment damage due to new operator fault by 30 percent.

There is also a potential for the crew drill gaming solution to become a MOS "cradle to grave" lifecycle tool. This gaming solution can be issued upon enlistment for the new recruit to begin learning his/her job before arriving to AIT. There are follow-on possibilities through all stages of a Soldier's career, Payne explained. "There's always a lot of 'hurry and wait' in the Army," Payne said. "This provides a training opportunity anytime, anywhere. Any time Soldiers find themselves with a little time on their hands.

"All they have to do is take out their iPod and training can take place," he said. "Waiting at the doctor's office or out in the field, the potential is unlimited. It also has exceptionally strong potential across the Army, and applicability for any system that employs crew drills. In essence this training solution has the potential to turn any laptop, iPod or smart phone virtually into any piece of tactical equipment, Payne said.



Screenshots of the PATRIOT training app (Photos by Jason Kelly, Fires Bulletin)

Silhouettes of STEEL

Updates from across the
U.S. Army National Guard
field artillery and air defense
artillery communities



Children receive clothing, toys and school supplies during 1st Battalion, 101st Field Artillery, Massachusetts Army National Guard's humanitarian assistance mission in District Five, Afghanistan, March 11, 2009. (Photo courtesy of 1st Battalion, 101st Field Artillery, Massachusetts Army National Guard)

1st Battalion, 101st Field Artillery, Massachusetts Army National Guard

LTC James M. Hally, commander, 1st Battalion, 101st Field Artillery and Soldiers of the 101st out of Brockton, Mass., met with council members of an Afghanistan orphanage in District Five to provide humanitarian assistance to the residing orphans and widowed mothers, March 11, 2009. Soldiers from the 101st were surrounded by excited children as they handed out boxes upon boxes of clothing, toys and school supplies.

"It is goodwill missions like these that you know that you are really making a positive impact in the lives of the Afghan people," said SGT Robert Joyce, Headquarters Battery, 1st Battalion, 101st Field Artillery. The orphanage teaches children from kindergarten through the twelfth grade, while providing assistance to the widowed women from the local area.

"The smiles on the children's faces were priceless and it felt good to know that we are providing items that these children really need" said SGT Nathan Graff, Headquarters Battery, 1st Battalion, 101st Field Artillery.

1st Battalion, 11th Field Artillery Regiment, Virginia Army National Guard

2009 was a year of rebirth for 1st Battalion, 11th Field Artillery Regiment. The previous two years the unit was focused on its military support to civilian authorities' mission, which significantly limited howitzer training time. While the unit maintained its support of the chemical, biological, radiological, nuclear explosive enhance

response force package mission it shifted its focus to the fielding of several new and modern systems to make it a full spectrum capable unit. Our pride and joy is the new M119A2 howitzer which replaced the Vietnam-era M102 howitzer. These replacements couldn't have come at a better time. The unit had been recently reduced to four operational howitzers and the prospect of improving this readiness was unlikely when M102 parts were no longer produced. In addition to the new howitzers, the unit fielded the Profiler, Improved Position and Azimuth Determining System, and Advanced Field Artillery Tactical Data System upgrades, completing the modernization package.

During annual training 2009 the unit had the unique opportunity to work with 2nd Battalion, 2nd Marine Regiment out of Camp Lejeune, N.C. to coordinate and execute suppression of enemy air defense missions. Artillery howitzers and Marine mortars rained steel upon the targets to suppress them as forward observers synchronized the F18 bomb delivery providing a great demonstration of the lethality of combined arms operations.

The 1-11th remains engaged in the CBRNE Enhanced Response Force Package mission to provide support for Federal Emergency Management Agency Region III. Virginia National Guard's CERFP was selected to support two national security special events; the dedication of the 9/11 Memorial at the Pentagon and the presidential inauguration. In both events the CERFP was pre-staged nearby to provide search and extraction, mass casualty decontamination, and medical triage capabilities if required.

Since the establishment of the 1-11th volunteers in 1887 to the present day the 1-11th Field Artillery holds steadfast to its motto "NUNQUAM NON PARATUS" meaning "Never Unprepared." We proudly stand ready and able to support the needs of the commonwealth and the war fighter.

1st Battalion, 206th Field Artillery, Arkansas Army National Guard

1st Battalion, 206th Field Artillery, headquartered at Russellville, Ark., the *Aleutians*, completed a deployment in support of Operation Iraqi Freedom as 2008 drew to a close. While members of the battalion did not conduct an artillery mission, they proved their flexibility, prowess and dedication to mission completion by assuming control of, and completing, multiple nonstandard missions throughout the Baghdad area of operations. Members of the battalion's Headquarters and Headquarters Battery assumed mayor cell duties over Camp Taji while both firing batteries along with the battalion's Forward Support Company, Company G, 39th Brigade Support Battalion, conducted convoy security under the command and control of the 1st Sustainment Brigade. The battalion totaled over 1,700 combat logistics patrols completed and nearly 900,000 miles driven throughout Iraq.

Most notably, Company B/1-206th FA and G/39th BSB participated in the siege of Sadr City, securing numerous convoys containing barriers critical to the "Clear, Hold, Build" concept as

it was used to cordon areas of the city thereby allowing coalition forces to establish numerous checkpoints and control measures. Company A/1-206th FA assisted in the closing of several smaller combat outposts and consolidation of their equipment at Victory Base Complex by securing convoys transporting the vast array of equipment safely to VBC.

Upon return to United States, the *Aleutians* began the rigorous process of transitioning all assigned Soldiers back to their traditional national guard status and field artillery missions as well as reintegrating the Soldiers with their families and employers. The battalion conducted numerous reintegration events, stressing the noticeable changes in relationships between the Soldiers and their loved ones as well as the need for understanding and patience during this process. As the reintegration process drew to a close, the battalion relied on the knowledge and experiences of the Field Artillery Reset Assistance Team to jump start the leadership's long track back to its roots. Members of the Reset Team assisted the *Aleutians* at Fort Chaffee Maneuver Training Center during the battalion's 2009 Annual Training period, offering assistance and guidance on cannoner duties, technical fire direction and calls for fire.

During this period, the senior leadership consisting of chiefs of section and above was afforded the opportunity to train separately, focusing on core competencies and the duties of their subordinate personnel from the ground up. Chiefs of section, lieutenants, platoon sergeants, and commanders alike all performed the duties of each cannon crewmember according to doctrine and fundamentals under the observation of the Reset Assistance Team. This return to the basics proved vital to the senior leadership of the battalion as nonstandard deployments in 2004 and 2008 had diminished many of the perishable skills associated with the artillery.

The battalion, currently equipped with the M102 howitzer, gleaned several of the best practices and refined TTP's shared by the RESET Team for use on the soon-to-be-fielded M119. Continually building on these lessons learned, the *Aleutians* of 1-206th Field Artillery now stand ready to close the loop on their long road back to the artillery with the long anticipated new equipment training on the M119 howitzer scheduled to take place at Camp Grayling, Mich., later this summer.

The 2nd Battalion, 122nd Field Artillery, Illinois Army National Guard

Prepared and Willing mobilized for deployment to Afghanistan beginning in June 2008 as part of Task Force Phoenix VIII in support of Operation Enduring Freedom. The battalion conducted non-traditional missions that included SECFOR, Embedded Team Trainers, Police Mentor Trainers, and the Kabul Military Training Center Mentor Group, responsible for the oversight of all basic training, advanced combat training, the NCO Academy, along with Officer Candidate School and the basic officer course.

During the course of the deployment we lost four outstanding men: SSG Jason Vasquez, SGT Joshua Harris, SSG Kevin Grieco, and SGT Scott Stream. Although they are gone the 2-122 family will never forget them.

The battalion redeployed throughout the summer of 2009 and conducted re-integration operations during the Soldiers' first 90 days home. We began our battalion reset in January and are currently in reset with battery and below training as we field the M119A2 Howitzer system.

We celebrated our reunion with our families, while remembering our fallen Soldiers at our battalion ball in April. The battalion will conduct reset training up through howitzer crew certification during our annual training at Fort McCoy in July 2010.

142nd Fires Brigade, Arkansas Army National Guard

The time period from 2007 to 2009 saw a number of the Arkansas Army National Guard's 142nd FiB units return home from a variety of missions in support of Operation Iraqi Freedom and the brigade's focus returning back to its core mission essential tasks.

The 142nd's two FA battalions returned batteries from 18-month deployments. C/1-142 from Rogers, Ark., returned from its mission at Camp Cropper and Abu Grahrah, Iraq, where the unit was responsible for conducting primarily base defense and force protection. 2-142's HHB from Fort Smith, Ark., and A Battery from Van Buren, Ark., returned from Kuwait after providing security support at Camp Patriot and Southern Kuwait, including Kuwait City. B/2-142 from Siloam Springs, Ark., returned from a Kuwait security mission at Port of Ash Shu'aybah. C/2-142 from Ozark, Ark., redeployed after serving as a convoy escort mission out of Tallil, Iraq. The unit completed over 350 convoy escort missions that safely moved over 20,000 white trucks loaded with supplies, food and fuel from their base at Tallil to as far north as LSA Anaconda and as far west as Taqqaddam, Iraq. In those 350-plus missions, they had a total of 144 engagements with the enemy – the most of any element in their task force. These attacks included 46 improvised explosive device detonations, 48 discoveries, 29 small arms fire attacks, seven complex attacks and eight RPG or IDF rocket attacks. The average Soldier conducted 52 missions while participating as a driver, gunner and/or troop commander and logged over two thousand miles a month. The unit put over 792,000 hard miles on their convoy protection platforms and close to four million miles on the trucks they escorted.

The brigade's newest battalion — the 217th Brigade Support Battalion — deployed as part of the Arkansas Army Guard's 39th Infantry Brigade Combat Team's OIF mission and returned in late 2008. The battalion was deployed to Tallil in support of two separate request for forces from the 39th – Garrison Command and Convoy Security. The HHC from Booneville, Ark., served as the garrison command headquarters for both Contingency Operating Base Adder, Iraq and Camp Cedar II and Tallil Airbase, reporting initially to the 82nd Airborne Division and later to 1st Cavalry Division. During its tenure, COB Adder transitioned from a base consisting of approximately 8,000 personnel to over 15,000 personnel in a nine month span. The garrison command was responsible for providing the necessary base life support as well as the increased infrastructure required to support this growth in personnel. CSC Cedar — with just over 1,000 personnel — was brought closer to an eventual goal of closure with the CSC mission moving over to COB Adder. Alpha Company from Lincoln, Ark., and Bravo Company from Rogers, Ark., each served as convoy security companies, reporting to 142nd Combat Sustainment Support Battalion of the 7th Sustainment Brigade. Both of these convoy security companies focused on the southern portion of Iraq, providing security for convoys from Bucca to Camp Liberty (Baghdad) on a continuous basis. Together, the two units logged over 300 missions covering more than 578,000 vehicle miles.

The 142nd FiB HHB from Fayetteville, Ark., provided joint lethal and non-lethal synchronized effects to Multi National Division-North in support of Task Force Lightning and Task Force Iron as the Force Field Artillery Headquarters for OIF 07-09. Unit members maintained complete operational oversight of division-level fire control, fire support element, the counter-indirect fire intelligence cell, and MND-N sensors management which included active component units Hotel Battery, 26th Field Artillery and D/1-14 Field Artillery Target Acquisition Batteries from the 214th FiB. During HHB's time in Iraq, its fire control section processed over 100 missions — of which 85 percent were in support of troops in



Soldiers of 217th Brigade Support Battalion, 142nd Fires Brigade, conduct convoy operations training at Fort Chaffee, Ark., during 2009 annual training. (Photo courtesy of 142nd Fires Brigade, Arkansas Army National Guard)

contact or self defense scenarios. The FSE processed 45 kinetic strike packets and reviewed over 1,500 pre-planned fire packets, contributing to over 17,000 artillery rounds being fired in support of operations within MND-N. The operations section worked closely with 2nd Battalion, 4th Field Artillery Regiment from the 214th FiB to coordinate and logistically support the movement of MLRS launchers to several FOBs in MND-N to expand firing capabilities. Unit members also served in division staff positions in engagements, IED-defeat and corps liaison officer.

The 2009 annual training period was the first time the 142nd FiB was able to train with all its units present and mission capable since it became a Fires brigade in 2005. It marked the first time the brigade's other two new units — the 142nd Network Support Company and F/142 TAB — were able to perform their functions of communications support and indirect fire detection. The TAB worked with members of the state's only other radar section from the 1-206th FA to certify unit members and train on radar tasks with the 1-206th's equipment. Additionally, the 142nd participated during annual training in the first of its kind command post exercise with two other Arkansas Army National Guard units—the 77th Theater Aviation Brigade and 25th ROC—at Fort Chaffee.

In addition to wartime mission contributions, the 142nd has 'Answered the Call' on numerous occasions in support of weather-related state missions. During a killer tornado outbreak in Spring 2008, members of 1-142nd FA supported local communities in northern Arkansas. In September 2008, members of the 142nd reported to Fort Chaffee when the training site was opened up for Hurricane Gustav evacuees. Northern Arkansas was hit hard again by a devastating ice storm in January 2009 and several hundred Soldiers from across the brigade were called to state active duty. Armories in Harrison and Fayetteville served as Red Cross shelters and Soldiers distributed FEMA commodities, moved generators and water buffaloes to small communities and clear roadways of fallen trees.

1st Battalion, 117th Field Artillery, Alabama Army National Guard

1st Battalion, 117th FA completed transition from the Multiple Launch Rocket System to the M198 towed cannon during this training year. The battalion fired over 150 missions and 1,100 rounds while training to Artillery Table VIII. This strategic milestone was even more impressive since the battalion has not fired cannon artillery since June of 2002. As the only remaining FA battalion in the Alabama Army National Guard, we look to field the new M777 howitzer in August 2010.

169th Fires Brigade, Colorado Army National Guard

Headquarters, Headquarters Battery, 169th FA, continues to train and prepare for full spectrum operations in counter-insurgency and high intensity conflict environments. During 2009, the headquarters worked with the 1st Armored Division as a training enabler for counter-insurgency operations during their mission readiness exercise as part of the Unified Endeavor 09 Program in Grafenwoher, Germany. The unit also deployed to Sapporo, Japan where they served at the Force Field Artillery Headquarters for Yama Sakura 59, working closely with the Japanese Self Defense Force, U.S. Army Japan, and U.S. Army Pacific Operational Command Post.

3rd Battalion, 157th Field Artillery (MLRS), Colorado Army National Guard

The battalion recently returned from deployment to Al Anbar, Iraq in support of Operation Iraqi Freedom where they conducted joint, combined and interagency operations. During the deployment,

the battalion was responsible for the security and support of Camp Ramadi where they ran the base defense operations center as well as the base support operations center for the 1st Marine Division and later the 1st Brigade, 82nd Airborne (Advise and Assist Brigade). They provided the personal security detail escorts for the Al Anbar Provincial Reconstruction Team, successfully completing over 400 escorts and traveling over 41,000 miles during the deployment. The battalion is looking forward to transitioning to the High-Mobility Rocket System in 2011.

147th Brigade Support Battalion, Colorado Army National Guard

During 2009, the battalion conducted extensive full spectrum operations training that culminated in deployment to Patriot Warrior 09 where they supported the 29th Combat Aviation Brigade, Wisconsin Army National Guard, during its mobilization readiness exercise. Additionally, the 147th BSB, together with the 140th Wing of the Colorado Air National Guard assumed the Joint Task Force CBRNE Enhanced Response Force Package mission. In September, the JTF CERFP deployed to Helena, Mont. and conducted civil support operations in support of Vigilant Guard 09.

540th Network Signal Support Company, Colorado Army National Guard

The 540th NSC served on the joint task force for Patriot Warrior 09 in Ft. McCoy, Wis., where they were a critical force multiplier and increased the domestic and combat readiness of combat communications units operating in a Joint environment. The unit is currently making preparations for the Warfighter Information Network-Tactical increment 1a fielding in the fall of 2010. WIN-T is the Army's on-the-move, high-speed, high-capacity backbone communications network, linking warfighters on the battlefield with the global information grid. WIN-T is a critical enabler of LandWarNet. WIN-T introduces a mobile, ad-hoc, self-configuring, self-healing network using satellite on-the-move capabilities, robust network management, and high-bandwidth radio systems to keep mobile forces connected, communicating, and synchronized.

2nd Battalion, 123rd Field Artillery, Illinois Army National Guard

During 2009, the battalion joined the elite group of national guard field artillery battalions to field the new M777 Howitzer System. After the fielding, the unit immediately began preparations for their deployment to support Multinational Force Observer Mission in Sinai, Egypt. 2-123 FA will be the first unit in the history of the MFO Task Force Sinai to utilize integrated male and female squads to support various observation posts throughout the area of operations.

2nd Battalion, 130th Field Artillery (MLRS), Kansas Army National Guard

The Kansas Knights of Fire is currently deployed to Sinai Egypt as Multinational Force Observer Mission 53 (MFO Task Force 53) in support of Operation Enduring Freedom. Their mission is to observe, report and verify compliance by Egypt and Israel in accordance with the Treaty of Peace.

197th Fires Brigade, New Hampshire Army National Guard

When the staff of the 197th Fires Brigade, New Hampshire Army Guard, began a five-day Army Battle Command system exercise at Fort Drum's premiere Battle Command Training Center in August 2009, winning was the least of their objectives.

They had been together for only a year; assembled from different units under Army transformation (New Hampshire was one of six states to field a fires brigade). In National Guard time – a weekend a month and some evenings – that worked out to roughly 40 days of training. The brigade staff represented a mix of traditional artillery as well as other combat support units within the NHARNG. Not only were they learning a new discipline, but they were also learning how to work together.

“No matter what happens, we’ll be better off by the end of the week,” said COL Peter Corey, the brigade commander, setting the expectations of what would be the largest-scale simulation ever hosted by the Fort Drum facility. “This exercise is about learning.”

More than 200 New Hampshire citizen-Soldiers gathered at Fort Drum, N.Y. as well as guardsmen from the brigade's affiliated battalions in Michigan, West Virginia, Rhode Island and Massachusetts. The brigade's affiliated higher headquarters, the 42nd Infantry Division from New York, also played a role.

It was the first time the brigade staff operated and trained in the same location with all six of its affiliated battalions, Corey said. “It gave us the opportunity to draft and refine our digital SOPs.”

For the Brigade staff, it was the culmination of a year-long, tabletop battle drill called “Operation Sand Blast,” in which U.S. forces assisted an eastern European ally to repel an enemy invasion. It began with an operations order followed by a month-by-month military decision making process drill – their first as a FiB staff. For some of the newer officers and NCOs, it was their first exposure to FiB doctrine.

“We knew there would be a steep learning curve,” said LTC Nicholas Adler, the brigade executive officer. At the time, there were still key staff positions vacant, and staff was just beginning to establish a rapport with its subordinate units. “Each month we improved. Each month we learned more.”

The assistance of a group of advisors from General Dynamic's Distributed Battle Simulation Program, which is geared specifically for Army guardsmen, was critical to the progress of the staff, Adler said. Known as the commander's operations and training assistant and the war-fighting functional area trainer/advisor, they were at every drill and present throughout the ABCS exercise.

Cumbersome stretches were off-set by a growing solidarity among the staff, Adler said. “The advisors pushed the staff out of their comfort zone, which facilitated both individual and team growth.”

Before the start of the ABCS exercise, Corey said his soldiers had familiarization with 15 to 20 percent of the automated systems.

“We’ve gone to a fully digital net-centric command and control,” he explained. “That net-centric warfare has completely changed how we do business. In the past, information flowed in stove pipes, but with everything networked, information is shared in real time between the upper and lower echelon.”

Army Battle Command System consisted of 12 different digital systems all talking to each other. At the hub was the publish and subscriber server or PASS. Eleven other systems fed information in and pulled information out.

When it's in synch, ABCS allows the commander to make decisions on the move, the chief of the training facility, Frank Dunbar, explained. The common operating picture is all there, neatly packaged on a computer screen. “Like Dick Tracy and his watch,” Dunbar said.

Over the course of the week, Corey said, “it was astounding to see how well our Soldiers are working with the systems and ironing out the process of how information flows.” Early on, they also used ingenuity working with facility staff to overcome a number of technical shortfalls.



MAJ Erik Perreault, fire control officer for the 197th Fires Brigade, New Hampshire Army National Guard, reviews a brigade fire plan for a suppression of enemy air defenses mission during an Army Battle Command system exercise at Fort Drum, N.Y., August 2009. (Photo by SPC David Tille, U.S. Army)

The brigade staff engaged the new functional area of information operations or non-lethal fires that a traditional field artillery brigade never operated with: a mock memorial service, the Judge Advocate General's Corps conducting a 15-6 on the suspected rocketing of a school, and using an unmanned aerial vehicle feed to help shape a real-time battlefield picture, Adler explained.

Employing psychological operations to offset enemy propaganda, developing a key leader assessment plan and initiating a proactive public affairs campaign were also part of the dynamic.

What impressed BCTC staff most was the ambition displayed by the soldiers to learn and use ABCS.

"This was an outstanding performance by the brigade and the battalions – from all personnel, from private to colonel," Dunbar said.

The evaluation bodes well for the brigade, which deploys for the first time later this year to the Middle East with all of its affiliated battalions. In the eyes of the commander, they already have one victory to their credit.

65th Fires Brigade, Utah Army National Guard

The 65th Fires Brigade Headquarters and Headquarters Battery at Camp Williams, Utah near Salt Lake City, is one of the newly formed ARNG FiBs. As a product of the field artillery organizational restructuring, the 65th FiB, *America's Thunder*, was transformed from I Corps Artillery. I Corps Artillery retired their colors on September 14, 2008 and the 65th FiB was established. Since that time, the 65 FiB has been extensively involved in the transition from a corps artillery to a FiB. In preparation of becoming the

65th FiB, monthly drills have been used to train Soldiers on their new assignments as a brigade-level asset rather than I Corps Artillery. Many Soldiers have reclassified and learned new military occupational specialties in order to support the unit's mission of plan, prepare, execute, and assess combined arms operations while providing close support and precision strike for Corps, Divisions, and Brigade Combat Teams.

In addition to the personnel reclassifications and change in mission as a FiB, the transformation has kept the 65th FiB busy fielding new equipment, supporting various joint and overseas deployment training events, war fighters, and maintaining a brigade that spans six states.

The 65th FiB is slated to field over 15 new major pieces of equipment during 2010 and 2011. The new equipment provides the brigade with long overdue upgrades needed to function as a fully operational FiB. A few of the key systems that the brigade will or already has fielded are the Paladin Digital Fire Control System, War Fighter Information Network- Tactical, Battle Command Sustainment Support System, standard integrated command post shelter and Distributed Common Ground Systems. These new systems will enhance the brigade's abilities to provide close and deep lethal artillery, improve command and control during full spectrum operations, streamline logistics and perform true multi-intelligence processing.

The fielding of the PDFCS will allow the Paladin to employ artillery munitions such as the Excalibur, XM982, precision guided munitions. PGMs have become a vital asset to both the counter insurgency fight and fire support employment in urban areas

throughout Theaters. This enabling capability revitalizes the need for the Paladin fire support.

The 65th FiB has established a working relationship with the United States Navy to participate in their fleet synthetic training-joint exercises. The brigade has participated in several of these Navy joint exercises annually since 2008. An FST-J exercise is a requirement by the Navy prior to a fleet's deployment to certify its ability to execute air coordination and Fires between joint players. The key joint players in the exercise include the U.S. Navy, U.S. Marine Corps, U.S. Air Force and the Australian navy. FST-Js provide the brigade with a unique opportunity to integrate the elements of air coordination, air space clearance, land clearance, targeting, and fires in a joint environment. These joint exercises allow the brigade to link the AFATDS system with the Naval Fire Control System to provide naval gun fire support. The interaction required between joint players and their automation systems in an FST-J has prepared the brigade for future missions that will require joint coordination.

In addition to the joint exercises with the Navy, the brigade has participated and supported various overseas deployment training events and multi-branch war fighters. The international events include participation in an artillery fire control measure mission in Morocco, squad situational training exercise lanes with the Bulgarian Army, Regional Response 2009 and RR-10 in conjunction with the Azerbaijan Army in Baku, Azerbaijan, Immediate Response (IR) 09 in Germany, an opposing force mission with Multinational Readiness Center in Germany, and Tiger Balm 09 in Singapore. The brigade also attended the Battle Command Training Center while participating in the 40th Infantry Division's war fighter exercise at Fort Leavenworth, Kan.

One of the key overseas deployment training opportunities for the 65th FiB in conjunction with U.S. Army Europe and the Azerbaijan Army is Regional Response-10. RR-10 is the largest exercise conducted annually between the Azerbaijan Army and the U.S. military. RR-10 is a multinational exercise designed to train commanders and staffs in the development of combined planning, standing operating procedures, and staff battle drills. The exercise is also designed to promote understanding and cooperation between military forces of the U.S., Azerbaijan, and other participating countries. The joint exercises, overseas deployment events, and warfighters have varied in mission and scope providing the brigade the opportunity to execute their systems in a variety of exercises while preparing them for future deployments.

Transforming from I Corps Artillery to a FiB gives the 65th FiB a unique relationship with its subordinate units. The 65 FiB now has subordinate units organic to the brigade and subordinate units aligned for training. The units organic to brigade are: 5th Battalion, 113th Field Artillery (MLRS) BN in North Carolina and their support element, 732nd Forward Support Company, 340th Brigade Support Battalion in California, 156th Signal Company in Michigan, and F Battery, 144th Target Acquisition Battery in California. The units aligned to the brigade for training are: 1st Battalion, 178th Field Artillery (PALADIN) South Carolina; 1st Battalion, 214th Field Artillery (PALADIN) Georgia; 1st Battalion, 145th Field Artillery (PALADIN) Utah; and the 2nd Battalion, 222nd Field Artillery (PALADIN) Utah.

340th Brigade Support Battalion, California Army National Guard.

The 340th BSB focused training on unit and Soldier readiness as the battalion continued the transformation from an armor battalion to a brigade support battalion. The focus on Soldier readiness attributed to an increase in the battalion's duty military occupational specialty

qualification from 70 percent to 80 percent. A Company fielded two new water purifiers, the Tactical Water Purification System and the lightweight water purifier. B Company (Maintenance) provided support to the 224th Sustainment Brigade by conducting safety and maintenance inspections on over 225 vehicles during annual training at Camp Roberts, CA. For the fourteenth year, Detachment 1, B Company supported the City of Santa Cruz by providing space at the armory to shelter local homeless families. Soldiers from all companies within the 340th BSB have continued to support various unit mobilizations.

156th Signal Company, Michigan Army National Guard

The 156th Signal Company was busy in 2009 conducting individual training and supporting various fieldings and deployments. The 156th conducted annual training at Camp Grayling, Mich. where they focused on key individual task training. Soldiers from the company also attended Warfighter Information Network-Tactical training from September 2009 through October 2009 at Ft. Hood, Texas. This new information network allows the brigade to provide command, control, communications, computers, intelligence, surveillance, and reconnaissance within the warfighters' battlespace. Another key fielding was the Joint Network Node which allows the brigade to use advanced networking capabilities. The 156th also trained Soldiers on joint incident site communications capability for local disaster assistance in support of the state's domestic mission. The 156th deployed nine Soldiers who were cross leveled to C CO, Brigade Special Troops Battalion, 86th Brigade Combat Team to Afghanistan.

Battery F, 144th Field Artillery, California Army National Guard

Battery F, 144th FA's primary training focus for 2009 was supporting the 40th Infantry Division's deployment to Kosovo.

5th Battalion, 113th Field Artillery, North Carolina Army National Guard

At Annual Training 2009, 5-113th FA completed its last, live-fire exercise with the M270 Launchers sending 54 rockets safely down range. The battalion had to overcome the loss of a large number of personnel to other mobilizing units within the state and degraded equipment slated for turn in. The launcher crews and maintenance support teams stepped up to the plate and put a tremendous amount of time and effort into keeping the launchers operational for one last live fire exercise. It was fitting that the last time the launchers were used was to live fire. On Dec. 12, 2009, SGT Elliot Westbrook was awarded the Brigadier General Bilo Support Forward Award recognizing junior leaders for outstanding contributions to the ARNG artillery community. The battalion also assisted with the training and deployment preparation of a military intelligence company to Afghanistan- a task that required the reclassification of 40 Soldiers and two JRTC rotations.

1st Battalion, 178th Field Artillery, South Carolina Army National Guard

The 1-178th FA is currently deployed to Afghanistan executing a security force mission.

1st Battalion, 214th Field Artillery, Georgia Army National Guard

The 1st Battalion, 214th FA's training year 2009 was very successful. The battalion's focus was to gain back some of the artillery skills that were degraded due to mobilizations and key personnel turn over. The battalion focused on gunnery and crew drills

U.S. Army National Guard 2010 Red Book

by completing all crew certifications prior to annual training. The 1-214th FA was able to conduct live fire exercises at Fort Stewart and Fort Gordon, Ga. During the live fire exercise at Fort Gordon, the battalion hosted over 100 visitors in order to raise community awareness about the field artillery. This LFX also marked the first time C Battery had fired after serving in Iraq on a detainee operation mission during 2007-2008. During annual training at Fort Stewart, the battalion conducted several small arms ranges and took part in convoy simulator training. The 1-214th FA also fired more than 1,000 155 MM rounds.

1st Battalion, 145th Field Artillery, Utah Army National Guard

The past two years have been noteworthy for the Big Red, 1st Battalion 145th Field Artillery. The battalion returned from an overseas deployment to Iraq in June 2008, completed an organizational restructuring, supported overseas exercises in Bulgaria, Germany, and Azerbaijan, and produced the Soldier of the year for the Army National Guard. The Headquarters element of the battalion was assigned to a command and control mission in Baghdad where they designed and implemented the Juvenile Detainee Education Program, while the main body of the battalion conducted military police duties at Camp Bucca, Iraq, one of the largest coalition detention facilities in the U.S. Central Command Theater of operations. The perseverance and professionalism of the Soldiers and leaders of 1st Battalion, 145th Field Artillery were key to the success of the unit this year.

2nd Battalion, 222nd Field Artillery, Utah Army National Guard

The 2nd Battalion, 222nd Field Artillery has been busy the past two years with multiple overseas exercises, an organizational restructuring and successful annual trainings. The 2-222 FA successfully completed exercises in Morocco, Bulgaria, Azerbaijan, and Germany. These exercises allowed the Soldiers and staff to gain experience working with other joint and multinational forces. 2-222 FA performed superbly at their two annual training exercises over the past two years. Annual training was conducted at two local training areas, Dugway Proving Grounds and Camp Williams, both

in Utah. Dugway Proving Grounds and Camp Williams both offer terrain similar to Iraq and Afghanistan. In both environments 2-222 FA was able to exercise all of the battalion mission essential tasks, maintain their crew certifications, and fire direction proficiency while using the new Modular Artillery Charge System.

138th Fires Brigade, Kentucky Army National Guard

The 138th Fires Brigade today, would most likely be unrecognizable to its founders. The 138th was originally organized on January 21, 1839 and was known as the *Louisville Legion*. The continued advancement of technology implemented into our weaponry continues to sharpen the lethality and precision of modern Redlegs. The expectations of today's Redlegs has increased exponentially over the last two decades.

So why are the expectations so different today than 20 years ago? The post 9/11 citizen-Soldier is relied on heavier now than at any time in our nation's modern history. The high operational tempo of today's active army simply cannot be expected to accomplish its mission alone. The Army National Guard's artillery men and women are crucial in fighting the Global War on Terrorism and allowing the active army needed time to reset from combat operations. Artillery men and women in the 138th have served as security forces, MP's, convoy commanders, supply clerks, agricultural experts, and everything else imaginable, as related to war. Not to mention their first priority of providing effective and timely fires in support of combat operations.

We have fielded numerous computer and communications equipment across the FiB and new weapon systems increasing our capabilities. We continued sharpening our skills through field training exercises, and live fire exercises rebuilding our field artillery core competencies. In 2009, we supported training missions with the Mississippi Army National Guard in preparation for hurricane relief as a quick reactionary force and provided critical relief to the citizens of Kentucky during the 2009 ice storm.

In December 2009, the 138th FiB effectively supported Yama Sukura-57 with Soldiers serving in Japan and at Fort Lewis, Wash. The YS-57 Warfighter was a great training opportunity to work with active component units and our Japanese allies as we exercised our digital fire mission processing and C2 capabilities. Additionally,



Soldiers from the 138th Fires Brigade, Kentucky National Guard, and the 169th Fires Brigade,

the 138th FiB will provide mission support for the International World Equestrian Games in September, 2010.

Our recruiting efforts emphasize the technological advancements we have in our equipment and systems. There is nowhere that technology has made bigger improvements and a lasting impact than in the field artillery. Our accurate precision fires and the increased lethality of our effectiveness in battle make the artillery relevant in the global war on terrorism. The field artillery is deadlier and faster than ever before. Its technology is the most advanced in the world and it only makes sense that you recruit the sharpest and technology-savvy young men and women to work with it. The 138th is doing just that and we are very proud of the professionalism, esprit de corps and technical competencies of our Soldiers.

We have emphasized resiliency in helping our Soldiers bounce back from numerous combat operations. We know the importance of 'People First and Mission Always' as we strive to retain quality Soldiers within our ranks. We have created memorials to honor our fallen comrades and ensure their families know they are still part of our Guard family.

The 138th FiB is not limited to just artillery missions. As all citizen-Soldier Redlegs the 138th Fires Brigade were called upon to help with a state and national emergency last year. In late January 2009, Kentucky, as well as parts of the Midwest, was hit by an ice storm of epic proportions. The winter storm would later become known nationally as 'The Ice Storm of 2009.' According to reports, the storm was responsible for damages that totaled \$115 million, with 36 fatalities in Kentucky.

The KYARNG mobilized over 4,000 Soldiers; many of those were from the 138th FiB. Soldiers braved the elements of this storm, providing help to communities and people that were devastated by the storm. These citizen-Soldiers served as the major cog in the delivery of over 987,810 meals and 1.9 million liters of water to disaster victims in Kentucky alone. They also hand delivered 500 cots and 1,000 blankets. They assisted in the setup and running of 220 shelters which served over 7,000 people at the storm's peak. In addition, 4,900 miles of roadway were affected by the storm. More importantly, due to wellness checks made by members of the 138th FiB, storm victim's lives were saved.

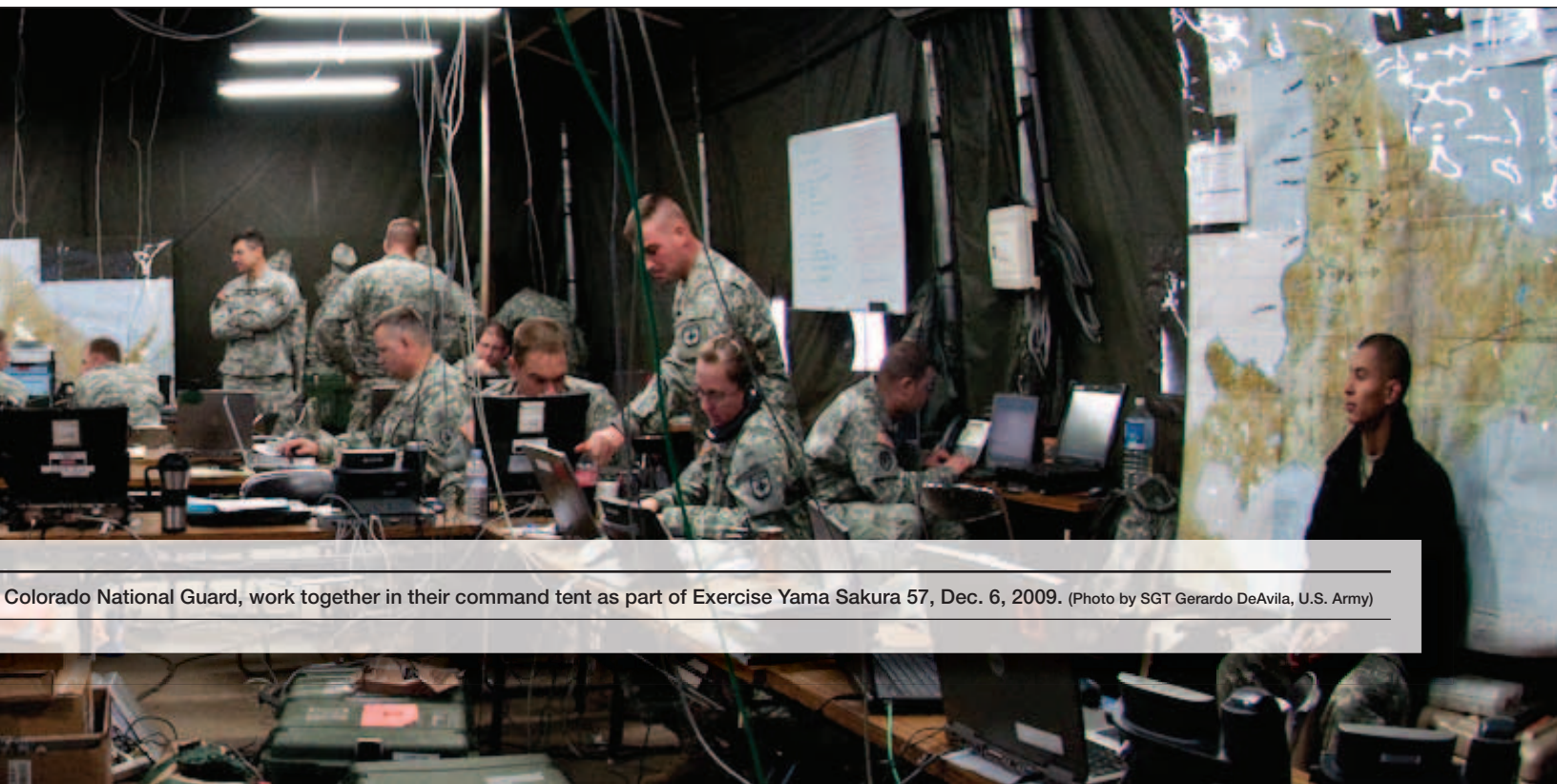
HQB, 138th FiB also augmented the Multi National Division-

Baghdad for Operation Iraqi Freedom 07-09. The men and women of HHB 138th FiB were a critical part of MND-B's ability to conduct the fight and made significant contributions in numerous functional areas throughout MND-B. HHB 138th Fires Brigade assumed critical responsibilities as part of the main effort in the largest division in the history of our Army. The most notable achievement was as the MND-B Iraqi security forces cell, centric to the division's, and Multi-National Corps Iraq main effort- transition to ISF in the Lead. The ISF cell, entirely manned by 138th FiB Soldiers, was responsible for personnel, sustainment, contracted funds, training, and equipment fielding issues for both the Iraqi Army and the National Police. Status of these areas were compiled monthly during the operational readiness assessment for the 19 Iraqi Brigades and 66 battalions within Baghdad, approximately 48,000 Iraqi Army soldiers and policemen, to MNC-I.

The numerous issues adjudicated by the ISF cell contributed to the continued overall improvement in the readiness and subsequent Operational Readiness Assessment of the Iraqi Security Forces during our tenure. The actions of the 138th Fires Brigade Soldiers contributed to the increased professionalism of the Iraqi Army and National Police, and had a positive effect on the overall security of Baghdad as a whole. Despite the demanding and diverse missions, Soldiers of the 138th FiB met every challenge and performed meritoriously in each task assigned. As a result of their performance, HHB 138th FiB was awarded the Meritorious Unit Commendation for their service in Operation Iraqi Freedom in July 2008.

103rd Brigade Support Battalion, Kentucky Army National Guard

Throughout the course of 2009, the 103rd BSB has continued to transition into its new role as a Support Battalion, conducting its first annual training with the 138th Fires Brigade in August. While it is a continuing process, the 103rd has made a good deal of progress in 2009 in terms of receiving and training on new equipment and getting personnel qualified to perform duties. While HQ's Company, as well as both A & B Companies still have a good deal of work to do, they have made forward progress in forming a functioning, cohesive support battalion for the 138th FiB. May 2009's weapons qualifications at Fort Knox saw the 103rd's first outing as a whole



Colorado National Guard, work together in their command tent as part of Exercise Yama Sakura 57, Dec. 6, 2009. (Photo by SGT Gerardo DeAvila, U.S. Army)



SGT Michael Polston, a battle NCO with the 138th Fires Brigade, Multi-National Division–Baghdad, analyzes an acquisition on the radar in Baghdad, Iraq, to determine whether or not it is a threat to MND-B forces, March 13, 2008. (Photo by Aaron Rosencrans, U.S. Army)

battalion, and annual training for 2009, conducted at Wendell H. Ford Training Center and Fort Knox, Ky., saw their first outing as a part of the 138th FiB.

From a historical perspective, the 103rd helped host a tribute to the Soldiers of CO D, 192 Tank BN in unison with the Mercer County High School football team. This included the presentation and retirement of jerseys bearing the number 66 (representing the number of men in Company D) to the Harrodsburg Armory. The local VFW, and CW5 Dewey Pope, produced an award-winning documentary on the 192nd's plight during WWII's Bataan Death March. Activities also included a 21-gun salute to Company D and presentation of the colors by a color guard. This was followed by brief comments from local VFW representatives, unit representatives, Mercer County High School's principal, and CW5 Pope.

Also of significance over the past year was the 103rd's involvement in the cleanup following the ice storm in early 2009, where they played a crucial role in cleanup around central and western Kentucky. Many Soldiers in the unit left their homes and families who did not have power themselves. Their selflessness helped their fellow Kentuckians clean up the aftermath from the storm and get power back to homes around the Bluegrass State.

Training exercises throughout 2009 helped get the 103rd BSB more prepared for future weather emergencies. The unit was called upon again on January 2010, providing two Tactical Water Purification Units and 19 soldiers who pumped over 250,000 gallons of water for the community of Buckhorn in Perry County and to citizens in the city of Hazard, Ky. The 103rd BSB is a critical asset in maintaining the logistical readiness of the 138th FiB and providing humanitarian mission support at home and abroad.

1st Battalion, 623rd Field Artillery, Kentucky Army National Guard

In August 2009, C Battery 1-623 *Morgan's Men* marked a major transformation in the Kentucky Army National Guard Artillery community with the last firing ever of the M270, known to us more commonly as the Multiple-Launch Rocket System. The 138th Fires Brigade Commander, COL Rodney G. Hayes, after giving the launcher a final salute before they were retired commented that "it's just amazing to be a part of this day and be able to honor

and remember all those Redlegs who came before us and all those standing here today. I remember seeing these launchers enter the artillery community and now watching them be retired is just astounding."

The High-Mobility Artillery Rocket System has made its way to the Bluegrass State and will be the center point for our lethal fires moving forward.

Morgan's Men also completed the HIMARS fielding during 2nd Quarter TY 2010. The 1-623d FA was previously a MLRS battalion having fielded the M270 rocket launcher in 1993. The unit's transition from a MLRS to a HIMARS battalion was a seamless and smooth process due to the prior technical knowledge possessed by the Soldiers of the battalion and the HIMARS fielding teams represented by ITT Precision Fires Rocket Missile Systems & Lockheed Martin.

The HIMARS New Equipment Training was conducted at the Wendell H. Ford Regional Training Center, Greenville, Ky.

Beginning in January 2010 with completion in March 2010, the battalion rotated its three firing batteries through this fielding and training process each lasting two weeks in length. The 17 years of MLRS experience within the battalion allowed a smooth transition to HIMARS. The greatest challenge facing our Soldiers during this changeover was the inclement weather. Having to endure unseasonably low temperatures in the single digits and multiple snow storms, our Soldiers remained on task and executed their missions to a high standard.

The HIMARS is a welcomed change to the Kentucky National Guard. The ability to move these systems easily within the state and maintain the HIMARS at their home armories will increase the overall readiness and training of their Soldiers. It also reduces transportation expenses previously experienced with the MLRS system. More importantly this is a shot of morale for the Soldiers in the unit. This fielding sends a message to every Redleg in the battalion that their history as an MLRS battalion and their performance in Iraq 2004-06 was recognized. They are entrusted with the premiere HIMARS field artillery weapon system and proudly stand ready to defend freedom at home and abroad.

During their April, 2010 field training exercise, the battalion will perform crew certifications and complete safety tests for its units. The fielding will culminate on 15 May 2010, as the battalion will convoy to Fort Knox, Ky. to conduct their first HIMARS live fire exercise. Having fired numerous times as an MLRS battalion, the unit is seizing this opportunity to invite former members and families to witness this historic moment for the battalion.

In addition, the battalion will recognize significant community members by integrating an employer 'boss lift' via Blackhawk helicopters to the firing point. This will allow major employers of our Citizen Soldiers to interact with their Soldiers and see them perform their military assignment during a HIMARS live fire demonstration.

The 1st Battalion 623d Field Artillery is a proud member of the Field Artillery community and a critical part of the responsive firepower in the 138th FiB. The battalion has distinguished service in multiple campaigns from the Civil War up through OIF / OEF. It is a former recipient of the Walter T. Kerwin Award. They are named after the famous Civil War Confederate Officer, MG John

Hunt Morgan and its motto is “Seize the Opportunity.”

2nd Battalion, 138th Field Artillery (Paladin), Kentucky Army National Guard

The 2/138th Field Artillery, *Longrifles*, is diligently training to re-establish field artillery core competencies in order to provide responsive, accurate and close fires in support of maneuver forces. In 2008 the batteries of 2/138th FA re-deployed following multiple successful ILO mission’s supporting both OIF and OEF. HHB and Battery A participated in combat operations in support of OEF where they conducted full-spectrum military police support operations and developed partnerships with the Afghan National Police in conjunction with combat operations in sector. Battery C and Service Battery provided base defense, force protection missions, ran security checkpoints, and supported personal security details for coalition forces in Baghdad, Iraq. Battery B conducted combat logistics patrols in conjunction with combat operations in sector in support of OIF.

In 2009, Battery B was awarded the coveted Hamilton Award (Army National Guard Best Battery) for their accomplishments while deployed to Iraq. Battery B proved what they were made of under the most adverse conditions, successfully executing 140 missions, driving 299,538 miles and departing the forward operating base more than 1,050 times. Perhaps the biggest contribution made by the unit was in supporting numerous missions to emplace concrete barriers in support of new safe neighborhood projects, in particular the safe road mission in the 2nd Battalion, 82nd Brigade Combat Team battle space. It is worth noting that there was never an incident where any logistical asset committed to the care of Battery B did not make it to its intended destination.

Upon de-mobilization and returning to Kentucky, the battalion focused on leader certification and gunners’ testing, rapidly integrating with the new Soldiers in the rear-detachment to again train on the core competency of providing cannon fires. Most of our training time last year was spent “Re-Redding” the battalion and re-gaining our core-Artillery proficiency skills while continuing to build strength and combat power (manning and equipping),

establishing systems (training and sustainment), and developing adaptive leaders and Soldiers in preparation for future deployments supporting the Army Campaign plan.

This year we are continuing to build on the successes of last year and will complete our Paladin Retro-fit nApril- 2010, thus allowing us the capability and relevance to deliver precision munitions like Excalibur. Command focus is being placed on our ability to deliver precision munitions on time and on target. We are more attentive than ever on high accuracy and low volume of Fires in our target engagements, while compensating for nonstandard conditions with increased emphasis on each of the five requirements for accurate predicted fire.

Our priorities are to sustain and take care our Soldiers and families (readiness), develop leaders and Soldiers (build the team), and train for war (future deployments). The regiment stands today as the most decorated unit in the Kentucky Army National Guard, with 52 campaign streamers, the Navy Unit Commendation, Philippine Presidential Unit Citation, and the Meritorious Unit Commendation. The regiment’s motto is “Arma Parato Fero” that in English translates to “We Bear Arms in Readiness.”

2nd Battalion, 150th Field Artillery Battalion, Indiana Army National Guard

The 2/150th FA, Indiana Army National Guard Battalion, traveled to the Bluegrass State in August 2009 to conduct their annual training at Fort Knox, Ky. During this training period, the battalion was able to certify all of their M198 howitzer crews, fire direction centers, and delivered Fires for the first time as a battalion since 2003.

This successful training period enabled the battalion to reset and go forward as artillerymen who are prepared to support contingency missions within the full spectrum of operations. The 2-150th is a premier field artillery battalion who is fielding the M777 and is a critical field artillery asset in the 138th Fires Brigade and the Army National Guard’s Fires community.

Multiple deployments of personnel and units in support of OIF / OEF and two years of Operation Noble Eagle restricted the battalion



Battery B, 2nd Battalion, 138th Field Artillery (Paladin), Kentucky Army National Guard were awarded the coveted Hamilton Award (Army National Guard Best Battery) in 2009 for their accomplishments while deployed to Iraq. (Photo courtesy of 138th Fires Brigade)

from training as a complete organization the past six years. They also supported Hurricane Katrina relief between deployments. The battalion has quickly reset its core artillery competencies and has highly trained Soldiers.

The BN Motto is "Faith and Valor." The battalion was founded by COL Eli Lilly who purchased the units first cannons. COL Lilly is also the founder of Elli Lilly & Company whose heritage is more than 130 years strong. The company started on May 10, 1876 and employs approximately 40,363 employees worldwide. The 138th FiB is honored to train with and support the great Artillerymen of the 2-150th Fires Bttalion, of the Indiana Army National Guard.

426th Regiment Regional Training Institute, Wisconsin National Guard

"Tango-two-zero this is sierra-four-five, adjust fire, over," comes the call from the hilltop overlooking a clearing packed with broken, battered and rusting targets.

This is the impact area at Fort McCoy and, thanks to the Regional Training Institutes (RTI's) that train new FA Soldiers here, it is one of the busiest Field Artillery ranges anywhere.

"Last year we filled over 3,200 rounds for our courses here at the 426th, and our Illinois counterparts fired about another 400 out our backdoor," says SFC Chad Heron, operations sergeant for the 1-426th Field Artillery, a training battalion of the 426th Regiment (RTI). "In the last 12 months we've qualified 569 Soldiers in four MOS' and the "U6" additional skill identifier."

The RTI's are the U.S. Army National Guard's means of meeting the need for MOS reclassification and NCOES training under the One Army School System. Within the array of courses offered at RTI's around the country, the field artillery community has made strong inroads into fully integrating the RTI's with the Army's overall training program.

Wisconsin's 426th is just one of five RTIs that host a field artillery training battalion. Other battalions teach 13 career management field classes in Utah, Oklahoma, North Carolina, and Kentucky. Increasing the guard's teaching capacity, each battalion has two training batteries in other states. In training year 2009 the RTI system produced 2,770 qualified field artillerymen.

"The field artillery community is very important to our state," says LTC Bryce Taggart, executive officer for 640th Regiment (RTI), Utah Army National Guard. "Our mission is critical to the Army guard MOS qualification rate for field artillery, not just in Utah, but throughout the western United States."

Brigadier General Ross Ridge, chief of the field artillery and commandant of the U.S. Army Field Artillery School, stressed the need to leverage the Army National Guard RTIs during the 2010 Fires Conference. With "change" being a certainty for the field artillery community, keeping a close relationship between the Fires Center of Excellence and the RTI's is critical.

"The ARNG Field Artillery community has always enjoyed a strong relationship with Fort Sill and our active component Redlegs, due in part to the fact that the ARNG has over 40 percent of the force structure," says BG Mark Anderson, the dual-hatted deputy commander of the U.S. Army Field Artillery at Fort Sill and commander of the Wisconsin Army National Guard.

"I envision this relationship getting stronger as the institutional Army looks for ways to provide quality professional development to the entire force during a period of consistently high operation tempo," said Anderson.

The One Army School System is designed to achieve "economies of scale" and to "ensure consistent standards" for training throughout the Army. The bottom line is that all new field artillerymen have the same skill set when they graduate, whether from Fort Sill or

one of the RTI schoolhouses. The linchpin to making that goal a reality is the Army National Guard's field artillery subject matter expert cell.

"The SME cell represents all of the RTI's that teach FA," says MSG James Ward, field artillery SME NCOIC. "We are in contact on a constant basis with the Ft. Sill's Quality Assurance Office to ensure all the RTI's are following proper procedures."

The SME cell provides the ARNG perspective to proposed changes to programs of instruction and other policies that will affect the FA as a whole. It also provides quality assurance assistance to the RTIs as they undergo assistance and accreditation visits.

The real test of the RTI system comes in the field as Soldiers take on ever changing roles in full spectrum operations.

"Working alongside the active component while in combat has created strong bonds of friendship and mutual understanding and appreciation for the capabilities we bring to the fight," said Anderson.

"A significant effect of the persistent conflicts the Army has been involved in since 9/11 has been the demonstration of the competencies and professionalism of the ARNG and our ability to repeatedly answer the call with mission-ready Citizen Soldiers and units," continued Anderson. "So, as the FA community as a whole takes on full spectrum missions the ARNG must be aligned along with the AC in being tasked."

As the Army moves forward, expect active component Soldiers to train alongside their reserve component brothers at ARNG run RTIs. Already Wisconsin's 1-426th Field Artillery has instructed the "U6" ASI course for active duty Soldiers in Washington, New York, and Alaska, and have hosted Fort Sill's Joint Fires Observer's Course at Fort McCoy.

The Fires Center of Excellence has committed to the RTI system for the future. This year they have agreed in principle to distribute training sets of new equipment to the RTI's, a first within the OASS. This has begun with the delivery of six M109A6 howitzers to North Carolina's RTI and three to Utah's.

"What does it mean to me?" said Ward. "I get to do what I enjoy: train and mentor troops as well as assist our ARNG community in all things essential to their school operations."

"...Adjust fire, out," and the call "FIRE MISSION" is called out to the FDC. The call of ranges, deflections and quadrants could be a fire mission anywhere in the Army—anywhere in the world. It is done to the standard that the Fires Center of Excellence demands and it is being executed by students at the Army Guard's RTI.

"Quadrant two-three-zero SET!, Deflection three-one-seven-niner READY!," calls the gunner, and the gun chief gives the command, "number three FIRE!"

211th Regiment Regional Training Institute – Florida

The 1-211 (AD), Regional Training Institute-Florida is located at Camp Blanding Joint Training Center, approximately 40 miles west of Jacksonville, Fla. It is a fully accredited TRADOC Institute of Excellence. 1-211 recently moved into a \$78 million state-of-the-art campus where it conducts military occupational specialty transition training to 14S and 14J, as well as the NCO advanced and senior leaders courses. This facility is less than two years old. 1-211 has only recently begun teaching 14J and can also teach slew-to-cue, and will teach at the requesting unit's location, if needed. All training is conducted to the highest standards and students depart fully trained and certified, and able to perform their wartime missions.

1-188th Alr Defense Artillery, North Dakota Army National Guard

Based in three locations in North Dakota — Grand Forks,

Bismarck and Fargo — the 1-188th ADA has had a very active several years with multiple deployments. Currently the 1-188th ADA has Soldiers deployed in Afghanistan, Iraq and Kosovo. They have served a variety of missions ranging from security forces, to surveillance using RAID (Rapid Aerostat Initial Deployment) Camera Systems, to providing an air picture using Sentinel Radars.

The RAID Mission in Afghanistan has been conducted by units from the 1-188th ADA four times. Twice the battalion has replaced itself. The current RAID mission is lead by CPT Walyn Vannurden and 1SG Gregory Brockberg. Their unit arrived in Afghanistan January 2010, relieving RAID III lead by CPT Amber Monette and 1SG George Overby. It makes for a very smooth transition when a battalion is able to replace themselves. Being familiar with both the mission and the personnel being replaced allows for excellent communication flow and a straightforward battle hand-off. CPT Monette and CPT Vannurden have worked together in the 1-188th ADA for nearly 10 years. 1SG Overby and 1SG Brockberg were deployed together to Iraq and have worked together for eight years.

The RAID Mission is a perimeter surveillance mission that has cameras in six locations throughout Regional Command East, Afghanistan. This mission is currently partnered with a Sentinel Radar Mission that has five sentinel radars in RC East. Due to remote forward operating base locations, the NCOICs of each separate team are very independent and a systematic relief in place is critical for mission success. The remote locations can take days to get to and from the headquarter location in Bagram and weather issues can cause even longer delays. Due to this time constraint the RIP timeline is tight. The RIP went very well in part because many of the outer forward operating base team NOICs were able to have very thorough communication prior to the replacements arriving.

Throughout the Global War on Terrorism, the 1-188th ADA has stepped forward to provide top-notch command and control of surveillance missions, and has been widely recognized for the ability with which they have performed.

These accomplishments were noted recently by MG David Sprynczynatyk, North Dakota adjutant general, during the send-off event for those now serving in Afghanistan and Iraq.

“I could not be prouder of our ADA Soldiers, who have proved themselves time and again in the Global War on Terrorism,” MG Sprynczynatyk said. “Their keen ability and knowledge with air-defense systems has provided protection to numerous bases in Afghanistan since the RAID mission began four years ago.”

263rd Army Air and Missile Defense Command, South Carolina Army National Guard

When the 263rd Army Air and Missile Defense Command converted from the 263rd Air Defense Brigade in May 2000, the commander, MG Darwin Simpson, announced that the motto for the unit would be ‘America’s Shield.’ This was uncanny foreshadowing in those six years later; the 263rd AAMDC was named as the AAMDC for the U.S. Northern Command Area of Operations and assumed the role of providing air defense subject matter expertise to the commander of the North American Aerospace Defense Command. In November 2006, a small ceremony was held in conjunction with the National Capital Region’s Integrated Air Defense Command Control Battle Hand-off and the ‘America’s Shield’ prophecy was brought to fruition and the unit became a theater enabler for the 5th U.S. Army North.

Since that event, the 263rd AAMDC has worked with the 164th ADA Brigade from the Florida Army National Guard, the 174th ADA Brigade, Ohio Army National Guard, as well as the six Army National Guard Air Defense battalions from Mississippi, Florida, Ohio and South Carolina in order to plan, train and execute the

NCR-IADs mission. Distributive Mission Operations, which allows for remote operational training to all unit locations in addition to the Capabilities Development and Integration Directorate at Fort Bliss, Texas, has streamlined and increased training capabilities for all Homeland Defense Air and Missile Defense units.

In January 2007, the secretary of defense directive was published that allowed the maximum duration of Reserve Component mobilizations to be 400 days. This forced the revamping of pre-mobilization training which had traditionally been as long as 90 days prior to a NCR rotation. The 263rd AAMDC initiated Exercise America’s Shield as a training event for all battalions rotating into the National Capital Region. This event provides the opportunity for the units, while still in Title 32 status, to train to perform their mission in support of National Capital Region-Integrated Air Defense System, while simultaneously providing a training opportunity for the follow on Command and Control rotation’s tactical directors and battle captains. The 2-263rd ADA Battalion recently participated in Exercise America’s Shield at the Savannah Combat Readiness Training Center, Savannah, Ga., meeting all pre-mobilization requirements set forth by First U.S. Army and 1-362nd Training Support Battalion, Fort Bliss, Texas.

Likewise the 263rd AAMDC conducts the culminating training event for both the command and control and the SHORAD Battalion Elements for the NCR-IADs mission. This is the post mobilization training event that validates the units prior to movement to their duty station. This requires two separate training events that take place at Fort Bliss with a Joint Air Defense Operations Center-Mobile to be set up, manned and operated with conditions identical to the NCR.

This command also had established a new milestone in the implementation of the Deployable-Integrated Air Defense System Minimum Deployment Package. This is a rapidly deployable minimum package of ground based air defense equipment which includes the Avenger Air Defense System and the new Improved Sentinel Radar System. U.S. Army North and the 263rd AAMDC in support of NORAD are conducting a first year proof of concept. The MDP is stationed and is co-located with the 263d AAMDC Headquarters in Anderson, SC. This element in coordination with the 263d’s Training Readiness Authority Team provides a trained and ready, rapidly deployable force for short notice air defense requirements within the NORAD area of responsibility. This force was recently tested during the first ever proof of operational concept for the Deployable-Integrated Air Defense System during Amalgam Dart 09. Highlights include east coast to west coast deployment of both Army air defense and Air Force communications equipment. It also provided the opportunity for the integration of naval and Air Force surveillance and air defense platforms as well as the inter-agency coordination/liaison with over thirty agencies. The deployment and architecture build met all standards set forth by the Integrated Air and Missile Defense CONOPS.

Through diligent training and coordination with all units within the Army Air Defense Homeland Defense mission community, the 263rd AAMDC strives to provide a trained and ready force necessary to defeat hostile targets and defend North America whenever necessary.

2nd Battalion, 263rd Air Defense Artillery, South Carolina Army National Guard

Nearly 300 air defenders from the 2nd Battalion 263rd Air Defense Artillery, based out of Anderson, S. C. mobilized on January 24, 2010. By the end of March, this highly motivated group of citizen-Soldiers successfully assumed the Operation Noble Eagle National Capital Region-Integrated Air Defense Systems mission in



Soldiers from 2nd Battalion, 263rd Air Defense Artillery Battalion, South Carolina Army National Guard, live fire Stingers at Range 91, Orogrande, N.M., February 2010. (Photo courtesy of 2nd Battalion, 263rd Air Defense Artillery Battalion)

LTC Brown credits his staff led by Executive Officer MAJ Sammy Butts, NCR-IADS Battery Commander CPT John Roe, D-IADS Battery Commander CPT Eric Edwards and CSM Jamie Wilbanks, “the training has been both challenging and rewarding. My leaders and Soldiers have exceeded standards and are now prepared to execute the IADS mission accurately, effectively and safely.”

100th Missile Defense Brigade (Ground-based Midcourse Defense), Colorado Army National Guard

A successful target tracking and radar exercise for the Ground-Based Midcourse Defense system was completed July 18, 2008 under the interested gaze of a visiting Czechoslovakian contingent, headed by the Czech Minister of Defense, Vlasta Parkanova.

Washington, D.C. They also assumed the new Deployable-Integrated Air Defense Systems on-order mission for defending assets in the U.S. Both NCR-IADS and D-IADS are in joint coordination with the United States Air Force.

After a yearlong cycle of pre-mobilization training that included annual training at Fort Stewart, Ga., the unit participated in a national level exercise, Amalgam Dart in June 2009, 2nd Battalion, commanded by LTC William K. Brown, joined Task Force Phoenix in the NCR. TF Phoenix is commanded by COL Paul A. Craft from the Ohio Army National Guard’s 174th Air Defense Artillery Brigade.

Post-Amalgam Dart individual training and Army warrior training ensured readiness for the January 2010 Exercise America’s Shield – a collective training event sponsored by the 263rd Army Air and Missile Defense Command in support of U.S. Army North and a vital requirement in preparing national guard units for the IADS culminating training event.

MG Herbert L. Newton, Commanding General, 263rd AAMDC, commented on the high level of readiness and success the unit achieved throughout pre-mobilization and post-mobilization training in meeting all training requirements during “the best ever EAS” and scoring a record 93 percent to finish the CTE.

The finale came on February 26, when 2nd Battalion showcased their real-world talent as LTG Guy Swan III, commanding general, ARNORTH and MG Newton observed a live-fire exercise at White Sands Missile Range in New Mexico.

2nd Battalion Soldiers destroyed 76 of 77 remotely piloted aerial targets while firing Stinger missiles from three Avenger Fire Unit positions and two Man-Portable Air Defense System firing positions.

According to 2-263rd’s CSM Jamie Wilbanks, “We are assuming and executing one of the most important and vital missions in today’s military – the protection of the National Capital Region and on order defending the homeland.”

The visitors viewed the test from Colorado Springs, Colo., where the 100th Missile Defense Brigade (GMD) is headquartered, and the next day departed to visit the unit’s battalion in Alaska, where the majority of the interceptors are located.

Six new missile defense system operators for the still young Ground-based Midcourse Defense system graduated from the qualifying GMD Operator Course Sept. 5, 2008. Graduates are held to the high standard of 90% in all aspects of the training, higher than other Army schools, given the gravity of their mission of defending the nation against ballistic missile attack.

A successful flight test of the ground-based interceptor proved the system’s capabilities Dec. 5, 2008. The test, held at Vandenberg Air Force Base, Calif., launched a ground-based interceptor at a target missile from Kodiak, Alaska. An intercept occurred several hundred miles up and off the coast off of California. Two new elements marked this test, the addition of a dummy warhead designed to fool and further test the system, and the fact that, for the first time, the interceptor was launched by a crew of missile defense operators located at the unit’s battalion in Alaska. Previously, tests had been run by the 100th Missile Defense Brigade (GMD) headquarters crewmembers located in Colorado Springs, Colo.

The 100th Missile Defense Brigade (GMD) also tested its battalion, the 49th Missile Battalion (GMD) on force protection readiness during a major winter exercise called Vigilant Shield. The battalion, located at Fort Greely, Alaska, is considered a remote posting. The unit, composed entirely of full-time Alaska National Guardsmen and women, has two missions. The first, defending the nation against ballistic missile attack. The second, defending the complex itself. The exercise was a success.

North Korea launched a long range missile April 5, 2009. The 100th MDB (GMD) stood ready to respond to this act of possible aggression with a heightened level of readiness. Although the unit, comprised largely of full-time Colorado National Guardsmen and women with a small Active Component contingent, is on duty

24/7/365, such actions by North Korea are the reason for its existence. Although this missile landed in the Pacific Ocean, the 100th MDB (GMD) stood ready to defend if necessary.

Ten new missile defense operators, including the incoming brigade commander, Col. Greg Bowen, graduated from the demanding GMD Operator Course April 20, 2009. Bowen was the Distinguished Graduate.

North Korea launched a series of 'test' missiles in July, 2009, and the 100th MDB (GMD) ramped up, standing ready to meet any contingency.

The 100th Missile Defense Brigade (GMD) a unit comprised largely of Colorado Army National Guardsmen and women, with a small Active Component contingent, won the Peterson Air Force Base Softball Championship in August 2009.

164th Air Defense Artillery Brigade, Florida Army National Guard

In 2009, the 164th ADA headquartered in Orlando, Fla., conducted numerous exercises, supported multiple deployments, and maintained a monthly drill schedule with expert poise and determination. The 164th commands and coordinates the operations of subordinate air defense artillery battalions and other assigned and attached units for an Army headquarters. Subordinate artillery units are the 3-116th Field Artillery (MLRS), and 1st and 3rd Battalions, 265th ADA (Avenger).

During the year the brigade supported the deployment of the 3-265th ADA Battalion to Washington D.C. in support of Operation Noble Eagle. In addition, Sentinel radar platoons in the brigade continued to rotate to Afghanistan in support of Operation Enduring Freedom. In May, the unit played a critical role in the Statewide Hurricane Exercise in preparation for the 2009 hurricane season. The unit focused on demonstrating its ability to rapidly mobilize forces and run critical operations when affected residents are without food, water or shelter.

In August, unit members were off to South Korea to participate in exercise Ulchi Freedom Guardian. Brigade Soldiers augmented the 94th Army Air and Missile Defense Command which supports the mission to provide air and missile defense of the Republic of Korea.

Operation Fall Classic presented the 164th with an opportunity to be a major contributor to the mobilization training of the 53rd Infantry Brigade Combat Team deploying to OIF. Unit members provided top-notch training in Army Warrior Tasks, weapons qualification and collective tasks to prepare the IBCT Soldiers for the challenges they will face overseas. The brigade headquarters showed no sign of slowing during the first quarter of 2010 as the unit took part in Exercise Yama Sakura in Japan. Yama Sakura is an annual bi-lateral exercise conducted with the Japanese Ground Self-Defense Force to practice defending the island nation.

The 3-116th FA BN (MLRS) was busy in 2009 conducting standard and non-standard field artillery training. The Battalion conducted a successful annual training at Fort Stewart, Ga., in March with the culmination of a live-fire exercise processing over 400 fire missions and firing 54 training rockets.

Shortly after completing AT09, the battalion learned it would be the lead element for preparation and partial execution of the training portion of Operation Fall Classic labeled Task Force Training. OFC was created to provide pre-mobilization training for the 53rd Infantry Brigade Combat Team. This was a huge undertaking for the state as it was the largest mobilization of Florida National Guard soldiers since WWII. TFT setup and executed all individual and crew serve weapons ranges; five Army Warrior Task lanes; 11 battle drill lanes; two close quarter combat lanes; and two reflexive fire

lanes. The battalion's hard work and determination within Task Force Training resulted in over 2,500 53rd IBCT Soldiers receiving excellent training and required qualifications.

1st Battalion, 265th Air Defense Artillery (Avenger), Florida Army National Guard

1-265th ADA (Avenger) was highly successful in all assigned missions over the past two years. The battalion mobilized and deployed from August 2007 through August 2008 to conduct the National Capital Region Integrated Air Defense mission for Operation Noble Eagle in the Washington, D.C. area. This deployment resulted in a dramatic increase in mission readiness, enhanced training and exercises, and improvement of site facilities and security. The battalion's success prompted a return ahead of schedule to once again perform the NCR-IAD mission in 2010.

1-265th ADA reorganized to a new maneuver air and missile defense battalion immediately upon re-deployment; the battalion stood up a new ordnance company and moved an air defense battery to a new armory in a new city. Despite this turmoil, 1-265th ADA received the National Guard Bureau's Supply Excellence Award for the Best Property Book Level in September 2009 and was instrumental in the state's outstanding performance in the Command Logistic Review Team inspection in January 2010. The battalion is currently preparing for another deployment to support the NCR-IAD mission and a sense and warn mission for Operation Enduring Freedom, and is prepared for any Defense Support of Civil Authorities missions that arise in the interim.

The 3-265th AD BN (Avenger) took on a multi-faceted deployment schedule throughout 2009. Most of the battalion began training full-time for Operation Noble Eagle in February 09. Simultaneously, 25 Sentinel Radar operators and leadership began training for OEF. During Exercise America's Shield in March 2009, the battalion convoyed to Camp Blanding Joint Training Center to train five Joint Air Defense Operations Center crews using P-3 Orions from the VP-30 Navy Jacksonville who served as the opposing force. Because NCR/JADOC training requires realistic airspeed, the battalion coordinated with Jacksonville ARTCC to raise the P-3 Orion's airspeed restriction for the first time in CBJTC history. The battalion also spearheaded the first Tactical Airspace Integration System being integrated into the Sentinel Radar network between 3-265th AD and 2-111th AV at CBJTC air field.

In early May 2009, the battalion deployed to the NCR and the OEF detachment deployed June 2009 to enhance the early warning architecture within the Afghanistan Theater. In the NCR, the Battalion quickly adapted to working closely with Army TF Palmetto from South Carolina and later TF Phoenix from Ohio, as well as USAF personnel, the Naval District of Washington, and multiple federal agencies and civilian contractors. The battalion conducted numerous training events while in the NCR to include: a cross-training event for the Avenger and NASAMS platoons called Operation Swamp Rat; multiple air defense exercises; and countless visual aircraft recognition and engagement drills. Toward the end of the mission, unit representatives participated in another culminating training event to train and certify the 2nd Battalion-263rd Air Defense Artillery as the relief unit. At that time, 100 percent of the OEF detachment returned home after their very successful combat tour.

Editor's note: Participation in this edition's Silhouettes of Steel was solicited throughout the U.S. Army National Guard field artillery and air defense artillery communities. The content reflects submissions received.

Fires

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Soldiers patrol in Sabari, Khowst province, Afghanistan, April 6. (Photo by SGT Jeffrey Alexander, U.S. Army)