



VOL 1 - ISSUE 8

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The Arizona

ROUGH RIDER

OFFICIAL PUBLICATION OF THE 123RD MPAD

ARIZONA ARMY GUARD AVIATION DOMINATES THE SKIES

Guardsmen Defies Death
TAG's Leadership Philosophy
996 ASMC Prepares For Alaska
Arizona Guardsmen Honored For Performance





The Arizona Army National Guard Continues to Lead the Way in Aviation

Arizona offers dynamic and diverse aviation opportunities with an almost unlimited number of flying days per year, access to ranges, and world class aviation facilities. The geography in Arizona lends itself to challenging training opportunities.

The future of Army aviation in Arizona continues to grow. Taking advantage of our conditions, we own one of two Army National Guard helicopter training centers, the Western Army Aviation Training Site (WAATS), which provides advanced aircraft qualification and enlisted training courses to reserve and active component Soldiers.

The 98th AVN Troop Command includes an Assault Helicopter Battalion (2-285th) which consists of an assault battalion, medevac detachment, a security and support company, a fixed wing detachment, and an air traffic control company. The Battalion has supported multiple deployments in support of OEF, OIF and OND. We also have an Attack Reconnaissance Battalion (1-285th) which includes three attack aviation companies, ground and aviation unit maintenance, along with an intermediate maintenance company (640th AVIM). Arizona's attack battalion was the first National Guard unit to field the Apache Longbow.

Arizona is also home to an aviation partnership mission with the Republic of Singapore, established over a decade ago. Peace Vanguard is a flight training detachment providing highly trained aviators and logistical support to the Singapore Air Force.

Our aviation inventory continues to evolve. We are in the process of turning in the remaining OH-58s late this summer, ending the long and distinguished period of service for the Kiowa, dating back to the Vietnam era. The aircraft has been used extensively in Arizona in support of the Counterdrug mission and as a reconnaissance aircraft for many years. We will replace the Kiowa with the UH-72A, Lakota, which is the newest aircraft in the Army's inventory. The Lakota is equipped with advanced avionics equipment that will greatly benefit our State's local and federal law enforcement agencies for years to come.

**Leadership
A professional perspective.**

If you have not read The "Three Meter Zone" by J.D. Pendry, I strongly suggest you do. This book provides insight into the core of leader development and the different levels of leadership in which each leader should be competent. If you are a leader from the squad level to the highest attainable rank, ask yourself

these questions: What am I missing? Where do I start? What type of leader am I? What type of leaders do we need?

What has changed in each one of us since our first challenge in leadership? The technology we use day to day has increased dramatically and has affected our ability to communicate effectively as leaders.

In his book, Pendry describes three types of Soldiers: the three-meter, fifty-meter, and 100-meter Soldier. Each of these types of Soldier requires a different level, or style, of leadership. I see the three-meter Soldier as the most important, because this is where the most critical leadership takes place – the first line leader and the Soldier. If we, as leaders, instill trust at that level of influence, a significant change to what we are doing will have a positive effect. We must be willing to invest in the future of our Soldiers for that to happen.

J.D. Pendry begins his introduction with a truthful and painful statement to all NCOs in every branch of the Armed Forces in the United States.

"Noncommissioned Officers (NCOs) are great teachers—arguably the best in the world. Still we don't always do a good job teaching leadership. What we teach and how we teach it causes Soldiers to memorize lists of traits, principals, characteristics, and leadership theories. When they recite these lists, we believe we've taught them leadership. We need to concentrate on how Soldiers really learn to lead and follow. We'll do a better job of teaching them if we do."

Seems simple right? I challenge those of you reading this article to assess yourselves and your leaders at the first line level. You might be surprised at what you find. I know I am.



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IN REVIEW: GOOD READS

WELCOME TO THE ARIZONA ROUGH RIDER

Loyalty is defined by Merriam-Webster as, "a feeling of strong support of something or someone." As an Army value it is defined as bearing true faith and allegiance to the Constitution, the Army, your unit, and others. To break this down; bearing true faith and allegiance is to believe in someone, or something, and investing your efforts into that person or thing.

The word loyalty is used lightly in today's world. The word loyalty is on grocery store preferred-customer cards, used to describe

your dog, or how long someone has been a member of the local chess club.

I believe that when it comes to that one percent like us, it means much more. Most of us do not attend drill for the pay or the education benefits. The majority of us do not put our families, careers and financial obligations on hold because we have to. We do it as volunteers, always drawn to what is deep down in all of our hearts.

We are dedicated in what we do, and firmly believe in the mission of our military. We come from all different corners of

the country with different personalities, dreams, and aspirations. No matter our background, on thing is common, we regularly find ourselves devoting time for fellow Soldiers, without hesitation. This value is what makes the one percent of the population stand out; or should I say outstanding.

I firmly believe that no other organization in the world understands the term loyalty like the military does; and I am thankful that I get to work and live with every one of you.

UPCOMING EVENTS



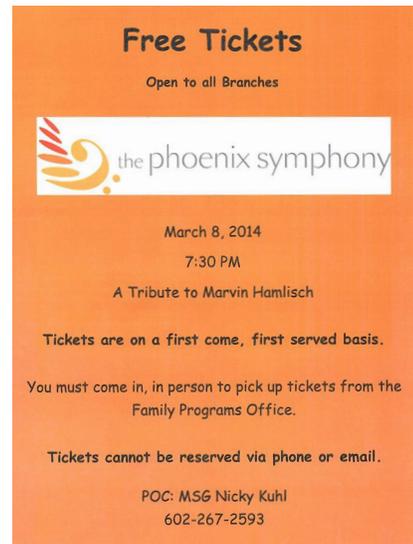
The Desert Lightning Team invites the community to the “Thunder and Lightning over Arizona Honoring the Past, Inspiring the Future,” open house at Davis Monthan AFB, April 12-13. Guests will experience aerial demonstrations and learn more about the Airmen and aircraft carrying out the Air Force mission here.

For more information call: 355 Fighter Wing Public Affairs Office at 520-228-3406



Luke Days 2014, “Lightning in the Desert,” is March 15-16! The open house and air show is open to the public and admission is free. We look forward to seeing you March 15 & 16!

For more information visit: www.Luke.AF.mil



The Phoenix Symphony has free tickets to the Tribute to Marvin Hamlisch at 7:30 pm on March 8, 2014. The address is 1 N 1st St #200, Phoenix, Arizona 85004.

Please contact POC: MSG Nicky Kuhl 602-267-2593.



The upcoming Farm Fun Mud Run in Mesa provides seven acres of mud to slosh around in and have a good ole time. There are several different obstacles to conquer and a kid's play area. The event takes place the weekend of February 22nd and 23rd. The cost is \$65 for adults and \$20 for kids 12 and under.

<http://www.farmfunmudrun.com/#!mudrun/ckqh>

HELPFUL LINKS

www.us.army.mil

www.militaryonesource.mil

www.facebook.com/AZNationalGuard

www.dvidshub.net/unit/123MPAD

www.azguard.gov

shop.aafes.com

www.military.com

www.nationalguard.com

CHANGING CULTURE STARTS WITH LANGUAGE

Positive cultural shifts occur when a society reflects on the need for change that will benefit the whole. The Army has been experiencing many shifts such as transforming into a brigade-centric force and the approach to education and training through advanced technology. Another huge cultural shift is in the way mental health issues are viewed and addressed.

The ill-perceived bondage of shame and weakness in having mental health issues is not a place where Soldiers can thrive. The vision of Comprehensive Soldier Fitness is to have an “Army of balanced, healthy, self-confident Soldiers, families and Army civilians whose resilience and total fitness enables them to thrive in an era of high operational tempo and persistent conflict.”

Where does all this begin? Leadership! Leaders influence Soldiers and there begins the influence of change that will build us up; not tear us down with negative self image and doubt.

Leaders exist at all levels. Leadership is not solely a rank or position. So where is a leader to begin to invoke this positive cultural shift? It all starts with language. The Resilience training that over 130 Soldiers in the state have received is designed to put a common language to skills that many of us already use, possibly every day. When we are all speaking the same language, communication is much more effective, productive, and at times a pleasant experience.

All the skills taught in resilience training can be linked to our common Army language of values and leadership. For example, self-awareness is an MRT competency that teaches how to identify

thoughts, emotions and behaviors, particularly counterproductive patterns of thinking.

FM 6-22 (Army Leadership) talks about self-awareness as being aware of oneself including traits, feelings and behaviors. The skills of Avoiding Thinking Traps builds the MRT competency of mental agility, which is being able to think flexibly and accurately. FM 6-22 defines mental agility as a flexibility of mind, a tendency to anticipate or adapt to uncertain or changing situations. Notice a pattern yet? Let’s break this down further to an example of how a simple interaction can turn into a teaching point.

The skill of Detecting Icebergs involves self-awareness and knowing your own deeply held beliefs and core values. At drill, you notice a fellow Soldier that has a ragged, frayed American flag shoulder patch. In a counterproductive scenario, you may say, “Hey rag bag, how about some attention to detail with your uniform!” In this instance, the Soldier may think, “Why is he/she picking on me?” or they may not have any clue as to what you are even talking about.

In a purposeful scenario, you may say, “The American flag is a symbol of truth, justice, and the American way of life...seeing your shoulder flag in that poor condition has me wondering if you know what it is you are defending with your life every time you have the privilege of wearing this uniform.” In this instance, the on the spot correction has become a teaching point and by sharing an ‘iceberg belief’ effective communication has won over badgering.

This is just one method to implement resilience skills and really connect the dots between resilience training and Army principles of leadership. In the end, the desired outcome is the same; build more effective Soldiers and family members by increasing resilience to optimize performance.



Story by
Sgt. Crystal Reidy

PHOENIX - The Arizona Army National Guard’s Total Force Team has partnered with the United States Small Business Administration Office to provide military veterans with the tools needed to start their own business. Operation Boots to Business hosted a two-day workshop at the Soldier Support Center here Feb. 8-9.

The goal of the workshop is to inform veterans of the steps, stages and activities

related to launching and growing a business as a post-military career, said James Pipper, Veteran Business Development Officer with SBA.

“We want military veterans to benefit from the freedom that owning and operating a business affords,” Pipper said.

Each workshop showcases a guest speaker who is a successful military veteran business owner.

“Veterans not only make good citizens, but they also make great business owners and then turn around and hire other veterans,” Pipper said.

The workshop was open to service

members and their families. Samantha Summerville, fiancée of a Staff Sgt. Christopher Bednar, 161st Air Refueling Wing, Arizona Air National Guard, attended the training hoping to learn how to get a business started.

“This class was helpful because they provide a lot of information I can take home and apply,” Summerville said. “I didn’t know where to start and now I have a plan.”

Another Operation Boots to Business workshop is scheduled for early April, for more information contact 1Lt. Steven brown at steve.f.brown.mil@mail.mil.

Story by Capt. Michelle Uchmanowicz
Physical Resilience Officer

In an age of convenience it is not difficult to find a business that caters to our over-demanding lifestyles. In today's economy, we are always looking to get more for our money. These two things are disastrous, resulting in a waistline with its own zip code!

Many of us are becoming more conscious of what we consume, but not often in a way that is sustainable and there are some who still don't know what to do with the information out there. The number of "diets" on the market today is astonishing.

So where do you start? First of all, trying to do a health-habit overhaul doesn't work for very long. It's unrealistic and unsustainable. Instead of buying \$200 worth of healthy food alternatives that will most likely get thrown out in week, make small changes.

A sedentary person wouldn't get up one morning and decide to train for a marathon by running a marathon. Training in small increments is appropriate for progression and will have long-term impacts on your health and training. Likewise, you should make small changes to your diet.

Start out by doing a food inventory using a tool like myfitnesspal.com. It will show you what nutrients are deficient, or in excess, and provides immediate feedback to caloric intake. Working with a health coach can help you make changes to your diet that are sustainable and better for you.

The United States is by far one of the fattest nations on the planet. Yet, in the land of plenty, most people are starving nutritionally, because of the types of foods we eat. This goes



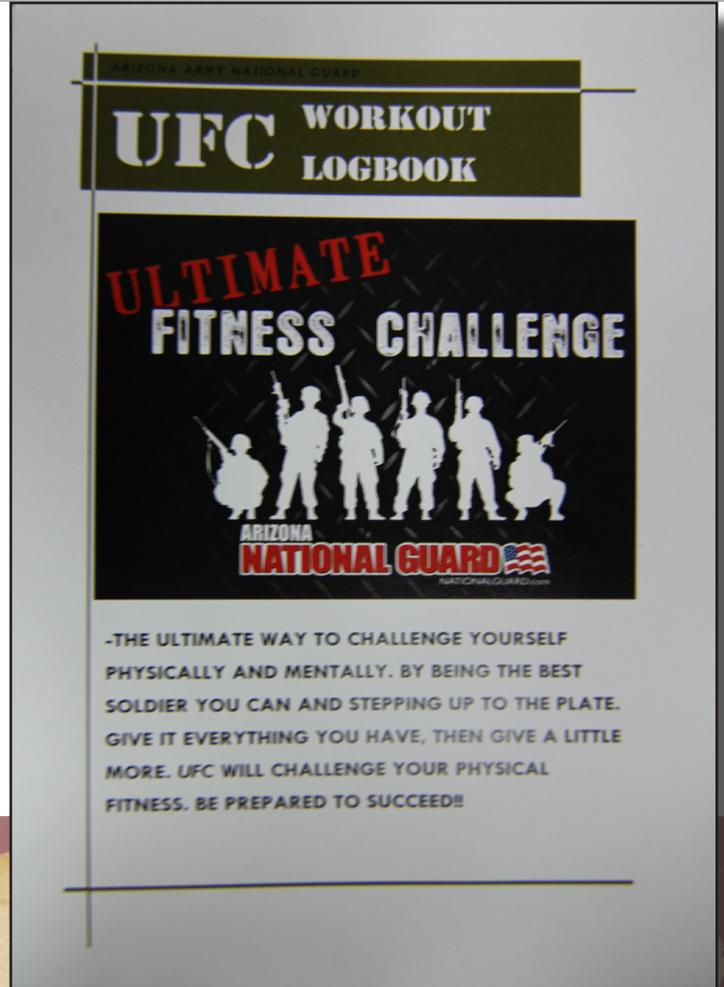
back to the convenience factor. It is much easier to pick up a two-entrée plate from Panda Express on the way home from work, than to purchase whole products you have to prepare yourself. The take-out meal will be calorie dense and not nutrient dense. Because of the way it's prepared, it will contain twice as many calories and many more artificial ingredients than what you would prepare at home. Additionally, all of the extra chemicals that we take into our bodies have an impact on our overall health because our cells do not know what to do with them (recall the warning label on the bag of chips containing Olestra).

TRAIN IN SMALL INCREMENTS.

“A sedentary person wouldn't get up one morning and decide to train for a marathon by running a marathon.”

Sounds overwhelming, right? The solution is to start with small changes. Make a commitment to prepare one homemade meal a week. If you don't know what to make, a quick internet search will yield thousands of recipes on healthy menu options. This may take some time to do, but planning meals that can be made in a crockpot, or prepped the night before and thrown in the oven, are well worth the time and actually far more cost-efficient. Meals prepared at home can be eaten the next day. If you live on a tight budget, try looking for recipes that use ingredients you already have in your kitchen.

OTHER HEALTHY RECIPES CAN BE FOUND IN THE UFC WORK OUT LOG BOOK!



Clean Eats

GREEK VEGETABLE STEW

Ingredients

- | | |
|--|----------------------------|
| 2 tablespoons oil | 2 tablespoons lemon juice |
| 2 onions, chopped | 2 cloves chopped garlic |
| 1 pound green string beans, broken in half | 3 tablespoons fresh basil |
| 1 package frozen or fresh spinach | 1 tablespoon dried oregano |
| 4 cups water | 8 slices lemon |
| 6 zucchini, chunked | 1 teaspoon salt |
| 4 yellow squash, chunked | 4 tomatoes, quartered |
| 2 cups celery leaves | |

Directions

1. Lightly brown onions in a hot dry skillet in 2 tablespoons oil.
2. Add oregano and garlic, cook 1 minute.
3. Add 4 cups water and tomatoes. Cook 10 minutes.
4. Add remaining ingredients. Cook covered for 40 minutes, stirring occasionally.
5. Serve with a lemon slice in each bowl

GUARDSMAN CHEATS DEATH

RETURNS TO DRILL



Story and photos by
Sgt. Brian A. Barbour

PHOENIX – It's Saturday morning, just before 7 a.m. The door to the Pettycrew Armory opens, and with some assistance, a young smiling soldier seated in a wheel chair enters. Dressed in his Army combat uniform, the National Guardsman is arriving for drill for the first time since nearly dying in a vehicle accident July 28, 2013.

Spc. Rashaad Gregory, an air conditioning and refrigeration repairer, with the 3666th Support Maintenance Company in Phoenix, AZ has defied medical expectations after a car accident caused his skull to tear away from his spine.

This type of injury, which is rare, is referred to as an internal decapitation and typically results in death or paralysis.

"The first time I went to see him, he was on complete life support and the doctors were not optimistic at all," said Lt. Col. Kenneth Stice, the 158th Combat Sustainment Support Battalion Commanding Officer and Gregory's battalion commander. "With an internal decapitation like this, statistically 99% of the people die on the scene."

Gregory said doctors told him it was the actions of his friend and fellow Guardsman, Pfc. Edwin Carter, which saved his life. Carter, who was driving when another vehicle collided into theirs, stabilized Gregory's head and neck until paramedics arrived.

When Gregory arrived at the hospital the outlook from his injuries looked bleak.

Ken Gregory, Rashaad's father, said the original prognosis from staff at Saint Joseph's Hospital and



Medical Center wasn't good. Gregory's father was told that his son would be a quadriplegic and be dependent on a ventilator for the rest of his life.

After successful surgeries to repair his internal injuries and fuse his spine and skull, Gregory started to make progressive improvements that led doctors to be more optimistic about his recovery.

Throughout his recovery Gregory stayed positive about what had happened to him.

"Gregory just never took 'you can't' or 'no' for an answer," said Stice. "His determination, spirit, and desire to prove everyone wrong, were awe-inspiring."

During the almost four month hospital stay, Gregory received a tremendous amount of support from his family, friends, church and military.

“I wanted him to understand that the military is a family,” said Sgt. 1st Class Tiffany Fisher, the readiness non-commissioned officer for the 3666th Support Maintenance Company. “He was going to be treated like family and he was going to be supported as if he was a family member.”



Gregory had only been a Soldier for a short time, drilling twice with his unit before the accident occurred. His personality however, had already made an impression on some of his fellow Soldiers.

“He always had a smile on his face and a joke to tell,” said Fisher. “He’s just a happy kind of guy, very positive, optimistic.”

Fisher said she believes Gregory’s optimism and positivity helped him recover.

“He was sitting in a hospital bed for almost four months, not being able to move, and I never heard a negative word come out of his mouth,” said Fisher. “Not even one day of, ‘Man, this really sucks.’ He never looked at things that way.”

While in the hospital Gregory’s unit promoted him from private first class to specialist.

The military was a huge focus point in Gregory’s recovery process, said Fisher.

“When he knew he was getting out of that hospital, all we had to do is make sure his uniform was ready,” said Fisher. “Because he wanted to walk out in that uniform.”

On November 15th, that’s exactly what Gregory did. Dressed in his Army uniform, with a walker for assistance and his father by his side, the person who was originally supposed to be a quadriplegic walked out of the hospital.

“My family, my dad, my sisters, my brother and my

girlfriend were there for me throughout this,” said Gregory.

Gregory said his support system played a big factor in his recovery. He credited his church, friends, and the military with helping him during his healing process. Fisher, who was his platoon sergeant at the time, was amazing, said Gregory.

“She would always make sure that I was taken care of,” Gregory said. “She went above and beyond what she had to do.”

Gregory said he couldn’t be grateful enough for the fact that he is alive. He’s grateful for the people in his life, people that have been there for him through it all. He said he didn’t know what he would have done by himself.

“It’s easier to believe in yourself when you have someone there believing in you,” said Gregory. “I would not have been able to do as much as I have without my family and my friends. They are the source of my strength.”

Gregory still has a long road to full recovery, but he’s working hard and staying positive.

“I made a comment to him on my second visit,” said Stice. “I said we’re all dealt bad hands as we go on in life, how you play the hand is up to you. The next time I saw him he said ‘Sir, I turned that horrible hand into a royal flush.’ And I have to agree, he has.”



GUARDSMAN SAVES LIFE

CARTER RECEIVES ARIZONA DISTINGUISHED SERVICE MEDAL

Story by
Sgt. Brian Barbour

PHOENIX – Pfc. Edwin L. Carter was home in Phoenix just a week after successfully completing Advanced Individual Training to be an Army truck driver. It was the evening of July 28 2013, and Carter, who is a National Guard Soldier with the 222nd Transportation Company out of Florence, AZ, was driving to get pizza with two other friends.

It started out as a typical night with three companions, but soon turned to a life-changing event leaving one Soldier in critical condition and near death and Carter being credited by his unit for saving his friend Spc. Rashaad Gregory.

During a ceremony today Carter was presented the Arizona Distinguished Service Medal at



the Pettycrew Armory in Phoenix for his courageous efforts. It's the Arizona Army National Guard's second highest award.

Carter and his friends were traveling down 99th Ave. near Camelback Rd. on their way to pick up a pizza, said Carter. They were passing an apartment complex when another vehicle made a turn into the complex and the two vehicles collided, he said.

When the vehicle stopped, Carter was the only one conscious and he could see that his friends needed help.

Gregory, an air conditioner and refrigeration repairer, with the 3666th Support Maintenance Company in Phoenix, AZ, was in the back seat unconscious and another friend was unconscious in the front passenger's seat, said Carter.

That's when Carter's recent military training kicked into effect and he went to work.

Carter said he first rendered aid to his friend in the passenger's seat and then went over to Gregory.

The extent of Gregory's injuries were unknown to Carter, however, he credits his military first aid training for knowing he needed to control the bleeding and support the injured Soldier's head to prevent further injuries.

Carter said he checked

Gregory's pulse and observed him bleeding from his mouth.

Concerned Gregory would choke on his own body fluids, he



removed him from the vehicle, making sure his head and neck were supported until paramedics arrived.

Carter's actions, supporting Gregory's head and neck, and the actions of the first responders are credited for saving Gregory's life, said Gregory's surgeon.

Along with severe internal trauma, Gregory suffered what is called occipitocervical dislocation, more commonly referred to as an internal decapitation, which means, the skull and spine became detached.

In an interview with Edwin Carter, Sr., Pfc. Carter's father, Carter said he is extremely proud of his son.

"I don't know if I would have done the same thing," said Carter, Sr. "I may have panicked, you know, with the adrenaline in an accident like that. I'm proud of the training he received from the guard enabling him to render aid to his buddy."

TRAINING IN SAFETY

2-285TH AVIATION BN



Story and photos by
Spc. Janelle Miller
159 FI DET UPAR

PHOENIX - Chief Warrant Officer 5 Michael Ostermeyer, the state safety manager, was asked to perform a safety inspection during Forward Air Refueling Point operations conducted on Black Hawk and Apache aircraft by Echo Company of the 2nd of the 285th Aviation Battalion, Jan. 11.

Forward Air Refueling Point operations are extremely dangerous because the aircraft is refueled while the motor is running, 1st Sgt. Paul Callihan said. Although this is the most dangerous way to refuel the aircraft it is also the fastest way and often used in combat operations, he explained.

“Infantry units don’t go anywhere without the Blackhawk,” Callihan said. “Being able to conduct FARP

refuel operations is must have training for the Soldiers of Echo Company 2nd of the 285th.”

Regulations require a safety inspection of the operations and equipment every time a FARP is executed.

Ostermeyer, who is assigned to Joint Force Headquarters, conducted the safety inspection using the Tactical Refueling Site Inspection Checklist.

“The checklist is consolidated into a series of specific tasks to ensure all equipment and procedures are fully inspected to ensure maximum safety of all personnel,” Ostermeyer said.

During the inspection, Ostermeyer also provided hands-on training for other warrant officers who recently completed the safety course to become safety officers.

“As a safety officer you’re validating that the mission is certified to operate and everything is in place per the battalion commander,” Ostermeyer said.



ARIZONA AVIATION

AIR ASSAULT



Arizona Army National Guard soldiers of the 158th Infantry Battalion participate in air assault and extraction maneuvers with support from the 2-285th Aviation Battalion, during field training exercises, at the Florence Military Reservation.



ARIZONA AVIATION

PANAMA PARTNERSHIP



Beyond the Horizon is an exercise sponsored by U.S. Southern Command, in cooperation between the U.S. and the host nation, to foster a strong working relationship, and to show U.S. support and commitment to the country of Panama. A Co 2-285 provided CASEVAC support to eight remote MEDRETE sites throughout Panama where U.S. military personnel provided medical support to the local Panamanian population. During 2-285th's four-month deployment to Panama, 2-285th Soldiers trained nearly 400 Task Force Panama Soldiers on sling load rigging and hook up techniques.



ARIZONA AVIATION

NATURAL DISASTER RELIEF



“Our mission is to provide qualified pilots, crews chiefs, and aircraft to both the Arizona State Forestry Department and the U.S. Forestry in perpetration for supporting wild-land firefighting operations in and around Arizona,” said Chief Warrant Officer 3 Richard Klauer.



ARIZONA AVIATION

REFUELING EXERCISES



Two-to-three times a year E company comes to Picacho Peak to train and maintain proficiency for both stateside and overseas missions including Forward Air Refueling Point operations conducted on Black Hawk and Apache aircraft. Although this is the most dangerous way to refuel the aircraft it is also the fastest way, and often used in combat operations



Ariz. Adjutant General

LEADERSHIP PHILOSOPHY

**Story and photo by
Sgt. Adrian Borunda**

Editor's note: The Arizona Department of Emergency and Military Affairs (DEMA) welcomed a new director and adjutant general September 9. Air Force Brig. Gen. Michael McGuire assumed duties as the state's senior military leader after a 26-year career as an F-16 Fighting Falcon pilot in the U.S. Air Force and Arizona Air National Guard. Most recently, he served as commander of the 162nd Fighter Wing at Tucson International Airport. Arizona National Guard public affairs specialist, Army Sgt. Adrian Borunda, sat down with General McGuire recently for an exclusive interview about his vision, leadership philosophy, and the future of DEMA.

Borunda: Welcome to Phoenix, General, and congratulations on your appointment as our new adjutant general. What excites you most about your new position?

TAG: I'm excited about being the adjutant general in the greatest state in the union. There's no place I'd rather be. This is a state that has vast resources in terms of our most important asset – people. The citizens of Arizona - whom we serve - love their state and their country. They make up our membership and the fabric of our organization. There's greatness here in Arizona. We have open space, beautiful weather, great areas for training, equipping, and maintaining a military force to meet the needs of our state and nation. I guarantee you that service members from other states are saying, "I'd take that." So this is the greatest opportunity I've ever had. We will provide the greatest military force possible to the citizens of the state and the nation

Borunda: What are some examples or highlights from your past to give us an idea of where you came from? You attended the Air Force Academy, correct?

Tag: I did attend the academy so I guess the best thing I can tell you to make it military and civilian centric is this; I am not a fighter pilot or an Air Force officer, I am a professional military officer first. That is my primary duty. I'm a military officer charged

with the duties of adjutant general and the director of DEMA -- dual hatted, with civilian and military responsibilities; that is my first and foremost requirement.

Second, it is true that I am from the Air Force component so that's my background and I'm proud of my Air Force heritage. I love everything about the Air Force, but in the joint environment in which we operate, I have no preference for one component over any other within the agency that I manage for Governor Jan Brewer.

Third, I know what its like to be in the military. I'm qualified as a fighter pilot and have flown in combat. I've deployed and understand what that entails so I have a passion for the Soldiers and Airmen who deploy. I try to ensure that we meet their needs in preparation for that event, then take care of them, and provide them with proper support and access to resources post deployment.

Borunda: It's well known among Airmen who have served under your command that you have a simple, yet dynamic approach to leadership. Can you please explain?

TAG: There are two rules for service as a member of the Department of Emergency and Military Affairs. Whether you're in the Army component, the Air component, or the ADEM (Arizona Division of Emergency Management) component, I need you to be able to tell me the truth and give me your best effort. That is a distillation of the core values from any of our components, emergency management, Army and Air, and if you find yourself in a situation where you cannot follow those rules, you cannot remain a member of the organization.

When you hear those rules they sound very simple, but their application can be complicated. It's not difficult for Soldiers and Airmen to figure out what the rules demand of them, but sometimes our judgment is clouded by the fact that we are together for long periods of time in the Guard. Unfortunately, when we lose our way and we can no longer tell each other the truth or give our best effort then good order and discipline fails. We need an organization that understands that there will be firm application of this standard, and there will be no tolerance for conduct that degrades good order and discipline.

I'll use sexual assault or harassment as an example. There is no tolerance. You cannot look me in the eye and tell me that assaulting, harassing, or creating a hostile environment for your peers makes you more lethal, more capable, or more talented at doing your mission. Nor can you tell me that's your best effort. The leaders of this organization at every level need to hold one another accountable and say that we know very clearly that it will not be tolerated.

We also need them to know that in this structure, if you're able to tell the truth and give your best effort, you will be great because this is the best team that I have ever been a part of, and every Soldier, Airman and civilian in this agency has greatness in them. If we can all apply that standard there will be no leadership failures. If we cannot apply that standard we will fail as a team.

There are no bad Soldiers or Airmen, only bad leaders. It starts with me and goes all the way down to the newest squad leader. One thing that gets cloudy in a military organization is how you manage a competitive balance between Army and Air, or military and civilian, or fulltime and part-time, or infantry guys and transportation guys. The truth is, it is the duty of leaders to manage that competitive balance and not let it get to the point where it degrades good order and discipline and under cuts morale.

Borunda: How do we find that balance, Sir?

TAG: We continue to allow them to strive to find greatness in their area, but never ever allow them to forget this -- none of us is more, or less, important than any other member of the organization. Each of us has a different set of authorities, duties and responsibilities. You can say, "Sir, you're the adjutant general." That's right, I have a different set of authorities, duties and responsibilities than you do, but I am no more, or less, valuable to the team.

The days of entitlement are over. Command is a privilege, not a right. Leadership is a duty requirement. They are not the same thing. Service is not about, "It's my turn," "I thought I was next." If you follow the rules you will be allowed to run in the race fairly. It doesn't matter what your race or gender is, your duty status, or your

religious preference -- you can demand to run in the race fairly, and you can demand no more than that.

My philosophy is to be firm. In a nutshell, my highest duty is to protect our people, physically, mentally, emotionally and spiritually. I do that in a myriad of ways; force protection, access to total force teams, pay, advocacy agencies and the rest.

I cannot protect members of our organization if I cannot administer discipline. Part of protecting them means applying a common standard, and there are times when members will face consequences. That discipline is intended to

reform, retrain, reeducate, recondition and sometimes remove from the ranks. Then, every Airman, Soldier, and civilian will say they understand a common standard is being applied.

Borunda: What are some of the challenges you foresee moving forward?

TAG: The emergent challenge is a cultural change within our organization. We are going to spend a year getting back to the basics; applying standards of dress and appearance, basic protocol, basic rank structure, establishing clear chains of command, issuing proper performance evaluations and the like. By the end of a

year I'm certain that the entire organization will embrace a resurgence of these basic and vital military practices. We will be accountable in every way on and off duty. With this focus on cultural change we then run our missions, all of our missions, and do them bigger, faster, stronger and more capable than ever before.

Borunda: Is there anything else you'd like to add sir?

TAG: I'd like to say thank you for your service. I appreciate that it is not easy to be a citizen Soldier or Airman, and your dedication to service is appreciated by your fellow Arizonans.



KEEPING THE SKIES SAFE

1/168TH ATS



Story by 1st Lt. Jordan Suter
Photos by Sgt. Chris Moore

Picacho Peak Airfield, Ariz. — A small but busy Army airfield sitting between Phoenix and Tucson provides great aviation training for multiple units of the 1/285th battalion here.

Operating the airfield's air traffic control is F Company, 1/168th Air Traffic Services, a highly qualified unit capable of multiple types of aircraft control. Soldiers within the unit go through a series of training at Fort Rucker, Ala. to earn an FAA certification.

"Two-to-three times a year the company comes to Picacho to train and maintain proficiency for both stateside and overseas missions," said Staff Sgt. Bryan Dunham, tower ops, F Co., 1/168th air traffic services. "Today is especially busy with air traffic as pilots

work on their flight progression."

A multitude of aviation personnel can be seen from the tower doing the various jobs necessary to keep aircraft safely flying.

"Tower operations and our tactical teams in the field are our primary focus today," said 1st Sgt. Paul Calihan, senior Non Commissioned Officer, F Co., 168th air traffic services. "Having these organic teams is a great asset within the battalion to allow air traffic to safely go to any location necessary."

F Co. deployed to Iraq in 2010 and successfully provided air traffic control services throughout the country.

"The 1/168th tactical teams in the field have the same set up as a tower in terms of equipment," said Dunham. "But on the ground they can set up landing zones quickly in a remote operation where they can do sling-load ops, pathfinder missions, pack it up and do it all over again."



996TH ASMC

PREPARES FOR A SNOWY SPRING IN ALASKA



**Story and photos by
Sgt. Reba Benally
996th ASMC UPAR**

Annual training for the 996th Area Support Medical Company will be conducted in Valdez, Alaska, from March 22 to April 5.

The unit will participate in Vigilant Guard, a mission that trains local Alaskans on how to respond to a natural disaster, said Maj Kevin A. Onan, commander of the 996th ASMC.

The exercise is designed to simulate a catastrophic earthquake and create a training environment which will help

prepare the state in their emergency responsiveness.

The 996th will be working in conjunction with the Department of Emergency Management Affairs as well as the health and human services of Alaska, said Onan. The unit will also work with local agencies and hospitals to take care of casualties and patients after a simulated earthquake, he said.

“For the 996th, this is a very real mission because for the state, we are the single area support medical company for the Army National Guard and we would be called on if there was any type of natural disaster,” said Onan.

The training exercise will fall on the 50th anniversary of The Great Alaska Earthquake of 1964, which was the second largest earthquake in the world.

“This is a combination exercise where we can take everything we’ve done in the last four years building up to this and go up to simulate a deployment type situation of a natural disaster, which is what the focus will be on, so it will be in a civilian operation rather than a combat operation,” said 1st Sgt. Terry H. Thompson, senior noncommissioned officer for the 996th.

The unit, which is comprised of nearly 48 soldiers, includes medics, physician assistants, doctors, dentists.



ARIZ. GUARDSMEN HONORED

Story and photos by
Sgt. Brian Barbour

Scottsdale — The Arizona Territorial Chapter 7202, association of the United States Army presented awards today to outstanding Arizona Soldiers and cadets during a luncheon at McCormick Ranch Golf Club in Scottsdale, Ariz.

Staff Sgt. Joseph McKinney, Arizona Recruiting and Retention and Command Chief Warrant Officer 5 John Vitt, and his family, were recognized during the luncheon.

McKinney was presented with an award for being selected Arizona's Recruiting non-commissioned officer of the year for 2013.

McKinney has served in the military 14 years and been a recruiter for 2 1/2 years. He beat out three other recruiters also competing for the honor.

McKinney said it felt good to be recognized for his efforts as a recruiter and credited his experience on active duty, the National Guard, and his passion for his job.

"When you are passionate about something you want people to do, you're



going to motivate them to do it more," said McKinney.

When asked what it takes to succeed McKinney said, "It's about what you put into it."

"If you're going to do something, give it your all," said McKinney. Don't give half your effort; give it all your effort and take pride in your work."

Vitt, wife Roxanne, daughter Amanda and son Christopher, received an award from the ATC 7202, AUSA for 2013 Volunteer Family of the Year with a special citation for exceptional service.

Vitt's military service includes nearly 40 years, with 34 of those years, full-time. He and his family have been giving back to the community for many years, volunteering their time and service to multiple non-profit organizations.

Vitt has spent roughly 200 hours volunteering every Monday after work at the USO, Sky Harbor International Airport. His family has also volunteered for non-profit organizations such as Epsilon Sigma Alpha, the Girl Scouts, and the National Guard Association among others.

"Although it can sometimes be overwhelming, the volunteering feels good," said Vitt.

"I've known chief Vitt for many years now; his family and his volunteerism is astronomical," said Command Sgt. Maj. Pamela Higgins, Arizona State Command Sergeant Major. "His service to the community, to Arizona, and the United States of America is just awesome. He is a true patriot and a great servicemen for Arizona."



SAFETY

STAYING SAFE ON ARIZONA'S ROADS

Story by

Spc. Amber Bohlman

TOTAL Accidents in AZ 2012
103,637

FATAL - 738

INJURY - 33,475

PROPERTY DAMAGE ONLY -
69,424

URBAN - 83,543

RURAL - 20,094

ALCOHOL RELATED - 5,444

PEDESTRIAN - 1,575

PEDAL-CYCLE - 2,134

MOTORCYCLE - 3,180

SINGLE VEHICLE - 18,712

MULTI-VEHICLE - 84,925

Statistics Courtesy of <https://www.azdot.gov>

Road safety is paramount to unit readiness and can directly impact the ability of the Guard to continue its missions at home and abroad. Keeping your vehicle maintained is the first thing that needs to be done to make sure that your vehicle is road ready and safe.

Proper air pressure can help prevent flats and blow-outs. Keep your tires properly inflated.

When the recommended maintenance interval is reached, drivers should reference the vehicle's manual for the routine checks and maintenance requirements for the vehicle.

It is important to check the weather before leaving your house so you are able to prepare yourself and your vehicle for the days weather conditions.

Weather conditions can range from extreme to very mild. An example of an extreme weather event in Arizona is a dust storm. In these conditions, reduce your speed, pull over as far to the right as possible, turn off your lights (including the hazards), and wait for the dust storm to pass.

Distractions are another key factor to avoid when operating a vehicle. Stay off your cell phone. We see far too many accidents each year that involve one or both individuals attempting to send a text that could have waited until they arrived at their destination.

Pedestrians can also take precautions to stay safe. Wearing the proper gear will help other drivers see you. For example, when you are outside, day or night, wearing a reflective belt will make it easier for drivers to see you. Before riding a bicycle, make sure you have a reflector attached. It wouldn't hurt to have additional lights attached as well. These extra measures will help improve everyone's awareness of pedestrians and bike riders on the road.

So whether you are a pedestrian or driver, keep your eyes open and look out for your safety as well the safety of others.



ARIZONA GUARD HISTORY

THE 161ST AIR REFUELING WING

Story Courtesy of
www.161arw.ang.af.mil

The 412th Fighter Squadron, a unit that had earned extensive combat flying honors in Europe was redesignated the 197th Fighter Squadron and on December 12, 1946 as the first unit of the Arizona Air National Guard. The Phoenix fighter squadron was later expanded to group status and redesignated the 161st Fighter Group.

Nicknamed the “Copperheads,” the 197th and their F-51 “Mustang Fighters” soon became a familiar sight in the sky over Arizona. On February 1, 1951, the Copperheads were ordered into active Air Force service. Some Arizona fighter pilots went to Korea to fly combat missions. The majority of the unit’s personnel, because of their experience, were sent to bases in the U.S. and Japan to train new Airmen entering the Air Force.

The Phoenix Air Guard was once again called into active service in November 1961 as the construction of the infamous “Berlin Wall” pushed the world to the brink of war. Within a month after mobilization, 750 personnel and 22 F-104 aircraft were in place in Germany as the unit took up flying daily patrol at the edge of the Iron Curtain.

With world tension easing, the Phoenix Air Guard returned home in August 1962. Military requirements resulted in an immediate change in mission the first time the massive bomber command integrated part-time units into its forces and mission. SAC also announced that Air Guard refueling units would begin to integrate a new aircraft into their inventories: a military version of the Boeing 707 airliner named the KC-135.

When Iraq invaded Kuwait in 1990, Air National Guard tanker units were quickly called into action. An around-the-clock airlift began to support the build up to the conflict, Operation Desert Shield.

Refueling was critical during the massive aircraft



movement, the largest since World War II. Tankers and crews from the 161st were some of the first to arrive in Saudi Arabia.

Before the war in the Gulf was concluded more than two-thirds of the force assigned to the 161st Air Refueling Group had served on active duty in some capacity to support the Middle East effort.

In 1994, 1995 and 1997 the unit deployed to Pisa, Italy where our tankers supported NATO operations in Bosnia.

October 1, 1995 marked another key change in the unit’s long history. The 161st Air Refueling Group was redesignated as the 161st Air Refueling Wing under the USAF Air Mobility Command (AMC).

Although not directly called as a unit the “Copperheads” played a vital role in support units during Operation Enduring Freedom in 2003. Many Security Forces saw duty overseas directly supporting bases while maintenance and operations personnel were called to support the ongoing operations.

In the ever-changing role of the Air National Guard, the 161st has positioned itself well to meet the challenges of the 21st Century. With the constant threat from around the world, the unit is prepared to go wherever needed, whenever called upon. Meeting the challenges of today with the technology of tomorrow, the 161st Air Refueling Wing will continue to operate with the high standards set in its rich history.



IN REVIEW

GOOD READS

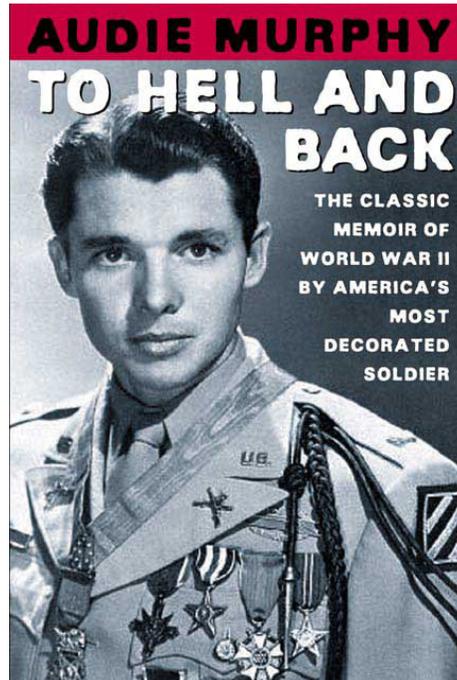
To Hell and Back

A war memoir by Audie Murphy

Story by
1st Lt. Joshua Yoder

Originally published in 1949, “To Hell and Back,” was a smash bestseller for fourteen weeks and later became a major motion picture starring Audie Murphy as himself. More than fifty years later, this classic wartime memoir is just as gripping as it was then.

This book is the autobiographical account of Murphy’s experiences on the battlefields of Europe. It is a tale of resilience and personal fortitude. The book, written in first person, is an account of the action on the battlefield and the downtime between battles in World War II. The Banter between Soldiers and first person accounts of heroism are what made it a best seller. The examples of leadership on the



front lines, both good and bad, are what make it a valuable addition to professional reading lists for both the military and civilian world.

The book begins in the hills overlooking the invasion in Sicily after Pvt. Murphy’s first day of combat and follows his platoon

**A tale of resilience
and personal fortitude.**



and friends throughout the war, including Anzio, the Liberation of Rome, and Southern France. It also follows Murphy through battlefields, Army hospitals and the replacement depot, as he rises to the rank of lieutenant. Murphy gives detailed accounts of heroism in battle, but his tone remains very humble. He highlights the accomplishments of his friends more than his own.

For his accomplishments Murphy was awarded many medals, including the Medal of Honor, the Distinguished Service Cross, the Silver Star with Oak Leaf Cluster, the Legion of Merit, the Bronze Star with Oak Leaf Cluster, and the Purple Heart with two Oak Leaf Clusters. The tone throughout the book paints a picture of Murphy as someone who was just doing his job and got lucky during some extraordinary times.

About the Audie Murphy outside the war

Audie Leon Murphy was born to a family of poor sharecrop farmers in Texas on June 25, 1925. After being denied entry into the Marines for being too short, he enlisted in the Army. After training he was sent to the 3rd Infantry Division.

After the war Murphy declined an invitation to attend West Point. He then went on to Hollywood and starred in 26 films, including the adaptation of his biography. He stayed in the Army, rising to the rank of Major in the Texas National Guard.

Murphy was killed in a plane crash in 1971, and is buried in Arlington cemetery.

