



THE ON GUARD

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Medical specialists report to Guantanamo

By TSgt. John Malthaner
National Guard Bureau

SRA Tony Colon is a parent. It's one of the reasons he left his family and full-time job to help Cuban and Haitian refugees.

"You hope if your children were in the same situation, somebody would take care of them," he said.

Colon, a member of the Indiana Air National Guard's 181st Medical Squadron, joined 25 other Air Guard medical professionals at the Guantanamo Bay Naval Base, a small U.S. military installation in southeast Cuba, to provide care for refugees temporarily located there.

According to MSgt. Kelly Gunson, the Air Guard's medical operations superintendent, airmen from 13 separate units



Photo by TSgt. Connie Nolen

HOOSIER HELP - Members of Indiana's 181st Medical Squadron are in Cuba assisting refugees.

determine who went. Gunson said nurses were hardest to find.

While in Cuba, Guardmembers will serve with active duty and reserve medical specialists supporting an air transportable hospital located one-half mile from the refugee camps. She said they will perform a wide range of duties including pre-screening examinations, immunizations and emergency medical services. Many children are being treated.

Nearly half of the 26 deployed are from Indiana; seven from the 181st alone.

"Everyone has a different reason for volunteering, but I think most of us believe this is a good thing to be a part of," said TSgt. Bob Conaway, a 181st full-time aeromedical technician.

Gunson said 13 Air Guard medical professionals reported to Guantanamo Sept. 9. The rest arrived Sept. 23.

Conaway, who reported in the second wave, realizes his 90-day tour will take him through Christmas.

"It will be the first year I'll be away from family during the holidays," he said. "But, this is important. I'll just celebrate when I get back."

CALLED UP

103rd Medical Squadron, Conn.
107th Medical Squadron, N.Y.
122nd Medical Squadron, Ind.
127th Medical Squadron, Mich.
132nd Medical Squadron, Okla.
137th Aero-medical Squadron, Okla.
140th Medical Squadron, Colo.
141st Medical Squadron, Wash.
176th Medical Squadron, Alaska
181st Medical Squadron, Ind.
191st Medical Squadron, Mich.

have deployed for 90 days to support active duty Air Force medical personnel already in Cuba.

Gunson reported that more than 600 volunteers offered to take part in the humanitarian effort. Officials looked at specific medical specialties and the amount of time Guardmembers were able to deploy to



Photo by Sgt. Lance Kamistugi

SNIPER FIRE

Hawaii Army Guard's SPC. Charles K. Johnston zeros in on a target during annual training at Camp Rilea, Ore. The Molokai lifeguard is a member of 1st Battalion, 299th Infantry. See related story and photos on Page 16.

DRUG USE IS LIFE ABUSE



COMMENTARY

COUNTERDRUG UPDATE

• As of Sept. 7, 3,030 Army National Guard and 1,015 Air National Guard personnel were on counter-drug support duty in all 54 states and territories.

• As of Sept. 7, the total value of cash and drugs seized by police this fiscal year, with National Guard's assistance, is \$4.221 billion.

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• 1993 Thomas Jefferson (DoD) winner for best funded newspaper
• 1993 Keith L. Ware (U.S. Army) winner for best funded newspaper

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The 'empower' strikes back

By MSgt. Gary Pomeroy
U.S. Air Force

Some people may believe "empower" is the past tense of "empire."

Others may think "M. Power" was the first person who unicycled around the Arctic Circle.

The above definitions -- though incorrect -- are innocently misguided characterizations of what is arguably the most important concept of the quality movement: Empowerment. True danger, however, stems from those -- especially managers -- who know how crucial empowerment is to the quality movement, but refuse to promote its essential core elements: individual innovation and risk taking.

The result so far has placed the cornerstone of the quality movement at risk of becoming the most misused and misunderstood term of the 1990s.

As the quality movement gains acceptance in the public and private sectors, empowerment has gained momentum on a collision course with the trash heap of twisted verbiage. It faces verbiage unless people honestly and accurately convey how crucial it is to the quality movement.

That's not saying quality won't work. Quality will work. But the ease with which it is accepted is being unnecessarily delayed by semantic saboteurs who distort its meaning.

All it takes to understand the concept is about 10 seconds to read the definition in the Air Force's "quality approach" book-

let. Empowerment, according to the text, is the "act of placing accountability, authority and responsibility for processes and products at the lowest possible level."

The second part of the definition contains a caveat that ensures empowerment is not a thumbs-up for across-the-board, sweeping changes without consulting managers. It reads, "The extent of how much a person is empowered is dependent on their capabilities and the seriousness of the consequences."

It doesn't mean "throw away technical orders and checklists." Nor does it mean: "we invite anarchy."

It means that all people -- especially troops in the trenches -- are encouraged to examine processes and voice ways to improve the methods by which tasks are accomplished.

It also means that managers should listen to the people who do the job. They are in a good position to determine how, or if, an improvement can help.

This scares managers who perceive empowerment as a threat.

They actively mangle the meaning as they pass it along. (Why is it that those who know how bad something is seldom have much formal training on the topic?)

Their existence -- in their own minds -- must hinge upon ensuring that lower tier troops have an intensely negative first exposure to empowerment. This simply plays on the adage: "you don't get a second chance to make a first impression."

Therefore, empowerment is passed on as the same old stuff with a new title:

"Airman Schmedlap, I'm empowering you to take out the trash."

"Sergeant Realrank, you are hereby empowered to form a detail to paint the office."

This fosters the cynicism that's crucial to the resisters' plans. If enough damage is inflicted early, it's a sure bet that those who haven't had legitimate exposure to empowerment will unwittingly help preserve the status quo.

"Hey, Schmedlap and Realrank, are you empowered?"

"Yeah, we're empowered to take out the trash and paint the office."

This has happened before.

Take, for instance, what happened to "thank you" and "have a nice day" less than 10 years ago. In the 1980s, these expressions became twisted almost beyond recognition.

"Thank you" transformed from an expression of gratitude into a non-negotiable command. Surely you recall these signs: "Thank you for not smoking," and "Thank you for not asking us to accept a check for your payment."

"Have a nice day" disintegrated into a customer service battle cry that meant anything but: "We want to believe that you didn't run up an \$8,000 light bill. But you have to pay the bill before we can turn your power back on. Have a nice day."

Empowerment doesn't need to sink that low.

Although a few detractors actively portray it as a half-baked scheme dreamed up by some yahoo, it is not. It's time the "empower" strikes back.

GUARD TOONS

By Lyle Farquhar



"I think Sgt. Reynolds is getting the hang of our 'Quality, customer-first' message!"



IN THE NEWS

- Clothing Catalog
- Hawaii's Blackhawks
- 1,000th RCAS



ON THE MOVE
Infantrymen from Hawaii (left) and soldiers from several states will be directly affected by the Department of the Army announcement redesignating 15 Army Guard enhanced readiness combat brigades. The move will also affect eight Army National Guard Divisions.

Readiness brigades designated

The Department of the Army announced recently the designation of the Army National Guard's 15 "enhanced readiness" combat brigades. The Department of Defense, last October in its "Bottom Up Review," identified the need for highly trained and equipped, combat-ready Reserve Component forces that would ensure our nation's ability to win two nearly simultaneous major regional conflicts. These enhanced readiness brigades are that combat force.

The 15 enhanced readiness brigades will be organized and resourced to mobilize, train and be available for deployment at 90 days after call-up. They will be capable of employment in the fast-evolving regional conflicts expected in the future, or to reinforce active component combat units in a crisis. The brigades are configured as seven heavy brigades, seven light brigades and one armored cavalry regiment.

The Army sees the designation of these

enhanced combat brigades as a major step in efforts to shape and align the force for the 21st century. Combat units represent a little more than half of the Army force structure, and by stabilizing this critical piece of the force, the Army can more effectively manage combat support and combat service support units, and the training and mobilization support base.

THE BIG EIGHT

- 28th Infantry Division (Mechanized) - Pennsylvania, West Virginia and California
- 29th Infantry Division - Virginia, Maryland, Massachusetts, Connecticut and New Jersey
- 34th Infantry Division - Minnesota, Iowa and Wisconsin, Ohio and Illinois
- 35th Infantry Division - Kansas, Nebraska, Illinois, Kentucky, Colorado, Missouri, Arizona, Utah and Nevada
- 38th Infantry Division - Indiana, Ohio and Michigan
- 40th Infantry Division (Mech.) - California, Arizona, Montana, Missouri and North Dakota
- 42nd Infantry Division (Mech.) - New York, New Jersey, Vermont, Massachusetts, Connecticut, Delaware and Rhode Island
- 49th Armored Division - Texas and South Carolina

Army Guard strategic reserve combat forces — eight divisions, two brigades and one infantry scout group — will be fully structured, but will be staffed and resourced at less than 100 percent levels. Those units will be maintained at readiness levels that will allow them to mobilize in the event of extended crises or protracted operations, and as the first echelon for crisis response during domestic emergencies. As with the enhanced readiness brigades, these units' assets also could be activated and employed as a rotation force for peacekeeping or peace enforcement operations, and operations other than war.

The Army Guard also is reorganizing its two Special Forces Groups and the aviation force structure as part of a five year plan to reduce and reshape the Reserve Component. From 1989-99, the Army Guard will have reduced its combat maneuver battalions from 184 to 126. The end strength of the Army Guard also will be reduced from 410,000 this year to 367,000 by 1999.

NATIONAL BRIEFS

NEW RCAS DIRECTOR ANNOUNCED

Maj. Gen. John R. D'Araujo, Jr., acting chief of the National Guard Bureau, announced the selection of Maureen Lischke to become program manager of the Reserve Component Computer System.

RCAS is a comprehensive computer system that supports the information and decision making needs of Army Guard and Reserve staffs. It is designed to facilitate the accomplishment of hundreds of day-to-day administrative tasks at the unit level and to speed up the mobilization process. Lischke replaces Maj. Gen. Gary Stenley, who retired in May.

END IS NEAR FOR SF-171

On Dec. 31, the SF-171, the application form for federal jobs, will be no longer. The federal government will no longer print or stockpile the venerable form after that date.

"The SF 171 is too cumbersome and sends the wrong message when we are trying to move to a more customer-friendly and flexible system," said Jim King, director of Office of Personnel Management.

Next year applicants will have the option of using a resume, an electronic file or a written format. Applicant for certain hard-to-fill jobs may already apply over the telephone.

AAFES FALL/WINTER CATALOG AVAILABLE

The new Fall/Winter '94 Exchange Catalog is available at all services' exchanges worldwide. It contains merchandise from around the world, including a wide variety of gift items priced under \$20.

The catalog offers free shipping and handling, as well as convenience for Guardmembers who don't live near an exchange.

To order a catalog or place an order, customers can call toll free, 1 (800) 527-2345. Anyone with exchange privileges can use the catalog.

ARIZONA TAG APPOINTED

Maj. Gen. Glen Van Dyke took the reins of the Arizona National Guard during a ceremony recently at the home of the 161st Air Refueling Group, located at Phoenix's Sky Harbor International Airport. Van Dyke is only the second Air Guard officer to be named adjutant of the 10,000-member Arizona National Guard since its beginning in 1865.

Jobs open to women

By SFC Stephen Barrett
American Forces
Information Services

Women can now compete for 80,000 additional military positions, bringing to nearly 260,000 the number of jobs opened to service women since April 1993.

The changes affect Army and Marine Corps ground forces. Changes allow assignment of women in Army brigade-level combat units.

DoD policy still excludes women from infantry, armor and field artillery career fields. They cannot take assignments to company and battalion-level units whose primary mission is direct ground combat. DoD also prohibits assignments to units co-located with combat elements and assignments with direct-combat special operations forces.

As of Oct. 1, women may compete for air defense artillery staff positions, selected engineer specialties and fixed-wing aviation positions. However, they cannot accept assignment with short-range artillery units or certain special forces assignments.

Edwin Dorn, Undersecretary of Defense for Personnel and Readiness, said the DoD must draw from the largest available talent pool and select the most qualified individual for each military job. "That led to the decision to improve opportunities for women. It will contribute to readiness, but it also enhances fairness," he said.

Under directions from former Defense Secretary Les Aspin, DoD began opening opportunities to women in April 1993. The first phase opened nearly 42,000 positions, most dealing with combat aviation assignments.

In the Army, women may hold 67 percent of the jobs, with 91 percent of career fields now open. Over 99 percent of Air Force career fields and jobs are open to women.

Next year, Dorn said a new marketing campaign will target recruiting women for military service.

"We put ads in *Sports Illustrated* and other magazines that young men read. We ought to put advertising in the types of magazines that young women are more likely to read."

Bureau NCOs offered positions at home

By Capt. Grace Williams
Michigan National Guard

How will your tour end? For six senior non-commissioned officers in the Title 10 AGR Command and Leadership Program the end will be a new beginning.

They are going back to their "home" state to share with soldiers and commanders their experiences, knowledge and personal insights.

The Army National Guard recently opened the Title 10 AGR Command and Leadership Program to include senior non-commissioned officers. The Command and Leadership Program was previously open only to officers.

The National Guard Bureau will fund six positions (two sergeants major and four first sergeants) under the program. These positions are available to any state for a two-year period. After two years, the soldier is authorized to return to the Title 10 AGR program with their Adjutant General's approval.

The move will allow Title 10 NCOs assigned to the National Guard Bureau

the opportunity to return to their "home" state and serve as sergeant major or first sergeant at battalion or higher levels. "The program also offers citizen-soldiers the chance to get command time," said SGM Donald Stroud, NGB's assignments officer of Title 10 enlisted programs.

"This rotation back to their home states provides a unique opportunity for states to have an 'in-house' resource of experience from the national level," he added.

Currently, six senior non-commissioned officers from five states (South Carolina, Arkansas, Utah, New York and Arizona) have been selected to participate in the program.

MSgt. Jose Ramos-Fantauzzi from the New York Army National Guard is currently serving in the protocol section of NGB's Policy and Liaison office.

Selected to participate in the program, Ramos is eager to return to his home state with the experience he has gained on tour. "The opportunity to work with senior NCOs from all over the country has enhanced my military education," Ramos stated. "I feel I have worked with the best."

A 26-year veteran of the Army National Guard, SGM Roy Austin of the Utah Army National Guard proudly shares his experiences. Austin has been selected for a command sergeant major position at the 19th Special Forces Group in Draper, Utah.

"This experience has provided me with many learning opportunities at the national level. It is my duty to give back to soldiers what I have gained," Austin said.

Before individuals are selected to participate in the program, each state is required to identify senior NCO position requirements while nominating potential candidates for selection. With only four available enlisted positions, the selection process is very competitive. "We normally have more applications than positions available. The board reviews each packet for the best qualified soldier," Stroud noted.

Just as individual development is critical for soldiers to stay on "track," so is leadership development important to the National Guard. "It's a once-in-a-lifetime opportunity to demonstrate your leadership capabilities hands-on," stated Ramos.



Photo by Capt. Lori McCreary

SLING LOADERS

A Chinook carries Mobile Subscriber Equipment to a remote site at Fort Drum, N.Y. It was the first time the Pennsylvania Army Guard's 10th Signal Battalion and Fort Drum had ever performed a sling load operation in tandem. By doing so, an MSE team can be operational in 45 minutes.



PEOPLE

SFCs Larry Graf and Bill Wolf missed a rattlesnake hunt and decided to do something about it

Slithery friends

By SSgt. Mike Dorsey
Kansas National Guard

Here's a good vacation idea: Attend a rattlesnake hunt.

The idea may not appeal to you, but it struck SFC Larry Graf as a good one back in 1980 and he's been attending them since. In fact, his interest in rattlesnake hunting has taken him and another Kansas Army National Guard member, SFC Bill Wolf, beyond the hobby phase and into a business of national proportions.

According to Graf, you have to understand what a rattlesnake hunt means in Oklahoma and Texas where he first went and most of the roundups are held.

If you think rattlesnake roundups are a couple hundred kind of weird guys out scrambling through the brush looking for those slithery critters, you don't quite have the picture.

Well, they are that, too. But they're a lot more. Some towns in Texas have been hosting snake roundups for 50 years. They now are a strange mixture of hunt, county fair with carnival and music concert.

Besides the several hundred guys running around picking up snakes, there are snake daredevil shows, carnivals with rides and shows, helicopter rides, craft fairs, Oktoberfest-like beer tents, and concerts with some of the biggest names in country and western music. It's not uncommon for some roundups to draw 100,000 people just looking for a good time.

So good, in fact, that Graf went to Waynoka, Okla., a couple of years before he even got around to hunting a rattlesnake. But when he did, the whole idea bit him.



Photo by SSgt. Mike Dorsey

"I said, 'Heck, let's go out and see if we can catch one,'" Graf exclaimed. "We did and we were hooked."

In 1990, Graf brought Wolf, a co-worker at the U.S. Property and Fiscal Office in Topeka, along on the hunt and the next year they launched an entirely new aspect of their interest in snakes.

In 1991, the Waynoka roundup dates conflicted with Graf's monthly Guard drill. He decided he still wanted to attend a roundup and started looking for someplace to go. That was the beginning of a short-term problem that led to a long-term opportunity.

"We spent about \$200 in phone bills and two weeks trying to find out where the roundups were," he said.

EYE-TO-EYE - SFC Larry Graf looks down a non-venomous bull snake, as friend and fellow snake enthusiast, SFC Bill Wolf, watches.

"There was no central information point."

From this need sprang the idea for a national organization and a newspaper.

Graf, Wolf and several other friends with an interest in snakes formed the National Crotalus Society, which published the first issue of its quarterly tabloid, *NCS News*, in January 1993.

The society's purpose is to promote educational efforts about snakes and provide the information about rattlesnake events Graf found himself looking for in 1991.

The newspaper serves as the communication arm of the organization, carrying news about roundups, snake stories, information about bite treatment, letters to the editor and poems.

Graf said that while he and other members of the society are still supporting the newspaper it is beginning to draw advertisers and support itself. In the meantime, it's been an experience.

"I've really enjoyed playing with this thing, and it's getting bigger," he said. The newspaper has grown from eight to 12 pages and has subscribers nationwide. Its quarterly print run is about 1,000 copies, Graf said.

The group has had enough success to quash some of the doubters it encountered at first.

"My wife thought we were crazy," Graf said. "Nobody will ever read that stuff," she said. "Since then she's changed her mind a little bit."

But, then, so have some of the group's members.

"Our attitudes have changed over the years," Wolf said. "We started thinking we'd catch a few rattlesnakes and sell them to buy beer and maybe break even. Now we keep them or trade them for educational purposes. We never kill a snake."

So, if you decide to make a rattlesnake roundup your vacation goal, and you see Larry Graf there, don't expect him to be hunting snakes. These days, he's hunting stories for his newspaper. You also may see Bill Wolf hunting snakes, but for the collection he uses to educate others.

Needing a vacation

Georgia flood victims opt for annual training at Stewart

By SSgt. Elliott Minor
Georgia National Guard

At night they sleep in an armored personnel carrier. But they call it home.

Their "entertainment system" is a Walkman and two miniature speakers. But they appreciate it.

Their backyard is 280,000 acres of trees, firing ranges and swamp. And that suits them just fine.

Spc. Roderick McKenzie and Spc. Gregory Ellis were victims of Georgia's

record floods in July. They lost their homes, most of their possessions and were forced to move in with relatives. And because of a housing shortage in flood-ravaged Albany, they won't have a home to return to after two weeks of annual training at Fort Stewart, Ga.

McKenzie and Ellis, medics with Georgia's 48th Infantry Brigade, said they jumped at a chance to escape the devastation in their hometown. Nearly 9,000 homes in Albany were damaged or destroyed. Thirty thousand residents had to flee when the Flint River, swollen by nearly two feet of rain in 24 hours from the remnants of Tropical Storm Alberto, rose more than 14 feet above flood stage.

"It's like a vacation," said McKenzie,



Photo by SSgt. Elliott Minor

whose home was soaked by four feet of water. "I sleep in the truck with only two other people."

"At least I have the privacy of the woods," added Ellis. "In Albany, it was noisy and crowded. Now it's quiet."

Both were called to state active duty, assisting other flood victims, when the muddy Flint swirled into their neighborhood.

McKenzie lost everything and was

HOME SWEET HOME - McKenzie (left) and Ellis show off their improved digs.

forced to move in with his fiancée's family -- 15 people crowded into a three-bedroom house.

"There's a whole lot of stress," he said. "I was looking forward to coming to camp. Her parents are all right. It's just not being in our own house."

Ellis and his fiancée lost some of their furniture and moved into his parent's home. He, his fiancée and her three children shared a bedroom.

The Georgia National Guard excused flood victims like McKenzie and Ellis from annual training, but they came anyway.

"My mama said, 'They aren't making the flood victims go. Why are you going?'" Ellis reported.

"I said, 'I need the vacation.'"

South Carolina helps its neighbors after tornadoes and floods wreak havoc

Twister assisters

By SSgt. Danny Brazell
South Carolina National Guard

South Carolina Army National Guard military policeman Sgt. Kenneth Solomon stood at his post near the debris of what used to be Lexington's Bojangles' Restaurant.

"We can't really question this," Solomon said, speaking of the damage caused by a tornado that ripped through the heart of the town the day before. "This is the power of God. He just shakes us up every once in awhile to let us know he's there."

With all due respect to the Almighty, the South Carolina National Guard was also in Lexington with the same message. Within hours of Gov. Carroll Campbell's call for help, South Carolina National Guard military police from the 132nd MP Company based in Florence, the 133rd MP Company from Timmonsville and Headquarters and Headquarters Company, 218th Infantry Brigade of Newberry, were on the road to Lexington.

As they did following Hurricane Hugo in 1989, the MPs quickly moved to the devastated areas to help other state and local law-enforcement officials restore order and prevent looting. The MPs were probably the most visible members of the South Carolina National Guard as they walked beats in front of wrecked businesses on Columbia Avenue and patrolled streets in residential areas that looked more like war zones.

Near Lake Murray Court, a residential area where many homes bore wounds from pine trees and other debris that had been turned into projectiles by the tornado, Army Guard MPs directed traffic through streets filled with power company trucks and their crews. Other MPs stood guard in the yards of the more severely damaged homes to protect against looters.

Spec. Wallace Goodson, a member of the 133rd MP Company, stood watch over a row of tornado-battered automobiles in the Village Square Shopping Center parking lot. "We're not here just to prevent looting," he said. "We're also here to keep people from wandering into dangerous places."

A few miles from downtown Lexington, just across the road from the partially



Photos by MSgt. Phillip H. Jones

flattened buildings of Glassmaster Bout Company, engineers from Saluda's 122nd Engineer Company helped load tons of debris into their dump trucks.

About 250 Army and Air Guard members were mobilized to provide emergency assistance to the tornado victims and to upstate residents who were experiencing floods from the same storm that brought the tornadoes.

Medical personnel from the 300th Combat Support Hospital and the 1259th Medical Company were brought in to help the injured. The 1259th's Huey heli-

copters were used to fly rescue personnel and state leaders over damaged areas.

Temporary electrical power was supplied by generators brought in by maintenance personnel from Columbia's 3649th and 742nd Maintenance Companies. Emergency civilian crews and homeowners worked through the night under lighting supplied by Air National Guard members from the 169th Tactical Fighter Group.

Members of the State Guard's 1st Brigade from Columbia were also called in to assist the Red Cross in Lexington.

STANDING WATCH - A South Carolina Army Guard military policeman (above) patrols the debris-filled streets of Lexington after five tornadoes ripped through the town.

They provided meals for residents of a local nursing home after the facility lost power.

Upstate, some members of the 263rd Air Defense Artillery Brigade were activated to supply drinking water to areas where more than five inches of rain from



BREAK TIME - A South Carolina Guardmember takes a break from duty in the aftermath of devastating tornadoes that ripped through the state.



OVERVIEW - An aerial view shows the damage to buildings and plant life in Lexington.

Tropical Storm Beryl was expected to cause floods.

Guardmembers from the State Area Command and Troop Command set up Emergency Operations Centers to help the state's Emergency Preparedness Division with logistics and coordination between civilian and military personnel. Ironically, the Guard's State Area Command participated in emergency preparedness drills with the EPD in June.

The South Carolina National Guard prides itself on being ready to meet the state's call when disaster strikes. More times than not, when the citizen-soldiers are called to the aid of their neighbors, it becomes a mutual admiration experience.

"We won't be here long," said one MP as he watched some tornado victims hard at work clearing their debris-filled yard. "These people will be back on their feet in no time."

Labor of LOVE

Ohio Army Guard spruces up Akron's Ronald McDonald House

By Sgt. Lori King
Ohio National Guard

The old saying "I don't do windows" certainly doesn't apply to one concerned Ohio National Guardsman. When Spc. Kirt Bachman volunteered to help his unit clean the Ronald McDonald House in Akron, he threw that philosophy right out of one of the 30 windows he wiped squeaky clean.

He's willing to do windows, but only for Ronald McDonald, he said. And the folks at the McDonald House can probably count on him to tackle the laborious chore next year, too.

Bachman, of the 5694th firefighters unit in Shreve, said he's willing to make sacrifices because he respects the mission of the McDonald House, and the sergeant who got the unit involved in the first place, SFC Jim Lanning.

"Cleaning here gives us a feeling of accomplishment. Many people think the Guard doesn't do much, so it's nice to get in the public eye," Bachman said. "And SFC Lanning appreciates it. He's familiar with this place, and has a personal relationship with these people."

As Bachman went back to windows, Lanning, the unit's readiness NCO and fire chief, sat down and explained his unit's involvement with the McDonald House, a hospice for cancer and other seriously-ill patients and their families. It all started four years ago when his daughter, Melissa, then 17, was diagnosed with a rare type of cancer.

She was sent to Akron Children's Hospital for treatment, which is more than an hour away from the Lannings' Millersburg home. About 15 months later, she went into remission. But the joy of being cancer-free only lasted a year. In June 1993, she suffered a relapse and was sent back to the Akron hospital for surgery and chemotherapy, where she stayed for two months.

Because the travel was adding to the Lannings' stress, Jim and his wife, Louise, accepted a gracious offer to stay at the McDonald House whenever their daughter was undergoing treatment. In the past four years, the couple have sought shelter at the home a total of almost six months.

Jim described the home as a "Godsend," and said he is proud the 5694th is contributing to the house of goodwill. "The unit has been very supportive of my family since this



Photos by Sgt. Lori King

THEY DO WINDOWS - Spc. Jerry Carpenter (above) does do windows. Sgt. Steven Frantz (left photo, left) and Spc. Timothy Vinson create a stone walkway.

ordeal," Lanning said.

It was last November when the firefighters made their first appearance at the home. Arriving with dust mops, glass cleaner and firewood, they spent an entire day cleaning and moving furniture. They even cooked a meal for the residents.

Six months later, a slight drizzle didn't prevent them from another one-day round of spring cleaning, this time adding landscaping to their list of chores.

"We're doing it because it's something that needs to be done, not because it's an obligation," Lanning explained.

If Blanche Davy, the resident manager of the McDonald House, had a red carpet, she would have rolled it out.

Davy said she looks forward to the arrival of the National Guardmembers "with a great element of anticipation." She emphasized that the cleaning and manual labor not only saves her organization money, it is also meaningful to the endless number of people in need of shelter, food and loving support.

"The residents are thrilled with the help, and it's very noticeable and appreciated by them," she said.

QUALITY

Keeping good soldiers in

Mississippi takes a Total Quality look at retention

By Capt. Karen Magruder
Mississippi National Guard

Tom quits, Dick is unhappy at work, yet Harriet comes in early and stays late.

The key to motivating workers is quite complex, according to SGM Butch Smith, Mississippi Army National Guard retention non-commissioned officer. As part of the Total Quality Management movement, the National Guard is finding some unexpected answers to re-enlistment.

"We've asked hundreds of soldiers why they choose to, or not to, extend enlistment," Smith said. "We're finding that Guardsmen aren't drilling for the money or the retirement, as we had expected."

The Mississippi Guard hosted a "Soldier Appreciation Day" recently for mem-

comander, Headquarters command for soldiers from Brandon, Canton, Crystal Springs and Vicksburg. "We can train new soldiers to do their jobs, but there isn't a replacement for the kinds of experience you soldiers bring to this battalion."

Spouses were included in the meeting because a soldier must have support at home to make drill month after month and two weeks each summer. While the soldier is away, the spouse shoulders the full responsibility for children's activities and transportation.

"We want to retain you in the National Guard, not so much because of the training you have, as much as the standards you set for yourselves in your training," said Maj. Gen. James Garner, Mississippi's Adjutant General. "Your individual skills are important, but when each individual soldier contributes his or her collective skills to the unit, the group becomes a team."

The team concept was proven when the battalion mobilized for active duty in the Persian Gulf War.

During the appreciation day, soldiers listened to several speakers and then were given an opportunity to explain why they joined the Guard. Some of the reasons given were college benefits, extra paycheck, training in unusual jobs and on different types of equipment. Some soldiers explained they liked to get away from their regular civilian jobs for one weekend a month, while other soldiers got their civilian jobs because of their military skills.

"One young soldier told us his last promotion at his civilian job was because of the leadership training he'd received through the Guard. The training put him just ahead of the other people competing for the job," said SGM Wesley Reeves, Detachment 1, State Area Command, retention non-commissioned officer.

Reeves said soldiers also have basic and advanced leadership courses they can attend to further develop the managerial skills.

Soldiers give many reasons for extending their enlistment other than the pay, the benefits or the training.

"Surprisingly enough, it's the camaraderie and the change of pace for one weekend a month," Reeves said. "That's one of the tenets of the TQM concept — team building. And, our soldiers tell us over and over that being on the National Guard team is why they extend their enlistment."

Of course, the insurance, college benefits, retirement and training came in a close second.



Photo by Sgt. Andrew Miller

SIGNING IN - SSgt. Charles McBride, a member of Mississippi's 162nd Military Police Company, and his wife Pearl sign in for Military Appreciation Day.

bers of the 112th Military Police Battalion scheduled to leave the Guard this year.

"We have found it is cheaper to retain good soldiers, than to continually recruit new soldiers who must be trained," said Brig. Gen. Richard Poole, Detachment 1

Finding a better WAY

It must be the water.

Two Kansas Air Guard members have saved the government more than \$6 million and have pocketed more than \$40,000 for their money-saving ideas.

Maj. Michael Madden, the commander of the Topeka-based 190th Mission Support Flight is \$24,000 richer thanks to a computer program he developed, and the 184th Bomb Group's MSgt. Roger Meier, then an F-16 jet engine mechanic, took home \$17,000 for blowing the whistle on an overpriced repair part.

While recuperating from a brain tumor operation, Madden developed a computer program that saved the National Guard more than \$4 million.

As any communicator will tell you, a good part of their day is dealing with the critical chore of sorting through stacks of paper messages, classified and unclassified, and distributing them to appropriate offices.

The entire process was taking too long, Madden said. "Messages were not always read in a timely manner and important messages were being received too late by some," he said.

In 1989, Madden and the 190th began using a program called SARAH, or the Standard Automated Remote AUTODIN Host. The program had its merits, but, as Madden points out, it created a lot of paper. Then a captain, Madden began developing the idea for SADAL, the SARAH Automated Distribution and Lookup. When completed, it would allow message managers to determine the classification of a document without creating a paper trail.

"We also wanted to ensure that no message was lost, or dropped, and that messages got to all offices indicated in the header," Madden added. While searching for a better way, Madden noticed he was suffering from high-frequency hearing loss. A trip to

the doctor revealed an even graver condition: a brain tumor behind his right ear. Major surgery would be needed.

Confined to a bed, Madden began jotting down ideas. After more operations to alleviate complications from the tumor, Madden worked out the system's bugs.

By July 1991, almost two years after Madden's first surgery, the 190th performed an 18-month test of SADAL.

In January 1993, Madden submitted his idea to the National Guard Bureau. Madden's idea saved the NGB \$4,197,902 in the first year. He was awarded \$24,189, yet has only received \$3,000 to date.

More good news: Doctors have said his tumor is completely removed.

MSgt. Roger Meier, a full-time member of the 184th, was ordering parts back in 1989 when he noticed the cost of a F-16 Fighting Falcon augmentor nozzle synchronizing ring (it helps an engine modify thrust) had shot up from \$4,647 to \$6,832. "It just floored me," he recalled.

Because his shop routinely ordered about 10 new rings annually, Meier was looking at spending an additional \$20,000. To compound matters, the part could not be repaired. "I was just



Photo courtesy of Army Times Mike Hummacher



Photo by SSgt. Shawn R. Gamber

trying to stay within our budget," Meier said.

Meier challenged the part's cost through the Air Force's "zero overpricing" program. Because of complications and regulation changes, his cost-savings suggestion took nearly three years to implement.

Of the \$17,200 he received, Meier estimates he took home about \$10,000 after taxes. "I paid off some bills and started a college fund for my daughter Sarah," he said. He also threw a party for his fellow jet mechanics.

Pentagon officials report that Meier's cash award was the largest amount

IDEA MEN - Kansas Air Guardmember MSgt. Roger Meier (above) stands inside a nozzle removed from an F-16 engine. Maj. Michael Madden (left) came up with an idea that made his office paperless.

ever granted in the 15-year history of the zero overpricing program. The largest previous award was \$3,700.

Although these days Meier and the 184th are "still getting our feet wet" learning to repair the B-1B bomber the unit now flies, the Air Guard's Ralph Nader is at it again.

"I'm challenging another cost increase right now," he said.

Editor's note: Kansas's Air Guard's 2nd Lt. Sherry Mulich and the Army Times' Andrew Comport contributed to this article.

'Re-uping' your leadership license

Air National Guard division chiefs commit to Quality by working on their problem-solving skills quarterly

By Lt Col. David Super
National Guard Bureau

Think of it as a "continuing education for your leadership license." That's the phrase used by Lt. Col. Tom Sawyer to describe a series of quarterly meetings hosted by the Director of the Air National Guard where all division chiefs focus on polishing their leadership and problem-solving skills.

The two-day sessions are an outgrowth of the Air Guard's commitment to Quality Leadership. Long passed the stage of learning the rudiments of the TQM process, Maj. Gen. Donald Shepperd and his senior staff members use the sessions to develop solutions to complicated problems that face today's military and to ensure their own leadership abilities remain sharp.

Recently, nearly 30 of the Air National Guard's directorate chiefs met with Shepperd to tackle the issue of developing greater racial and gender diversity. They heard corporate consultant, educator and now retired Air Force Reserve Col. Vance Shaw discuss a wide range of racial and gender issues in society and the military.

"We're sitting on a gold mine," the holder of a masters from Johns Hopkins University asserted. "We don't lack, in this country, for human resources." He encouraged the Guard officers to develop programs and personal attitudes that "plant seeds for the future." He further explained that just agreeing with the principles of equal opportunity was not enough. People in positions of leadership and authority must broaden their "comfort levels" so that people of all races and backgrounds can be included in personal, business and professional relationships.

Gen. Shepperd amplified Shaw's theme with examples from his hometown Texas roots and a brief statistical review of the Air National Guard's current racial makeup. While the total Air Guard population is moving toward a statistical mix

that is a mirror of the active Air Force and the American population, Shepperd pointed out that, like the active Air Force, the number of minority pilots remains dramatically below the norms.

Gen. Shepperd issued a further order to the senior Air Guard officers. "If you got hit by a car today," he asked, "who is going to replace you? I want to know who you are mentoring to take your place who is a minority person or female."

An Air Force Academy graduate and fighter pilot with units in Pennsylvania, Arizona and Massachusetts, Gen. Shepperd emphasized the importance of mentoring several minority candidates at the same time so that when replacements are needed, the best person can be selected from a wider field of candidates.

In addition to discussing issues and potential solutions to diversity problems within the Air National Guard, partici-

"We don't lack, in this country, for human resources."

pants in the two-day meeting learned more about the leadership example of "buffalo vs. geese" that is being presented throughout the National Guard. Based on the teachings of civilian business experts Jim Belasco and Ralph Stayer the contrast of leadership styles between the two species apply to many military situations.

Buffalo obediently follow only one leader who, all alone, charts the course for the entire herd, even if that path leads them blindly off a cliff. Geese have a leader, but the goals and burdens of leadership are shared by the entire flock. They move in a formation that creates uplift for the bird following; they take turns flying the point; they encourage each other and look out for those individuals who get sick or injured.

The senior leadership seminars hosted by Gen. Shepperd are developed from the principles and values that are being introduced throughout the National Guard, with the Air Guard taking an early and aggressive lead. Sawyer, a former fighter pilot before taking an assignment as deputy director of the Air Guard's Directorate of Productivity and Quality, is careful to explain that the National Guard's goal is not to "do quality," as some skeptics believe, but rather to "do what we do, our individual missions, in a quality manner. Quality concepts are tools that, used properly, help us remain a world class organization."



SPORTS

- Ohio bowler
- Softball title
- Decathlete

SPORTS SHORTS

BUCKEYE BOWLER WINS GOLD

CWO2

Elaine Stevens, walked away with both gold and silver medals at this year's All-Army Sports Bowling Championship.



CWO2
Elaine
Stevens

A member the Ohio Army Guard's Headquarters, State Area Command, Stevens earned her slot on the team by competing against 23 other women at the All-Army Bowling Trial held at Fort Knox, Ky. last spring.

With a high series of 653 and a high game of 254, she averaged 189.3 in the 24 games.

Air Guard softball championship dampened by rain

When it rains, softball is slow. But when it pours, a tournament is virtually impossible to complete.

So after three days of intermittent showers, the winners in the 29th Annual Air National Guard Softball Tournament held in August were crowned without playing a championship game.

Tournament officials declared the undefeated teams in each division as the winners.

The top teams included: the 189th Airlift Group of Little Rock, Ark., in the coed division; the 163rd Air Refueling Group of Los Angeles, Calif., in the men's open division; the 145th Airlift Group of Charlotte, N.C., in the women's division; and the 121st Air Refueling Wing of Columbus, Ohio, in the men's over-35 division.

D.C. cyclists trek 3,000 miles

Annual ride nets money for Children's Hospital

By Maj. Mike Milord
District of Columbia National Guard

Smiling faces of sick children greeted a high-spirited, yet windburned, bicycle team of three District of Columbia Air National Guardmembers and an active Air Force sergeant, who pedaled the last leg of a 3,000-mile Tacoma, Wash.-to-Washington D.C. bicycle trek in late August.

They completed their ride in the driveway of The Hospital for Sick Children in Northeast Washington, D.C. The marathon bicycling effort, dubbed "bike for tykes '94" set out to raise awareness of the needs of the area's sick children and to raise \$10,000 for the Hospital for Sick Children in Washington, D.C.

"Many of the children receiving care at the hospital can't ride a bicycle," said Maj. Pat Harris, 201st Airlift Squadron maintenance officer. "This is an opportunity for those of us who are physically fit to help hospitals that specialize in caring for sick children."

The voluntary effort saw the riders gruel up a 4,700-foot Idaho pass, brave 100-degree Montana heat, weather pounding rainstorms, encounter a feared rattlesnake and endure never-ending weariness in their quest.

With more than \$5,000 raised, Harris plans to reach their \$10,000 goal by conducting bake sales, seeking voluntary donations and enlisting corporate sponsors.

"The bike ride was an effort to dramatize the plight of young children who suffer from painful, crippling and sometimes, fatal illnesses," said Harris. "We want our Washington-area neighbors and those in communities throughout the country to realize how their efforts and donations can help ease that pain."

The four undertook the massive effort with only muscle and sweat, said Harris. Personal expenses incurred have come from their pockets.

The route wound its way through farmlands, mountainsides, towns and cities in Washington, Idaho, Montana, North Dakota, Minnesota, Wisconsin, Michigan, Ohio, West Virginia, Pennsylvania and



Photos by Maj. Mike Milord

WELCOMED HOME - D.C. Air Guard's CMSgt. Steve Maynard (above, left) and SSgt. Ada'n Carabello receive a warm welcome from children and hospital staff. Maj. Pat Harris (left photo) also enjoys the greeting. The team raised more than \$5,000.



spread our sleeping bags and spend the night at a local armory," said Maynard. "In some areas a nearby Air Force base had space available billeting which afforded us a bed and a shower."

Arriving in Baraga, Mich., Capt. Greg Bates, a member of D.C.'s 231st Combat Communication Squadron, recalled the elements.

"The wind was tough to negotiate and made the ride feel longer than it actually was," said Bates, having finished a 100-mile leg. "The Michigan support from border-to-border was outstanding."

The fourth member of the team was SSgt. Ada'n Carabello, from the Air Force's 11th Communications Squadron. Carabello is assigned to the Pentagon.

"The Bikes for Tykes is a goodwill tour to help raise awareness of the needs of sick children in other localities," Carabello noted. "This is a chance to share some of the kinship that results from serving in the National Guard, whether at home or across the nation."

Housed at National Guard and military facilities along the their 11-state journey, the riders kept an 80 to 100 mile-a-day for 44-days. The bike team started their trek July 19 from McChord AFB, Wash., based in Tacoma.

Maryland and, finally, Washington, D.C.

"We had asked for volunteer support, from our fellow citizen-soldiers and airmen in local National Guard units along the way," said Harris. "The support was tremendous."

A warm welcome and tour by the Mayor of Terry, Mont., a state flag presentation upon arrival in Wisconsin and an escort through Findlay, Ohio, by the Buckeye's National Guard are just a few examples of the many events planned and provided by our sister states, said CMSgt. Steve Maynard, a 201st aircraft maintenance superintendent.

"In many instances, we were able to

Illinois' Spc. Darren Steele eyes an Olympic bid as a decathlete

By Capt. John Goheen
National Guard Bureau

Dan and Dave. Remember them? Summer of '92. Rival American decathletes. Gold medal hopefuls for the Barcelona Olympics. Shoe commercial stars.

Advertising executives and decathletes of the world take note: In 1996, at the Summer Olympics in Atlanta, the U.S. team could be Dan, Dave and ... Darren.

At least that's the aim of Illinois Army National Guard member Spc. Darren D. Steele.

"The Olympics are the goal of every decathlete," said Steele, a silver medalist at the U.S. Olympic Sports Festival in July and a bronze medalist at the 1993 World University Games. "Sometimes I think about it when I'm training. It's the showcase for my sport. Historically, the Olympic decathlon winner is considered the world's greatest athlete. The Olympics are as big as it gets, and only three guys from this country will get to go."

"And I truly believe that if I stay healthy and really focus on my training for the next two years, I can make it."

So does the U.S. Army, which will bring Steele on active duty this month to train full time for the 1996 Olympics as part of its World Class Athlete Program (WCAP).

The WCAP is the Army's attempt to make sure that some of those going for the gold in Atlanta also wear Army green. Soldiers with proven world-class ability are eligible for up to two years of active duty to train full time for international sports competitions.

The program has been around since 1979. In July it was formally opened to members of the Reserve Component, thanks to Lt. Col. Willie Davenport, a NGB community relations officer and five-time Olympian.

"I just wanted Guard athletes to have the same opportunity to chase their dream that I had," said the '68 Games high hurdling gold medalist.

"We are committed to placing soldiers on the 1996 Olympic team," said Phil Cota, director



MAN OF ACTION - Spc. Darren Steele (center) trains in the shot put, the hurdles, the pole vault and the high jump.



Photos by SFC David Martelle



Man of STEELE

of the U.S. Army Sports Program, which manages the WCAP. "The Guard and the Reserves are part of the Total Army and they have some outstanding athletes. It just made sense to include all of America's Army in this program."

Steele is the second Guard member approved for the WCAP. The Guard's first participant was Arkansas rifle marksman Maj. Stephen Goff.

Cota believes that those in the WCAP have an edge.

"This program allows our athletes to concentrate solely on their athletic training. It takes total dedication training to make the Olympic team."

Steele agrees.

"Training for the decathlon takes six to eight hours a day. It's a full-time job," said Steele, who last June graduated from Eastern Illinois University with a masters degree in economics.

"If you have to work or go to school, something suffers. This will be the first time in my athletic career that I'll be able to

completely focus on making myself a better athlete."

As part of his closely-monitored WCAP training regiment, Steele will spend the next six months in his hometown of Moline in northwest Illinois working to improve his overall strength and endurance.

Next spring, he plans to go to Oakland, Calif., to prepare for the summer season under Ed Miller, the University of California at Berkeley track coach who specializes in training decathletes.

Steele's sculpted 6' 2", 193-pound frame appears to be perfect for the decathlon: tall enough for the hurdles, but compact enough for the sprints; strong enough to throw the discus, javelin and shot put, yet not too muscled to get over the bar in the pole vault and high jump.

"For some reason, decathletes seem to be about six-foot two, between about 190 and 200 pounds," said Steele with an easy smile. "It probably has something to do with the type and

amount of training we do."

Like many decathletes, Steele, 25, considers himself a "late bloomer" who gravitated to the 10-discipline, two-day contest only after failing to distinguish himself in any single track and field event.

"In high school I started as a sprinter/field event specialist," he recalled. "But it turned out that I wasn't much of a sprinter so they moved me to the distance races."

Ultimately, Steele forged himself into a decathlete out of sheer hard work and an affinity for activities that involve running, jumping and throwing.

"I just love to train, and I'm just very much at home on the track," he said.

Steele seems equally as comfortable in the field with his unit, Headquarters and Headquarters Battery, 2nd Battalion, 123rd Field Artillery in Rock Island.

"He's as good a natural soldier as he is an athlete," says 1st Sgt. Anthony Gordon, his first sergeant. "He has an excellent

military bearing and he's very cool under fire. When we go to the field, he's a radio/telephone operator in the battalion tactical operations center. A TOC can get very chaotic at the height of a mission, but he's always cool and calm. Sometimes he's the only one. He probably gets that from his athletic training."

"I like pressure situations," adds Steele. "I think they bring the best out of people. We all need to be pushed a little to see what we are capable of."

Steele can expect plenty of pressure over the next two years as he attempts to secure one of three coveted decathlete positions on the '96 Olympic team.

"Right now I think I'm at the right age at the right time," added Steele. "I also don't think there is one event that I can't improve on. There is just no reason to believe this (making the team) isn't possible."

With Steele's Wheaties-box good looks and a first name that begins with a "D," Madison Avenue must be salivating.

NEWS

MAKERS

Compiled by Lt. Col. Fred S. Lydick
National Guard Bureau

1st Lt. Michelle "Mitch" Carson made history recently by becoming the first female pilot assigned to the Oregon Air National Guard. Carson is an active-duty Air Force officer assigned to the 142nd Fighter Group for a three year tour. Originally from Muncie, Ind., she was raised in Cincinnati, Ohio, and Tulsa, Okla. After graduating from high school she attended The U.S. Air Force Academy, graduating in 1992. She attended flight training at Columbus AFB, Miss., and will fly the C-26 Metroliner while in Oregon.

Six Army National Guard units have been selected as winners and runners up in the Chief of Staff Army Supply Excellence Awards competition for fiscal year 1993.

The annual competition is designed to recognize supply excellence at the unit and organizational levels and to recognize supply personnel for their accomplishments.

Maryland's HHD, 297th Maintenance Battalion, won the company-level competition with South Dakota's 842nd Engineer Company, the runner-up. In the battalion-level category, Minnesota's 1st Battalion, 151st Field Artillery won and Texas' 372nd Support Battalion took second. Oklahoma's Detachment 1, State Area Command, Okla., was selected first in the TDA-level competition, while Iowa's Detachment 4, State Area Command was the runner-up.

Pararescuemen from California's 129th Rescue Group, based in Moffet Federal Airfield, parachuted into the Pacific Ocean recently to save a critically-injured sailor.

The sailor was part of a crew piloting a catamaran to Hawaii when he was injured some 900 miles off the California coast. He was transferred to a passing ship out of the range of Coast Guard help. The 129th Rescue Group was alerted and a C-130 was dispatched. After a rendezvous with the ship at sea, four pararescuemen dropped from the orbiting C-130 at 1000 feet and were picked up by a launch from the ship. The pararescuemen provided emergency medical care as the ship headed for Long Beach. During the trip, the sailor's condition worsened. Despite the efforts of the 129th's rescue crew, the sailor died of his injuries before he could reach a hospital.

New York's 213th Engineering Installation Squadron has earned its second Air Force Outstanding Unit Award. The unit was also awarded the 1993 New York Air National Guard Commander's Trophy recognizing it as the best unit in the New York Air National Guard.

The unit was cited for superior performances in the areas of engineering, installation, maintenance, and removal and relocation of communications-electronics equipment in support of the different branches of service worldwide.

The 213th was also recognized for its support to other government agencies such as the Drug Enforcement Agency and the local community; including the American Red Cross, Salvation Army, New York Special Olympics, Little League and local police departments.



Cancienne (left) and Primes (center) receive aviation award.



1st Lt. Michelle Carson joins the Oregon Air Guard.



Capt. Chris Collins is selected his class' outstanding graduate at pilot training.



Lt. Col. Anthony D'Aguillo (left) displays his awards.

Lt. Col. Anthony A. D'Aguillo, the most decorated citizen-airmen in the Georgia Air National Guard, recently received the Meritorious Service Medal, his 79th decoration, prior to relinquishing command of the 117th Air Control Squadron.

CMSgt Jim Bishop, a member of Mississippi's 183rd Airlift Squadron, achieved a major milestone in his career recently, logging more than 15,000 hours flying time. Bishop joined the Mississippi Air National Guard 38 years ago in January 1956 at the age of 18 and has been flying for 31 years.

Louisiana's CWO2 Phillip Cancienne and Sgt. Randall Primes received citations for landing a UH-1H helicopter during an in-flight emergency. The drama happened in April when Cancienne noticed an abnormal gauge reading at 1,000 feet. With smoke filling the cockpit and the engine compartment in flames, Cancienne safely piloted the chopper to the ground. Despite a quick response by the fire department, located just 200 feet from the landing site, the helicopter could not be saved.

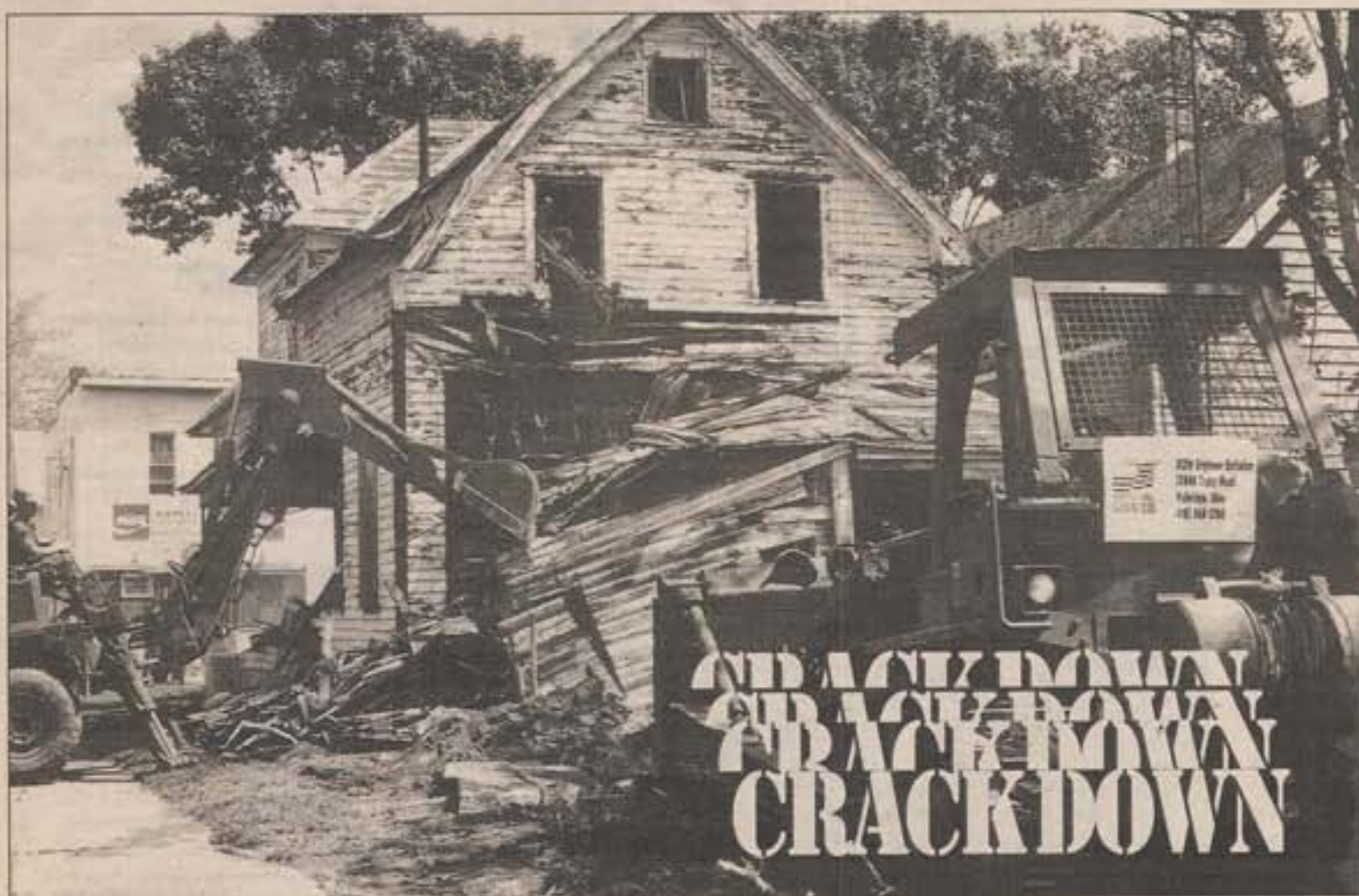
Delaware Army Guard's Sgt. Jose L. Pacheco was honored as "Police Officer of the Year" by the Wilmington, Del., Kiwanis Club. Pacheco is a 10-year veteran of the Wilmington police department who distinguished himself as a narcotics investigator. An active member of his community, he founded a softball league and organizes Boy Scout activities at the Latin American Community Center.

Capt. Chris S. Collins of the Nebraska Air National Guard in Lincoln, Neb., was recently recognized as the outstanding graduate of the U.S. Air Force Undergraduate Pilot Training Program. Collins was chosen from more than 350 U.S. Air Force, Air National Guard, Air Force Reserve and foreign military pilot students from five Air Force training bases around the country for the quarterly award. Collins received the Orville Wright Achievement Award in a ceremony on Aug. 14, for his achievement.

TSgt. Teresa Maupin, a member of New York's 107th Air Refueling Group, won the John Levitow Award at the Noncommissioned Officer Academy at Keesler AFB, Miss. It is the first time a member of the Guard or Reserve has won the award at an active duty NCO academy.

This award is presented to the graduate who achieves the highest overall score on a combination of academic points, performance appraisals and leadership.

MSgt. Phil Nizoloski, the superintendent of military public health at the Air Guard's Readiness Center, earned first place for creating a display for the 1994 Military Public Health Senior Officer and NCO Symposium. Judged the best among entries from nine active duty and Air Force Reserve major commands, Nizoloski's display provided comprehensive emphasis to Air Guard public health teamwork on various worldwide deployments. The symposium was sponsored by the School of Aerospace Medicine at Brooks AFB, Texas.



Photos by Sgt. Lori King

CRUMBLING DOWN - Soldier with Ohio's 612th Engineer Battalion tear down an abandoned crack house.

boarded it up," Hill said.

"This is certainly one of the best accomplishments by an engineer unit during peacetime. The soldiers think it's great, because they can make an impact in the city that most of them live in."

The housing demolition project stemmed from a local rock radio station's idea of the National Guard's involvement in the city.

According to Hill, some of the unit members were discussing domestic action projects during an on-air interview with WKKR-FM last fall. On the drive home from work that day, the station's promotion manager, Trisha Wendel, saw a bunch

of vacant houses and, recalling the interview, wondered if the National Guard could tear them down.

That idea grew into a reality when the city, local businesses and the Guard organized what the radio dubbed as the "Rock 'n' Roll Wrecklamation Crew."

The governmental process to tearing down a house isn't easy (there are 38 steps to complete prior to a house demolition approval), but the 612th Engineers proved it could be done.

As a result of the 612th's plight, Toledo Mayor Carty Finkbeiner was moved to appoint a new department to streamline the demolition process for the City of Toledo.

"Hopefully, other communities and Congress will simplify the local and federal laws, that make it hard to demolish abandoned houses," Hill said.

The reasons for vacant houses range from poor structure to expensive demolition costs to the homeowners. Whatever the reason, Hill stressed unless the city or National Guard tear them down, they will stay abandoned, becoming a hazard to the community.

The demolition project doesn't stop when the final load of rubble is carried off to the dump. With the help of the city and local businesses, the lots are converted into parks or playgrounds.

Hill said he is proud that his unit is responsible for the cleaner, safer neighborhoods. As for Johnson, the arson chief, he likes that he has fewer fires to worry about. "Someone was using their head when they came up with this idea," he said.

The Ohio National Guard does their part to curb drugs in its neighborhoods by bulldozing crack houses

By Sgt. Lori King
Ohio National Guard

On the corner of two side streets in Toledo's inner-city is a plot of land covered with sprouting green grass.

The straw-covered area doesn't look impressive, but many neighbors, local businesses and Ohio National Guard members believe the empty lot on 963 Pinewood Ave. is a life-saver.

What used to sit on that land was much more than an eyesore. A vacant, broken-down house occupied that space, and it was no secret that the building was a haven for crime.

The growing number of crack houses is a serious problem for anyone who lives near them or is victimized in them. Drugs, vandalism and sex crimes are easier to accomplish inside the empty and dark confines of four walls.

Toledo Arson Unit Lt. Bill Johnson described the Pinewood house as a typical hideout for juveniles, gangs and vandals. He also said that such houses are being set on fire by frustrated neighbors who want to see the buildings destroyed, by gangs tired of the temporary hang-out,



or homeless persons careless with smoking. So not only do the homes attract dangerous hoodlums, he said they also pose serious safety hazards for his fire fighters.

"These houses subject our personnel to special hazards because they're less structurally sound: holes in floors, punched-out walls, trash, removed doors, broken and hanging windows. These are dangers that don't occur in normal dwellings," he explained.

Johnson said this is a serious problem that is quickly becoming an epidemic in Toledo.

But there is a solution to this problem: The Ohio Army National Guard.

Recently about 30 engineers from Headquarters Company, 612th Engineer Battalion, in Toledo, assembled at the house on Pinewood Ave. to begin tearing down the building.

With their heavy equipment, which included a Small Emplacement Excava-

tor or SEE, a bulldozer, a front-end loader and a backhoe, they took down the garage and house in two days.

Neighbors gathered as the engineers skillfully eliminated the crime spot. The garage came down Friday. The house was demolished the following morning. On Sunday the lot was covered with grass seed.

Capt. David Hill, battalion administrative officer, said the Pinewood house was the first of six abandoned homes in Toledo to be demolished by the 612th this summer, serving the community under both the Guard's Drug Demand Reduction and the Domestic Action programs.

Hill believes the demolition project is the first of its kind in Ohio. He hopes it catches on.

"The houses targeted are those used for gang activity and drug trafficking. They are havens for crime. It was obvious from looking at the Pinewood house that there was crime activity in it until the city

FREE PLUG - Spc. Clayton Baker, a member of Ohio's 612th Engineer Battalion, clearly based in Wabridge, touts his unit's part in safeguarding a Toledo neighborhood by displaying a sign on a Small Emplacement Excavator.



STATES

- Nose art
- D.C. Challenge
- Keystone phones

MARYLAND, DISTRICT OF COLUMBIA

Some 68 young men and women from Maryland and Washington, D.C., completed Challenge, a rigorous 22-week residence course pioneered by the National Guard, designed to give teen dropouts a second chance to earn a high school degree by earning a General Equivalency Diploma. The class was the second of its kind conducted by the Maryland and District of Columbia National Guard. Students were recruited from both states.

MICHIGAN

Chantelle Elizabeth Shields, a five-year-old from Lansing, has been presented the Young Heroes Award by members of the Michigan National Guard. Chantelle has been fighting cancer since 1991 and received the award 100 days prior to her receiving a bone-marrow transplant. The award recognizes young heroes courage in coping with a life-threatening disease.

PENNSYLVANIA

Soldiers from the 28th "Keystone" Division used the new Mobile Subscriber Equipment for the first time during their annual training at Fort Drum, N.Y., this year. Deemed as a major change from the old multi-channel network, the MSE has many of the same features you will find with a commercial cellular phone.

REFUEL ON THE MOVE

Pvt. 2 James Kohler (standing), a fuels specialist with Pennsylvania's Company A, 328th Forward Support Battalion, assists Spc. Robert Black top off his armored personnel carrier using the new "Refuel on the Move" equipment. The ROM is designed to fuel tanks and other tracked or wheeled vehicles as they leave for the front.



Photo by Capt. Lori McCreary

RHODE ISLAND

An OH-6A scout helicopter from 1/126th Aviation Battalion became the first Army Guard aircraft to participate in the world's largest military aircraft display — the International Air Tattoo '94. More than 350 aircraft participated in the event held in England. Approximately 300,000 people attended the show.

LOUISIANA

The 773rd Maintenance Battalion's Intermediate Staging Base, located near Alexandria, recently welcomed the Hawaii 25th Infantry Division's 2nd Brigade, which participated in a "peace enforcement" mission. Part of the 773rd's mission was to create an environment that included saboteurs, international incidents and perimeter control. The 773rd also provided food, showers and laundry facilities for 4,000.

NEW HAMPSHIRE

Soldiers from the 210th Engineer Company and 18 Girl Scouts from over a dozen different troops throughout New Hampshire and Vermont, renovated a 300-acre site, formerly a Boy Scout camp known as Camp Sachem. At Camp Chenoa, the new name of the site, the old structures are being removed and rebuilt in three phases.

The new structures were prefabricated at the unit earlier this year. The 210th anticipates saving the Girl Scouts more than \$7 million.

NEW YORK

Another chapter in history began for the 107th Air Refueling Group, formerly the 107th Fighter Group. During past conversions involving fighter upgrades, the only concern was with the tail flash design. However, the 107th's KC-135R is a wide-body air refueler, an aircraft known for its nose art.

After considering several suggestions for different nose art designs, Maj. Dan Maloney, a noted nose art designer and painter, was given the task to paint the first aircraft's nose.

It was decided that the image should be uniquely identified with Niagara Falls. The "Maid of the Mist" met the criteria.

Maloney, a pilot with the 107th tasked with the project, researched with the Tuscarora Nation Tribal Council the nature and legend behind the "Maid of the Mist." After several meetings, the Council approved of the unit's suggestion.

According to Ken Patterson, the council's historian, the "Maid of the Mist" is based on an event that happened centuries ago. He said that a young maiden named Lelawala, the first "Maid of the Mist," was sent to her death in a canoe to appease the Thunder God thereby bringing everlasting peace to her tribe.

It all came together when Maloney finished the project and the aircraft was rolled out for a ceremony honoring aircraft number 4839, which was dedicated to the City of Niagara Falls.

Maloney, who many claim created the best nose art ever seen, will be forever identified with the city of Niagara Falls, the Tuscarora Nation, the 107th Air Refueling unit as the painter of "Maid of the Mist."

NOSE ART - New York's Maj. Dan Maloney, a 136th Air Refueling Squadron pilot, designed and painted his unit's newest nose art.





The National Guard in World War II

Defending the GOTHIC line

When the allies seized Rome in June 1944, the Italian Campaign did not end. There were still important strategic considerations that required the Italian Campaign to be pushed with zeal.

Probably the most important was ensuring that German formations facing the U. S. Fifth Army and the British Eighth Army could not be used against Allied forces in the most important theater, France. There also was the possibility of attacking the Reich from the south, over the Alps.

German armies fell back from Rome to the top of the Italian "boot" after the fall of Rome in June. The retirement had not been a rout, however. They struck back hard when pushed. Kesselring, the German commander was buying time to prepare the last defense line in Italy, the Gothic Line. This line had been envisioned since the beginning of the campaign. Defending Italy from the north shortened German supply lines, and lessened the need for units to protect the long flanks on the Adriatic and Tyrrhenian Seas. With the Allied landings in Southern France, an even shorter line was one based on Switzerland and extending to the Adriatic Sea. Hitler nixed that idea. His reticence to give up ground, linked to his wish to provide a "state" to his Fascist partner, Mussolini, meant that the Germans would try to hold Northern Italy.

Facing the German defenders were two Allied armies. On the right was the British Eighth Army, a cosmopolitan force of British, Poles, New Zealanders, Canadians, Indians and South Africans. To their left was the Fifth U.S. Army, at this time consisting of two corps, the II Corps and the IV Corps.

Tired troops of the IV Corps guarded the 5th Army's left flank, and the relatively fresh troops of the II Corps were on the right. The new Brazilian Expeditionary

Force joined the Fifth Army to offset the loss of the French troops, who were liberating their homeland. Not only had the Fifth Army lost the battle-tested French troops, they also had lost the 3rd Infantry Division, and the National Guard's 36th and 45th Infantry Divisions. Only the National Guard's 34th Infantry Division (Iowa, Minnesota, South Dakota) and the 1st Armored Division had been in the Fifth Army since the beginning of the Italian Campaign.

British Eighth Army units initiated the offensive. Their task was to suck German reserves to the east, to defend the more open sector in Northern Italy, the mouth of the Po River Valley. Their attack started Aug. 25, 1944. As the Canadians, Poles and British pushed forward, Kesselring reacted by holding units in the Italian Theater that were slated to reinforce other theaters, and slowly moving reserves to the east. The focus of action shifted to the west.

With German reserves committed to watching and fighting the Eighth Army, Mark Clark's Fifth U.S. Army jumped off. Initially, the IV Corps attacked on the first day of September. As enemy resistance stiffened, the II Corps became the torchbearer.

Clark's II Corps was faced by only two German divisions, the elite 4th Parachute Division and the 334th Infantry Division. The avenue of advance of the 34th "Red Bull" Division brushed portions of both of these German defenders, but, as usual in the Italian theater, the ground was in the defender's favor. Germans sat in their concrete fortifications and looked down upon the attacking men of the "Red Bull."

Good staff work and effective tactics pushed men of Iowa's 133rd Infantry into the gap between the two German Divisions, leveraging them out of the positions, and breaking the Gothic line on the 34th's front.

Maj. Bruce Conard
NGB Historian



By Sept. 23 it became clear that the Germans were falling back to better defensive positions. The wary pursuit was still a series of attacks from ridge line-to-ridge line. Germans gave ground very reluctantly. As the 34th pressed further into the Apennine Mountains, their own supply lines got longer.

It had been difficult to supply the men at the front, and soon it became nearly impossible. Mules, not trucks became the life-line of the infantry. Retreating Germans had destroyed the winding roads, few as they were, and could quite easily place artillery concentrations on them. Riflemen were pressed in to service to carry rations and ammunition to the front on their backs. As in the previous autumn, the rains came, and turned the remaining roads, blasted by the Germans, and over-used by the Americans, into streams of mud.

The advance slowed. The 34th had seen more war than any division in the European Theater. Veterans believed that they had seen enough. It may not have been a case of bad morale, but of over use. North Africa, Winter Line, Cassino, Anzio, Rome, all had taken their toll on the fighting edge of the "Red Bull."

By early October the tired men of the "Red Bull" drove the even more exhausted German defenders out of the town of Montezuno. With a short reorganization and a shift in location, the 34th continued on to Monte Belmonte.

With artillery ammunition short, weather bad and tired troops, the men of the "Red Bull" pushed on to take their objective. Germans reacted by sending in reserves. The 29th Panzer Grenadier (Motorized) Division and the 16th SS Division, both relatively fresh now faced the 34th. Men of the "Red Bull" pulled themselves up the muddy slopes of Monte Belmonte. The Panzer Grenadiers counterattacked, pushing back the weary doughboys of the 133rd Infantry. The Division stopped, made plans, and rested for a few precious hours.

On Oct. 23, after 36 hours of continuous combat, Belmonte was in the hands of the 34th Infantry Division.

As October ended, the battle front lapsed into exhausted stability. The North Apennine winter was setting in, and strained supply lines would become even more difficult to maintain in the winter on both sides of the front.

During the winter of 1944-45, Americans and Germans prepared for what both knew was coming, the spring offensive, maybe the last in the war.

Flying aces

By Charles J. Gross
Air Guard Historian

On Nov. 11, Americans will observe the 77th anniversary of the armistice that ended World War I. Among other things, it was the first air war in history. Largely forgotten is the contribution that National Guard volunteers made to that aerial conflict.

One of those World War I volunteers gave the Air Guard its first recipient of the Congressional Medal of Honor. 2nd Lt. Erwin R. Bleckley, a field artilleryman from the Kansas National Guard, volunteered for

aviation duty after he reached France.

Bleckley completed training as an aerial observer and then flew with the 50th Aero-Squadron. On Oct. 5, 1918, members of his squadron attempted to locate and resupply an American infantry battalion that had been cut off by the Germans in the Argonne Forest. The following day, Bleckley and his pilot, 1st Lt. Harold E. Goettler, braved poor weather and intense ground fire to drop supplies to the "lost battalion."

On their second mission they flew their DH-4 "Jenny" even lower to deliver packages to the



American infantrymen. But, flying at an altitude of 200 feet, their aircraft was downed by enemy rifle and machine gun fire. Both Bleckley and Goettler received the Medal of Honor posthumously for their heroism. Bleckley was the first Guard aviator to be awarded the nation's highest military award.

Although comprehensive figures are not available on how

HERO - Medal of Honor winner 2nd Lt. Erwin Bleckley (left).

many Guardsmen actually served in the U.S. aviation program, individual volunteers made substantial contributions.

Bolling AFB in Washington, D.C. is named for Col. Raynal Cawthorne Bolling. In November 1915, he had established the first genuine aviation unit in the Guard. The 1st Aero Company of the New York National Guard had been mobilized for training during the Mexican border crisis in 1916.

The National Guard contributed four aces to the air war. The most famous was Maj. Reed Chambers, who had joined the Tennessee Guard in 1914 and

served on the Mexican border in 1916. On April 14, 1918, he flew with Eddie Rickenbacker and David Peterson on the first ever combat mission ordered by an commander of a U.S. squadron of American pilots.

Guardmembers also volunteered for aviation duty after they were mobilized in 1917. Colorado's Buckley Air National Guard Base is named for one of them. John H. Buckley had enlisted in the Colorado National Guard in 1916. After being commissioned, he volunteered for pilot training. On Sept. 27, 1918, during the Meuse-Argonne offensive, Buckley volunteered for a strafing mission behind German lines. He was killed in action while attacking enemy positions.



TRAINING

WARRING in OREGON

Hawaii's 299th Infantry gets
a change of scenery

By Spc. Jonathan M. Shiroma
Hawaii National Guard

It was almost 200 years ago that Lewis and Clark set off on their great expedition of the Northwest, one that provided insight to a new frontier, its climate and terrain.

In similar fashion, more than 300 Maui and Kauai infantry soldiers from the Hawaii Army National Guard's 1st Battalion, 299th Infantry voyaged to Camp Rilea, Ore., for annual training.

Camp Rilea's evergreen tree-saturated terrain presented a dramatic change for Hawaii soldiers who normally train in the rugged lava fields of the Pohakuloa Training Area on the Big Island and the muddy slopes of Schofield Barracks on Oahu.

"Here in Oregon, it's a whole new world with a different terrain and atmosphere to conquer," said MSgt. Dunn R. Ljago, a member of Headquarters and Headquarters Company. He added many Hawaii soldiers are so familiar with Hawaii training areas, they're able to identify the rocks.

The terrain was not the only element facing Aloha State soldiers. They also tackled the M-203 grenade launcher, grenades, an obstacle course and bayonet assault drills.

A concern for any annual training with the Hawaii Army Guard is realism. Spc. Freddie Busto, a member of Maui's Charlie Company, got a taste of reality while setting up a perimeter. He was ambushed.

"You can never be too prepared for anything since anything can happen in war," Busto noted. "Being alert and trained properly is the name of the game."

Another interesting feature of this year's deployment to Camp Rilea was the inclusion of women. Although infantry units in the active and reserve components do not allow women to serve in combat roles, six women were attached to the 1st Battalion to help in support services.

"I'm excited to be here," said Spc. Zandra Lindsey, a finance specialist. "One thing Army life has taught me is order. There's always a proper way of



THE ALOHA WAY - Maui's SSgt. Virgilio Marzan (bottom photo) communicates with higher command. Kauai's Sgt. Reymonito Tacsia (far left photo) keeps an eye on the enemy. Sgt. Roy Yamada (left) applies camouflage. SSgt. Orlando Mateo (below) moves a log to provide better cover.



Photos by Sgt. Lance M. Kamisugi



doing things."

Meanwhile, Spc. Shelley Todd said her medical unit had not seen too much action. "We haven't treated too many soldiers for injuries," she reported. "Most of what we've seen so far have been sore

throats and minor injuries."

While most of the soldiers trained at Camp Rilea, soldiers in the mortar platoons ventured to the Yakima Firing Center in the neighboring state of Washington. Yakima's desert terrain provided a

larger range facility.

"I think the battalion is doing super," said Lt. Col. Walter Sullivan. "We have performed to active Army standards, and I'm proud that. So far, our Hawaii soldiers are proving to do just that."