

THE SECTOR

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This Survivor Tree descendent was cultivated from a severely damaged tree that was discovered at Ground Zero with snapped roots and burned and broken branches. The tree was removed from the rubble and after a lengthy recovery and rehabilitation, it was returned to the site of the NYC 9/11 Memorial in 2010. New, smooth limbs extended from the gnarled stumps, creating a visible demarcation between the tree's past and present.

Today, the tree and its offspring stand as a living reminder of resilience, survival, and rebirth.

This memorial is dedicated to the men and women of the Eastern Air Defense Sector, and our partners in the defense of this great nation. We remain forever vigilant ensuring the tragedy of September 11, 2001 is never repeated and that those who suffered are never forgotten. This memorial represents the spirit of those that defended the homeland on that fateful day and those that continue in the preservation of freedom.

We have the Watch.

In This Issue
Remembering 9/11
76th Anniversary of the Air Force
Family Day

Mission Command, Great Power Competition, and Strategic Planning

Greetings everyone! I hope you all had a good summer and are getting settled into your fall routines (school, raking leaves, etc...). I'd like to take a few minutes this month to highlight some of the latest guidance and information we've received from Air Force leadership.

Last month, Chief Master Sgt. Zoldi and I were fortunate enough to attend the 2023 Chief of Staff of the Air Force (CSAF) Wing Commander's Conference. During the conference, there were several recurring themes touched upon. Of note, was the need to implement **Mission Command**. According to *Air Force Doctrine Publication 1-1, Mission Command*, "Mission command is a philosophy of leadership that empowers Airmen to operate in uncertain, complex, and rapidly changing environments through trust, shared awareness, and understanding of commander's intent." The challenge to all levels of leadership at EADS is understanding, training, and implementing Mission Command.



Col. Joseph F. Roos

Another topic discussed was the Department of the Air Force's top priority of re-optimizing for the Great Power Competition (GPC). The Secretary of the Air Force released a memo last week titled "Framework and Terms of Reference, Reoptimizing for Great Power Competition." The memo explained the "why" as "Optimizing for GPC is about building a ready Force capable of engaging the People's Republic of China (PRC) across the spectrum of operations, from competition through crisis, and if deterrence fails, prevail in conflict." The timeline for re-optimization is very aggressive, with a proposed approval of Jan. 31, 2024. Once there is an approved implementation plan, we will work with our leadership team and communicate with each of you the affect this will have on EADS.

Finally, coming from Lt. Gen. Nordhaus, is the 2024-2026 Strategic Plan which will have a direct impact on where EADS, as part of the CONR/1 AF enterprise, will be focused over the next two years. Much of the strategic plan will require the participation of EADS to enable its success. A few example objectives include:

Objective 2.3. Execute tactical and operational-level training opportunities against peer adversaries.

Objective 3.1. Advance professional development opportunities & initiatives.

Objective 4.1. Expand C2/AOC eco-system and modernization advancements.

Each of the documents referenced above will be loaded to the 224th ADG All files section on Teams and the EADS CC Documents section on our SharePoint page. I encourage all unit members to take the time to review these and other guiding documents available at each site.

Thank you for all you do to make our mission a success. Stay safe, stay connected and stay steadfast in your dedication to EADS!

- Rooster

On the cover: Pictured is the Eastern Air Defense Sector 9/11 Survivor Tree and memorial. The unit observed a moment of silence followed by a prayer of remembrance, led by Lt. Col. Enio Aguero, 224th ADG Chaplain, to mark the 22nd anniversary of the attacks.

Remembering Sept. 11, 2001

by Master Sgt. Kathleen Bielecki, 224th ADS

Twenty-two years ago, our Nation was forever changed when terrorists hijacked and deliberately crashed commercial airliners into the World Trade Center buildings, the Pentagon and a field near Shanksville, Pa. Following these events, Americans' displayed their incredible ability to stand together with hope, resilience, and perseverance against terrorism and the ripple of hardships that followed; much like how the Sentinel walk and watch showed how our unit has come together to uphold our heritage and standby one another.

We will never forget the 2,996 civilians, 8 EMT/paramedics, 60 police officers, 343 firefighters who lost their lives that day, the many more who were injured. and those who later succumbed to their injuries and illnesses. We will also not overlook those who have sacrificed in our efforts to combat terrorism at home and abroad.

On Sept. 11, we remembered all those lost to the attacks and those fallen during the operations that followed, while also honoring their memories and sacrifice. It is in their honor that we continue to work together and never falter to ensure the safety and security of our great Nation and its people.

We must continue to demonstrate resilience and the ability to overcome challenges together. We can, and will work diligently to remain triumphant in detecting and defending against future threats against Americans, as a team.

Thank you all for upholding our heritage, representing the 224th and, building meaningful connections within our unit and community.

We have the watch!

Significant events of the day

<https://timeline.911memorial.org>

EADS 9/11 memorial bricks

If you would like to place an order to have a personalized brick displayed in the memorial please use the below website . Due to size constraints in the current memorial configuration, please purchase the 4"x8" bricks.

<https://polarengraving.com/easternairdefensesector>



Lt. Col. Agüero, 224th ADG Chaplain (right), leading the unit in a prayer of remembrance.



Eastern Air Defense Sector Survivor Tree and memorial

Photos by Patrick Young, 224th ADG Public Affairs

Cheers to 76 years!



Col. Joseph Roos (center), commander of the Eastern Air Defense Sector, took center stage to mark the 76th anniversary of the United States Air Force. He reminded everyone of the service's transformative history, where courage, innovation, and dedication have shaped it into the formidable force it is today. He emphasized the importance of reflecting on our past as we continue to embrace the spirit of innovation and unity that has defined the Air Force for 76 incredible years.



In the spirit of unity and tradition, two unit members, representing both the greatest and the newest chapters of the Air Force family, cut the cake! Pictured left to right, Chief Master Sgt. Michael Roberts and Airman 1st Class Cameron Pisa

Photos by Patrick Young, 224th ADG Public Affairs

Embracing agile leadership

by Tech. Sgt. Jarrod Becker and Master Sgt. Aaron Alcorta, 224th ADG First Sergeants Council

"Intelligence is the ability to adapt to change." – Stephen Hawking

Change is the only constant in the modern world, and it demands leaders who can steer their teams through uncharted waters with agility and confidence. In the world of military leadership, as in business, the principles of agile leadership have emerged as a guiding light for navigating turbulent seas.

Agile leadership emphasizes adaptability, responsiveness, and collaboration. Picture it as a modern compass, pointing leaders toward excellence in dynamic environments. At its core, Agile leadership focuses on people and teams. Leaders aren't just figureheads; they're catalysts for progress, empowering teams to thrive.



Trust is the bedrock of agile leadership. Leaders trust their teams to make decisions, and they encourage open and transparent communication. In this ecosystem of trust, ideas flow freely, and innovations are born.

Agile leaders understand that change is not the enemy; it's a constant companion. Rather than resisting it, they embrace change as an opportunity for growth and improvement. Failures are seen as steppingstones to success.

Collaboration is the lifeblood of agile leadership. Silos are dismantled, and a culture of cross-functional teamwork thrives. Regular meetings, like stand-ups and retrospectives, keep teams aligned and perpetually improving. Another vital cornerstone is transparency; leaders provide visibility into goals, progress, and challenges. This transparency instills a sense of ownership and accountability within the team and guides informed decision-making.

Continuous improvement drives agile leadership. Leaders encourage teams to assess processes and foster innovation. They lead by example, clearing obstacles and enabling success. In the evolving leadership landscape, "The Project Manager's Guide to Mastering Agile," offers valuable insights. It's a compass for project managers adapting to agile environments, with real-world cases and hands-on learning.

Embracing Agile leadership in the military context empowers leaders to steer their units through uncertainty and change with confidence. It's not just a concept; it's a mindset that paves the way for excellence in an ever-changing world. With all the "agile" changes coming to a BCC near you, it may be time to reflect on how we can better adapt to our changing landscape.

<p align="center">The Sector Editorial Staff</p> <p align="center">Col. Joseph Roos, Eastern Air Defense Sector Commander Col. Steven Rathmell, 224th ADG Commander Patrick Young, 224th ADG Public Affairs Maj. Jason Gabrick, 224th ADS Tim Jones, 224th ADG Director of Staff Alicia Morales, 224th ADG Management Specialist</p>	<p>The Sector is an authorized publication for members of the U.S. military services. Contents of The Sector are not necessarily the official views of or endorsed by the U.S. Government, the Department of Defense, the Department of the Air Force or the Air National Guard. The editorial content is edited, prepared and provided by the Public Affairs Office of the Eastern Air Defense Sector. All photographs are Air Force photographs unless otherwise indicated.</p>
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EADS Family Day Celebration

The Eastern Air Defense Sector's Family Day was an unforgettable celebration of unity and camaraderie. Families gathered despite the cloudy skies, enjoying a day of activities, food, and laughter. From thrilling games and contests to delicious food, the event brought joy to all who attended. It was a special occasion that not only honored the dedication of the 224th ADG members, but also strengthened the bonds of their extended military family.



Pictured left to right, Airman 1st Class Austin Snyder, Airman 1st Class Grace Isherwood, Staff Sgt. Michael Neidhart, Chief Master Sgt. Mark McAfee and Airman 1st Class Cameron Pisa.

224th ADG/AFRL Sports Day

Members of the 224th ADG and AFRL RI, reveled in the excitement of a sports day Sep. 8, showcasing their athletic prowess and team spirit. Laughter echoed across the Coliseum as they participated in various games, from volleyball to cornhole, fostering a strong sense of camaraderie. The day was filled with both friendly rivalry and moments of sportsmanship, making it a memorable event that brought everyone together in the name of fun and fitness.



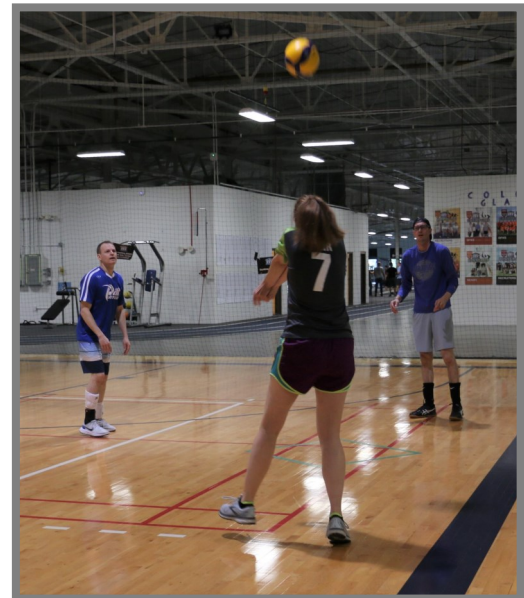
Master Sgt. Bryan Severs (right), accepts the Annual Sports Day Commander's Cup from Col. Steven Rathmell (left), on behalf of the 224th ADG for their overall win throughout the days events.



Members of the 224th ADG and AFRL RI pictured together above after spending the day competing in a friendly sports day competition.



Pictured left to right, Staff Sgt. Jason Calandra and Col. Aaron Mahoney, 224th SPTS Commander, participating in a rousing game of cornhole.



Pictured left to right, Master Sgt. Daniel Violet, Lt. Col. Traci Weir, and Staff Sgt. Robert Kraeger working like a well oiled machine on the volleyball court.

Air picture - (n.) actionable information for tactical decision

by Dr. Brian “Doogie” Tuttle, 224th ADS, Capabilities and Requirements

Over the past few years, I have found that many external agencies do not understand what Sectors do, let alone how they do it—and Sector personnel have difficulty describing it in understandable terms. Here my purpose is to take a high-level view of the Sector’s mission critical process of generating an air picture within the context of how it is then used to fuel other mission processes. Ultimately, I hope this framework will enable greater understanding of the air picture generation process so that Sectors can articulate it in ways that facilitate improvement of their mission readiness.

This article’s title proposes a definition of *air picture*. Although probably not the best place for it, I wanted it to be prominent and memorable. So, there it is. I invented this definition to ensure that no one is led to believe that an air picture is simply that which is presented to the mission crew upon a mission system display. In fact, it more closely resembles what Sectors communicate to external agencies via data link or other comm systems.

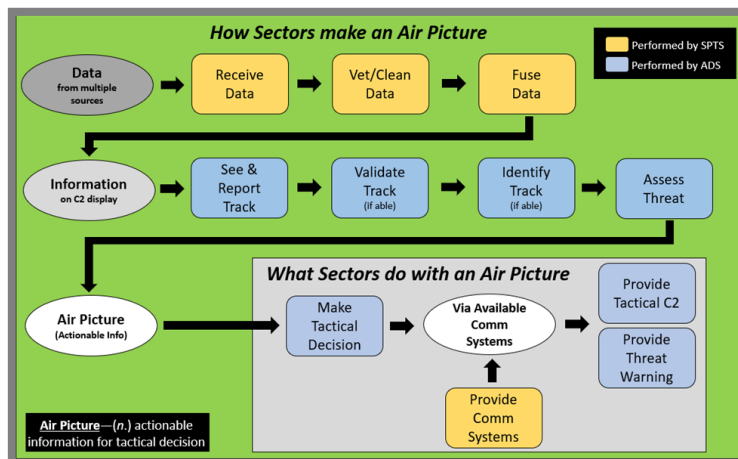
Now that we know what an air picture is, how does a Sector make one, and how can they improve their capability to do so? Only by describing mission execution tasks as processes can we begin to apply continual process improvement (CPI) to improve Sector mission readiness, as required by paragraph 3.A of the former CSAF (now CJCS) Gen. Charles Q. Brown, Jr.’s *Action Orders: To Accelerate Change Across the Air Force* (2020)—so that we don’t lose the next war.

So, what is a process (a.k.a. workflow)? Time for another definition, from Villanova University’s Lean/Six Sigma Green Belt program: a *process* is a set of steps that transforms an input into a more valuable output. My definition of *air picture* suggests that a Sector must perform a process that creates actionable information.

Basic information theory postulates two generic high-level steps involved in creating actionable information: (1) refine given *data* (input) into *information* (output), (2) refine that information (input) into *actionable information* (output) upon which to base decisions. Whether automated or performed manually, *refinement* processes separate the wheat from the chaff by selecting pertinent data and information from the pile based upon decision maker’s needs. Ultimately, resulting actionable information feeds a decision process that generates instructions to execute actions that will ideally create some desired results, as shown in the flowchart below.



One can adapt this generic process to model a Sector’s air picture generation. (Please refer to the figure below.) The process begins in the Support Squadron (SPTS) where data input is received from many sources. To the extent that they are able, the SPTS then vets that data to ensure that it is not degraded in any way. Any detected bad data that could negatively affect the information’s quality should be removed (e.g., by shutting off a poisoned stream). Lastly, to the extent that stovepipes allow they fuse the data into information called “tracks” and present it to the mission crew on the command and control (C2) mission display.



...Air picture (continued from previous page)

Once on the C2 display, the Air Defense Squadron's (ADS) mission crew executes "air picture management" processes to further refine the information into an air picture. They must first see and report the needed track information on the C2 system. Upon finding a potential threat, they simultaneously attempt (time permitting) to: (1) validate that a reported track represents an airborne object (not a radar anomaly, birds, or a weather phenomenon), and (2) identify the airborne object by determining its type, national origin, etc. Even if this amplifying information is missing from the air picture, the mission crew continually assesses whether the track could threaten national security. All of this information gels to form the air picture.

Air picture quality affects mission results, for the mission crew bases its tactical decisions upon it. If a threat is perceived, a mission crew's tactical decision could drive communication tasks to take tactical action—to provide Tactical C2 that positions weapons to defend, and/or to provide threat warning to others. To reiterate with greater emphasis, the quality of the air picture directly affects a Sector's decisions, actions and mission results—i.e., a Sector's contribution toward winning or losing the homeland defense war.

To summarize the implications, one must realize that the SPTS and ADS operate together to create an air picture. That is, the processes of both squadrons can affect its quality and, ultimately, mission results. Therefore, both squadrons must continually improve their capabilities to perform their roles. How can a Sector do so?

Consider my simple formula for creating a warfighting capability with a human-machine team:

Warfighting Capability = Machine + Tactics, Techniques & Procedures (TTP) + Training.

In other words, warfighting capabilities result from processes performed by a human-machine team: humans executing processes (i.e., TTP) to the extent they are trained to employ machines executing processes (e.g., algorithms). If this formula is valid, the way forward to continually improve Sector mission readiness by improving its warfighting capability might be:

1. Constantly assess the threat environment.
2. Map mission processes—each box in the high-level flowchart above must be better defined so one can understand and improve it. It is only a starting point.
3. Using the process map as a guide, test and analyze Sector performance vs. known or imagined threats to identify capability gaps that require correction (e.g., processes that are too slow or do not consistently yield good results, missing processes, etc.).
4. Determine if the best way to fill the gap is to change the machine, TTP, or training.
5. Prioritize the gaps, set goals, assign action officers, and track progress until goal met.
6. Return to step 1 and repeat.

In short, the EADS mission statement calls the creation and management of an air picture "vigilant detection," and it is certainly a mission critical process. Thus, we must analyze and understand and treat it as such, then take the steps to continually improve our capability to create a high-quality air picture. To do so, we must be able to articulate our processes in a language that both Sector personnel and those who might help them can understand.

It is about time we take the time to talk about time

by Colt Brumm, 224th ADG Health and Occupation Safety Manager

If you notice a car about to collide with yours in the next two seconds, what options do you have and how effective are they? What if you noticed it fifteen seconds away? Which scenario gives you the better chance to escape unharmed? Fifteen seconds isn't a ton of time, but it is way better than two. What if before you started driving you noticed bad weather that could reduce visibility and traction and increase the chances of a collision?

We often think this way while executing our mission. We identify potential airborne threats with enough time for leaders to make effective decisions about them. We think about things like "Time to Overhead," "Time to Decide," and "Time to Intercept," when evaluating where a threat is going, how fast it will get there, how much reaction time we have, and how quickly our countermeasures can be implemented. More time allows us to better assess the situation, evaluate options, communicate, and manage the threat.

You can apply that same principle to safety by giving yourself a protective bubble of time. Protecting yourself from a hazard requires you to notice it (detection), make a decision (time to decide), and react to it (time to intercept) before it is too late (time to overhead). If you are purposefully looking and planning further out, then you build in more time to notice, decide, and react, and you will have more and better options available.

You can gain time with physical distance, like we do when establishing restricted airspace. When threats or hazards are further away, we have more time to react to them. On a roadway, greater distance between you and other vehicles allows you more time to react when they veer into your lane, slam on the brakes, or fail to notice you. At a concert, more distance between you and the giant speakers means less damage to your ears. In the Army, we called this concept "standoff distance", and it is a very powerful tool.

You can also build in more decision time by managing your speed, which determines how quickly that standoff distance disappears. On an ATV, a bike, or skis, moving faster towards a blind turn in the trail, hard-to-see pothole, or patch of ice leaves you less time to react to it when it shows up on your "scope."

When you know a hazard is probable, having a mitigation plan in place ahead of time means that you don't have to wait until the hazard appears to be better prepared and less reactive. As a bonus, this also lets us mentally rehearse our reaction so it will be faster and more effective when we need it to be.

My visit to Arlington National Cemetery

by Master Sgt. Aaron Alcorta, 224th SPTS

Arlington National Cemetery is not just a place, it's a sacred ground that holds the memories and honors the sacrifices of countless heroes who have served our nation. I recently had the opportunity to visit Arlington National Cemetery with 105th Airlift Wing as part of a professional development retreat. The trip turned out to be a profound and moving experience; one that left a lasting impact on me. Here's a recount of our journey through this hallowed ground:

Monday - A Glimpse into History

We started our official visit by arriving at the 105th at 8:45 a.m. and making our way to the ops building. There, we delved into the history of the Tomb of the Unknown Soldier, its significance, and the dedicated tomb guards who stand watch.

My visit... (continued from previous page)

A gripping one and a half hour movie provided invaluable insights, and we were gifted with books that deepened our knowledge of Arlington Cemetery. Following this educational session, we made our way to Arlington. En route, we enjoyed a leisurely lunch, arriving at the hotel at 6:50 p.m. After settling in, we gathered in the lobby for a dinner reservation at 7:00 p.m., creating an opportunity for camaraderie and networking.



Tuesday - A Day at Arlington Cemetery

Tuesday was dedicated to Arlington Cemetery itself. After a hearty breakfast at the hotel, we met in the lobby at 6:45 a.m. Our early arrival allowed us to experience the cemetery before the crowds; granting us a deeper connection to its solemnity.

Throughout the day, we embarked on an extensive tour, paying our respects to all Air Force Medal of Honor recipients. Each of us took a moment to read about two of these brave individuals, honoring their memory and sacrifice. As we explored, we could hear the poignant sounds of at least five funerals rendering the customary 21-gun salute; a stark reminder of the ongoing sacrifices made by our servicemen and women. The highlight of the day was witnessing the "Changing of the Guard" ceremony followed by our team performing the "Laying of the Wreath" ceremony; a solemn and awe-inspiring event that showcased the dedication of the tomb guards. Following this, we were granted access to the guards' barracks, gaining insight into their lives and the meticulous standards they uphold. We returned to our hotel at 6:45 p.m. for another dinner reservation, further cementing the bonds forged during our visit.

Wednesday - A Day in D.C.

On Wednesday, we set out to explore the monuments of Washington, D.C.; a city steeped in history and significance. From the Washington Monument to the Lincoln Memorial, we soaked in the rich cultural and historical tapestry of our nation's capital. Our day concluded with another memorable dinner experience.

Thursday - A Morning Run and Farewell

Before departing, we squeezed in one last experience - a morning mile and a half run to the Theodore Roosevelt Monument Island. The physical activity offered a refreshing change of pace amidst our busy itinerary. Following our run, we checked out of the hotel and made our way back to the 105th. There, we bid our farewells, each of us leaving Arlington profoundly moved by the experience.

Our trip to Arlington National Cemetery was nothing short of extraordinary. It provided us with a deep understanding of American military history and an opportunity to pay our respects to those who gave their all for our country. Here are some key takeaways for those that may want to attend next year:

1. Consider visiting Arlington in mid to late October for a more enjoyable experience; avoiding extreme weather conditions.
2. Plan on dedicating your entire day to the tour; there's no room for other activities, but the experience is well worth it.
3. This trip is ideal for those that love military and American History!

In conclusion, our journey through Arlington National Cemetery was an emotional and educational pilgrimage that left us with a deep appreciation for our country's history and the sacrifices made by its heroes. It's a trip I'll carry with me for a lifetime, a testament to the enduring legacy of those who served. A special thanks goes out to the team at the 105th especially Chief Master Sgt. Fasano and Senior Master Sgt. Rossi.



Pictured to the left, Former EADS commander, Brig. Gen. Paul Bishop, was promoted at a ceremony at the Rome Capital Theatre on Sep. 6. Maj Gen. Denise Donnell, NYANG Commander, was the presiding officer



Pictured above, Senior Airman David Blovat (left), is congratulated by his supervisor, Tech. Sgt. Bienvenido Knowles (right), after his promotion ceremony on Sep. 8.



Chief Master Sgt. Natasha VanDeusen (right), was honored during a retirement ceremony on Sep. 15. Col. Aaron Mahoney, 224th SPTS commander, was the presiding officer.



224th ADG Det 1 Chief of Continuous Process Improvement, Patrick "Kronk" Russ (left), was promoted to the rank of Major. Maj Getha (right), served as the presiding official.



On 11 Sep., Lt Gen Nordhaus, CONR/1 AF commander, coined Staff Sgt. Aaron "Buffalo" Stauffer for the outstanding support he provided to the Missile Defense Agency's three Joint Tactical Integrated Fire Control demonstrations.

MEB Process – Let's break the SCARINESS

by Tech. Sgt. Lori Olsen, 224th ADG Aerospace Medical Technician

The Medical Evaluation Board (MEB) process can be a daunting thing to face, but it does not have to mean the end of your career.

Entering into the MEB process does not mean the Service member will be automatically discharged from military service. The MEB will refer a Service member to the physical evaluation board (PEB) **only when** the findings and recommendations stipulate that either:

1. The Service member does not meet retention standards
2. The Service member should return to duty in a different military occupation specialty/military occupational classification.

The need for a MEB review is the first step in determining if a service member has a medical condition that designates them unfit for duty. The Board reviews their conditions and makes recommendations to the Physical Evaluation Board (PEB) on which conditions, **if any**, qualify as unfitting.

MEB decisions can affect the Service member and their family, so it is necessary for all to understand the entire board process; having all the documents and necessary medical information completed before the board convenes is vital to achieving the best outcome.

The MEB is a process designed to determine whether a Service member's long-term medical condition enables him/her to continue to meet medical retention standards, in accordance with military service regulations. It also provides an opportunity for military physicians to clearly document all care and treatments received prior to a MEB referral and any duty limitations their condition may cause.

The MEB's purpose is to review all of the service member's evidence to determine which of their medical conditions, **if any**, make them unfit for duty. If there is not enough evidence to make a determination, it is the MEB's job to request more information. Once they have finished their review, the MEB submits a report to the PEB with their recommendations.

Documents Associated with the MEB process

NARSUM - A narrative summary; a document prepared by a physician who can describe the servicemember's history and the severity of their disability or health condition. The NARSUM will detail how the servicemember's medical condition affects their ability to perform their service duties. Additionally, it will include an assessment as to whether the condition is service-related.

Commanders Statement - The servicemember's commanding officer will also submit a statement. The commanding officer can speak to the servicemember's ability to perform their duties; which is the most important part to any process – CAN you do your job.

Personal Statement - The servicemember may submit their own statement to be included in the MEB file. This personal statement can address the servicemember's medical condition, the impacts of the medical condition on daily life, and any gaps in the documentation.

Why do I have to hand in my medical documentation?

In short, a member's documented medical history is important not only during the MEB process, but also when it comes time to retire. During an MEB, all medical documentation is gathered from your time in service; for many members, it is difficult to track down every medical provider they have seen in the past 20 years - this takes away that burden. At retirement, there are benefits you can be missing out on, if you lack the proper documentation.

Let's break the stigma and work together even though you may have a condition that needs care while serving our country.

The Battle of Oriskany

by Staff Sgt. Andrew McNamara, 224th Support Squadron

In 1777, the American Revolution was in full swing, and control of the Hudson River Valley held immense strategic significance for both the British and the American rebels. General John Burgoyne, leading the British forces, sought to divide the rebellious colonies by capturing Albany, a plan that hinged on securing control of the Hudson River. To execute this strategy, General Barry St. Leger embarked on a campaign towards the Mohawk Valley.

Fort Stanwix, held by American troops, became a prime target for St. Leger's campaign. As the fort faced siege, American General Nicholas Herkimer organized a relief force of around 800 colonial militiamen and Oneida Indian warriors with the intent to break the siege and engage the British forces.



A painting by historical artist Don Troiani, depicting the Battle of Oriskany.

As Herkimer's relief force advanced towards Fort Stanwix, they were ambushed by a combined British and Loyalist force under Sir John Johnson and Native American allies led by Joseph Brant and Cornplanter. The Battle of Oriskany commenced in a dense forest terrain, resulting in devastating losses on both sides.

Despite the ambush, American militiamen and their Oneida allies fought with remarkable determination. General Herkimer, wounded early in the battle, continued to command from his saddle. Combat in the thick woods was brutal, with soldiers resorting to using musket butts and bayonets as ammunition supplies dwindled.

The battle ultimately ended in a stalemate, with heavy casualties sustained by both sides. However, the American relief effort for Fort Stanwix proved successful, as the British siege was lifted, and St. Leger's campaign in the Mohawk Valley began to falter; weakening Burgoyne's overall strategy.

By relieving Fort Stanwix and forcing St. Leger to retreat, the Battle of Oriskany contributed to the stalling of General Burgoyne's southward advance. This played a crucial role in his eventual surrender at Saratoga, which is often considered the turning point of the American Revolution.

The battle also highlighted the intricate relationships between Native American tribes and the opposing sides in the American Revolution. Joseph Brant and Cornplanter, leaders of the Native American forces fighting alongside the British, played prominent roles.

In conclusion, the Battle of Oriskany stands as a pivotal and harrowing episode in the American Revolutionary War. It represented a critical juncture in the northern campaign and highlighted the courage and tenacity of American militiamen and their Native American allies. This battle's legacy endures as a testament to the sacrifices made in pursuit of American independence and as a reminder of the complexities inherent in the struggle for liberty during the Revolutionary era.

References and Helpful Links:

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Armenia-Azerbaijan conflict: A complex history

by Staff Sgt. Andrew McNamara, 224th Support Squadron

The Armenia-Azerbaijan conflict is a long-standing dispute that has shaped the geopolitics of the South Caucasus region for decades. This conflict has its origins in historical events dating back centuries and has seen various phases of escalation and de-escalation.

The roots can be traced back to the early 20th century, when both Armenia and Azerbaijan were part of the Russian Empire. The rise of the Russian Revolution after World War I created opportunity for the emergence of independent states in the South Caucasus.

In 1918, both Armenia and Azerbaijan declared independence. However, the newly established borders failed to satisfy either side, leading to territorial disputes over the region of Nagorno-Karabakh.

Nagorno-Karabakh, a predominantly Armenian-populated enclave located within Azerbaijan, became a focal point of contention. The conflict over Nagorno-Karabakh is rooted in historical claims and grievances, with Armenia and Azerbaijan claiming the region.

The conflict was temporarily put on hold during Soviet rule when both Armenia and Azerbaijan were incorporated into the Soviet Union. However, the underlying tensions never disappeared.

The late 1980s and early 1990s witnessed a series of violent clashes between Armenia and Azerbaijan. Armenia supported the ethnic Armenian population in Nagorno-Karabakh in their quest for independence, while Azerbaijan sought control over the territory. This phase of the conflict resulted in significant casualties and the displacement of hundreds of thousands of people.

In 1994, a ceasefire agreement was brokered by Russia, the United States, and France. This effectively ended large-scale military operations, but did not resolve the underlying issues. Nagorno-Karabakh remained under the control of ethnic Armenians, and Azerbaijan continued to claim it as her territory.

Despite attempts at negotiations and peace talks facilitated by the Organization for Security and Cooperation in Europe (OSCE), a final resolution has remained elusive. Periodic flare-ups of violence have occurred, notably in 2016, 2020, and in 2023, leading to a renewed focus on the conflict's resolution.

It is of interest noting that with the war in the Ukraine, Russia has had to take a step back from the traditional role of mediating and peacekeeping that they have historically held sway over, and both Armenia and Azerbaijan are looking to other nations for assistance in this conflict.

A lasting solution to the conflict persists, but peace remains uncertain. The conflict serves as a reminder of the complexities of resolving disputes that are deeply rooted in history, culture, and geopolitics, and it highlights the importance of international diplomacy and cooperation in addressing such conflicts.

References and Helpful Links:

<https://www.crisisgroup.org/content/nagorno-karabakh-conflict-visual-explainer>
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Map of the Armenia-Azerbaijan conflict in relation to the Caucasus.