



**The Virginia  
Defense Force**

# Bugler



**MARCH 2014**

## **MESSAGE FROM THE COMMANDING GENERAL: *PRIORITIES***

The Virginia Defense Force is an important element of our Commonwealth's military establishment. As such, we are expected to maintain the same standards of training and professionalism as our comrades in the Virginia Army and Air National Guards. To ensure that we meet those standards, I set out the following priorities for all our work as soldiers of Virginia.

First, as always, is military professionalism. I have often said that everyone of us is a leader. This means that each one of us is a mentor to those who work for and with us. We must ensure that all of our soldiers are trained to their tasks, that they take advantage of opportunities for training and that they receive encouragement in their advancement and careers. Know your soldiers, look for their welfare, and keep them informed! Professionalism also means that our behavior must always be exemplary. This is what our communities expect of us as soldiers. It is also a strong principle of leadership: we must set an example of good conduct in our how we accomplish our missions and in our personal conduct. Appearance is another part of professionalism. Although we are all volunteers, we are also all soldiers. Wear your uniform with pride; keep it neat, clean and pressed with insignia properly displayed. Be familiar with grooming standards. Remember, that your uniform sets you apart from our fellow citizens, and they expect us to look the part.



**MG John D. Taylor**

Next is team readiness for our Defense Support to Civilian Authorities (DSCA.) Every soldier in the VDF is expected to be a member of one of our response teams, whether working with an MCP, as a member of an IMAT, in shelter management or on a liaison team. Each of these teams has three levels of participation; our "A, B, and C" teams. Every soldier should be on an A team, and should be prepared to assist as a member of a B or C team in another response category. Training and exercise in these disciplines is a must if we are to accomplish our missions. *Con't next page*

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## MESSAGE FROM THE COMMANDING GENERAL: *PRIORITIES con't*

Perhaps one of the most critical of our DSCA capabilities is our ability to field and operate our MCPs. We must maintain their operational readiness, which means not only the equipment, but the ability of soldiers assigned to them to use that equipment effectively.

Another priority is the use of two-way communications throughout the VDF. As leaders, we are responsible to “get the word out” to our soldiers. We have a variety of means at our disposal to do this, and we should always insist on a positive confirmation of receipt for email traffic. Also, remember to be selective in forwarding emails; sending notes out to hundreds of addressees devalues the content and can cause many people to dismiss it. Subordinates are also responsible in reporting back to their leaders, informing them of problems as well as of ideas and solutions. This is a part of utilizing the chain of command to accomplish missions and handle matters at the lowest levels. Remember, the chain of command works if you use it!

Personal pursuit of FEMA Incident Command System (ICS) training and certification is of primary importance to every one of us. Our monthly drills and MUTAs have limited time, so the work we do on our own is critical in preparing us to accomplish our individual missions. They are easy to access online, and required courses are noted in an article in this issue. Be certain that a record of your certificates is maintained in your personnel file!

Finally, we must all make a priority of proper use of our personnel and equipment. Safety is always a factor in everything we do, whether in training on or any period of active duty. Recruiting and retention of our good soldiers is also a duty of every leader; that is, of all of us. As noted above, an engaged leader will make a difference to his or her soldiers and ensure that they remain a part of our team. Lately our recruiting efforts have made the VDF a more diverse organization, and this increases our capabilities and reflects our communities; we must all ensure that this trend continues. Accountability of resources is a parallel issue; we are provided by the state with what we will need to do our jobs, and we bear the responsibility to take care of our clothing and equipment.

I charge every one of you to keep these priorities in mind as you accomplish training and assigned missions. Our job is to protect the citizens of this Commonwealth in an emergency. We can only do that if we, our soldiers, and our equipment are prepared and ready!



**Make a Difference**



## VIRGINIA DEFENSE FORCE PARTICIPATES IN THE 2014 GUBERNATORIAL INAUGURATION

*By Col (VA) Justin Carlitti  
COL (VA) Dennis P. Mroczkowski*

Every four years, the people of the Commonwealth of Virginia elect a new governor. (Virginia law does not allow an incumbent governor to succeed himself.) A part of the process of the orderly transfer of power in the state is the inaugural ceremony, held on the grounds of the capitol in Richmond. On 11 January 2014, Terry McAuliffe took the oath of office as the 72<sup>nd</sup> governor of this state.

Among his other duties, the governor of Virginia is the Commander-In-chief of the Virginia Militia. It has long been a tradition, therefore, that the Virginia National Guard and the Virginia Defense Force participate in, and assist with, this important ceremony and its accompanying festivities.

Formal planning for this year's ceremony began in early November, with the issuance of a warning order from the state's Joint Force Headquarters, which provides command and control of the VANG and the VDF. With the receipt of this order, the VDF began its own planning process. Specific missions were soon given to the VDF, reflecting its capabilities. First, the VDF would provide liaison officers to the task force that was established to oversee the planning and execution of this operation. Next, the VDF would provide communications equipment and operators at the site of the ceremony. Some soldiers would assist with traffic control in the areas where guests and participants had to park in the crowded downtown area of the ceremony. Finally, as in the past, VDF soldiers would act as parade marshals for the many units that would pass in review before the new governor.

One hundred and three officers and soldiers of the VDF supported the ceremony. Some were engaged behind the scenes, while many others were literally out front, on the streets of Richmond. Major General Daniel E. Long, Jr., the Adjutant General, had sent his guidance to all soldiers involved in this ceremony, emphasizing that

it was an honor to be involved in this important part of our democratic process. That honor, plus a spirit of volunteerism and a sense of duty, was evident in the soldiers of the VDF. The day was overcast, and while the temperature was high, rains that were heavy and driven by the wind made it feel uncomfortably cold. VDF soldiers were operating in two Mobile Command Posts near the Capitol Square, and others were at each street corner along the route, or with the marching units; they were wet and uncomfortable but their spirits remained high and strong, and honor in this task came to the forefront as they ensured the safety of their fellow citizens and the successful completion of the ceremonies.



*Virginia Defense Force soldiers who acted as parade marshals, communicators, and traffic controllers receive a final brief prior to supporting the gubernatorial inauguration in Richmond, VA, 11 January 2014.*

The soldiers of the VDF embodied its motto—“Virginians Serving Virginia.” It was a proud moment for the VDF in the service of our Commonwealth.



### ***NEW VDF COMMAND SERGEANT MAJOR: CSM ALAN GRANDIS***

With the retirement of CSM Stevens in September of last year, the Commanding General has selected CSM Alan Grandis as the new CSM of the Virginia Defense Force.

A life-long native of Virginia, CSM Grandis comes to this position with many years of federal and state military service. He originally began serving in the US Marine Corps Reserve, and was a platoon sergeant in Hotel Battery, 14<sup>th</sup> Marines, in Richmond. He joined the VDF in 2004, and has since served in a variety of high-level SNCO positions. He was the First Sergeant of the Division Military Police Company, and later was promoted to Command Sergeant Major of the Military Police Battalion. In the recent restructuring of the VDF, he was selected as the CSM of the newly organized 1<sup>st</sup> Regiment. While with the MPs, he was often called upon to provide assistance and support to our



**CSM Alan Grandis**

National Guard comrades. He supported the VANG in NORTHCOM CERF-P exercises at Fort Pickett; deployed to Northern Virginia to serve in support of the 2009 Presidential inauguration; and supported Civil Disturbance training for the VANG's 276<sup>th</sup> Engineer Battalion and the 229<sup>th</sup> Military Police Company. In November of 2013, he was selected from a field of highly-qualified applicants to become the VDF's highest ranking enlisted soldier.

His long experience with the military and within the VDF in particular has helped him to develop a philosophy of what an NCO should be in this all-volunteer organization. He believes that NCOs must lead by example, in their bearing, their dedication, and in their readiness to accomplish their assigned missions. Mission capability and readiness must be at the top of every NCO's agenda, regardless of rank or position. Mission capability and readiness for the VDF are built upon training, troop welfare and good morale, all critical tasks of the NCO. To develop this morale, NCOs must focus on mentoring; fair and equal treatment of soldiers; making training relevant; and recognition of a job well done. NCOs are also responsible to ensure that appropriate equipment is available for missions, and that deserving soldiers receive awards in a timely manner. All these actions build esprit de corps in a military organization.

CSM Grandis wants NCOs to focus on training VDF soldiers at their very first unit training assembly. Instilling discipline is the first priority, with attention paid to individual drill and moving on to platoon level drill. He believes that drill "fosters both obedience to orders and the ability to command. It is a building block of esprit de corps." Mentoring of recruits and junior enlisted soldiers, both at and between UTAs, is also one of CSM Grandis's priorities for NCOs. He wants to see "Sergeant's Time" set aside at all UTAs for direct involvement of NCOs with their junior enlisted soldiers. "All enlisted must know that they, individually, are an important element of the VDF's ability to accomplish the mission and that as such, the importance of attendance at all scheduled training must be stressed to our soldiers."

In civilian life, CSM Grandis served with the Richmond Fire Department. In addition to his other duties, he was a member of the department's underwater dive and swift water rescue team. After spending his entire career "on the street," he retired with the rank of Captain.

CSM Grandis is the proud father of two sons, Adam and Lance and of one granddaughter, Katelyn.



## **VDF PROMOTION CRITERIA**

**By MAJ Michael Fein**

### **NEW PROMOTION CRITERIA AT A GLANCE**

With the adoption of a new Promotion regulation last Spring, many questions have been raised regarding what one must do to be qualified for the next higher rank. Below are the criteria for promotion, broken down by rank. They are arranged from the lowest to the highest, enlisted, warrant officers, and commissioned officers. The source for these is the VDFR 624-1 and VDF Form 624-1, appendix X.

Before submitting a promotion packet, one should always consider several requirements:

- 1-Time in Grade (TIG) – Required Months vs. candidate's Actual Months
- 2-Time in Service (TIS) – Required Months vs. candidate's Actual Months
- 3-Is a waiver required? Yes or No
- 4-Is the candidate in a promotable billet? Yes or No
- 5-Drill attendance (last 12 scheduled drills) – Does the candidate's attendance meet the regulation criteria?
- 6-Non-drill alternative training hours (last 12 months) – This is related to drill attendance. Does the number of Non-drill alternative training hours exceed the regulation maximum?

### **Promotion Criteria**

Please note that service in the U.S. military and the VDF can be combined to reach minimum TIS and TIG requirements. Also, note that the education requirements are cumulative.

#### **ENLISTED**

##### **PV1 to PV2 (E-1 to E-2)**

TIS: 6 months minimum  
TIG : 6 months minimum

Professional Military Education (PME)

Requirements:

- 1) VDF Orientation "self-study"
- 2) Level II-A (Emergency Response) "self-study"

Promotion Authority: Regiment

##### **PV2 to PFC (E-2 to E-3)**

TIG : 6 months minimum  
TIS: 1 year minimum

Professional Military Education (PME)

Requirements:

Initial Entry Training Course –  
IET "non-prior service only"

Promotion Authority: Regiment



## VDF Promotion Criteria con't

### PFC to SPC (E-3 to E-4)

TIS: 2 years minimum

TIG : 1 year minimum

Professional Military Education (PME) Requirements:

- 1) Initial Entry Training Course – IET "non-prior service only"
- 2) NCO Leadership Development - NCOLD "self-study"
- 3) FEMA Courses (Completion of all four of these on-line, self-study

courses is also

REQUIRED prior to being placed on State Active Duty (SAD))

- a. IS-100.b: Introduction to Incident Command System, ICS-100

(<http://www.training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-100.b>)

This is an update to an older course.

- b. IS-200.b: ICS for Single Resources and Initial Action Incidents

(<http://www.training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-200.b>)

- c. IS-700.A: National Incident Management System (NIMS) An Introduction

(<http://www.training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-700.a>)

- d. IS-800.B: National Response Framework, An Introduction

(<http://www.training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-800.b>)

Promotion Authority: DRF

### SPC to SGT (E-4 to E-5)

TIS: 4 years minimum

TIG : 2 years minimum

Professional Military Education (PME) Requirements:

Primary Leadership Development Course – PLDC (SGT) (2015 requirement)

Promotion Authority: DIV





## **VDF Promotion Criteria con't**

### **SSG to SFC (E-6 to E-7)**

TIS: 11 years minimum  
TIG : 4 years minimum

Professional Military Education (PME)

Requirements:

- 1-Advance Non-Commissioned Officers Course  
ANCOC
- 2-VDF Staff Planning Course

Promotion Authority: DIV

### **SFC to MSG/1SG (E-7 to E-8)**

TIS: 15 years minimum  
TIG: 4 years minimum

Professional Military Education (PME)

Requirements:

- 1-ICS-300

Promotion Authority: DIV

### **MSG/1SG to SGM/CSM (E-8 to E-9)**

TIS: 20 years minimum  
TIG: 5 years minimum

Professional Military Education (PME)

Requirements:

- 1-ICS-400

Promotion Authority: DIV/NG

### **WARRANT OFFICERS**

**WO-1** – Appointment to Warrant Officer 1 requires successful completion of the Basic Officer Leadership Course — BLOC

#### **WO-1 to CW2**

TIS: 3 years minimum  
TIG: 3 years minimum

Professional Military Education (PME) Requirements:

- 1-Company Commanders Course – COCC
- 2-Professional Development ICS

#### **CW-2 to CW3**

TIS: 7 years minimum  
TIG: 4 years minimum

Professional Military Education (PME) Requirements:

- 1-VDF Staff Planning Course
- 2-ICS-300
- 3-Joint Knowledge DSCA Phase 1 self-study, "on-line" (must have JKO account; can obtain sponsorship from COL Lawson)

Promotion Authority: DIV

series — PDS (see #2 under SSG, above)

Promotion Authority: DIV





### **VDF Promotion Criteria con't**

#### **CW-3 to CW4**

TIS: 12 years minimum

TIG: 5 years minimum

Professional Military Education (PME) Requirements:

1-ICS-400

Promotion Authority: DIV

#### **CW-4 to CW5**

TIS: 18 years minimum

TIG: 6 years minimum

Professional Military Education (PME) Requirements: None

Promotion Authority: DIV/NG

### **COMMISSIONED OFFICERS**

**O-1 (2LT)** – Appointment to 2<sup>ND</sup> Lieutenant requires successful completion of the Basic Officer Leadership Course — BLOC

#### **O-1 to O-2 (2LT to 1LT)**

TIS: 2 years minimum

TIG: 2 years minimum

Professional Military Education (PME) Requirements:

1-Completion of SAD FEMA requirements (see #3 under PFC to SPC, above)

Promotion Authority: DIV

#### **O-2 to O-3 (1LT to CPT)**

TIS: 5 years minimum

TIG: 3 years minimum

Professional Military Education (PME) Requirements:

1-Company Commanders Course – COCC

Promotion Authority: DIV

#### **O-3 to O-4 (CPT to MAJ)**

TIS: 9 years minimum

TIG: 4 years minimum

Professional Military Education (PME) Requirements:

1-VDF Staff Planning Course

2-Professional Development ICS series — PDS  
(see #2 under SSG, above)

Promotion Authority: DIV

#### **O-5 to O-6 (LTC to COL)**

TIS: 20 years minimum

TIG: 6 years minimum

Professional Military Education (PME) Requirements:

1-ICS-400

Promotion Authority: DIV/NG



*Virginians Helping Virginians*



## The Historian's Corner:

### The Virginia Defense Force, 1984-2014.

*By COL Dennis P. Mroczkowski*

After the end of World War II, the various states disbanded their State Guards. Over the next decades, the United States Code still allowed the states to maintain their own military forces, separate from the National Guard. But there was very little interest in the nation in keeping such forces, which would incur an expense for the states to recruit, train, uniform and equip. Also, world events made such forces appear unnecessary. The Korean War of 1950-1953 saw only a limited use of the National Guard. When the United States became involved in the War in Vietnam, the United States use of its citizen-soldiers was even less. This lack of commitment of the National Guard called into question a need for a force to replace them if they were mobilized.

But by the 1970s the United States began to prepare its Armed Forces for the possibility of a war in Europe against the Soviet Union. Such a conflict would have required the mobilization of the National Guard and Reserves. Once again, the governors of many states realized that they could be left without any trained force to assist them in case of an emergency situation. By the 1980s, several states began to study how to organize their State Guards in case of such an eventuality.

Interest in a state military force for Virginia began at least as early as 1981, when several concerned citizens met at the State Military Reservation to discuss the matter. Their active concern led to the Virginia Assembly amending the Commonwealth's constitution on 18 April 1984, creating the Virginia State Defense Force as a part of the organized militia under the Virginia Department of Military Affairs.

By 1985, the organization of this new military force had begun to coalesce. Known then as the Virginia State Guard (VSG,) it had an initial mission of assuming "the duties of the Virginia Army and Air National Guard if these units are called to active duty outside of Virginia." In addition, the new VSG would occupy and protect the vacated armories of the National Guard, provide protection to designated vital installations and protect lives and property within the Commonwealth in case of civil disturbance or natural disaster.

The original organization of the VSG was impressive. It was to consist of a light infantry division composed of four brigades of three battalions with five companies each; an aviation brigade; a maritime brigade; and a Division Support Command which provided administrative, logistical, maintenance, medical, military police and public affairs support throughout the division.



### *The Virginia Defense Force, 1984-2014, con't*

A determined recruiting effort throughout the state brought many recruits into the new militia organization. Many of these soldiers had a military background in the US Armed Forces or National Guard. Many others saw an opportunity to serve their state and communities, and were eager for training and a chance to assist when necessary. The first commanding general of the VSG was Major General Richmond L. Vaughan, a veteran of World War II who had retired from the National Guard as a brigadier general. He very shortly relinquished his position, however, and his deputy, Albert R. Morris, was promoted to major general and appointed as the new commanding general.

Some members of the Virginia legislature were at times confused when the term "State Guard" was used in appropriations hearings, often mistaking it for the National Guard. So, in March of 1986 the name was officially changed, and the VSG became the Virginia Defense Force, or VADF. The acronym was shortened to VDF in about 2006.

Recruiting was successful in the early days, and by 1986, two thousand officers and enlisted soldiers had been sworn in to the VSG/VADF. Initially, the VADF was to be trained in the use of firearms, like its predecessors. But with the unfortunate misappropriation of the term "militia" by many anti-government elements across the country, and because of some incidents of unauthorized weapons training, the VADF was soon decidedly an unarmed force, still with a mission of protecting the citizens of the Commonwealth in times of emergency or disaster.

General Morris was succeeded as commanding general by Major General Robert C. Dechert on 1 January 1989. General Dechert quickly began to reform some of the obvious problems that were developing within this new organization. The rank structure of the VADF was brought into line with its regular and national counterparts, training was formalized through the efforts of the Division G-3, uniform regulations were set, a firm Manning Table of Organization (MTO) was set, and a more disciplined environment was maintained. Two major organizational changes were made: the Aviation Brigade was reformed as a battalion, and the Maritime Brigade was disestablished. Hundreds of VADF soldiers left at this time, but those who remained saw an improved structure, one with a better sense of mission and a distinct future within the DMA.

During MG Dechert's long tenure, the VADF had its first commitments in support of civil authorities in a series of emergencies. In 1990, with the start of the Persian Gulf War, many VANG units were called to active duty. VADF soldiers successfully performed their mission of securing the armories and assisting in the mobilization. When, in 1996, Hurricane Felix hit the state, MAJ Earl Williams became the first VADF soldier to be called to State Active Duty in the modern era, in support of the State Area Command EOC (now the Joint Operations Center.) Other activations of VADF personnel soon followed, for a major snow-



***The Virginia Defense Force, 1984-2014, con't:***

-storm in January 1996 and for Hurricane Fran later that year. Lessons learned from these emergencies assisted in preparing the VADF for the future. After the attacks on 11 September 2001, the VADF received a large increase in volunteers. However, with very limited need for the VADF except to secure some armories from departing VANG units, many of these new recruits soon left the organization.

General Dechert turned over command of the VADF to Major General Forrest Tignor in August 2003. In September, Hurricane Isabel struck Virginia, causing wide spread damage, particularly in Tidewater. A large number of VADF soldiers were called to SAD, serving for 11 days. They acted as liaison officers and SNCOs at the JOC, formed teams to distribute ice and water where needed, and most importantly, provided communications support to the National Guard. Two years later, Hurricane Katrina devastated the Gulf coast just as a water shortage afflicted the area of Big Stone Gap, VA. Over the next two months, the VADF had six soldiers serving with the JOC, providing logistical and personnel support to the VANG soldiers who were on the ground assisting in both emergencies.

General Tignor quickly reorganized the force, and began to set it on a path to assume permanent responsibilities within the DMA. The 1<sup>st</sup> Brigade became the Division Training Command, with responsibility for the training of individuals throughout the VDF.

A major emphasis of this training was the completion of specific FEMA courses and encouragement to attain the coveted Military Emergency Specialist (MEMS) badge. The other three brigades received the names they were to carry for the next two and a half decades; Lafayette, Black Horse and Highland. Receiving a grant from the Virginia Department of Emergency Management, he developed a set of Mobile Command Posts (MCPs) for the three line brigades and one for the division headquarters. These MCPs were equipped with radios that could cover the entire state and provided a capability that the VANG did not have, and which continues to be a major part of the support the VDF provides to the DMA.

In 2006 Major General John D. Taylor assumed command of the VDF from General Tignor. Working from the successes his predecessors, General Taylor quickly set out his own priorities for the VDF. These were leadership, recruiting, retention, and training. He saw that the VDF had to be more closely integrated into the operations of the DMA. Over time he developed nine Defense Support to Civil Authorities (DSCA) response packages, in such areas as interoperable communications with the MCPs, Individual Mobilization Augmentation Teams and State Area Radio (STAR) teams; State-Managed Shelter (SMS) teams; JOC augmentation teams and liaison teams; aviation support; and chaplain support, by which the VDF could provide essential support to the civil authorities. All of these response packages meant that the soldiers performing them had to be "trained and capable," and ready to respond when called on.



### *The Virginia Defense Force, 1984-2014, con't*

General Taylor regards the first 24 to 96 hours of an emergency as the most critical. To make the VDF more responsive in delivering its capabilities, he has reshaped the force to bring these response packages forward whenever needed. All capabilities are formed in "A," "B," and "C" teams, so that any team called to active duty could be completely filled with trained soldiers, and they would have back up for rotation if necessary. Training in the individual skills has increased over the years since 2008, with greater emphasis placed on FEMA courses and attainment of MEMS qualification for promotion. In 2012, in cooperation with the brigade commanders, General Taylor began a major reorganization of the VDF to bring it in line with its response packages. In the summer and autumn of 2013, the line brigades and their subordinate battalions and companies were finally disestablished. Their place was taken by two Division Response Forces (DRFs) with subordinate regiments composed of Multi-Response Groups, made up of a number of DSCA teams.

General Taylor has made the VDF a more professional organization, while posturing it for the future. Over the past several years, the DMA has come to rely on the VDF's capabilities and it uses the various teams not only in times of emergency, but in all major training exercises. He says that there is no greater service a soldier can perform than to help his or her neighbors. Today, more than ever before, the VDF lives up to its unofficial motto of "Virginians Helping Virginia."





# COMMANDING GENERAL'S RECOMMENDED READING LIST

The books listed below are recommended by Major General John D. Taylor, CG of the Virginia Defense Force, as a source of self-study. They are recommended to soldiers of the VDF regardless of rank. The books are listed in the categories of Part I: General Interest and History-Sept 2013 Bugler; Part II: Biography-Dec 2013 Bugler; and now, conclusion to the 2013-2014 reading list: Part III: Leadership and Incident Management. All these books are available at a local library; ask your librarian for an inter-library loan if one is not available at your local branch. Also, most of these titles are available on Nook and Kindle.

## **LEADERSHIP:**

***Muddy Boots Leadership; Real Life Stories and Personal Examples of Good, Bad and Unexpected Results.*** By John Chapman.

This small volume presents many examples of the kind of leadership challenges that face military officers and SNCOs. Taken from real life, these examples are explained for why they worked or failed, and also illuminate important leadership principles.

***The Mask of Command: Alexander the Great, Wellington, Ulysses S. Grant, Hitler, and the Nature of leadership.*** By John Keegan.

This book, by a great military historian, examines the changing nature of leadership, and discusses what makes a great military leader, one soldiers and nations will follow to victory or defeat.

***A Message to Garcia.*** By Elbert Hubbard.

This small pamphlet, available on the internet, tells the story of Captain Andrew Rowan, USA, who is ordered to take a message to Cuban insurgents at the start of the Spanish-American War. The moral of the tale is the necessity of seeing clearly what a task is and "taking hold" of it until it is successfully completed, in spite of all obstacles.

***Taking Charge: Making the Right Choices.*** By Perry M. Smith.

Written by a retired USAF major general, this book is based on his military experience. It depicts the kinds of leadership challenges and situations that will be faced in an organization. It is especially helpful to new leaders.

***Morale.*** By LtCol Sir John C. M. Baynes.

An outstanding study by a serving officer of the British Army during World War I. He uses his battalion, the Cameronians, in the Battle of Neuve Chappelle in 1915, as a study of the factors that make up that quality of morale that allow a man to 'stick to it' even in the face of adversity and the harshest of conditions. He strongly cites the importance of the identity with one's unit and the leadership and concern of officers and NCOs.



**CG's Reading List con't : INCIDENT MANAGEMENT:**

**The Great Deluge: hurricane Katrina, New Orleans, and the Mississippi Gulf Coast. By Douglas Brinkley.**

A highly-readable account of Hurricane Katrina in August of 2005. This book provides insight into responses to this emergency, from the personal to the state and national levels, and how they failed or succeeded. It is filled with “lessons learned” for VDF soldiers.

**Five Days at Memorial. By Sheri Fink. (Note: publication date is 10 Sep 2013.)**

A well-researched book about the experiences of patients and staff at a hospital in New Orleans during Hurricane Katrina. The book details what can happen when there are no contingency plans, when professional ethics are not followed, and how disastrous decisions can be made by those who are unprepared.

**Rising Tide; the Great Mississippi Flood of 1927 and How It Changed America. By John M. Barry.**

This book focuses on the political and social results of the “greatest natural disaster” ever to strike the United States up to that time. But it also gives a detailed account of the flood itself and the destruction it caused and immediate reactions to it.

**The 911 Commission Report; Final Report of the National Commission on Terrorist Attacks Upon the United States.**

This is a highly-detailed report that examines the attacks of 11 September 2001. It is worth reading in full, but chapters 1 and 5 through 12 provide information about the conduct of the attacks, the response on the local level in New York City and Arlington, and at the national level in Washington, and recommendations for preparations to prevent and mitigate the results of future attacks.

**National Incident Management System: Principles and Practice (2<sup>nd</sup> Edition, 2010.) By Dr. Donald Walsh, et al.**

A good book that explains recent changes to National Incident Management System policies, and provides guidance for their implementation. The book contains case studies, completed ICS forms, and tables to explain and simplify the subject matter.

**Introduction to Emergency Management, (5<sup>th</sup> Edition.) by George Haddow.**

An excellent study of all phases of emergency management, using case studies of the latest disasters.