



# KBC INSIDER



VOL. 1 - ISSUE 5

NEWSLETTER OF THE KABUL BASE CLUSTER INSTALLATION COMMAND

DECEMBER 2010



## ADOPTING A SCHOOL

Vermont, Mass. National Guard unit develops relationship with school

### AUGMENTING THE WAR

Guardsman serves in key position developing ANA

### COIN SCHOOL

CTC brings new focus to counterinsurgency doctrine

### TO SAVE A LIFE

Physicians give local Afghan girl new opportunity at life

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Task Force Rushmore Public Affairs Office  
196th Maneuver Enhancement Brigade

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## ON THE COVER

1st Lt. Ana Monteiro, 1-101st Field Artillery Regiment, Mass. Army National Guard, goes down a slide with an Afghan girl at Ariana school during a humanitarian aid drop of school supplies on Nov. 10, 2010, in Kabul, Afghanistan. (U.S. Army photo by Sgt. Rebecca Linder)

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Shoulder to Shoulder

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# AROUND THE KBC



## SERVING LINE

Senior Afghan National Army leaders participate in a U.S. military tradition of serving others during the Thanksgiving Day feast at the Camp Phoenix dining facility on Nov. 25, 2010. (U.S. Army photo by Sgt. Rebecca Linder)

## WOMEN'S BAZAAR

Three vendors try and sell some clothing to a U.S. Air Force Airman during the Afghan Women's Bazaar held at Kabul International Airport Nov. 21, 2010. The bazaar was held to benefit local area women who need the money generated by selling handmade goods to support themselves and their families. (U.S. Navy photo by MC2 Vladimir Potapenko)



## THANKSGIVING GATHERING

Lester Holt from NBC's "Today Show" broadcasts live from Camp Eggers as servicemembers provide a backdrop for the show on Thanksgiving Day Nov. 25, 2010. (U.S. Army photo by Sgt. Donally Kranz)

## MINNESOTA BOYS

Maj. Gen. Timothy McHale, second from left, deputy commander for support, U.S. Forces - Afghanistan, visits with Soldiers from the Mankato, Minn.-based 492nd Engineer Company after an awards ceremony at Camp Phoenix Nov. 21, 2010. McHale, a Minn. native, recognized the unit for their support in helping to finish a number of pre-engineered buildings in the Kabul Base Cluster. (U.S. Army photo by Sgt. Rebecca Linder)



## SPARKS OF IMPROVEMENT

Zamani Shannim, a local national construction worker, welds pieces of railing for new construction on Camp Eggers Nov. 20, 2010. As Camp Eggers expands, more and more construction is needed to improve the quality of life. (U.S. Air Force photo by Senior Airman Zachary Wolf)



## AFGHAN ENROLLERS

U.S. Ambassador to Afghanistan Karl W. Eikenberry, right, discusses some of the logistical aspects of the Afghan 1,000 Enrollers during a visit to Combined Joint Interagency Task Force 435 headquarters Nov. 6, 2010. Afghan 1,000 Enrollers is an Afghan-led program with an Afghan contractor hiring Afghan enrollers and system administrators to collect biometric data at key border locations and at the Ministry of Interior's Population Registration Department offices across Afghanistan. (U.S. Air Force photo by Senior Airman William A. O'Brien)

## GOOD BYE SALUTE

Members of the 1-186th Brigade Support Battalion, Vermont Army National Guard, render a salute during a transition-of-authority ceremony with the 17th Combat Sustainment Support Battalion, Forward Logistics Element on Nov. 25, 2010, at Camp Phoenix. The 17th CSSB will take over the mission of providing medical, transportation, logistic and maintenance support for the Kabul Base Cluster. (U.S. Army photo by Sgt. Rebecca Linder)



# SC and Mass. Guard units transfer authority



(U.S. Army photo by Capt. Anthony Deiss)

**Maj. Timothy Sawyer, right, commander of Headquarters and Headquarters Company (HHC), 1st Battalion, 181st Infantry Regiment, and 1st Sgt. David Parella, senior noncommissioned officer of HHC, uncased the guidon for the Massachusetts Army National Guard unit during a transfer-of-authority ceremony Nov. 4, 2010, at Camp Phoenix in Kabul, Afghanistan. The 1-181st assumed the duties of the 1-178th Field Artillery Battalion, South Carolina Army National Guard, to provide force protection and security for a number of bases throughout the capital city of Kabul, as well provide security for Provincial Reconstruction Teams across the country.**

## By Task Force Rushmore Public Affairs

CAMP PHOENIX – Soldiers of the 1st Battalion, 181st Infantry Regiment, Massachusetts Army National Guard, and the 1-178th Field Artillery Battalion, South Carolina Army National Guard, transferred authority Nov. 5 during a ceremony at Camp Phoenix in Kabul, Afghanistan.

The 1-181st assumed the duties and responsibilities of the 1-178th to provide force protection and security for a number of bases throughout the capital city of Kabul, as well as providing security for Provincial Reconstruction Teams (PRT) across the country.

The Georgetown, S.C.-based 1-178th has completed their year-long tour in support of Operation Enduring Freedom and will be returning home.

“To the Soldiers of the 1-178th – you came to Afghanistan and completed everything you set out to do. Your hard work and dedication has led to a successful mission here and we are bringing everyone back home safely,” said Capt. Christopher Plummer, commander for

Headquarters and Headquarters Battery, 1-178th. “To the Soldiers of the 1-181st – good luck and keep the standards high.”

The 1-181st will conduct integrated base defense operations for the Kabul Base Cluster Installation Command – including entry control point operations, perimeter security and conducting mounted and dismounted patrols. The 1-181st is based in Worcester, Mass., and draws Soldiers from six other armories across the state and other members from across the country.

“We are ready for this mission and ready to fulfill the duties and responsibilities to provide a secure environment for the Kabul Base Cluster and for Afghanistan,” said Lt. Col. Anthony Couture, commander, 1-181st. “We look forward to continuing what the 1-178th has done and wish them well as they return home.”

Additionally, the 1-181st will provide security for more than a dozen PRTs throughout the country. The role of the PRT is to empower Afghans by helping with projects to improve infrastructure and assist village, province and government leaders in supporting the Afghan people.

# 1-134th CAV assume duties, role of 1-101st FA



(U.S. Army photo by Sgt. Rebecca Linder)

Lt. Col. Thomas Rynders, left, commander of 1st Squadron, 134 Cavalry Regiment (1-134th), and Command Sgt. Maj. Marty Baker, 1-134th senior noncommissioned officer, uncase the guidon for the Nebraska Army National Guard unit during a transfer-of-authority ceremony Dec. 1, 2010, at Camp Phoenix in Kabul, Afghanistan. The 1-134th assumed the duties and responsibilities from the 1st Battalion, 101st Field Artillery Regiment, Massachusetts and Vermont Army National Guard.

## By Task Force Rushmore Public Affairs

CAMP PHOENIX – Soldiers of the 1st Squadron, 134 Cavalry Regiment (1-134th), Nebraska Army National Guard, and the 1st Battalion, 101st Field Artillery Regiment (1-101st), Massachusetts and Vermont Army National Guard, transferred authority Dec. 1 during a ceremony at Camp Phoenix in Kabul, Afghanistan.

The 1-134th assumed the duties and responsibilities of the 1-101st to train and mentor the Afghan National Police and Afghan National Army forces throughout the capital city of Kabul, as well as across Kabul province.

The 1-101st has completed their year-long tour in support of Operation Enduring Freedom and will be returning home.

“The Massachusetts Soldiers have done a superb job of training the Afghans and have set the conditions for our success,” said Lt. Col. Thomas Rynders, 1-134th commander. “Over the next few months, you troopers will be partnering with the Afghan National Police and the Afghan National Army, training and assisting them in providing security in Kabul province. We trained for three-long months and we are ready to finally begin the mission.”



(U.S. Army photo by Sgt. Rebecca Linder)

Soldiers of the 1st Battalion, 101st Field Artillery Regiment, Massachusetts and Vermont Army National Guard, render a salute during their transfer-of-authority ceremony Dec. 1, 2010, at Camp Phoenix in Kabul, Afghanistan.

# Servicemembers honor past veterans

Sgt. 1st Class Joe Hulscher, of Colton, S.D., of the 196th Maneuver Enhancement Brigade, South Dakota Army National Guard, salutes the American flag during a Veterans Day ceremony Nov. 11, 2010, at Camp Phoenix in Kabul, Afghanistan. (U.S. Army photo by Capt. Anthony Deiss)



## By Task Force Rushmore Public Affairs

CAMP PHOENIX – Servicemembers serving in Afghanistan took time to pay homage on Veterans Day, as they participated in a ceremony at Camp Phoenix to pause and remember the service and sacrifices of those veterans who have gone before them.

“We gather here this day – at the 11th hour, on the 11th day, of the 11th month – to participate in the same tradition of honoring all who have faithfully served our great nation in the causes of peace, justice, and liberty,” said Capt. Kenny Honken, of Freeman, S.D., chaplain, 196th Maneuver Enhancement Brigade.

“November 11 is a day of reflection upon ‘the heroism of those who died in the country’s service and with gratitude for the victory’ of the American Armed Forces in The Great War,” continued Honken, quoting President Woodrow Wilson, who originally recognized Armistice Day in 1919, commemorating the end of World War I. “Some 30-years

later, under President Eisenhower, that same honor of remembering the sacrifices of our nation’s fighting force was extended to all veterans, regardless of the conflict in which they served.”

Members stationed at Camp Phoenix continuing that service, took a few minutes to break from their duties in the war effort to reflect on the holiday’s meaning to them as veterans.

“I think [Veterans Day] means more now because it’s my second time,” said Sgt. 1st Class Wayne Hintz, of Watertown, S.D. “Both of my grandfathers served before me in World War II and the Korean War. It’s kind of a legacy in our family for someone to be in the military to serve. I feel like I’m doing my part.”

“I am proud to be a veteran here in Afghanistan on Veterans Day,” added Spc. Cassandra Hiemstra, of Springfield, S.D. “I am the first one in my family to be here and I feel very proud to serve for all the people that have fallen.”

Two-time Afghanistan-war veteran Command Sgt. Maj. Darwin Rahder, of Rapid City, S.D., said this holiday has more meaning for him as he watches younger Soldiers like Hiemstra experience it here.

“The most exciting part of being deployed for a second time on Veterans Day is to watch the first-time deployed servicemembers being here on this day,” he said. “Next year when they are home...it will have a whole different meaning to them.”

During the ceremony, Chaplain Honken called for a moment of silence to honor America’s veterans from all the conflicts, campaigns and wars in which they have served, and to show gratitude for their selfless heroism.

“I’m very proud to be a first-time deployed Soldier in Afghanistan on Veterans Day,” said 2nd Lt. Michael Warkenthien, of Sioux Falls, S.D. “I am very honored to be serving in the footsteps of all the veterans who have gone before us and sacrificed their lives before us.”

# Afghan Women's Project bazaar held at NKC



(U.S. Army photo by Pfc. Amy Major)

Staff Sgt. Lorrie Cressy, right, New Kabul Compound (NKC) Base Support Group, helps Patty Mook, J1 office, U.S. Forces Afghanistan, pick out a new coat at the Afghan Women's Project bazaar Nov. 19, 2010, at NKC. The project is helping Afghan women to provide a stable income for their families.

By Pfc. Amy Major

Unit Public Affairs Representative, New Kabul Compound Base Support Group

**NEW KABUL COMPOUND** – Twenty-five local women and their children loaded bags and suitcases with a wide range of their own handmade products and brought them to the Afghan Women's Project bazaar in hopes of selling them on Nov. 19 at New Kabul Compound in Kabul, Afghanistan.

Table cloths, socks, jewelry and clothing were only a few of the items these women and children brought with them to sell in order to help provide financial support for their families. The women selling their products are proud, sole income earners for their families. Most are widows, whose husbands fought in the various Afghanistan wars, or they have a husband who is too ill to work.

The Afghan Women's Project started with 90 women and has grown to more than 250 who participate in the program. Each woman also has a team of about 10 women who help make the various products that are sold.

This was the fourth bazaar put on by the Afghan Women's Project. The first, which was held at Kabul International Airport, made almost \$11,000 with only 10 women. With a success such as this,

these women are able to provide better living conditions for their families.

"It is nice that we can provide these ladies with a safe place to sell their wares, and also know that we are contributing to the income of these hard working Afghan women," said Sgt. Clyde Linker, 196th Maneuver Enhancement Brigade, South Dakota Army National Guard.

Before selling products at the bazaar, these women only earned about \$45 every two weeks selling their products at local shops, where their shopkeeper would take up to 95 percent of their daily earnings.

Being able to mingle with English-speaking personnel at the camps has provided the children an opportunity to use what they have learned in school to speak with servicemembers stationed throughout the camps. Holding the bazaar on the camps also provides the women and children a better understanding of what the U.S. and coalition forces are here for.

# New Afghan medical screening clinic opens



(U.S. Army photo by Sgt. Rebecca Linder)

**Seliman Baheer, center, manager of the new Avicenna Mashal Clinic on Camp Phoenix, explains to Brig. Gen. Theodore Johnson, Task Force Rushmore commander, how the X-ray machine will scan for tuberculosis for local Afghans applying to work at military installations during the grand opening of the clinic Nov. 5, 2010.**

## By Task Force Rushmore Public Affairs

CAMP PHOENIX – A new local national screening clinic at Camp Phoenix officially opened its doors for services Nov. 6 as servicemembers here along with members of a local Afghan medical group participated in a grand opening ceremony.

The Avicenna Mashal Clinic will provide medical screening services for local Afghans who apply to work at Camp Phoenix and other camps throughout the Kabul Base Cluster. Services include X-rays for tuberculosis, blood draws to examine for HIV and AIDS, immunizations to protect against diseases, and education on personal hygiene.

“There is a very big need for this screening clinic because of the Afghans who want to work for Camp Phoenix or any military base,” said Seliman Baheer, clinic manager and vice president of Mashal Baheer Group. “Making sure Afghans are healthy helps to ensure the overall health and well-being of the camp and those who live and work here.”

With oversight of the clinic, Task Force Rushmore’s surgeon cell will work alongside medical providers from the Mashal Baheer Group

to ensure accurate screening process are conducted and only healthy Afghans are cleared for work on the camps.

“This clinic is providing us with a good opportunity to work with Afghan doctors to help mentor them in screening procedures and how to conduct them thoroughly,” said Capt. Regan Norgaard, physician assistant, Task Force Rushmore Surgeon Cell.

Norgaard said the new clinic also plays into the counterinsurgency mission, and is helping the Afghan people understand the importance of good health.

“The clinic is not only helping to keep U.S. and coalition forces healthy, but is also demonstrating to the Afghan people we care about their overall health,” said Norgaard. “Helping the locals to understand the importance of good health and hygiene will contribute to them living longer.”

“I want to thank the Task Force Rushmore and the U.S. military for building this screening clinic and providing this service to the Afghan people,” added Baheer.

# French forces transition authority in Kabul



A new contingent of French forces from Epidote 27 assume their duties and responsibilities of training and mentoring the Afghan National Army forces from Epidote 26, during a transfer-of-authority ceremony Nov. 29, 2010, at Camp Warehouse in Kabul, Afghanistan.

(U.S. Army photo by Capt. Anthony Deiss)

## By Task Force Rushmore Public Affairs

**CAMP WAREHOUSE** – A transfer-of-authority ceremony was held for a new contingent of French forces at Camp Warehouse Nov. 29 as they changed command with forces serving in Kabul, Afghanistan.

France's Epidote 27 assumed duties and responsibilities from Epidote 26 in training and mentoring the Afghan National Army.

"You have contributed to building a solid frame for the Afghan National Army; one essential component for the establishment of an army of quality and a guarantee of stability for the future of this country," said Col. Emmanuel Didier, French National Representative.

Epidote 26, consisting of various training bodies from the Land Forces Command, Air Force, Navy, Military Intelligence Directorate and the Directorate of Protection and Security, served the past six months training more than 6,000 Afghan students.



(U.S. Army photo by Capt. Anthony Deiss)

International Security Assistance Force Chief of Staff, Lt. Gen. Gilles Fugier passes a guidon to Col. Jean-François Vasseur, incoming French Epidote 27 commander, during a transfer-of-authority ceremony Nov. 29, 2010, at Camp Warehouse in Kabul, Afghanistan.

# ADOPTING A SCHOOL

Vermont, Mass. National Guard unit develops relationship with Kabul school



(U.S. Army photo by Sgt. Rebecca Linder)

1st Lt. Ana Monteiro, 1st Battalion, 101st Field Artillery Regiment (1-101st), Massachusetts and Vermont Army National Guard, swings with an Afghan girl at Ariana school during a humanitarian aid drop of school supplies on Nov. 10, 2010, in Kabul, Afghanistan. Monteiro and other Soldiers of the 1-101st have 'adopted' the mostly girl school by providing three more classrooms and donating school supplies several times since May.

By Sgt. Rebecca Linder

Task Force Rushmore Public Affairs

Located near a rich, private school in downtown Kabul, one of the poorest schools in the area, Ariana, has been 'adopted' by Soldiers from the 1st Battalion, 101st Field Artillery Regiment (1-101st). Several boxes of school supplies, including books, crayons, notebooks, pens and pencils, were again donated to the children at the mostly girl school during a humanitarian aid mission Nov. 10.

"The girl schools typically get less funding and less resources and a lot of the people who go to the schools are real poor so their families don't necessarily have the means of providing them the

paper and school supplies expected to be provided," said 1st Lt. Ric Volp, executive officer, Bravo Battery, 1-101st. "By providing the supplies, we can help them better their education."

Soldiers from this Massachusetts and Vermont Army National Guard unit have been working with Ariana since May, and with donations from churches and local communities from back home, these Soldiers have been able to create a special relationship with the school.

"The supplies we give them will help benefit their education for being able to do their work," said Volp. "A lot of the books we gave them are in English so they will help them learn to read and write

in English, which will help bring the school girls closer to Americans because of the language they will share.”

Originally walking into a school with tents and benches for classrooms, the goal of the 1-101st was to provide additional space. Since then, with help from the Commanders Emergency Response Program (CERP), these Soldiers have been able to provide three additional large classrooms to assist with overcrowding and have provided the facility school supplies a number of times.

“The facility is very nice now; they take very good care of it and take a lot of pride in it,” said 1st Lt. Ana Monteiro, assistant civil military operations officer, 1-101st. “The students learn in shifts, this school has three, so there is not a lot of room, but we have been able to help assist with the problem and they are very grateful for what we do.”

“We have a good memory of how nice and giving these people are,” said one school teacher. “We thank them very much and appreciate everything they have done for us.”

With the primary focus of providing a better education for Afghans, the 1-101st has put more than \$7.1 million toward education projects under CERP. Fourteen new schools have been built and another 19 are in progress.

The 1-101st Soldiers are building schools not only for elementary and high school students, but also schools for Afghan students after graduating high school.

“Out of the 19 schools we currently have under construction, one is a vocational school and another is a civil aviation training institute, where students will learn different jobs at the airport. As soon as they are done, they automatically start working at the airport in Kabul,” said Monteiro.

“I think the schools are one of the best things we can do to fight the insurgencies because so many of the Afghans don’t know what our mission is, they just know what they have heard,” said Volp. “Hopefully by doing a lot of these school projects the kids will start getting a better education and actually be able to make a change in their society.”



(U.S. Army photo by Sgt. Rebecca Linder)

**1st Lt. Ana Monteiro, right, 1st Battalion, 101st Field Artillery Regiment (1-101st), Massachusetts and Vermont Army National Guard, gives a teacher from Ariana school crayons, notebooks and other school supplies as 1st Lt. Ric Volp, also a member of the 1-101st waits to give her more supplies during a humanitarian aid mission on Nov. 10, 2010, in Kabul, Afghanistan. Monteiro, Volp and other Soldiers of the 1-101st have ‘adopted’ the mostly girl school by providing three more classrooms and donating school supplies several times since May.**



(U.S. Army photo by Sgt. Rebecca Linder)

**1st Sgt. Wendell Barney, center, Bravo Battery, 1st Battalion, 101st Field Artillery Regiment (1-101st), Massachusetts and Vermont Army National Guard, gives pictures of residents from Vermont putting together school supply donations to a teacher, left, at Ariana school on Nov. 10, 2010, in Kabul, Afghanistan. Soldiers of the 1-101st have ‘adopted’ the mostly girl school by providing three more classrooms and donating school supplies several times since May.**

# AUGMENTING

## Guardsman serves in key position developing ANA THE WAR

By Capt. Anthony Deiss - Task Force Rushmore Public Affairs



(Courtesy photo)

South Dakota Army National Guard Col. Michael Herman, right, senior advisor and coalition commander of the Consolidated Fielding Center, briefs NATO Supreme Allied Commander Europe Adm. James Stavridis, left, on the progress of training Afghan National Army units in May 2010 at the Consolidated Fielding Center near the capital of Kabul, Afghanistan.

**W**hile many South Dakotans are aware of the contributions South Dakota Army National Guard units have made in supporting the wars in Iraq and Afghanistan, they may not know about the contributions made by individual Guardsmen who deploy and serve.

Known as individual augmentees or IAs, these Guard members have voluntarily asked for an opportunity to serve their state and nation by filling key positions in the war fight.

Having never mobilized with an activated unit, Army Col. Michael Herman of Aberdeen, S.D., said, he knew he wanted to serve in Afghanistan in some capacity. He now is helping to develop the Afghan National Army.

“I hadn’t deployed yet, and got permission to deploy by the South Dakota Guard,” said Herman, 47. “I worked through the National Guard Bureau to find an IA assignment, and they gave me a list to choose from in Afghanistan, because that’s where I wanted to serve.”

Since 2001, the South Dakota Army National Guard has mobilized more than 3,500 Soldiers in support of Operations Iraqi and Enduring Freedom, about 50 of them in IA positions. In August 2009, Herman chose a position critical to the security climate in Afghanistan from a short list of available colonel augmentee positions.

Over the next 15 months, Herman would serve as the senior advisor and coalition commander of the Consolidated Fielding Center at Kabul Military Training Center near the Afghan capital of Kabul. The CFC develops nearly all Afghan army units for the



**Afghan National Army students execute their knowledge of the "Military Decision Making Process" as part of a validation exercise Sept. 14, 2010, at the Consolidated Fielding Center near the capital of Kabul, Afghanistan.**

(Photo by Guy Volb)

country — manning, equipping, training, validating, and finally deploying units into the fight.

“The role of the individual augmentee is very important. Units mobilizing are obviously very important, but IAs fill key positions,” said Herman, who is married with three children and one grandchild. “National Guard people are especially well suited for these types of assignments, because they bring a lot of unique skill sets to this type of environment or theater.”

So important is the role of the CFC in developing the security forces needed for Afghanistan, it garners the attention of the top officials from the U.S. government and military, as well as coalition partner nations. Herman has briefed former International Security Assistance Force Commander Army Gen. Stanley A. McChrystal, Defense Secretary Robert M. Gates and Navy Adm. James Stavridis, NATO’s supreme allied commander for Europe, as well as numerous Congress members and foreign ambassadors.

With an ISAF goal of having 134,000 trained and fielded Afghan Soldiers throughout the country by last month, Herman knew he had a big task ahead of him when he arrived in September 2009. With only about 110,000 Afghan army forces trained and deployed since the war began, Herman would lead the effort to increase its size by nearly 30,000 Soldiers in just over a year — bringing the total to about 140,000.

“I knew very little about the position when I selected it,” said Herman, a 29-year veteran of the South Dakota Guard. “But with having an extensive training background, I thought it would be the

perfect fit for me training Afghan Soldiers as they stand up their national army.”

Prior to mobilizing, Herman had been the professor of military science at South Dakota State University in Brookings for four years. Before that, he spent more than 13 years serving in training, personnel and administrative officer positions for the 1-147th Field Artillery Battalion and 147th Field Artillery Brigade, responsible for ensuring the manning, equipping and training of Soldiers.

Herman would rely on this experience to help in developing the year-old CFC. Leading up to his arrival, the CFC was the only collective training center in Afghanistan ramping up Afghan army units.

“It was a relatively new training center. In the past, the [Afghan army] had been standing up their units in separate areas or remote locations,” Herman said. “What [ISAF and the Afghan government] found out is that they had a product that was very different from one another.”

Herman said some Afghan army corps would do very well at getting their Soldiers the right equipment and training, while others were not doing as well, so coalition forces and the Afghan defense minister decided to have one location to have collective training.

While the CFC was in its infancy, the program had very few resources and personnel to properly train the numbers of Soldiers. But Herman had experience taking a struggling organization and making it successful. He revamped South Dakota State’s Army

**see augmentee page 24**



(U.S. Army photo by By Sgt. Rebecca Linder)

# THE SCHOOL OF COIN

Afghan National Security Forces (ANSF) listen to a brief Oct. 26, 2010, at the Counterinsurgency Training Center-Afghanistan (CTC-A) at Camp Julien in Kabul, Afghanistan. Several U.S. and coalition forces, along with ANSF, participate in this five-day Counterinsurgency Leaders class to gain a better understanding of COIN and how to implement the principles while deployed to Afghanistan.

## CTC brings new focus to counterinsurgency doctrine

By Sgt. Rebecca Linder

Task Force Rushmore Public Affairs

**A**fter being at war for more than nine years in Afghanistan, U.S. and coalition forces have worked hard to train and mentor Afghan National Security Forces (ANSF) in gaining the trust and support of their own people.

Helping to build the ANSF confidence to accomplish this is the Counterinsurgency Training Center – Afghanistan (CTC-A), also known as the COIN academy, where Afghan, U.S. and other coalition forces

learn the detailed concepts of COIN – winning the hearts and minds of the local people – and how to apply it.

Operating since 2007, the CTC-A has taught COIN to U.S. and coalition troops serving throughout Afghanistan, but a new focus on training the ANSF in this strategy is the goal of the school.

Recently under the direction of Gen. David Petraeus, International Security Assistance Force commander, the direction and importance of who is being taught and executing the mission has changed, said U.S. Army Col. Chad Clark, CTC-A co-director.

“The emphasis now needs to be on

building the capabilities and capacity of the ANSF to professionalize them,” said Clark. “With this change, as we start to draw back our presence here, the ANSF can actually assist and provide what is necessary to the local population in terms of security and economic development.”

With this recent initiative, classes at the CTC-A are starting to fill with more ANSF and less U.S. and other coalition forces. In the most recent class, 23 out of 170 students were ANSF.

The CTC-A offers two different courses, COIN Leadership Class (CLC) and a District Stability Framework (DSF) class, and also provides on-the-site training for

servicemembers not able to attend the school.

“The CLC class provides a common core baseline of what COIN is and the students spend time applying the concepts they have learned by doing practical exercises,” said U.S. Navy Lt. Cmdr. Colby Sherwood, Combined Stability Operations Center military lead.

“The DSF class focuses on teaching key leaders in Afghanistan how to rebuild a community by determining the causes of instabilities, and then how to plan against those causes to reduce the reasons for insurgencies,” added Sgt. 1st Class Casey Vanwormer, DSF instructor.

Although classes will still be offered at the school for U.S. and coalition forces, the school is implementing a different way for servicemembers to receive training before deploying overseas.

“In the next six months there will be less coalition forces and more ANSF coming to the courses,” said Clark, of Fort Leavenworth, Kan. “Eventually we will put together a COIN basic course online for U.S. and coalition servicemembers...so when they arrive in Afghanistan, everyone will come with a basic understanding of COIN.”

Allowing more ANSF to attend the classes will give them the opportunity to learn why they are important to their people, provide them the tools and understanding necessary to gain the trust of their own population, and eventually, allow U.S. and coalition forces to draw back their presence within the country.

“The face of the government is the local Afghan National Police (ANP) standing on the street corner directing traffic,” said Clark. “When the Afghan people see the police as an institution that is there to protect them, and not somebody who is there to harm them or to take their money, they see that as legitimate. If we can get the local people to trust the ANP and the army, then hopefully they will have faith that their government will be able to take care of them.”

The CTC-A has been operating, educating and training U.S. and coalition forces on COIN for several years, but with the new transition to teaching ANSF, there is a hopeful future for the stability of this country with these newly educated Afghan leaders.

“The transition of focus will allow the ANSF to be able to help build a safe and secure Afghanistan and eventually transition into a government that can govern its own people,” said Clark.

## 196th Soldiers assume security, support role at Camp Black Horse



(U.S. Army photo by Capt. Anthony Deiss)

**Soldiers from the 196th Maneuver Enhancement Brigade, South Dakota Army National Guard, and Headquarters Support Company, 101st Airborne Division (Air Assault) stand in formation during a transition of authority ceremony on Nov. 5, 2010, at Camp Black Horse in Kabul, Afghanistan. The 196th assumed the duties and responsibilities of the camp support group from the 101st and will provide security and base support services for more than 700 U.S. and coalition forces who reside on camp.**

### Task Force Rushmore Public Affairs

CAMP BLACK HORSE – South Dakota Army National Guard Soldiers from the 196th Maneuver Enhancement Brigade assumed the duties and responsibilities of the camp support group (CSG) at Camp Black Horse on Nov. 5 in Afghanistan.

The 13-member team will replace Soldiers from the Headquarters Support Company, 101st Airborne Division (Air Assault) and will provide security and sustainment support for more than 700 U.S. and coalition forces stationed here.

“This is an important mission and these Soldiers are ready for the task,” said Maj. Kevin DeJong, CSG officer-in-charge. “The camp mayor team has a lot of responsibility when it comes to steady-state operations for the base.”

Also known as the mayor cell, the CSG will be in charge of the day-to-day operations of the base – managing force protection and security, billeting, dining services, building maintenance and oversight of contracted services – all in an effort to make daily life

safe and convenient for troops living and working here.

“Our goal is to protect and support the servicemembers who live and work here to give them peace of mind and the best quality of life possible,” said DeJong, of Yankton, S.D.

Camp Black Horse is located within the Kabul Military Training Center (KMTC) just outside the capital of Kabul, where U.S. and coalition forces train and mentor the Afghan National Army. These forces from the Czech Republic, Germany, Italy, Spain, Lithuania, Greece, France, along with the U.S. Army’s 10th Mountain Division, will depend on the 196th for base support needs.

“The support mission we have here is contributing to the overall mission of the KMTC and Afghanistan,” said DeJong. “We take care of U.S. and coalition forces so they can focus on training the Afghan security forces, and in the long run, that will translate into a better, more prepared fighting force.”

# OPERATION OUTREACH

Task Force Rushmore Public Affairs

**V**olunteers of the Operation Outreach Afghanistan (OOA) program visited several schools in recent months to help win the hearts and minds of Kabul school children.

Members of OOA visited the school at Walayatee village on Oct. 27 to deliver school supplies to the local children as a gesture of goodwill. A new all-girls school was also officially opened and dedicated during the OOA visit, and is now giving about 1,000 girls in the village a better opportunity for an education.

During the humanitarian assistance drop, six members of OOA handed out 150 back packs full of school supplies to aid the students in their learning.

“The school was built in partnership with the Afghan people using Commanders Emergency Response Program funds as directed by Soldiers of the 1-178th Field Artillery Battalion from South Carolina,” said Capt. Benjamin Mailhot, civil military operations officer from 1st Battalion, 101st Field Artillery Regiment, Massachusetts Army National Guard. “It’s great to see these kinds of humanitarian projects come to fruition, and it’s especially gratifying when we can partner with OOA to bring in some needed school supplies along with the new school.”

Volunteers of OOA also visited the school of Ali Ahmad Khan Popol village on Oct. 18 and the Maihan Orphanage to deliver school supplies and smiles to the local children.

About 250 school children were in attendance during the humanitarian assistance drop, where nine members of OOA handed out 10 large ruck sacks full of school supplies, 30 fleece blankets and about 40 back packs.

“The smallest items mean the world to them,” said Capt. Brain Dreyer, OOA deputy director. “Most of these children have never had a package of markers and you can see the joy in their faces.”

“The school’s administration was very professional and helpful with coordination,” added Dreyer. “The principle asked us to go to the classrooms and give the school supplies directly to the children so they would know that U.S. military servicemembers had donated them.”

OOA is a volunteer organization not affiliated or sponsored by the U.S. Department of Defense. The goal of OOA is to empower the Afghan people through compassionate humanitarian assistance. OOA is made up of deployed U.S. servicemembers and civilians working to bring relief and aid to the Afghan people and give of their “off-duty” time to help provide commonly needed items to those in need.



(U.S. Army photo by Chief Warrant Officer 2 Ryan Mattfield)

**Children of the Ali Ahmad Khan Popol school display their excitement after receiving new school supplies on Oct. 18, 2010, in Kabul, Afghanistan. Operation Outreach Afghanistan volunteers handed out 10 large ruck sacks full of school supplies, 30 fleece blankets and about 40 back packs.**



(U.S. Army photo by Sgt. Rebecca Linder)

**U.S. Army Sgt. 1st Class Tracy Barrera distributes toys to Afghan girls, which is one of many items donated to the children of area schools, villages and orphanages around Kabul, Afghanistan.**



(Courtesy photo)

**ABOVE:** Volunteers of Operation Outreach Afghanistan handed out 150 back packs full of school supplies to children of the Walayatee village on Oct. 27, 2010, to support the local school in Kabul, Afghanistan.

**BELOW:** Operation Outreach Afghanistan member U.S. Navy Cmdr. Samuel Pontier poses with children of the Walayatee school during a humanitarian aid drop on Oct. 27, 2010, in Kabul.



(U.S. Army photo by Chief Warrant Officer 2 Ryan Mattfield)

**ABOVE:** Operation Outreach Afghanistan member U.S. Marine Lt. Col. Shane Nicklaus and kids from the Ali Ahmad Popol school give a 'thumbs-up' after receiving new school supplies on Oct. 18, 2010, in Kabul, Afghanistan. Operation Outreach Afghanistan volunteers handed out 10 large ruck sacks full of school supplies, 30 fleece blankets and about 40 back packs full of school supplies to aid the students in their learning.



(Courtesy photo)



(U.S. Army photo by Capt. Anthony Deiss)

# TO SAVE A LIFE

## Physicians help give local Afghan girl new opportunity at life

By Capt. Anthony Deiss

Task Force Rushmore Public Affairs

**F**or 13-year-old Afghan girl Safoora, a new opportunity at life is one gift that came just in time for the Islamic celebration of Eid al-Adha. Suffering from a tumor in the middle of her brain, Safoora was able to get the surgery she needed to remove the life-threatening mass.

While the holiday of Eid al-Adha is similar to that of Christmas for Americans, Safoora's gift did not come from a jolly, fat man in a red suit, but rather two men wearing green camouflage.

Col. Ashok Kumar, a physician, and Capt. Regan Norgaard, a physician's assistant, both deployed to Kabul, Afghanistan, with the 196th Maneuver Enhancement Brigade, South Dakota Army National Guard, coordinated the surgery Safoora needed in order to have a chance at living a healthy and normal life.

Col. Ashok Kumar, a physician deployed with the 196th Maneuver Enhancement Brigade, South Dakota Army National Guard, examines 13-year-old Afghan girl Safoora Nov. 19, 2010, at the Camp Phoenix medical clinic in Kabul, Afghanistan, after a recent operation she received to remove a tumor from the middle of her brain. Kumar helped to coordinate the necessary resources and medical contacts Safoora needed in order to have a chance at living a healthy and normal life.

"I am very thankful for Col. Kumar and Capt. Norgaard and their efforts to help my daughter," said Ishmael Mohammad, Safoora's father. "I am hopeful she will live a long and happy life."

Mohammad, an Afghan worker at Camp Phoenix, brought Safoora to the 196th's brigade surgeon's office in October after she began exhibiting symptoms of dizziness, headaches and difficulty concentrating in school.

"We knew she had a tumor removed in June 2008 in Pakistan," said Kumar, of Rapid City, S.D. "The father told us the doctor who performed the surgery had died since and was wondering if there was anything we could do to ease the suffering of his daughter."

Through a non-Department of Defense volunteer program called Operation Outreach Afghanistan, Safoora was able to receive assistance for her first surgery. The OOA program is a humanitarian organization that provides assistance to needy Afghan families through donations of money, clothing, school and medical supplies.



(U.S. Army photo by Sgt. Rebecca Linder)

**Capt. Regan Norgaard, a physician assistant deployed with the 196th Maneuver Enhancement Brigade, South Dakota Army National Guard, poses with 13-year-old Afghan girl Safoora in October 2010 at the Camp Phoenix medical clinic in Kabul, Afghanistan, before she departs to India to remove a tumor from the middle of her brain. Norgaard helped to coordinate the necessary resources and medical contacts Safoora needed in order to have a chance at living a healthy and normal life.**

The program also provides medical assistance to Afghan children with special needs by referring them to hospitals in Kabul, neighboring countries or even in the United States.

"After Safoora's first surgery in 2008, she recovered well and exhibited no problems until June 2010 when she started to have headaches and dizziness," said Kumar, a 20-year employee of the Veterans Affairs hospital in Sturgis, S.D. "A scan of Safoora's brain done in June at a NATO military hospital in Kabul showed a mass in the same area of her previous surgery."

"The doctors at the coalition hospital said her life was in danger and without surgery soon, she would most likely die," added Norgaard, of Brookings, S.D. "Unfortunately, the surgery she needed could not be performed anywhere in Afghanistan due lack of medical resources – we needed to look at other options."

With limited time, options and money to pay for a second surgery, Mohammad was only hoping Kumar and Norgaard could do something to make Safoora's last days as comfortable as possible. However, Kumar and Norgaard were not going to settle with only treating her pain.

Using some monetary donations from OOA, along with their own financial resources and medical contacts, Kumar and Norgaard acted quickly to try and make arrangements to save Safoora's life. Kumar, who was born and raised in India, contacted his cousin who arranged for her medical care at a University hospital in India.

While Kumar made the necessary arrangements with a neurosurgeon in India, one of the best in the country, Norgaard made the travel arrangements to get Safoora and her father there.

On October 29, Safoora's second brain surgery was conducted, and a few weeks later, Safoora and her father returned to Afghanistan

where Kumar said she seems to be recovering very well.

"I'm so thrilled Safoora didn't have any complications, infection or significant brain damage and she is functioning like a normal child," said Kumar, after a recent examination. "She's completely without any neurological deficiencies and her memory is pretty good. We are hopeful she will not have any reoccurrence of the tumor."

While Kumar and Norgaard are happy to help Safoora as medical professionals, both of them wanted to help for other reasons.

"As a doctor, you are a part of a team to save a life under normal circumstances. This experience is different in a personal way, said Kumar. "The first time I saw Ishmael, I was looking at a father who loved his daughter and had not given up – given the dire circumstances."

"As a father myself, I thought about how much I love my daughter," continued Kumar, who is married with two children. "He came into my office and said 'she is dying can you do anything?' – I had to do something."

"It feels really great to help children like Safoora and help to make their life better," said Norgaard, an employee at the Sanford Health clinic in Brookings. "Being a part of the Operation Outreach program is so rewarding – it is something I will cherish about my deployment experience here."

For Kumar, helping Safoora and her father has also made an impact in other aspects.

"I always felt that being in Afghanistan, I am serving two countries at the same time – the country of birth and the country that adopted me as a citizen," said Kumar, a U.S. citizen for 20 years. "Doing something for the Afghans is helping in the COIN (counterinsurgency) operation of U.S. forces fighting the insurgents, and at the same time, contribute in a small way to India's efforts that is fighting the same enemy."

It is making a difference said Kumar, many of the Afghans he sees around the camp and at the bazaars stop to thank him, "They are talking in the community and it's raising our image," he said.

"For the last seven years I worked here on Camp Phoenix. My daughter got sick and I was thinking we are losing her – that she was going to die, but the U.S. Army helped my daughter," said Mohammad.

"I am very hopeful for her future. Her father said she was a very bright girl in school, and that's one of the reasons why we are here – to help this country so that children, especially girls, can get an education," said Kumar, who is on his third deployment. "The people are tired of war; they want peace and a place for their children to grow up. To see just one child have this opportunity is all I need to make this deployment worth it."

# SECURITY COORDINATION

## Task Force Rushmore ensures force protection of Kabul bases



(U.S. Army photo by Sgt. Rebecca Linder)

**Sgt. 1st Class Joshua Cunningham, security force team member of the 196th Maneuver Enhancement Brigade, South Dakota Army National Guard, patrols around the outside perimeter wall of Camp Dubs on Nov. 6, 2010, in Kabul, Afghanistan. Camp Dubs is one of 11 bases throughout the capital city of Kabul that the 196th helps to ensure security and force protection for.**

**By Capt. Anthony Deiss**

Task Force Rushmore Public Affairs

**S**outh Dakota Army National Guard Soldiers serving in Kabul, Afghanistan, are playing a significant role in ensuring the security and force protection of military service members stationed on 11 military bases throughout the capital region.

As the Kabul Base Cluster (KBC) Installation Command, the 196th Maneuver Enhancement Brigade is responsible for providing command and control of base-

defense elements and oversight of force-protection measures and procedures – to protect the KBC and the nearly 9,000 U.S. and coalition forces stationed within it.

“We are responsible for the security of bases in Kabul and our servicemembers as they move throughout the city,” said Lt. Col. Patrick Parady, chief of operations for the 196th. “We also have command and control of the security forces on the bases within the KBC.”

With operational responsibility, the Sioux Falls, S.D.-based 196th is able to affect many aspects of security on-and-off its bases.

“We do everything from set policy, give guidance to subordinate units, and direct response efforts from an operational or tactical level,” said Parady, of Howard, S.D. “We work closely with all the KBC base-defense operations centers; our information operations center monitors activity throughout the bases and city. We conduct battle drills (training scenarios) and we coordinate response efforts with coalition forces.”

Parady and his team make certain base-defense personnel are prepared to handle any threats or attacks against a KBC installation – whether it’s within the compound or just

outside the perimeter. They also work closely with Afghan National Security Forces (ANSF) and the Turkish military to provide a multi-layered effort to secure areas throughout the city.

“Afghan forces are the lead element when it comes to responding to attacks or incidents throughout Kabul city,” said Pardy. “However, the Turkish military is the lead coalition force responsible for the city of Kabul. The 196th works closely with the Turks and should the need arise for U.S. forces to respond – we make it happen.”

The 196th supports the ANSF and Turks with security in other high-profile areas of Kabul. Known as the “Ring of Steel,” this area of Kabul houses the Afghan government, foreign embassies, NATO organizations and senior U.S. military commands.

“Everybody is pretty familiar with the ‘Green Zone’ in Baghdad, Iraq – an area with government agencies and organizations protected by multi-levels of security. The Ring of Steel is similar and creates a zone of security in downtown Kabul where most of

the international events happen,” said Pardy.

Here, the 196th helps to coordinate response measures to include quick-reactionary forces in conjunction with ANSF and other security elements if needed.

“The ANSF has responsibility for security in this area – with the support of the Turks. We support the Turks with a quick reaction force, so we are an additional element of that security,” said Pardy. “When certain events happen, we have a responsibility as the KBC command to support that green zone under those contingencies.”

Pardy said it’s in this partnership that he sees signs of progress for Afghan security; demonstrating security in the capital is the starting point for the rest of the country.

“Most of Afghanistan’s major political events happen in Kabul – government meetings, elections, or any type of official gathering – we need good security here so diplomatic processes and the government can function,” said Pardy, a civilian lawyer in Howard. “The goal across the country is to get the ANSF as the lead element for security

everywhere; because once they can do this, we can pull back our forces even further.”

Pardy, who is on his second tour to Afghanistan, said he sees progress since his last deployment and the Afghan government is beginning to take root throughout the country.

“Since my deployment in 2004, I can tell that the security has gotten much better. A lot of that has to do with the involvement of the Afghan government,” he said. “They have started making and enforcing policies which are making a big difference in the security mission here.”

As Afghan, U.S. and coalition forces continue to work together, the 196th is making sure security and force protection continues to get the emphasis it needs for the Kabul Base Cluster, and throughout the city.

“I wouldn’t minimize any part of our mission as the KBC command,” said Pardy. “However, you can get away without some things, but security is not one of them – our number one mission is the security we provide to the bases and our servicemembers.”



(U.S. Army photo by Capt. Anthony Deiss)

Lt. Col. Patrick Pardy, chief of operations, 196th Maneuver Enhancement Brigade, South Dakota Army National Guard, visits with a member of the Turkish military to discuss coordination response efforts between U.S., Afghan and coalition forces throughout the city of Kabul, Afghanistan.

## augmentee continued from page 15

ROTC program there, and it later was selected as the most improved battalion by the Army's Cadet Command.

With few resources and not enough personnel and training aids, Herman quickly needed to figure out how he was going to train so many forces in such a short amount of time.

"I started formulating a plan with my staff and team on what we needed to complete our mission," he said. Herman's team initially consisted of only 16 coalition Soldiers and 10 contractors. Needing resources, training aids, additional equipment and personnel, Herman was about to tell the commander of all U.S. and coalition forces in Afghanistan what he needed to be successful.

"At the time, General McChrystal had come out to the CFC — he was getting ready to visit with President Obama, and he asked some hard questions of me," Herman said. "McChrystal asked, 'Can you do what you are assigned to do? Can you meet the throughput capability?' At the time we had a frank discussion, and I said, 'Yes, if we have the right resources.'"

By November 2009, Army Lt. Gen. William B. Caldwell IV was assigned as the NATO Training Mission Afghanistan commander and added a lot of resources for Herman and his team. Many coalition nations started contributing personnel, and by January, Herman started getting the resources he needed.

Herman's team grew to more than 440 coalition forces — consisting of more than 50 support teams from nations such as Great Britain, Turkey, Australia, France, Germany, the Czech Republic, Spain, Italy, Jordan and Canada.

"We were only putting out one or two Afghan kandaks (battalion-sized elements of about 800 Soldiers) at a time," Herman said. "By the April/May time frame, we had seven, eight or nine kandaks going through the CFC at any given time."

By last month, the CFC had met the quota of 134,000 Afghan Soldiers fielded, but along the way, Herman and his team made a significant change in the development process: quality vs. quantity.

"We are making progress in this war. It's night and day since I got here," Herman said. "When I started, I had five training aids; now we have a battalions worth of aids. Less than 50 percent [of Afghan troops] could qualify with their weapons; now we are up to 90 percent. We are teaching the military decision-making process and troop-leading procedures. Now, staffs know how to plan for operations."

Herman said the CFC is producing a better product now than it ever has before. With more training time, more training tasks and more quality training, the Afghan Soldiers are better, and this translates into a better fighting force, he added.

The CFC also develops combat support units, Herman noted.

"These types of units are very critical to sustainability right now," he said. "There are probably enough combatant commands out there to do the job, but they are having a hard time sustaining themselves. We as coalition partners are providing the sustainment operations, but we are starting to produce more of those units, so they will soon start taking over that mission."

With the pieces falling into place — adequate resources and personnel, quality training and the support units to sustain it all — a picture is forming of what the Afghanistan National Army should look like, Herman said.

"We've produced 68 units and more than 29,000 Afghan Soldiers



(Courtesy photo)

**Afghan National Army students set up a Russian 82 mm mortar system as part of their basic training in August 2010 at the Consolidated Fielding Center near the capital of Kabul, Afghanistan.**

at the CFC during my time here," Herman said. "Our goal was 134,000; we now have 140,000. Our new goal is 171,600 by October of 2011, and we are on track to meet that."

Herman said the Afghans he has met and worked with have been gracious and supportive of the U.S. presence in Afghanistan and in helping to build their army.

"Working with the Afghan Army leadership has been an outstanding experience and they are extremely supportive of the American and the coalition presence here," he said. "They know that we are here spending our resources, money and Soldiers to help them take over their own security, and they understand they need to stand on their own two feet."

As Herman completes his tour and heads back to South Dakota, he leaves Afghanistan knowing he has made a difference in the war effort, and will leave with a different impression of what the individual augmentee can accomplish.

"I'm a huge fan of the IA, and I think they play an important role in this war," he said. "For a National Guard officer to have had the position I was in is extraordinary, because of the responsibility and tasking assigned. I would encourage any Guardsman to volunteer for an IA assignment."