

# THE BLUEGRASS GUARD

Vol. 28, No. 4

Frankfort, Kentucky

April 1988



## Soldier Skills: Tactical and Technical

**307th ARTEP  
at Anniston  
Page 4**



• **Aviation Brigade  
TAX at Ft. Knox  
Pages 5-8**



• **Tank Crews  
Use SIMNET  
Page 9**







## OUR COVER

Reading from a Radiac meter, a 35th Aviation Brigade soldier leads an NBC detection team through a tactical exercise at Fort Knox. For more stories and photos of the exercise last month, see pages 5-8. (Photo by LT Phil Miller, 133rd PAD)

## AT EASE

This issue of *The Bluegrass Guard* is four pages longer than normal because we have a lot of extra information to pass along to members of the Kentucky Guard. We had units at annual training, overseas deployment, field training and simulator training, too. All are covered in this month's pages. Speaking of AT, a schedule for the remaining AT periods is printed on the back page. We also have an interesting guest column on leadership by the Senior Army Advisor. We'll be glad to hear what you think, too.

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THE BLUEGRASS GUARD  
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## TAG LINES . . .

By BG Michael W. Davidson

One of the most important areas that we in the Kentucky National Guard need to address is junior leadership development.

There is a common sense reason for this. Brigade, battalion and company officers don't perform their unit's mission. Our soldiers and non-commissioned officers are our mission performers and our NCO's and junior officers are the ones who provide the on-the-ground leadership needed to accomplish our mission.

We are an excellent Guard organization, however, junior leadership development is not one of our strongest points. Our brigade, battalion and company commanders will correct that shortfall by looking at the following:

1. **Delegate.** Junior officers and non-commissioned officers must have the authority and backing needed to lead and direct our soldiers to accomplish their unit mission.

2. **Lead by Example.** You cannot order soldiers into combat. You cannot resource soldiers into combat. You have to lead by example from the front. You must demonstrate a willingness to share the rigors and hardships of field-soldiering.

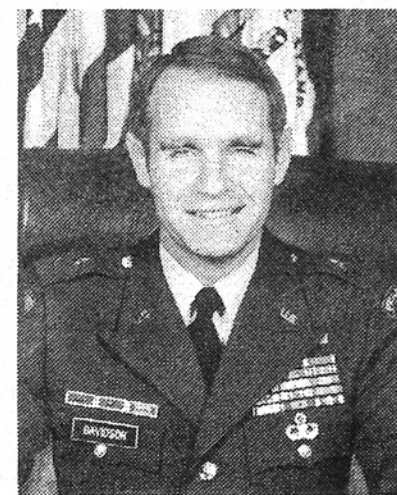
That means, for example, that commanders and junior leaders will do PT with their troops.

That means, that when your troops are in the field, you will be there with them.

3. **Second Chance.** Junior leaders have to be given opportunity to make mistakes. As we move to more aggressive training, we will set high standards. The problem is not in making mistakes, the problem is in not aggressively training. We are prepared to underwrite the honest mistakes of our junior leaders at least once.

4. **On-the-Ground Leadership.** If a group of soldiers wastes four hours in the UTES turning in equipment, I hold the squad leader, the platoon sergeant and the platoon leader immediately responsible. If the chain of command is physically present throughout all training, problems will either be prevented or be solved quickly, on the spot.

In the future, junior leaders will find that they have more responsibility and authority to accomplish aggressive field training. In return, I expect junior leaders to be present, to solve problems and to lead by example. Our mission requires this and our soldiers deserve it.



## State of the Guard: "Defense of the Nation is Here, It's Now, It's Us"

*Editor's Note: Reprinted with permission of the Lexington Herald-Leader.*

By Kevin Nance  
Herald-Leader Staff Writer

"We're good. We're very good. But lean forward in your foxholes, we're going to be better," Brig. Gen. Michael W. Davidson told about 500 National Guard officers yesterday (March 26).

Davidson's 15-minute "State of the Guard" address, delivered to the National Guard Association of Kentucky at Lexington's Marriot Resort at Griffin Gate, was his first as adjutant general of the Kentucky National Guard.

Gov. Wallace Wilkinson's first official act was to appoint Davidson, a Louisville lawyer and businessman, to the post Dec. 8.

In an upbeat tone, the new adjutant general praised the achievements of several Air and Army National Guard units in Kentucky. He said that with anticipated equipment additions, "we're looking at doubling the size" of the Air Guard.

On the Army side, he said, he would work toward modernizing training and facilities, especially the National Guard training site in Western Kentucky.

The National Guard must be trained "up to (active) Army standards," he said, pointing out that 19,000 officers and 109,000 Guard troops fought in the Korean War, and a Kentucky Guard battalion fought in Vietnam.

(continued on pg. 12)

## ALL AROUND KENTUCKY

### Notable Events Coming Your Way

#### THEY'RE OFF! RACING TIME AGAIN

Three of Kentucky's major race tracks open their gates for their spring meets. Keeneland in Lexington is racing April 8 - 29, culminating with the Bluegrass Stakes, a major Derby prep race.

Churchill Downs in Louisville will hold its meet April 30 - July 3, with the Kentucky Derby on May 7.

The Red Mile Harness Track in Lexington is set to open its meet from April 29 - July 3.

#### MEMORIAL DAY IN THE PARK

These Kentucky state parks plan special weekends for the Memorial Day holiday. Jenny Wiley State Resort Park -- May 27-30. A traditional weekend celebration featuring clogging, square dancing and live entertainment.

General Butler State Resort Park -- May 28-29. Music, a gospel sing and clogging are among the activities for the weekend.

Levi Jackson State Park -- May 27-29. Focusing on "Bye-Gone Days," there will be activities for all ages, including music, dancing and a tribute to America's fallen veterans.

#### TO THE TOP OF THE MOUNTAIN

10K Pine Mountain run -- May 21. Pine Mountain State Resort Park. A short 2-mile fun run and longer 10K along the top of Pine Mountain. The course is all within Pine Mountain Resort Park and considered one of the most beautiful and challenging courses in Kentucky.

#### MOUNTAIN LAUREL FESTIVAL

Pine Mountain State Resort Park -- May 26-29. This famous festival includes the coronation of the Mountain Laurel Festival Queen by the Governor. It includes a parade, concerts and many other activities.

#### BAR-B-Q, WESTERN KY. STYLE

Owensboro, May 13-14, International Bar-B-Q Festival, with music, arts and crafts and maybe even a little bar-b-q on the side.

#### THE BLUEGRASS GUARD

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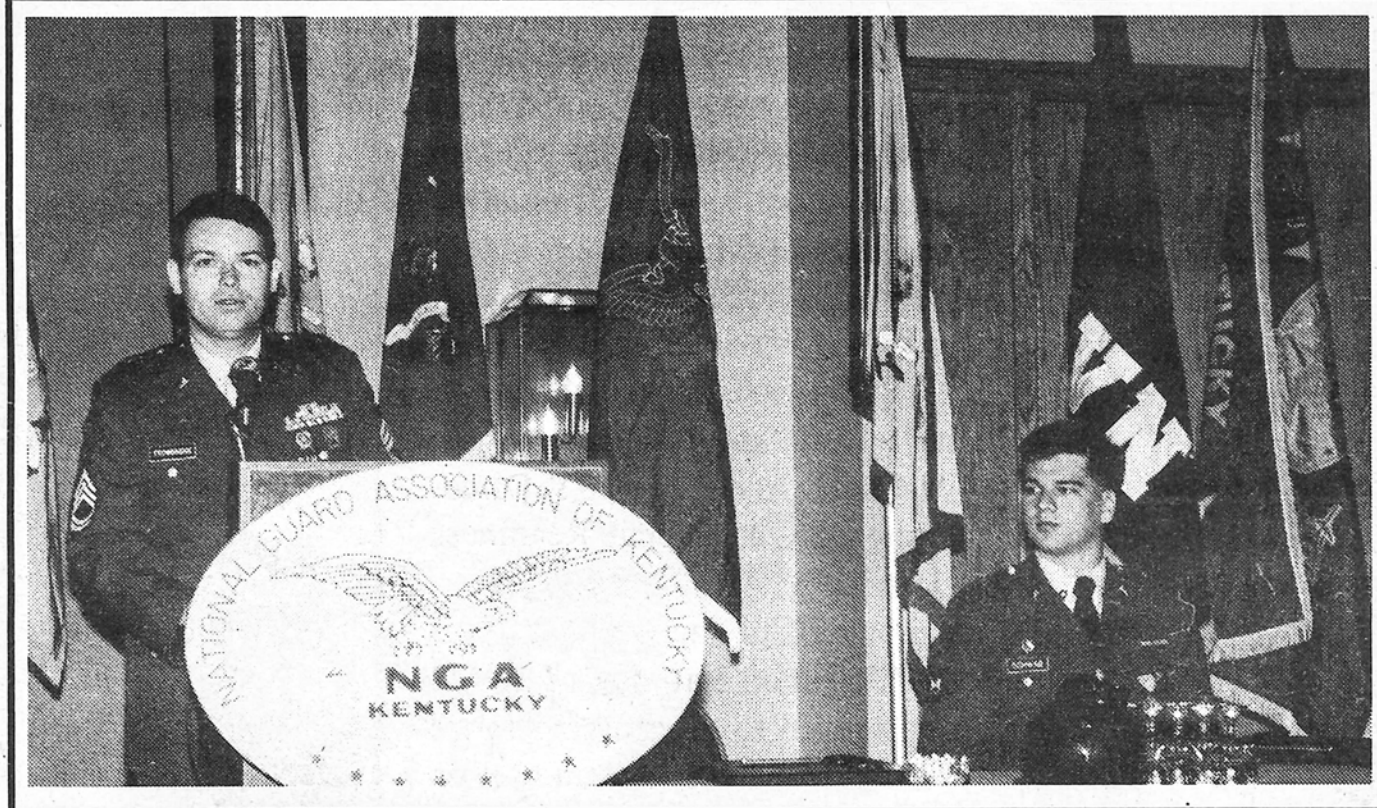
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# SFC Trowbridge, SP4 Schwab are Soldiers of the Year

**Editor's Note:** SFC John M. Trowbridge of HHB, 2/138th FA and SP4 John Schwab of the 223rd MP Co. were named NCO of the Year and Enlisted Soldier by the Kentucky Guard last month. This is the text of the speech delivered by SFC Trowbridge accepting the award March 26 at the 57th conference of the Kentucky National Guard Association.

On behalf of SP4 John Schwab and myself it is indeed an honor to be here with you to receive these most prestigious awards as Enlisted Man and NCO of the Year for the Commonwealth of Kentucky. I've been given four minutes to talk to you about anything I want to; it would take twice that to thank the personnel without whose help I would not be standing here today. It's hard for me to speak for SP4 Schwab, not knowing the young man, but I feel he symbolizes the modern men and women who serve the Kentucky Guard today. I would like to challenge SP4 Schwab, you leaders, and all Kentucky Guardsmen, as the Army says, "Be all that you can be." The Army theme for 1988, as you all should know, is training, and myself being a training NCO would be remiss if I did not talk about training. I love the Guard and my Guard family, and my personal goal is to be the professional soldier, and for my



NCO of the Year, SFC John M. Trowbridge, delivers his acceptance speech at the NGA Kentucky Conference as Enlisted Man of the Year, SP4 John Schwab, listens. (Photo by LT Phil Miller, 133rd PAD)

unit to be the best, and the soldiers I train to be the most combat-ready that I can make them. Our number one job is to be ready to deploy, fight and to win. We are not a part-time Guard anymore, the demand to be ready to defend our country at a moment's notice has placed a great burden on our leadership to get our soldiers trained, both technically, and tactically. We

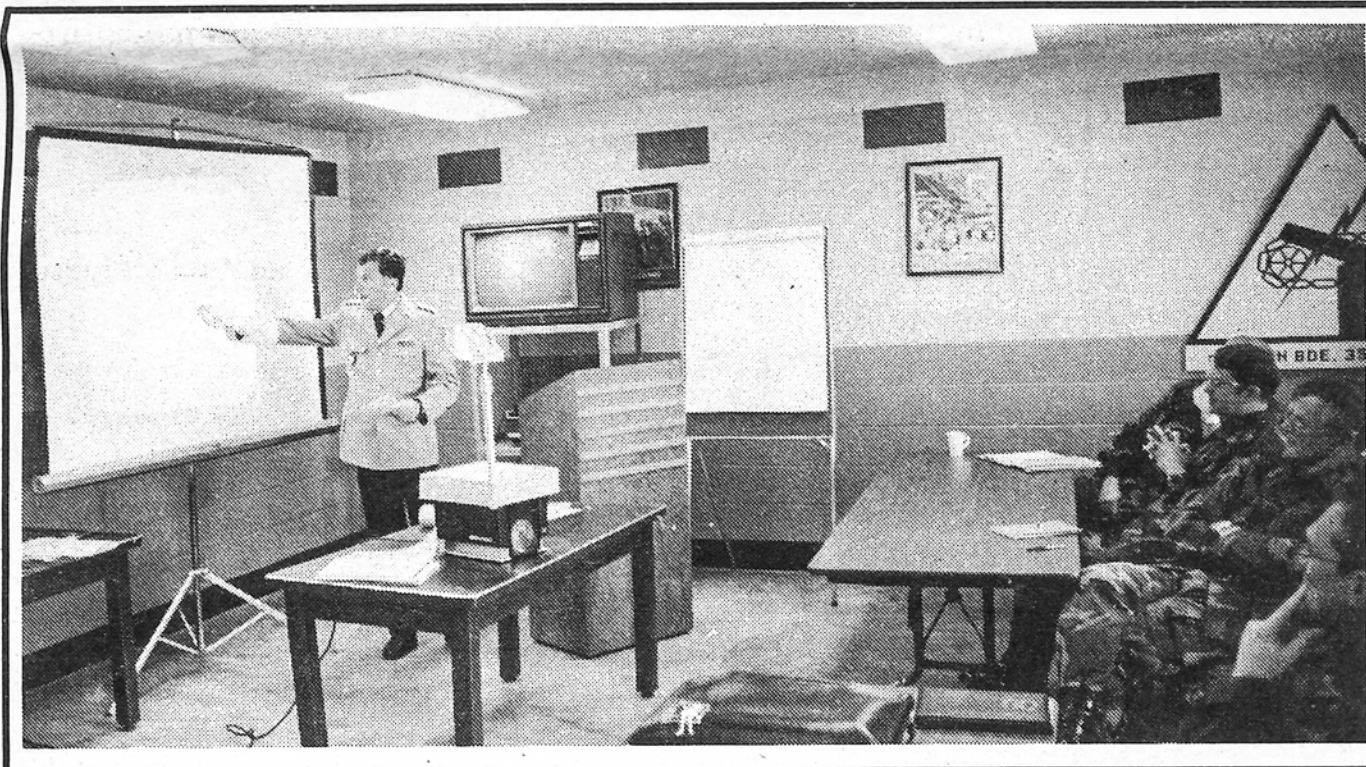
must train hard, with a sense of urgency, and utilize wisely all available training time to get our units prepared; tomorrow may be too late. We have outstanding NCOs and enlisted men in the Kentucky Guard. I challenge each and every officer in this room to provide the guidance and support necessary for us to complete our missions.

There have been recent changes in the

command structure of the Kentucky Guard, as you all know, and with this change I see us moving in a new and positive direction in accomplishing our mission of being prepared and combat ready. The Kentucky Guard has been and will continue to be an outstanding organization for young men and women to achieve their potential and to reach their goals and objectives in life.

In closing I would like to take the opportunity to express the thanks of both SP4 Schwab and myself to the association for inviting us here this morning and courtesy extended us and then to some special people who spent that extra effort to help us in our careers. SP4 Schwab would like to recognize and thank LT Matt Vaughn and the officers and men of the 223rd MP Company.

As for myself the list is somewhat longer, being I've needed more help. Thanks to all the full-time personnel around the state who daily provide help, to LTC Doyle and the officers and men of the 2/138th FA BN (LTC Green, CPT Waggoner, CPT Culver, CSM Mortimer), and special thanks to two Majors who have been a real asset to me and the Kentucky National Guard, MAJ Tom Rickerd of the 138th FA BDE and MAJ Barry Gilbert of the 149th AR BDE. Gentlemen I salute you and thank you.



LTC Juergen Hueffmann speaks to the headquarters staff of the 149th Armor Brigade. (Photo by CPT Frank Mattingly, KySTARC)

## German Army Liaison Speaks to 149th BDE

By CPT Frank Mattingly  
KySTARC

LTC Juergen Hueffmann, German Army Liaison Staff Officer from the USA Armor Center spoke to the headquarters staff of the 149th Armor Brigade during their MOBEX conducted last month. Hueffmann, the former commander of 34th Panzer BN (Leopard II), Nienburg, Germany, spoke on German operations and capstones.

According to Hueffmann, the purpose of the talk was to emphasize the concept of operations; the importance of conducting shorter battle orders; and the vital use of radio communications for directing the battle.

Hueffmann also conducted a battle analysis of the Western Front in November 1943 where ingenuity played a vital role in the German victory. Hueffmann went on to say that for the German Army the mission determines the plan and that they use four phases of command process: assessment of the situation, planning, issuance of orders and supervision.

Hueffmann was invited to speak, according to BG Julius Berthold, deputy division commander of the 35th ID, because of our European mission and our relationship with allied units. "There is the potential for operations with allied units on our flanks. We in support of them or them in support of us," he said.



## LEGION OF MERIT AWARDED TO FLEMING, FARMER AT NGA KY ANNUAL CONFERENCE

COL David F. Fleming (left) and COL Maurice D. Farmer (center) received the Legion of Merit from Adjutant General Michael W. Davidson during the annual conference of the National Guard Association of Kentucky, March 26, in Lexington.

COL Fleming retired after serving 38 years with the Kentucky Army National Guard as commander of the Army Aviation Support Facility in Frankfort. (A story about COL Fleming's career and retirement appeared in last month's *Bluegrass Guard*.) COL Farmer, former commander of the 149th Armor Brigade, served 31 years. (Photo by LT Phil Miller, 133rd PAD)



# 307th Maintenance Receives ARTEP in Alabama

By SSG Norman W. Arnold  
ALARNG PAO

FT. MCCLELLAN, AL -- The 307th Maintenance Company of Central City was administered an Army Training and Evaluation Program (ARTEP) here March 19-24.

The 307th set a precedent by being the first out of state unit to be given an ARTEP by the Alabama Army Guard's Directorate of Operational Readiness (DOR).

The 307th arrived at Fort McClellan on Saturday, March 12 and moved to the training range the following Monday and set up in a tactical bivouac.

The unit worked around the clock repairing equipment from Anniston Army Depot, some ten miles away.

CPT Joe Howell of Island, commander of the 307th, said the ARTEP was a good training opportunity for the unit.

"It was the first time the unit was in the field for ten days doing our technical mission and doing tactical operations at the same time," Howell said.

During the exercise, the unit was evaluated on 152 tasks, including day and night moves, POW capture and air attacks.

Following a simulated gas attack, MAJ Jeff Clary, NBC officer for DOR said, "The 307th response and actions taken were the best I have seen."

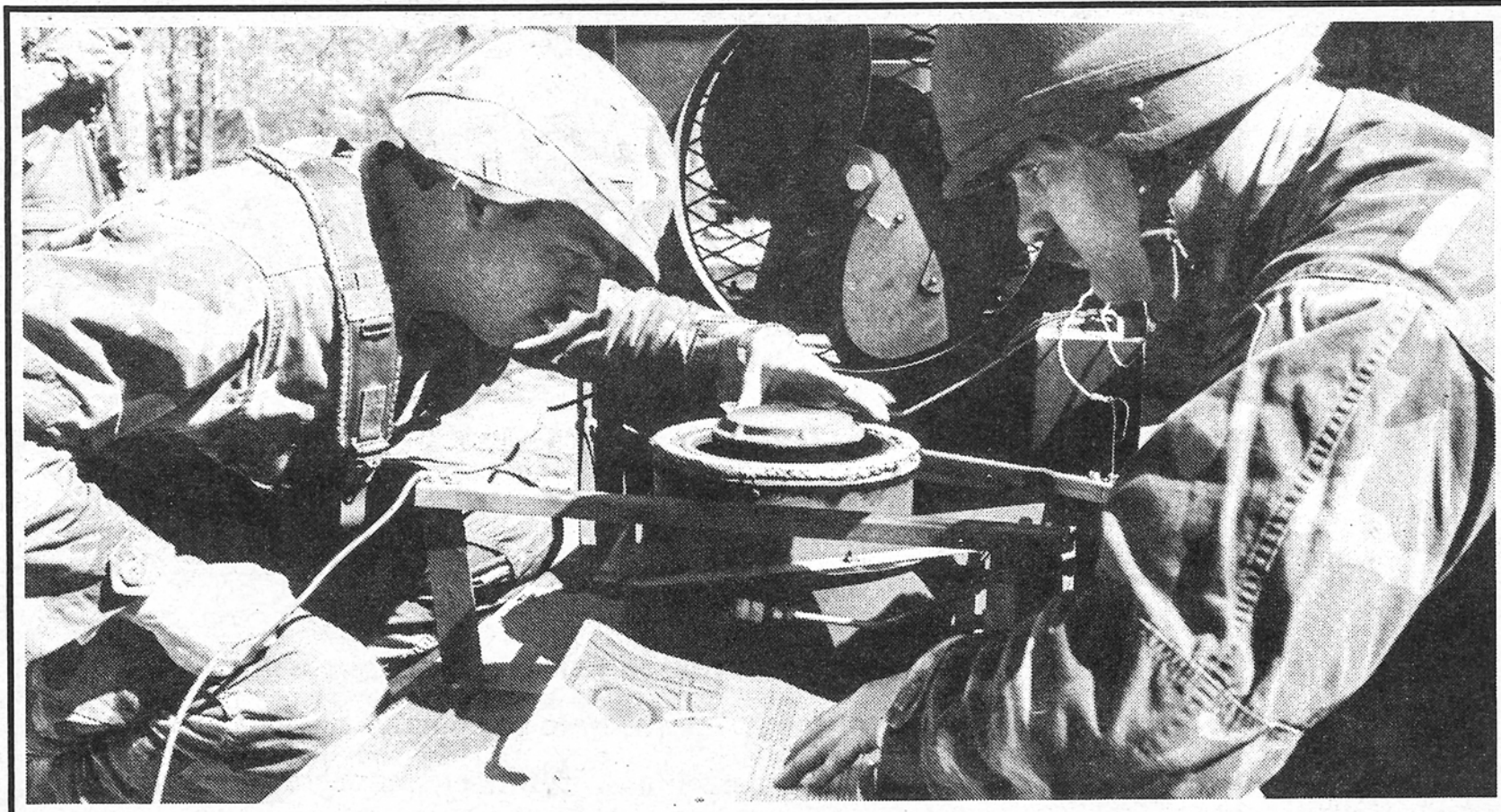
MAJ Lonnie Simpson, training officer (S3) for the 696th Maintenance Battalion, the 307th's next higher headquarters, praised the ARTEP evaluators.

"They were extremely professional and fair, but very firm," Simpson said.



**NO ADMITTANCE --** 307th Tactical Operations Center guard, PFC Brian Davenport holds the entry access list that was strictly adhered to during the unit's field exercise at Anniston's Pelham Range.

Photos by LT Phil Miller, 133rd PAD



**BY THE BOOK --** SP4 Terry Peveler (left) and SGT William Reed perform field repairs on a Herman Nelson heater during the 307th Maintenance Company bivouac at Pelham Range. Heater maintenance became critical when Alabama temperatures dropped into the teens.



**ROCKS, AND MORE ROCKS --** SGT David Buck converts his entrenching tool from shovel to hoe while digging a defensive fighting position in the rocky, clay soil of Pelham range.



**FUEL UP --** A 60 kilowatt generator gets a drink of diesel fuel as SP4 Ricky Pierson (right) gets a hand from SFC Charles Ehlscheide.



**COVERUP --** SP4 Michael Murphy and SGT Roger Bolton adjust the camouflage on their M820 Expandavan to enhance the disruptive silhouette of the vehicle. The van houses equipment for repair of optical devices ranging from binoculars to tank gun sights.



## 35th AVN BDE and 133rd PAD

# Troops Travelled to Fort Knox in March for TAX

By SGT Robert W. Pillow  
133rd PAD

FORT KNOX -- About 400 members of the Kentucky Army National Guard convoyed by land and air for some very "TAX-ing" training at Fort Knox's Cedar Creek Bivouac Area during March 18-20 weekend drill.

More than 300 men and women of the Frankfort-based 35th Aviation Brigade (441st Medical Detachment, 140th Signal Detachment, Companies E and F, 135th Aviation) and the 133rd Public Affairs Detachment travelled to Fort Knox to participate in, and support, a Tactical Application Exercise (TAX) organized by the Aviation Brigade.

Four UH-1 "Huey" helicopters from the MEDEVAC and five UH-60 Blackhawks from brigade units began lifting off from Boone National Guard Center at 7:30 p.m., making their landing approaches into the Cedar Creek Airstrip 35 minutes later, where only the faint green glow of chemical light-sticks marked the landing zone.



**SKY CONVOY --** The five UH-60 Blackhawks used to transport 35th AV BDE soldiers to Fort Knox for the winter FTX sit lined up on Cedar Creek airstrip in preparation for the return convoy to Frankfort. (Photo by CW2 James D. Pope, Jr., 133rd PAD)

Meanwhile, a convoy of 32 vehicles, commanded by the brigade S-1, MAJ Jim Drake, began moving out of Frankfort, reaching the training area at 9:30 p.m., seven minutes within the scheduled arrival time. The aircraft and motor units made the journey with only two incidents.

A door on one of the Blackhawk helicopters accidentally opened in flight, causing the crew to land near Bardstown where the door was secured. According to Company E crew chief SSG Jim Keeton, the flight to Ft. Knox was resumed without further incident.

As far as the motor convoy was concerned, things went smoothly until some buses carrying troops approached Yano Tank Range Hill. One of the buses going up the hill lost its momentum when a vehicle in front of it stopped on the steep, gravel-covered incline.

The passengers had to get out of the bus and give it a push, said SGT David Neville of the brigade HHC.

No one was injured in flight or on the convoy, which was Drake's first opportunity to lead a motor march.

"It was a little worrisome," he said of the night convoy. "During a day convoy, you can look over your shoulder and see where your vehicles are. But I looked over my shoulder that night and all I could see was headlights until I couldn't see anymore."

## Cold Weather Made it Just a Bit More TAX-ing

By SGT Rick Baker  
133rd PAD

FORT KNOX -- With overnight temperatures in the low 20s and the damp ground frozen solid, it doesn't seem possible that the weather was well-suited for training exercises.

But that's exactly the way it was for members of Headquarters and Headquarters Company, 135th Aviation Brigade, during the Training Application Exercise.

bring with you."

Special steps were taken to make sure there were no cold-weather casualties, according to SGT Harold Strange, Glasgow.

"Our unit took every precaution possible to make sure we were dry and warm," he said. "Some people might moan and groan, but the weather hasn't been that bad."

Brigade Chemical Officer 1LT Norma Casey of Lawrenceburg thinks the messages about cold

of Lexington. "You don't get hot and dehydrated like you do if the weather is warm."

Strange agreed.

"The weather hasn't bothered us with the MOPP suit on," he said. "The cool air and the wind have helped keep us dry."

The wind also helped dry out the ground when a late-morning thaw threatened to create a giant mud bath.

"The thaw slowed us down a little bit, but after the wind started drying the ground, everything went smooth."

"Training in extreme weather conditions can be an advantage, because you learn what to expect from those situations," she continued. "The weather provides a more realistic atmosphere and it can be a motivating factor -- you have to work harder when the odds are against you."

But the cold weather can have its drawbacks, said Shufflebarger.

"It's hard to feel warm when you can see people's breath as they're talking to you," she said, "and it's difficult to get out of your sleeping bag in the morning."

"Sometimes, I'd just as soon forego breakfast and stay snug and warm a little bit longer."

***"The cold weather served a purpose. You learn to organize yourself -- be prepared and know what equipment to bring with you."***

Two days of sporadic snowfall failed to produce the expected 3-5 inches of white stuff weathermen forecasted, but the ground was soaked.

That meant lots of mud until temperatures near the 20-degree mark gave the ground a cement-like quality.

That didn't bother people like 1LT Christine Shufflebarger of Clarksville, Tennessee.

"The cold weather served a purpose," she said. "You learn to organize yourself -- be prepared and know what equipment to

weather injuries were well-received.

"Our commanders stressed heavily to bring cold weather gear," said Casey. "We haven't had any reports of any injuries, so I guess everyone took the message to heart."

The weather was actually suited for the training uniform of the day -- Mission Oriented Protective Posture or "MOPP" gear.

"When you're wearing a MOPP suit, the training is actually better when the weather is cooler," said CDT Dennis Smith



**BUNDLED UP --** SGT Charles Redmon and SP4 Louis Mucci of Company F, 135th Aviation, found wearing MOPP gear for NBC training just the ticket for cold weather. (Photo by SSG Ron Bayes, 133rd PAD)

***The weather provides a more realistic atmosphere and it can be a motivating factor -- you have to work harder when the odds are against you.***



# 35th AVN BDE TACTICAL APPLICATION EXERCISE



**FOLLOW ME --** CW3 Steven Sewak of Lexington charges a simulated machine gun position during the winter field training exercise. Sewak is a helicopter pilot assigned to the 140th Signal Detachment, Frankfort. (Photo by SSG Ron Bayes, 133rd PAD)



**TAKING AIM --** SGT Larry Lameier, Co. E, 135th AVN, instructs a group of 35th Aviation Brigade soldiers on the importance of properly aiming a claymore mine during the winter tactical training exercise at Fort Knox. (Photo by LT Phil Miller, 133rd PAD)



**GAS GUN --** SP4 Roger Brooks of Elizabethtown checks out a machine gun simulator during field training exercises during last weekend's drill. The device utilizes liquid propane gas and a spark plug to simulate the sound of an M-60 machine gun. Assigned to the 35th Aviation Brigade of Frankfort, Brooks said, "The training that we are doing today is as good as (that which) we get overseas." (Photo by SSG Ron Bayes, 133rd PAD)



**DEFENSE --** ROTC Cadet John Shaw, 441st MED DET and SGT Steve Nation of Co. F, 135th AVN set up a Claymore mine while being evaluated on the establishment of a defensive perimeter during the March FTX. (Photo by CPT Richard Haines, 133rd PAD)



**AMBUSH --** PV2 John Monarch and SP4 Gene Barker, of Company F, 135th Aviation Brigade, watch quietly with weapons trained on an approaching enemy patrol. Monarch of Frankfort and Barker of Louisville set up an ambush during the Tactical Application Exercise. (Photo by SSG Hugh Smith, 133rd PAD)



## MARCH 18-20, 1988



**WHEREAREWE?** -- SSG Kevin Wachowski and ROTC Cadet William DeReamer, both of HHC, 35th AVN BDE, are evaluated by SFC Dale Cottongim as they attempt to locate their position on a map while simulating a forced landing of their aircraft. (Photo by LT Phil Miller, 133rd PAD)



**DETECTION TEAM** -- Usually at the controls of a UH-60 Blackhawk, CW2 Steve Thomas, Co. E, 135th AVN, instead operated a radiac meter as he led an NBC detection team during TAX training. (Photo by LT Phil Miller, 133rd PAD)



**OUCH!** -- SP4 Sharon Oster, Danville, administers first aid to SSG James Thomas of Bowling Green, who simulated an eye injury. Both are assigned to the 140th Signal Detachment, Frankfort. (Photo by SSG Ron Bayes, 133rd PAD)



**MAKEUP** -- Aviation Brigade chemical officer, 1LT Norma Casey wears the latest in tactical makeup while conferring with SSG Ron Penn of Co. E, 135th AVN, about the placement of chemical contamination warning markers during the FTX at Ft. Knox. (Photo by LT Phil Miller, 133rd PAD)



**HAULAWAY** -- 2LT Bill Clark is carried from the "battlefield" after his patrol was ambushed during the Aviation Brigade tactical exercise. Carrying LT Clark are MAJ Jim Drake and MAJ Jim Humphrey of the Brigade headquarters staff. (Photo by LT Phil Miller, 133rd PAD)



**GASP!** -- Sipping through a gas mask is not the easiest way to take a drink, according to SGT Marshall Hehl, 441st Medical Detachment, of Frankfort. But Hehl had to show he knew how to get a drink of water in a nuclear/biological/chemical environment during the Tactical Application Exercise (TAX) in March. (Photo by SSG Hugh Smith, 133rd PAD)



# FTX Involved Soldier Skills, Medical, NBC Training

By SP4 Charles Pendleton  
133rd PAD

FORT KNOX, KY -- His friend was bleeding severely. Seconds before, they had been making their way up the hill when the bullet hit just below the left collarbone tearing the flesh as it exited the back. He knelt over his friend. If only he could remember the proper technique he had been taught so long ago. Tear away the clothing? Direct pressure? Move the victim? He just couldn't remember. "Apply direct pressure to the wound," a voice beside him said. "Now try it again. This time he has a head wound."

No, this isn't an excerpt from a Philip Caputo novel. It's an actual scenario created by members of the Frankfort-based 35th Aviation Brigade as part of their March TAX (Tactical Application Exercise) training.

Deploying 13 aircraft and 45 vehicles during a night move from Boone National Guard Center to Fort Knox's Cedar Creek Bivouac area, 400 men and women of the Aviation Brigade (Brigade Headquarters Company; 441st MEDEVAC; 140th Signal Detachment and Companies E and F, 135th Aviation) took part in the annual winter field exercise conducted March 18-20.

The exercise included an in-depth retraining of basic soldier skills involving Nuclear, Chemical and Biological warfare, open field maneuvers under fire, chemical decontamination, and first aid for combat casualties.

The training consisted of groups of 10-12 soldiers patrolling specific routes or lanes,



**BUDDY-AID --** As 35th AV BDE trooper PVT Mark Blankenship "treats" SSG Donna Thomas for a head wound, his technique is evaluated by SGT Kent Huffman. "Buddy-aid" was one skill evaluated in the FTX. (Photo by LT Phil Miller, 133rd PAD)

while encountering along the way various tasks or problems not typically associated with their normal aviation mission.

The grounded airtroops were repeatedly confronted by hostile forces utilizing simulated mines, mortars and artillery fire, as well as a relentless barrage of M-16 rifle and M-60 machinegun bursts that kept their wings clipped throughout the exercise.

"It gives us a chance for practical experience rather than blackboard or classroom instruction," said ROTC cadet Kevin Mudd, an SMP member of the Brigade.

"It's true, we are weak on our combat training. That's why this type of exercise is so vital," said MAJ Harry Houchens, Brigade operations and training officer. "We want people to know that we don't just come out here and park our aircraft, sleep and fly around all night. These pilots and crews are more than a taxi service."

The entire exercise was divided into two TAX training areas -- red and blue -- to ensure proper organization. CPT Mike Shain of the blue area stressed the amount of time involved in planning such a project: "We've been physically working on this exercise

since December, and planning much longer," said Shain. "Our people are getting, in one day of instruction, what a soldier would usually get in four or five days of intense training."

The instructors were provided by the Brigade itself, with some receiving up to 16 hours of pre-exercise instruction from Readiness Group Knox. Others prepared by studying the Common Task Manual carried by all soldiers.

"Our instructors were not only responsible for teaching the pilots and crewmen what they knew, but at the same time were being taught themselves. Some of our people have just finished basic training and have already been exposed to new methods of doing things that may not be implemented Army-wide for several months," said Shain.

"It's excellent training," said decontamination instructor, SSG Jerry Vance. "It really gets the soldier familiar with the equipment used in combat."

According to 1LT Charles Weiler, designer of the exercise, the Aviation Brigade will continue this type of training every two years with added improvements such as MILES equipment -- alarm systems worn by the soldiers and triggered by laser beams -- used to simulate gunfire while recording wounds or kills for each soldier.

"We began by setting out to get the crewmen, pilots and support troops out of their aircraft and into a field tactical setting to test their combat and NBC skills," said LT Weiler, "and it certainly appears we were able to achieve that goal."

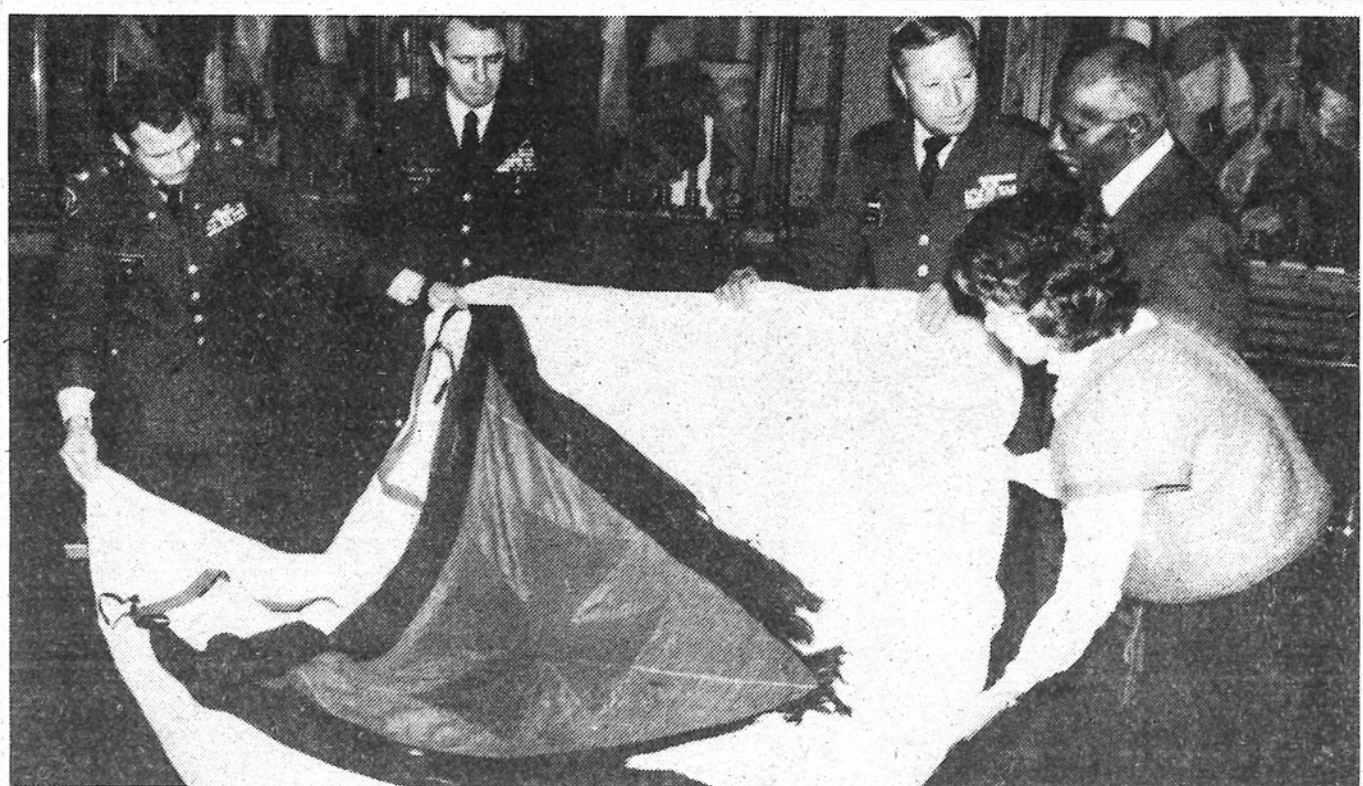
## Legislature Honors 1/623rd FA

The legislature passed Senate Resolution 131 last month, honoring the members of the 1st Battalion, 623rd FA, "Morgan's Men," for receiving the 1987 Walter T. Kerwin Readiness Award.

The unit was also recognized for receiving the Milton A. Reckord Trophy for 1981, '83, '85 and '86, the Eisenhower Trophy in 1982, '83 and '86, the 1985 Pershing Trophy and consistently winning the Army National Guard Superior Unit Award since 1955.

Recognizing the history of the 1/623rd, the resolution reads in part: "The Senate hails 'Morgan's Men,' the First Battalion, 623rd Field Artillery of the Army National Guard on receiving the 1987 Walter T. Kerwin Readiness Award.

"That this honorable body commends Morgan's Men . . . for their exemplary service to our country; their many campaigns and battle honors where the Battalion has courageously and faithfully exhibited the strength and character of Kentuckians."



## Civil War Flag Returned to Michigan

A Civil War flag, originally thought to belong to a Kentucky Confederate Army unit, was returned to the State of Michigan on March 30 after an erroneous, yet uneventful 47-year-long stay in Kentucky.

Following research initiated by Kentucky Military History Museum curator Tom Fugate, the flag, which Michigan gave to Kentucky in 1941, was recently revealed to belong to the 3rd Brigade (which included two Michigan infantry regiments), 1st Division, 5th Army Corps, Army of the Potomac.

During a ceremony in Lansing, KyARNG MAJ Joe Warren (left) and Maria Quinlan Leiby, Curator of Collections for the Michigan History Museum (right) unfurl the battle flag in the rotunda of the Michigan state capitol for presentation by Kentucky Adjutant General Michael W. Davidson to Michigan Adjutant General Vernon Andrews and Secretary of State Richard H. Austin. (Photo by LT Phil Miller, 133rd PAD)

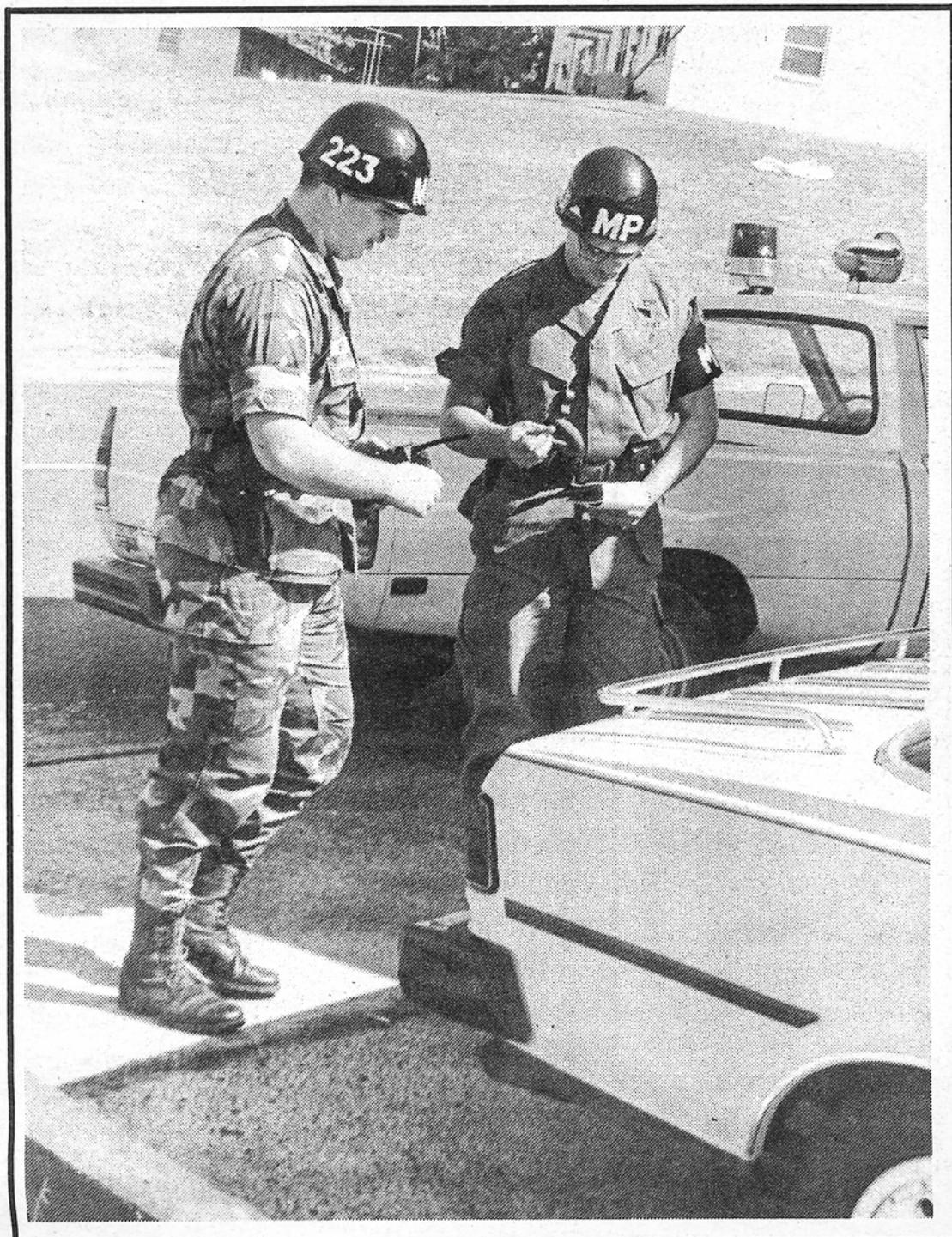


Kentucky legislators recognized "Morgan's Men" last month. (Photo by CPT Frank Mattingly, KySTARC)



## This Time: Panama

# ODT's Becoming a Habit for 223rd MP Company



SP4 Joseph Woods, 223rd Military Police Company, Kentucky Army National Guard, (left), helps PFC Joel Will, regular Army, check car registration at Fort Clayton, Panama. (Photo by SGT Cynthia Loughran, Washington Army National Guard)

*Editors Note: This story was provided to The Bluegrass Guard by the Washington National Guard Public Affairs Detachment, which is one of several PAD's providing public affairs support to National Guard training missions in Panama.*

By SGT Cynthia C. Loughran  
122nd PAD

FT. CLAYTON, PANAMA -- It's getting to be a habit with these guys. Overseas duty that is. Four tours in eight months.

This time it was Panama.

Soldiers from the 223rd Military Police Company, Kentucky Army National Guard, performed police duties here for their two-week annual training.

"Our mission was to support the regular Army military police in law enforcement activities at Fort Clayton," said 1LT Matt Vaughn, acting commander.

"The work was mainly gate security, criminal investigation of crimes on post and undercover work with contraband control. The biggest problem was break-ins of family quarters on post."

Vaughn, a veteran of 14 years with the Guard, four of them in Kentucky, works for United

Parcel Service's loss and prevention office in Louisville, Kentucky.

"The Guard offers great opportunities to continue education in your chosen occupation," Vaughn said. "Eighty percent of our company's personnel are in some type of law enforcement position in their civilian jobs -- police officers, state police, corrections officers or related fields."

"In today's Army, 50 percent of the MPs are either guardsmen or reservists. If they have not been in the service before as an MP, they must attend MP school in Alabama for 16 weeks of training in all phases of police work," said Vaughn.

National Guard unit comradeship is stronger than it is in the regular active Army. With the Guard, most people spend their careers in the same company. On active duty, assignments are only for an average of three or four years, according to Vaughn.

One prime example is Platoon SGT William Moore of Louisville. He has been with the 223rd for 16 years. He has traveled on all of the unit's overseas tours.

"I love this outfit. The Guard

couldn't get rid of me if they tried!" he said.

Moore is employed by Louisville Gas & Electric as a heavy-equipment operator.

"I like my association with this Guard unit because it gives me a chance to do something entirely different from my civilian job," Moore said.

"The change from my everyday life is exciting and challenging. That's why I would never leave."

The 223rd has had three overseas training missions in the last eight months. Last year, they traveled to Japan, Okinawa, the Philippines and now to Panama. Four years ago, they went to Germany.

One of the hardest things the Kentuckians encounter on these missions abroad, according to Vaughn, is understanding the language. Not the foreign ones, but the language spoken by other North Americans -- from Maine, New York, or New Jersey!

But they just grin and drawl their way through. Just as long as they understand each other, 'Kentucky's Finest' will do just fine.

## The Ultimate Video Game:

# 2/123rd Armor Trains on SIMNET at Fort Knox

By CPT Frank Mattingly  
KySTARC

Located on a side road at the sprawling Fort Knox Armor Center, it appears to be two big pole barns; inside, however, is packed the latest in the high tech training world of computer animation.

Designed under the auspices of the Defense Advanced Research Projects Agency (DARPA) the Simulator Networking (SIMNET) is a force-on-force exercise conducted in a full-character simulation with a combined arms force.

Members of the 2nd Battalion, 123 Armor were the first Kentucky Army National Guardsmen to train in the M1 Abrams tank and M2 Bradley scout simulators. The entire battalion as well as supporting units were able to maneuver without going out into the rain.

According to MAJ Virgil Abel, Administrative Officer, "Given time and opportunity to use the equipment we can greatly enhance the proficiency of the Kentucky Army National Guard Armor units."

Tank driver, PFC Jeffery Rife, Company A, said, "It's been fun."

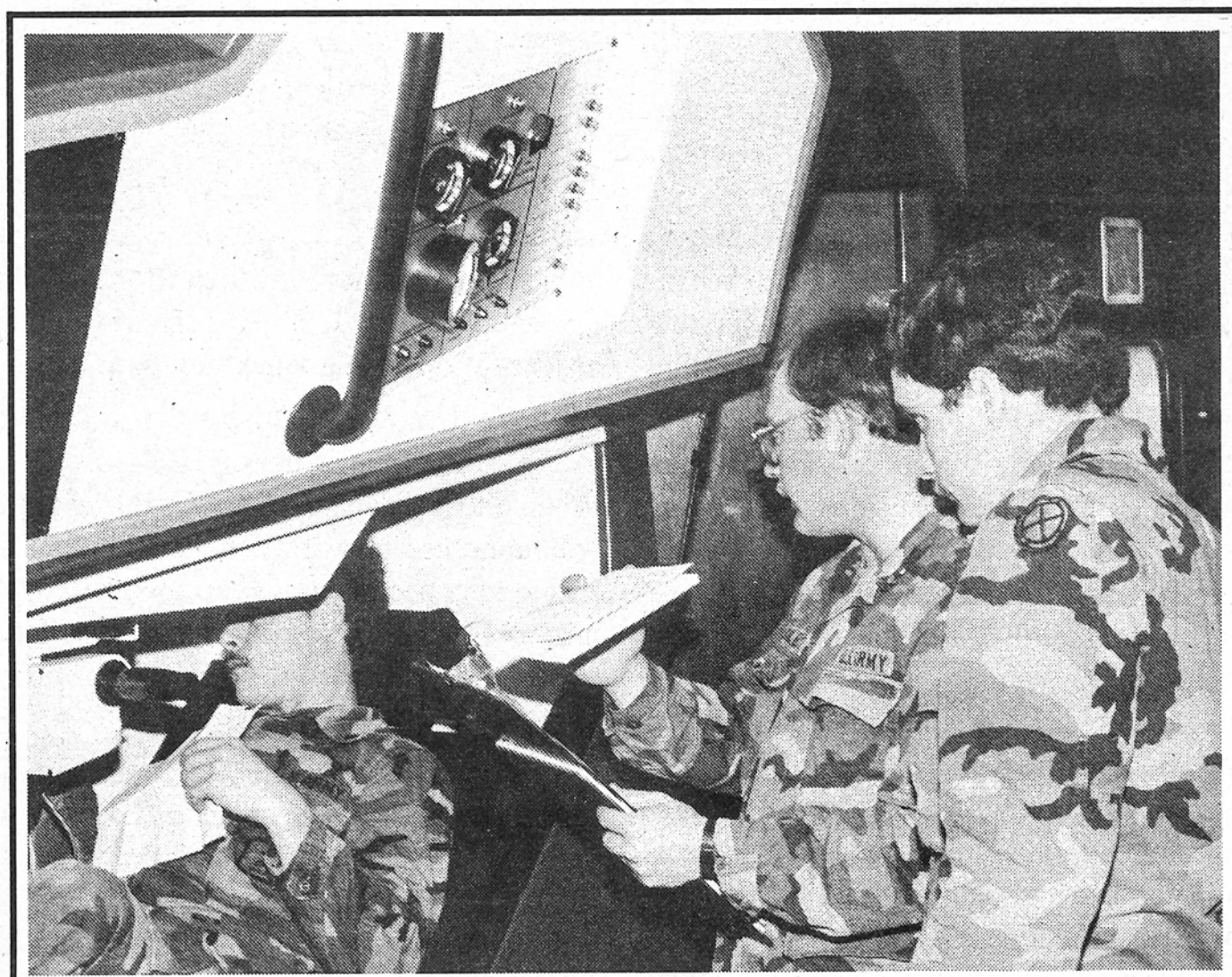
Tank commander, SGT Scott Crawford, Company B, stated it's "something I've never done before. It's great!"

"It's going to be good when we learn what we need to know," Gunner SP4 John Girtan said.

The computer-generated battlefield allows the crews to experience the sights, sounds and vibrations of their own engine start up, gun fire and recoil. The system also demonstrates the effects of the fire support from artillery and close air from tactical air by shutting down their tank when hit. Crews also experienced other malfunctions as engine over-heating and/or transmission breakdown.

The SIMNET complex is linked by satellite with stations at Fort Rucker, Fort Benning and USAEUR.

Scout SP4 Keith Swanagan, DET 1, 2/123rd Armor, summed up the SIMNET experience: "AWESOME!"



CHECK IT OUT! . . . A tank crew prepares to start up during two days of tank simulator training at Fort Knox's SIMNET Complex. (Photo by CPT Frank Mattingly, KySTARC)



# Leadership: Influencing Personnel to Accomplish the Mission

**Editor's Note:** This is the first in a series of guest columns featuring the personal views of senior staff officers.

**By COL Bobby J. Carter**  
Senior Army Advisor

"Leadership is the knack of getting somebody to do something you want done because he wants to do it."

Dwight D. Eisenhower

During my 29 years of active military service I have participated in numerous classes, lectures and discussions on management and leadership. In recent years the thrust has been more toward the management of personnel rather than the leading of soldiers. Because of this increased emphasis there are many differences of opinion on the part of many on just what our Army of the future requires, managers or leaders. According to a statement by the Chief of Staff of the Army, General Edward C. Meyer in his July 1980 Military Review article, "Leadership and management are neither synonymous nor interchangeable. Clearly, good civilian managers must lead, and good military leaders must manage. Both qualities are essential to success." I fully support General Meyer's thoughts on the matter and strongly disagree with Abraham Zaleznik in his belief that leaders and managers are two different kinds of people and that it is nearly impossible to be both. I feel very strongly about this issue and am of the opinion that its misunderstanding by our junior officers and many senior officers must be put to rest. By definition management is the process of planning, organizing, coordinating, directing and controlling resources to accomplish the mission. Leadership is the process of influencing personnel in such a manner to accomplish the mission. Accepting the above, I say that you can be one or the other but that the successful commander is both. I teach my subordinates, particularly my officers, that they should not look at it as leadership or management but leadership and management. I contend that today's leaders must not only understand the two but be effective at both if they are to be truly successful. They are mutually supporting and reinforcing in attaining mission accomplishment.

My philosophy of leadership has been cultivated over the years more from being around and listening to successful commanders and from personal trial and error than anything else. I have worked hard at becoming a good leader, therefore, needless to say, I do not believe in the age old theory that leaders are born and not made. Any man with a reasonable amount of intelligence, common sense and ambition can learn to be a good leader through study and practice. One does not exit from his mother's womb a leader and already familiar with the leadership traits as listed in FM 22-100.

I do not believe that any two leaders are alike. It is imperative that a leader's style

be natural. Rather than emulating someone else's successful methods, he should play the role that he knows best--himself.

As a battalion commander in Europe I was there to serve my soldiers as was my staff. As such, my most important function as the battalion commander was the health, welfare and morale of my soldiers and their dependents. I made it a point to meet and greet all newly assigned personnel within



COL Bobby Carter, KyARNG Senior Army Advisor offers advice on the construction of a defensive fighting position to SGT Ronnie Garrett and SP4 John May, of the 307th Maintenance Company, during the unit's recent annual training field exercise at Anniston Army Depot's Pelham Range. (Photo by LT Phil Miller)

twenty-four hours of arrival. On numerous occasions I talked with them on their day of arrival. I have always subscribed to the fact that first impressions are lasting impressions and I wanted my soldiers to know from day one that they were my most valuable resource and that we, the chain of command, cared. I firmly believe that getting to know my people early is imperative if they are to believe that their needs, psychological and/or physical, will be fulfilled by their positive response to the chain of command's directions. Talking to people as mature adults and ensuring

***"Just as the commander must look for problem areas he must not overlook the true performers."***

honest, just and fair treatment for all will pay unbelievable dividends. There can be no exception to the rule for this policy.

I don't believe in making work or trying to fix something when it isn't broken. When one does one only overloads the men with unnecessary work. On the other hand, letting men become bored because they are not working enough is just as bad. The fact is that motivated people seek more hours of work, not fewer.

Subordinates trust those leaders with whom they have daily contact and who they see regularly in their own territory or habitat. Soldiers talk more openly when the commander encourages conversation in the soldiers' usual place of business. I often refer to this as where the "rubber meets the road." In short, the commander must visit the "front" lines often. It is imperative that the chain of command get out from behind

their desks and know first hand what in fact is going on. A commander doesn't like surprises as bad news doesn't get better with age. I have never liked, nor have I condoned as a commander, second hand or hearsay information about my unit. My officers are taught to be just as concerned about what our soldiers are doing during the evening hours as they are during the training day.

I have always considered it extremely important that the commander's presence be felt as much as possible. For this reason I led battalion size runs twice a week and ran with individual units on the other days. I trained my tank crew during regularly scheduled crew training requirements and drills. My tank was always the first tank in the battalion to fire for record during both Level I and Level II gunnery annually. My crew never failed to qualify and was the highest firing tank crew in the battalion my last year as the commander.

Subordinates must clearly know what

authority for action and decisions has been delegated to them. Authority must equal responsibility. In the absence of the leader, someone must take charge. Delegation is evidence of faith in a subordinate's ability, ensures that the unit maintains its momentum and provides a vehicle to develop subordinates as managers/leaders.

Delegation should also include the opportunity to make a mistake without unjust individual penalty. Under this philosophy people will not be reluctant to act and they will grow professionally. The only person that doesn't make a mistake is the person that isn't doing anything. However, mistakes should be original and the same mistake should not be made twice.

A unit should not be judged solely on quantity. The absence of quality negates the worth of the volume. The commander must be very protective of this and do everything

within his power to ensure that his people have the time to do their job right the first time. Tell them what you want done, describe limits on resources, determine when you want it done and follow-up with periodic checks. If at all possible, avoid telling people how to do it. This stifles initiative and creativeness. Let them surprise you with their ingenuity. If done properly this methodology instills pride and develops competent subordinates. The key here is to ensure that periodic checks are made. During his many speaking engagements General Bruce C. Clarke seldom fails to note his belief that a unit does well only those things that the boss checks and that anything that has not been inspected has been neglected. As a young lieutenant, I felt highly insulted when I first read or heard of this remark by the then USAREUR commander. However, being far more street wise now I am fully supportive of General Clarke's theory. I check and inspect routinely and require the same from my officers and noncommissioned officers.

The commander must continually evaluate his personnel, officers, non-commissioned officers and enlisted men alike. Where problems exist the commander must ensure that appropriate action is taken immediately to rectify the problem. In today's modern volunteer Army only the worthwhile should be allowed to belong on our team. Condoning incompetence and allowing rabble rousers to go unchecked will eventually cause unit decay. The strength of a unit is only as strong as the discipline of the unit. Discipline is founded upon two things, training and morale. Training represents the knowledge and ability to fight; morale, the will to fight. Discontent among a well-trained unit will destroy morale, thus, its will to participate.

Just as the commander must look for problem areas he must not overlook the true performers. We have outstanding people in our Army today and must acknowledge not only their existence but their outstanding contributions. "Atta boys" are a must. The good soldier needs to be stroked often and told that he is doing a good job and that he or she is extremely important to the team and that his or her contributions are appreciated. A little praise and a good awards program is a must if the unit is to maintain a high level of esprit de corps. Awards ceremonies must be the norm not the exception.

"A good leader takes a little more than his share of the blame; a little less than his share of the credit."

Arnold G. Glasgow

I have felt very comfortable and confident with the styles of leadership that I have practiced as a commander/leader in today's Army. Gearing my style to the specific situation and the individuals involved is the most suitable for me. Flexibility rather than consistency in style has served me well.



## All-Army Matches Next Machinegun Team, Individuals Win 2nd Army Honors



**Winning Team** - Members of the winning Kentucky Army National Guard M60 Light Machinegun team are: SP4 Timothy R. Cedillo, SSG Bobby P. Middleton and SP4 Curtis A. Fothergill. The team captured first place in the Second Army area.

FORT BENNING, GA -- Members of the Kentucky National Guard team compiled a combined score of 1,316 points to take first place in the Second Army area M60 Light Machinegun competition fired here March 5-12.

The Kentucky National Guard team was one of seven teams competing in the First and Second Army Reserve Components Rifle, Pistol and Light Machinegun Championships.

The top two teams from each Army area will have the opportunity of competing in the All-Army Championships to be held later in the year, also at Fort Benning.

The Kentucky team is made up of SSG Bobby Middleton, SP4 Timothy R. Cedillo and SP4 Curtis A. Fothergill.

The M60 Light Machinegun competition is one of the unique forms of small arms marksmanship in the military. Competitors are required to fire the weapons at paper silhouette targets up to 600 yards away.

The National Guard's competitive marksmanship program is designed to enhance individual weapons proficiency

and overall unit combat readiness.

These individuals also won honors during the marksmanship matches: In the combat rifle division, SSG Thomas A. Poe of Co. B, 201st Engineers, won first place in the 300-yard rapid fire, the 400-yard slow fire, the long range aggregate and the overall combat rifle match.

He also took second in the short-range aggregate. (All of his honors were in the novice division for first-time shooters at the match.)

Also in the combat rifle competition, SSG Darrel G. Duncil, HHC, 201st Engineers, took first place in the 100-yard sustained match, novice division.

SSG Will Thomas, 438th MP's, took first place in these combat pistol matches: rapid fire aggregate, individual aggregate, individual winner and overall competition. He competed in the open class for more experienced shooters.

SSG Bobby Middleton, HHC, 1/149th IN, was first in the individual and individual grand aggregate (open class) M60 Light Machinegun matches.

### Temporary Maysville Armory Opens



Company A of the 206th Engineer Battalion has a new home in Maysville. The temporary armory in a local industrial park was dedicated last month. The ceremony included a mock air assault by members of the company. A member of the assault team, SGT Russell C. Frederick, above, "guards" the armory building as BG Edward Gill welcomes those attending the dedication. Below, members of Company A show some of their equipment to students from several high schools who attended the ceremony. (Photos by LT Phil Miller. 133rd PAD)



### KMA Change of Command

COL William I. Fox, Jr. (left), ending three years as Kentucky Military Academy commandant, receives a ceremonial saber from the new KMA commandant, LTC John R. Groves, Jr., in a ceremony March 20 at Ft. Knox that included Adjutant General Michael W. Davidson. Prior to becoming KMA commandant, LTC Groves, a Lexington architect, had served on the KySTARC staff. COL Fox was recently appointed commander of the 35th Aviation Brigade. (Photo by CW2 James D. Pope, Jr., 133rd PAD)



## Annual Training '88

UNIT	ANNUAL TRAINING DATES	LOCATION
HHD STARC.....	YEAR ROUND TRAINING	
133rd PAD.....	September 3-24.....	ODT
202nd BAND.....	June 12-26.....	Ft. Knox
2123rd TRANS CO.....	May 7-21.....	Ft. Campbell
615th MP DET (CID).....	August 14-26.....	Ft. Pickett, VA
DET. 1 STARC.....	June 3-19.....	Ft. Pickett, VA
201st EN BN.....	June 3-19.....	Ft. Pickett, VA
CO. B, 201st EN BN.....	July 8-23.....	Ft. Hood, TX
CO. C, 201st EN BN.....	May 29-June 18.....	Ft. Irwin, CA
HHD 198th MP BN.....	July 8-24.....	Camp Shelby, MS
438th MP CO.....	April 27-May 17.....	ODT
614th MP CO.....	July 8-24.....	Camp Shelby, MS
441st MED DET.....	May 7-21.....	Camp Shelby, MS
475th MASH.....	June 4-18.....	Ft. Hood, TX
973rd MED DET.....	June 3-19.....	Ft. Pickett, VA
206th EN BN.....	July 8-23.....	Ft. Hood, TX
CO. A, 206th EN BN.....	June 3-19.....	Ft. Riley, KS
CO. C, 206th EN BN.....	June 17-July 2.....	Ft. Carson, CO
138th FA BDE.....	June 3-18.....	Ft. Sill, OK
130th MAINT.....	July 9-23.....	Ft. Knox
1/623rd FA.....	June 3-18.....	Ft. Sill, OK
2/138th FA.....	June 3-19.....	Ft. Chaffee, AR
149th BDE.....	July 8-23.....	Ft. Hood, TX
DET. 2, CO. B, 135th SIG.....	July 8-23.....	Ft. Hood, TX
105th PERS. SVC, CO.....	August 20-September 3.....	Ft. Carson, CO★
141st CHEM. CO. (49 PERS).....	June 17-July 2.....	Ft. Carson, CO
141st CHEM. CO. (35 PERS).....	June 3-19.....	Ft. Riley, KS
141st CHEM. CO. (40 PERS).....	July 8-23.....	Ft. Hood, TX
1/123rd AR.....	July 8-23.....	Ft. Hood, TX
2/123rd AR.....	July 8-23.....	Ft. Hood, TX
HHC 3/123rd AR.....	September 9-23.....	Ft. Knox
1/149th IN.....	July 8-23.....	Ft. Hood, TX
CO. B, 1/149th IN.....	July 4-24.....	Ft. Irwin, CA★
103rd FSB.....	July 8-23.....	Ft. Hood, TX
217th QM DET.....	July 8-23.....	Ft. Hood, TX★
137th TRANS. DET.....	May 28-June 11.....	Camp Shelby★
CO. B, 735th MSB (34 PERS).....	July 8-23.....	Ft. Hood, TX★
CO. B, 735th MSB (34 PERS).....	June 5-20.....	Ft. Carson, CO
CO. B, 735th MSB (34 PERS).....	June 18-July 3.....	Ft. Carson, CO
AVN BDE, 35th ID.....	June 18-July 2.....	Ft. Carson, CO
CO. E, 135th AVN.....	June 18-July 2.....	Ft. Carson, CO
CO. F, 135th AVN (54 PERS).....	June 18-July 2.....	Ft. Carson, CO
CO. F, 135th AVN.....	August 6-20.....	Corpus Christi, TX
DET 1, 140th SIG BN.....	YEAR ROUND TRAINING	
KMA/OCS.....	June 11-25.....	Ft. Knox

ED. NOTE: Information accurate at press time.

★ - Tentative



Some of the 30 employers of National Guard members leave a Delaware Air National Guard C-130 transport after their return from Washington. The C-130 was needed for the return trip after the 727 jet which took the bosses to Washington developed problems. (Photo by Mike Lynch)

## Bosses Visit D.C. for Guard Briefings

By Mike Lynch  
Dept. of Military Affairs

Thirty employers of Kentucky Air and Army National Guard members learned the importance of the Guard -- and their role in it -- during a two-day trip to Washington, D.C. last month. They also received an unexpected taste of life in the military, returning to Kentucky on a C-130 Hercules.

They spent the morning of March 25th in a Pentagon briefing room listening to presentations by representatives of the various branches of the National Guard and Reserves.

"We need the public to be educated about what the Guard and Reserve are being asked to do," said LTC Alfred Taylor, Director of Field Operations of the National Committee for Employer Support of the Guard and Reserve. "It is an unprecedented role."

LTC Taylor illustrated the importance of the Reserve Component by telling the employers that the first five planes taking American servicemen to their Honduras exercise after the Nicaraguan incursion last month were flown by Guard and Reserve pilots.

"We are clearly fighting a battle of attrition" in trying to keep people in the Guard and keep employers on the Guard's side, he added. According to Taylor, the two main reasons that Guard members give for quitting the force are conflicts with their families (31.6 percent) and conflicts with their civilian jobs (30.8 percent). The yearly loss to the Guard as a result of such conflicts, he concluded, is \$2.6 billion.

BG Sam Carpenter of the Air Force Reserve put the importance of the Reserve Component quite bluntly to the bosses:

"You can go to war without the Guard and Reserve, but you just can't win."

The Director of the Air National Guard, BG John B. Conaway of Kentucky, pointed with pride to the efficiency of the Guard and its record of maintaining its equipment.

"Air National Guard aircraft . . . are

some of the best maintained aircraft in the world," he said.

The employers found the briefings informative and persuasive.

"Superb!" remarked Harold Henning, president of Trigg, Inc., of Frankfort, following the morning briefings and afternoon tour of the Pentagon.

"It was very informative as far as the role and importance of the National Guard and the value of the employer's cooperation," added Ron Tyrer, administrator of Frankfort's Kings Daughters Hospital.

While the group was visiting sights like Arlington National Cemetery, word came that the Washington, D.C. Air Guard 727 jet which brought them to Washington was grounded with mechanical problems.

After a couple of hours of feverish searching for available transportation, organizers of the trip came up with a Delaware Air Guard C-130 which was in Richmond, Va.

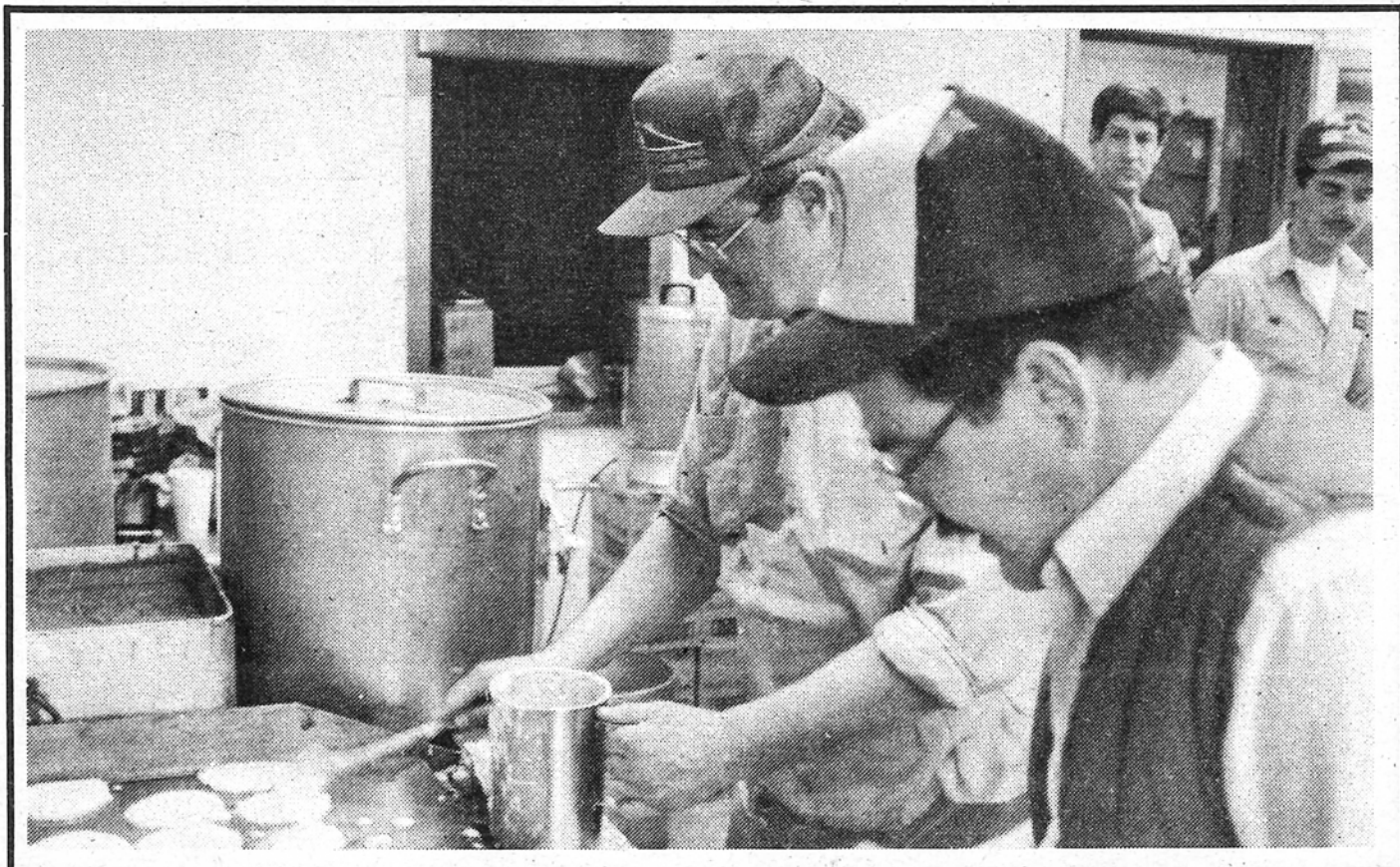
The return trip was a bit noisier and less comfortable on the "jump seats" (compared to airliner-style seats), but the passengers enjoyed getting a taste of what some of their Guard employees experience while on military duty.

## State of the Guard

(continued from pg. 2)

He emphasized that the National Guard made up a significant part of total U.S. troop strength. "The forward-deployed regular-Army soldier can only fight the first battle . . . We have peace in Europe and Asia because we have (National Guard) forces to fight the second echelon."

The Guard stands ready, he said, "to fight and win the air-land battle. We are the ones who will fight future wars," he said. "The defense of this nation is here, it's now, it's us."



SFC George Leffell and MSG Harry Rice of the Aviation Support Facility in Frankfort fry cornbread during the Bean Soup and Chili Feast which raised \$2,657 for youth activities in March. The Kentucky State Police and Military Affairs Department sponsor the annual event. (Photo by CPT Frank Mattingly, KySTARC)