

**THE GLOBAL WAR ON TERRORISM  
OPERATION NOBLE EAGLE/  
ENDURING FREEDOM**

**2145TH GARRISON SUPPORT UNIT  
(Nashville, Tennessee)  
January 2003 – July 2004**



**Office of Army Reserve History  
United States Army Reserve Command  
Fort McPherson, Georgia**



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**Dennis M. Hatcher**

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**Introduction/Lessons Learned**

**Editor**



**Office of Army Reserve History  
United States Army Reserve Command  
Fort McPherson, Georgia  
2009**



**DESCRIPTION:** On a dark blue disk the bust of a Minuteman (Captain John Parker) in cocked hat on a pedestal, between two branches of olive or within a dark blue designation band with gold inner and outer borders inscribed UNITED STATES ARMY RESERVE in gold.

**SYMBOLISM:** The minuteman has traditionally been used to represent the citizen soldier. The wreath signifies achievement and accomplishment. Gold is symbolic of honor and excellence and dark blue signifies loyalty.

**BACKGROUND:** The emblem was approved for use as a plaque in 1972 and is used as an unofficial identification device of the United States Army Reserve. (US Army Institute of Heraldry.)

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# Foreword

*The Global War on Terrorism-Operation Noble Eagle/Operation Enduring Freedom: 2145th Garrison Support Unit* is one in a series of histories of Army Reserve units deployed in the Global War on Terrorism (GWOT). This includes Operations Noble Eagle, Enduring Freedom, and Iraqi Freedom. The histories are based on primary sources collected by the Office of Army Reserve History's GWOT Military History Task Force. The task force provides program management, central collection, and archiving of unit histories. The former Chief, Army Reserve Lieutenant General James Helmly, stated the importance of this collection effort:

The Army Reserve is experiencing a time of great transition to meet present and future challenges to our national security. The events of this transition, while still fresh, must be captured and documented to preserve the story of the Army Reserve's contribution to this unprecedented war. The result will be a unique archive of the wartime accomplishments of all mobilized Army Reserve units, not only of this war, but for all future defense commitments. Nowhere else within the United States Government does an official archive of the Army Reserve exist.

The records collected include narratives with a mission statement, after action reviews or lessons learned, personnel rosters, mobilization orders, demobilization orders, unit briefing slides, photographs, and autobiographical sketches. This information is used to record and to preserve the Army Reserve's contributions to GWOT. This volume and other unit histories included in the series, as compiled from these records, provide an invaluable resource for the Army Reserve and its Soldiers to

learn from their own experiences and retain lessons learned for future operations.

Fort McPherson  
Atlanta, Georgia  
July 2009

LEE S. HARFORD, JR., Ph.D.  
Army Reserve Historian  
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## Introduction

*“America will always remember who responded first on September 11th. In the thick of action from the very beginning were our nation’s Reservists.”* Secretary of Defense Donald Rumsfeld (20 January 2003)<sup>1</sup>

On 11 September 2001, nineteen Islamist terrorists affiliated with al-Qaeda attacked America by flying two planes into the World Trade Center twin towers in New York City and thirty minutes later into the Pentagon. Over 2,000 (2,823) people died at the World Trade Center. Another 189 died at the Pentagon.<sup>2</sup> A fourth plane, headed for the capital, was averted from its target by the heroic actions of the thirty-three passengers and seven crew members on board, crashing into a field near Shanksville, Pennsylvania: *“A common field one day. A field of honor forever.”*<sup>3</sup>

In his address to the nation that night, President George W. Bush said the attacks had moved “a great people . . . to defend a great nation.” Bush set the tone for his evolving doctrine by stating the US “will make no distinction between terrorists who committed these acts and those who harbor them.”<sup>4</sup> “. . . Bush . . . advised the American people to go to ‘work’ with a heightened sense of awareness,’ an awareness that, unlike America’s past wars, the war against terrorism will not be fought exclusively ‘over there.’”<sup>5</sup>

According to then Chief, Army Reserve Lieutenant General Thomas Plewes, “Among the great heroes of that day were Army Reservists. They displayed the highest qualities of courage and selflessness, whether that meant rushing into the World Trade Center, helping injured comrades out of the burning Pentagon or organizing rescue and recovery activities regardless of personal safety concerns.”<sup>6</sup>

One example of numerous reserve heroes that day was Colonel Edgar Wakayama, a Medical Service Corps officer attached for a one-year tour of duty to the Office of the Secretary of Defense’s Director for Operational Test and Evaluation. He received the Soldier’s Medal, the Army’s highest decoration for non-combat valor, for his actions that day at the Pentagon. The Soldier’s Medal citation read: He entered the Pentagon three times to search for injured people, leading three to safety on the first trip and several more on the second attempt, before being repulsed by

smoke and heat on the third entry.” Wakayama then turned his efforts toward helping to treat the wounded. “‘Medics don’t leave wounded behind on the battlefield,’ he said.” “‘For years I’ve taught that to my students. When the Pentagon was attacked, I had to put my money where my mouth was.’”

He remained there that day and for the next nine days at the recovery site known as Camp Unity, working twelve-hour shifts. “‘For nine days, I worked alongside the great soldiers of the 3rd Infantry, the Old Guard,’ Wakayama said. ‘They kept going into the Pentagon, braving the dangers of further collapse to try to rescue survivors and then to bring out remains.’” One thing on his mind when he received the medal on 6 March 2001 “was what was taking place that week in the mountains of eastern Afghanistan on Operation ANACONDA and how this related to what he did on Sept.11.”<sup>7</sup>

Three days after the attacks, on 14 September Bush issued a proclamation declaring “a national emergency exists by reason of the terrorist attacks on the World Trade Center, New York, New York, and the Pentagon, and the continuing and immediate threat of future attacks on the United States.” The national emergency had existed since 11 September.<sup>8</sup>

In an executive order, Bush authorized the call up of the Ready Reserve for up to twenty-four months of active duty.<sup>9</sup> The partial mobilization legally allowed then Secretary of Defense Ronald Rumsfeld to call up a million reservists. The service chiefs, however, stated they only needed about 35,000 reservists for what was designated Operation Noble Eagle, homeland defense and civil support operations. Among those were 10,000 Army Reserve and National Guard Soldiers. Most of the reserve Soldiers “were volunteers as thousands had called in to say they are ready to report for duty wherever needed.”<sup>10</sup> Assistant Secretary of Defense for Reserve Affairs Craig Duehring stated, “‘Many Americans have asked how they can help. Now some of our citizens will begin to help by trading their work clothes for uniforms (like) their parents and grandparents did in the past and answer the call.’”<sup>11</sup>

In four short days there were almost 2,500 reserve Soldiers on duty.<sup>12</sup> There was no time for 60, 90 or 180 days to mobilize. Hasty



mobilizations from twenty-four hours to ten days became the norm. A case in point was the 311th Quartermaster Company (Mortuary Affairs) from Aguadilla, Puerto Rico. On 13 September, the call went out to the 65th Regional Support Command (RSC). The next day, eighty-five Soldiers volunteered and mobilized the same day. By the morning of 17 September, they were at work in the Pentagon's north parking lot. There was only seventy-two hours between the time they were called up and the time they were operational. On 26 September, another 105 Soldiers were on the scene. "By this time," said Plewes, "they were all under partial mobilization orders. The orders had caught up with a unit that had been 'at war' for more than a week." Other units followed the same example, "conducting hasty mobilizations or mobilizing after they deployed."<sup>13</sup> "The soldiers who have answered the Nation's call so promptly," Plewes stated, "are heroes, plain and simple. We must continue to support them in this time of great sacrifice. We must apply the lessons learned from units now serving so as to streamline our procedures and facilitate mobilization of those called up in the future."<sup>14</sup>

Six months after the attacks the Army Reserve had more than 450 units and some 15,000 Soldiers supporting operations around the world. As Plewes told Soldiers in the spring of 2002, "We continue to be what we have been since September 11 – fully and decisively engaged in countless ways. . . . Much has been accomplished in the six months since 9-11. Much more remains to be done. Our resolve remains constant: we are as committed for this struggle today as we were on the evening of September 11, when the flames and smoke still rose from the Pentagon, the World Trade Center and a quiet field in Pennsylvania."<sup>15</sup>

By the end of 2001, over 11,000 Army Reserve Soldiers had answered the call and were on duty in the Global War on Terrorism.<sup>16</sup> As of 14 July 2009, eight years since the terrorists attacks of that fateful day, 306,306 Army Reserve Soldiers have been activated in the Global War on Terrorism, including several thousand serving at home as part of Operation Noble Eagle.<sup>17</sup>

For the Army Reserve Operation Noble Eagle is the mobilization of Soldiers and units for the specific purpose of replacing regular Army

units deployed overseas, or augmenting continental United States (CONUS) based installations or units. The Army Reserve has supported and continues to support Operation Noble Eagle in a number of ways including, for example, force protection and security at installations and facilities across the country, intelligence and investigations support, training and training validation, headquarters augmentation garrison support, communications, postal and personnel support, engineer support, military history, logistics and transportation operations, legal support and medical support.<sup>18</sup> For the 2145th Garrison Support Unit that meant administering troop mobilization activities and providing command and control for all deploying and redeploying units processing through Fort Benning, in accordance with mobilization guidance and policies.

## **Lineage and Honors**

To date, no official lineage and honors is certified by the Center of Military History for the 2145th Garrison Support Unit. The following information is from an unofficial source contained in the unit's history file.<sup>19</sup>

July 1995: 2145th United States Army Garrison (Garrison Support Unit) is organized.

16 September 1995: 2145th GSU is formally activated as a headquarters in Nashville, Tennessee and two detachments. Detachment 1 is located in Jacksonville, Florida. Detachment 2 is located at Fort Benning, Georgia. First commander is Colonel William A. Craig.

26 December 1995-26 January 1996: Unit called to duty at Fort Benning for extended annual training; processed mobilization of Army Reserve units in support of Operation Determined Effort in Bosnia and Kosovo.

5 June – September 1996: Mobilized to Fort Benning in support of Operation Joint Endeavor/Joint Guard.

1-30 January 1997: Mobilized for extended annual training at Fort Benning to support Operation Joint Guard.

11 September 2001: Unit's Military Police Section is mobilized to Fort Benning for one year in support of Operation Noble Eagle.

## Chronology

- 7 December 2002 Colonel Clinton Kirk assumes command of the 2145th Garrison Support Unit.
- 14 December 2002 Unit (unit identification code (UIC) W7ZAAA) is alerted for possible mobilization.<sup>20</sup>
- 17 January 2003 Unit is mobilized at Nashville, Tennessee, in support of Operations Noble Eagle and Enduring Freedom for a period of one year.<sup>21</sup>
- 20 January 2003 Unit reports to Fort Benning, Georgia.
- 27 January 2003 Unit begins assuming command and control of mobilizing units.
- 10 September 2003 Detachment 5 (234th Military Police Criminal Investigation Division), is ordered to demobilize at Fort Benning.<sup>22</sup>
- 29 September 2003 Demobilization of Detachment 5 is revoked.<sup>23</sup>
- 4 December 2003 165 unit personnel are involuntarily extended for 180 days additional active duty.<sup>24</sup>
- 14 July 2004 Unit (Headquarters, UIC W7ZAAA) is demobilized at Fort Benning.<sup>25</sup>

# Operations

## Preparation and Mobilization

The history of the 2145th Garrison Support Unit, hereafter known as the 2145th GSU, the 2145th, or simply GSU, is somewhat complicated due to the extensive scope of its mission and responsibilities. The best way to understand how the 2145th operated is to see it as a large headquarters company, with as many attached units from a variety of sources needed to accomplish its mission. Then, imagine that headquarters divided into three sections: the headquarters, unit identification code W7AAA, from Nashville, Tennessee; Detachment 1 from Jacksonville, Florida; and Detachment 2 from Fort Benning, Georgia.

The 2145th was no stranger to extended annual training periods and mobilizations, having performed several since its activation in September 1995 (see Lineage and Honors). Called to active duty immediately following the terrorist attacks on 11 September 2001, the GSU Military Police section arrived at Fort Benning in support of Operation Noble Eagle and remained active until September 2002. On 17 January 2003, 173 of the 212 Soldiers assigned to the 2145th Garrison Support Unit mobilized to Fort Benning in support of Operation Enduring Freedom and Operation Noble Eagle for an initial period not to exceed one year. Involuntary extension orders issued on December 4, 2003 kept the unit on active duty for an additional 180 days, making this mobilization the longest ever for the 2145th: a total of 545 days.

Upon reporting to Fort Benning on 20 January 2003, the 2145th scrambled to quickly establish itself in the Fort Benning community and began operations the following week. The operational headquarters building was a former troop medical clinic (TMC), building 2835, located on Fort Benning's main post near the old 3rd Ranger Regiment barracks compound. The GSU began assuming command and control of mobilizing units on 27 January 2003. In February, the 2145th also assumed control of its next door building, 2825, a former 3rd Ranger Regiment gymnasium facility, and began renovation in that building for additional office space immediately thereafter. Facilities engineers and unit members completed

the renovation near the end of April 2003, effectively doubling the staff workspace. Upon post direction in January 2004, the 2145th temporarily relocated its operational headquarters to building 3105, returning to its original location in March 2004, where it remained for the duration of its mobilization.

Sixteen separate staff sections within the GSU were responsible for the command and control of personnel and equipment of mobilizing and demobilizing units. Each section had a specialized mission within the overall structure of the GSU. Every section, with the exception of the Provisional Holding Company, fell under one of two classifications: Mobilization Troop Command (MTC) or Installation Staff Augmentation (ISA). Sections within the MTC were responsible for direct coordination of unit personnel or equipment actions. Those within the ISA were responsible for augmenting Fort Benning's installation agencies already operating to help support the additional workload caused by the influx of National Guard and Army Reserve Soldiers. To best understand the diverse GSU missions, a concise description of each of the sixteen sections appears in the following pages, showing how they contributed to the overall mission.

## **Organization of the 2145th GSU**

### **Mobilization Troop Command**

#### **Headquarters and Headquarters Company (HHC).**

The Headquarters Section consisted of the company commander, first sergeant, training noncommissioned officer (NCO), supply sergeant, unit clerk, personnel section NCO, and medical liaison officer. The HHC mission encompassed internal administration support to the unit, to include Uniform Code of Military Justice (UCMJ) actions, military school applications, and orders processing. The HHC conducted weekly training meetings to ensure all missions within the GSU were being met. These missions included birth month audits, weight control management programs, unit safety instruction, semi-annual physical fitness testing, annual 100 percent urinalysis testing, and soldier common task training

with a minimum ninety-five percent "go" rating. The HHC also managed all off post housing for GSU Soldiers during the deployment. Notable events within the HHC during mobilization included the HHC change of command from Captain Mary Leninsky to Captain Timothy Weaver on 13 May 2003; the retirements of Chief Warrant Officer Four Luther Mercer and Master Sergeant Harry Coker on 5 March and 3 May 2004, respectively; and the unit welcome home ceremonies on Fort Benning and at Nashville on 24 May and 26 May 2004, respectively. Other organizational days and morale/welfare activities included a unit volleyball tournament, a unit softball tournament, a unit cookout, a deep sea fishing trip, and a unit family day.

**S-1 Personnel Section.** This section was responsible for building the mobilization files of all National Guard and Reserve Soldiers processed for mobilization by the 2145th GSU. These files served as medical, dental and personnel records while Soldiers were deployed. The section also provided administrative support to National Guard and Reserve Soldiers who were assigned to or processing at Fort Benning. The section helped create and track the 2145th's officer and non-commissioned officer efficiency rating packets, ensuring recognition of Soldiers' work for promotion considerations. The S-1 also operated a round-the-clock staff duty desk for controlling all leave and passes, reception of Red Cross messages, and mail handling operations not only for its own Soldiers, but for Guard and Reserve Soldiers as well. The S-1 also tracked the status of Soldiers in transit to and from the provisional holding company to ensure proper accountability for all mobilizing Soldiers.

**S-2/3 Intelligence and Operations Sections.** One Soldier, Chief Warrant Officer Two John Logsdon, staffed the S-2 Intelligence section. During mobilization he was active in obtaining and verifying Soldier security clearances as well as resolving antiterrorism (AT) and force protection (FP) issues. Logsdon processed over 900 security clearances for basic combat training brigades, for National Guard and Army Reserve units, and for the 2145th. He was in close contact with the installation AT/FP officers to ensure proper implementation of protective measures.

The S-3 Operations Section was responsible for the day-to-day and long range planning, coordination of mobilization events, and processing the results of training events to ensure the validation of Soldiers for deployment. The section tracked all of those mobilizing and demobilizing units under the 245th's control. The S-3 section produced detailed coordinated training schedules that provided critical information to all departments involved in the mobilizing or demobilizing process.

**S-4 Logistics Section.** The S-4 section was responsible for providing the day-to-day necessities for National Guard and Army Reserve Soldiers and units as well as the needs of the GSU while at the mobilization station. The S-4, along with two attached transportation companies, the 2025th and 206th, managed a fleet of commercial government vehicles for the use of mobilizing units and for the 2145th. Managing and assignment of billeting space, both on and off post, were major functions of the S-4. It was also responsible for providing bedding, maintenance, and dining facilities for mobilizing Soldiers. Accordingly, the S-4 often coordinated the alteration of dining hours to coincide with training operations. The S-4 conducted broad inspections, commonly called unit shake downs, to identify equipment shortages. It also managed arms rooms to securely store a unit's weapons and other sensitive items during its stay, and provided critical support in helping units to procure necessary equipment from higher commands that was needed before a unit could deploy.

**Installation Operations Center (IOC).** This was one of the busiest and most important sections the 2145th operated. In conjunction with military and government civilian personnel, this section operated twenty-four hours per day, seven days per week, year round. For the installation commander it prepared situation reports, deployment reports, redeployment reports, and others as directed. The IOC prepared operations plans, contingency plans, operation orders, fragmented orders, warning orders, letters and memorandums of instruction, letters and memorandums of agreement, memorandums of understanding, requests for support and tasking memorandums for operations at Fort Benning. It also received, logged, processed, coordinated, answered and submitted requests for information (RFI) to higher headquarters from subordinate units and



installation staff agencies.

Working with the Fort Benning Directorate of Information Management, the IOC: maintained constant digital electronic connections with subordinate units and higher headquarters; coordinated unit advance party arrival activities with installation staff; facilitated all IPR [in process review] meetings; and ensured returning units received a welcome home ceremony. The IOC worked with the Directorate of Logistics' program managers for transportation of units and individuals to and from home station or theatre of operations. It also reviewed, screened, and maintained the weekly First Army medical hold report; published and updated the unit digest report; assisted with producing final unit validation for unit deployments; provided escort officers for visiting dignitaries; and processed TDY requests for individuals/units during deployment and redeployment phase.

**Deployment Section.** This staff section oversaw the Arrival/Departure Airfield Control Group, Transportation, Liaison, and Military Police sections to provide mission support according to each area of expertise.

**Arrival/Departure Airfield Control Group (ADACG).** This section provided ammunition details, hazardous materials shipping certifiers, convoy escorts, motor pool establishment and security, port liaisons, and additional liaisons to mobilizing National Guard and Army Reserve units. The ADACG Section certified over 10,000 pieces of unit equipment, vehicles, containers, and ammunition for deployment to the combat theater of operations.

**Railhead Section.** The section conducted railhead operations at Fort Benning's O'Chile railhead and provided hazardous material certification for both mobilizing and demobilizing units. All hazardous materials within vehicles, containers or equipment required proper labels and placards from the Railhead Section before transporting via highways, ports, and air. This section also provided off-loading and staging of any equipment coming to the O'Chile railhead, ensuring the correct handling of all equipment and vehicles for shipment. The Railhead Section also maintained a secure motor pool for staging unit vehicles<sup>26</sup> with around-the-clock access.

**Liaison Section.** The section provided individual assistance to unit commanders and unit assistants from the time of their arrival until their departure from Fort Benning. Liaison Section personnel aided the processing, housing, transportation, meals, and accountability needs of each unit's personnel. They also helped the S-3 and IOC in the coordination of last minute changes to the unit processing and training schedules and took immediate action to remedy any discrepancy, keeping processing disruptions to a minimum. They assisted unit commanders in transportation issues and helped facilitate extended dining facility hours or procurement of MREs<sup>27</sup> in the event a unit could not make its appointed mealtime.

**Transportation Section.** This section coordinated transportation for transiting units to the various processing sites on Fort Benning to include the central issue facility, Soldier readiness processing center, dental clinic, medical clinic, billeting, weapons ranges, lanes training, and the post airfield. This section consisted of twenty-seven drivers and two dispatchers, utilized fourteen 44-passenger buses, six 15-passenger vans, one 2½ ton cargo truck, and one commercial U-Haul truck. All section drivers trained at Fort Benning's bus driving school where they received defensive driving training and a bus driving license. During its aggregate active duty tour of eighteen months, the Transportation Section performed 2,617 missions in which they moved 223,700 passengers a total of 185,674 miles in and around the fort. The section also maintained a shuttle bus service.<sup>28</sup>

**Military Police.** The GSU Military Police (MP) Section augmented active duty MP companies on Fort Benning, supporting them in force protection activities such as post patrol, manning post access control points, random vehicle inspections, and implementation of current force protection threat standards.

**The 206th and 2025th Transportation Companies.** Each company provided personnel and transportation assets to the S-1, S-3, S-4, Transportation and Liaison Sections, and to ammunition supply points at weapons ranges. The 206th attached to the GSU in March 2003 and demobilized in August 2003, with the exception of fourteen Soldiers who

remained until May 2004. The 2025th joined the GSU upon the departure of the 206th's main body in August 2003 and took over the mission until May 2004, when it demobilized as well.<sup>29</sup>

### **Installation Support Activities**

**Dispensary.** The original mission of establishing and operating a medical dispensary for the GSU and mobilizing units changed to meet post needs during mobilization. The dispensary attached to the post medical facility from January through October 2003 to aid in the medical readiness processing of mobilizing units. The dispensary's personnel duties included completion and verification of medical records, blood draw, urinalysis, vital signs check, tuberculosis checks, and immunizations. They also managed the Mark VIII anti-nerve agent injector kits, prescription glasses, and prescription drug distribution for the GSU and mobilizing units. From November 2003 until July 2004, the section was split and assigned to various Mobilization Troop Command sections, with the exception of the noncommissioned officer in charge and one other Soldier, to provide medical and dispensary needs to the GSU.

**Staff Judge Advocate (JAG).** This section's personnel worked along side the active duty JAG Soldiers on Fort Benning. They provided legal expertise to units at the readiness processing site in the creation of wills and powers of attorney. Other duties included providing legal research and advisory services to National Guard and Army Reserve Soldiers on active duty and acting as counsel to Soldiers in the post general court. They also provided key legal support for the Provisional Holding Company command in handling legal cases, of which there were many.

**Finance.** The section's personnel worked along side Fort Benning's finance office personnel. They augmented the staff at the readiness processing site and ensured mobilizing Soldiers received their correct base pay, entitlements, and special pays based on grade and supporting documentation. The section also supported day to day finance operations with the fort's Department of Military Pay Office to include per diem, allotments, collections, and promotion pay processing.

**Readiness Processing Center.** This section augmented the Readiness Processing Center staff for the creation and collection of important documents for the S-1 files, including emergency record data sheets, serviceman's group life insurance forms, personnel qualification records, issue of active duty identification cards, and other necessary military documentation for mobilizing personnel.

**Chaplain.** The Chaplain Section worked with the post chaplains, supporting the Readiness Processing Center by providing counseling to mobilizing Soldiers. Chaplains also supported the staff duty chaplain roster for on call missions, served as ministers at post chapels as needed and provided counseling to GSU Soldiers upon request. They also served as guest speakers at welcome home and change of command ceremonies. One of their most important duties was to provide depression and suicide prevention awareness training for mobilizing and returning Soldiers.

**Directorate of Intelligence and Security.** Captain Lee Pearce was the sole Soldier within this section. He served as the chief, Security Division, Directorate of Intelligence & Security. He replaced a government civilian who retired with thirty years service in that job. The division was responsible for processing all security clearances for active duty Soldiers on Fort Benning. Pearce processed over 12,000 basic trainees' initial security checks and maintained post industrial and information security; inspected units on post for physical security compliance and safeguarding of classified material. He also performed as the foreign disclosure officer and was responsible for managing five foreign liaison officers. Pearce was the G-2 security officer for special events on the fort, to include the Infantry Conference, Ranger Rendezvous, and the commanding general's annual meeting with former commanding generals.<sup>30</sup>

### **Provisional Holding Company**

The Provisional Holding Company (PHC), officially created by the GSU in May 2003, provided command and control for the growing holdover population. Holdover is the term applied to Soldiers with medical conditions or hardship situations which prevent their deployment

or caused their return from overseas. Typically, holdovers were held at Fort Benning on active duty status until their condition was cleared or resulted in their discharge or release from active duty. Initially the HHC took control of these Soldiers, but as the operational tempo increased so did the size of the hold section; it grew to an unmanageable level. In May 2003, command of the HHC changed from Captain Mary Leninsky to Captain Timothy Weaver who took control of the company's internal day-to-day functions, while Captain Kelly Stocker took command of the newly-created Provisional Holding Company to manage the swelling ranks of holdover Soldiers. At its peak, the holdover population in the PHC reached over 400 Soldiers with approximately fifteen staff personnel managing these Soldiers. Management of holdovers included billeting conducive to the special needs of Soldiers; personal medical case management; records processing; weekly status reports to higher commands; emergency or medical leave and pass requests; ensuring transportation was provided to and from appointments; responding and handling of congressional inquiries; and assisting Soldiers with the transition into active duty medical extension status or discharge from active duty as necessary.

### **Demobilization: Mission Complete**

By September 2003, the 2145th GSU completed three fourths of its initial mobilization and prepared for demobilization in November; orders to that effect, dated 10 September, had already been received.<sup>31</sup> On the 29th of that month, the 2145th and all its derivative UICs and personnel received orders extending their mobilization period by an additional 180 days.<sup>32</sup>

The unit's mission continued as before, well into the year 2004. Finally, the unit received notice to demobilize at Fort Benning, effective 14 July 2004, orders to follow.<sup>33</sup> With all its vast experience, especially over the last year and a half, the 2145th pretty much demobilized itself, processing its own members just as they had processed thousands of others passing through Fort Benning.

The GSU headquarters returned to Nashville where a joyous

Welcome Home celebration, attended by family and friends, greeted the returning Soldiers.

Many months after their return, Soldiers wrote about their experiences and about their impressions of this long mobilization. To Major Todd Ferring, 2145th operations officer, there were many aspects of this mission that could have been better, especially in communication and coordination. “Initially, the operational tempo was very high due to the installation’s lack of suitable facilities and equipment,” he explained. “Network connections had to be ordered and delivered, email addresses had to be created and issued, and phone lines had to be installed and activated. Each of these events hindered the GSU’s ability to perform its mission, caused our Soldiers to work long hours with no time off, and lowered the unit’s morale. Better coordination between the GSU and the installation to identify and equip facilities prior to mobilization is critical for the success and seamless integration of National Guard and [Army] Reserve forces . . . It is my belief that better communications and coordination between the GSU and [the installation] is essential for mission accomplishment. I do not feel that the installation support[ed] our efforts. Most of our Soldiers experienced an ‘Us against Them’ attitude from the installation and that cooperation from the installation was minimal.”<sup>34</sup>

Lieutenant Colonel Brett M. Hale, 2145th Deputy Commander, echoed Ferring’s sentiments. “A continued effort to improve communication and coordination between the GSU and Fort Benning, Georgia, is essential for mission accomplishment.”<sup>35</sup>

In conclusion, Command Sergeant Major Mikal B. Patterson recognized the same shortcomings, but also saw his unit’s mission somewhat more philosophically, and captured the impressions of most of the 2145th Soldiers. “Overall, this was a great learning experience for my staff and me,” he wrote. “The unit, as a whole, had outstanding results and the majority continued to improve. Everyone made sacrifices to embrace an uncertain future and because of that, we came together as a team.”<sup>36</sup>

## **From A Soldier's Perspective**

“The most rewarding part of being here is to be able to say that I was a part of the overall effort.”<sup>37</sup>

“The most challenging part has been to get back in the swing of things. However, we have many experienced and squared away NCOs and officers who have made the transition as smooth as possible.”<sup>38</sup>

“Our augmentation helps the installation continue normal daily services and activities even though there are thousands of troops mobilizing on post.”<sup>39</sup>

“It is my observation that during this entire mobilization there were many people/soldiers in positions of power and responsibility who were stressed out. Because of this there was extreme waste of effort, excessive and unnecessary long hours which directly resulted in poor planning and foresight/dissemination of information, etc.”<sup>40</sup>

“Garrison support is in our unit name. We recognize the importance of being customer-oriented. Our whole mission is to support. We never want to get the attitude that the units we support are a bother. If it weren't for them, we wouldn't be here.”<sup>41</sup>

## **Lessons Learned**

The after action report contained a number of lessons learned and observations. Among them was the separate processing of small pax/units. As small pax arrive, they should be batch processed when practical for the GSU, the installation staff, medical hold-overs, and other installation requirements. The Personnel Section did not have adequate staff to process deploying and redeploying units. The section conducted cross-level training of Soldiers to meet mission requirements. The obvious remedy was to have more Soldiers assigned to this effort. Individual schedules were created to coordinate mobilization processing activities for deploying and redeploying units. The result was no coordination and scheduling conflicts. One mega matrix was needed to de-conflict all mobilization processing. A related problem was conflicting training schedules along with the slow pace of training and the resulting “dead time.” One point of contact should de-conflict and approve a single training schedule and the training should be accelerated. Pre-separation briefings should be consolidated at one location.

Scheduling the reintegration training briefing was an issue. Units received the briefing a day and sometimes a few hours before going home. There was little chance of putting into practice what the Soldiers learned in the briefing, such as communicating expectations with family members. This briefing should be one of the first the units receive after arriving at the installation for out-processing.

There was not enough billet space allocated for incoming Soldiers; tents, gyms and condemned buildings were used. The installation needs to evaluate the billet space available versus projected unit deployment flow.

Reviewing deployment packets became an issue when two Soldiers had to be taken off manifest because medical Soldier readiness processing (SRP) had not cleared them. Deployment packages should be screened in advance for 100% readiness so that Soldiers can be notified of any issues that could delay departure.



## Photographs



The famous "Iron Mike" statute at the US Army Infantry Center is perhaps the epicenter of Fort Benning, Georgia.



The mission of the 2145th Garrison Support Unit always involved paperwork in processing Soldiers for mobilization or demobilization.



Soldiers of the 2145th Garrison Support Unit just prior to an orientation ride of Fort Benning and the surrounding area aboard a CH-47D Chinook helicopter.



Following the welcome home ceremony in Nashville, Soldiers enjoy some Tennessee barbecue.

# Notes

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<sup>1</sup> Article, "Notable Quotables," *Army Reserve Magazine*, Volume 49, Number 1, p. 6.

<sup>2</sup> Article, "September 11 attacks,"

[http://en.wikipedia.org/wiki/September\\_11\\_attacks](http://en.wikipedia.org/wiki/September_11_attacks), no date; 311th Military History Detachment (MHD), *The Role of the Army Reserve in the 11 September Attacks: New Your City*, p. xv; 90th Military History Detachment, *The Role of the Army Reserve in the 11 September Attacks: The Pentagon*, p. xvii; and Article, "The September 11 Attack on the Pentagon," <http://pentagon.spacelist.org/>, no date. The 189 killed at the Pentagon included 58 passengers, 4 flight attendants, both pilots, and 125 in the Pentagon.

<sup>3</sup> Article, "Flight 93 National Memorial,"

<http://www.nps.gov/flni/parkmgmt/missionstatement.htm>, no date,

<sup>4</sup> Statement, President George W. Bush, Statement by the President in His Address to the Nation,

<http://www.whitehouse.gov/news/releases/2001/09/20010911-16.html>, 11 Sep 01.

<sup>5</sup> Article, "Operation Noble Eagle- Details, Reservists to provide homeland defense,"

<http://usagovinfo.about.com/library/weekly/aa091601a.htm>, 16 Sep 01.

<sup>6</sup> Testimony, Lieutenant General Thomas Plewes, "Army Reserve Overview," Statement before the Subcommittee Personnel, Committee on Armed Services, U.S. Senate, , <https://usarcintra/cioweb/CdrsCorner/AROverview.htm>, p.2, 13 Feb 02. The 90th Military History Detachment (MHD) published *The Role of the Army Reserve in the 11 September Attacks: The Pentagon*, which included a number of interviews detailing the actions of Soldiers and other personnel at the Pentagon following the attack. The 311th produced a complimentary volume on the attacks at the World Trade Center, *The Role of the Army Reserve in the 11 September Attacks: New York City*.

<sup>7</sup> Article, Lt. Col. Randy Pullen, "Honors For Hero of Pentagon Attack," *Army Reserve Magazine*, Summer 2002, pp. 44-45.

<sup>8</sup> President George Bush, Declaration of National Emergency by Reason Of Certain Terrorists Attacks, 14 Sep 01,

<http://www.whitehouse.gov/news/releases/2001/09/20010914-14.4.html>.

<sup>9</sup> Executive Order-Call to Active Duty, Complete text of Executive Order authorizing call-up of reserves,"

<http://usagovinfo.about.com/library/bills/bleonoble.htm>, 14 Sep 01,

<sup>10</sup> Article, "Operation Noble Eagle,"

<http://www.globalsecurity.org/military/ops/noble-eagle.htm>, no date.

<sup>11</sup> Article, "Operation Noble Eagle- Details, Reservists to provide homeland defense,"

<http://usagovinfo.about.com/library/weekly/aa091601a.htm>, 16 Sep 01.

<sup>12</sup> Historical Summary, Kathryn Roe Coker, *The 2002 Army Reserve Historical Summary*, p. xxix.

<sup>13</sup> Testimony, Lieutenant General Thomas Plewes, "Army Reserve Overview," Statement before the Subcommittee Personnel, Committee on Armed Services, U.S. Senate, 13 Feb 02, <https://usarcintra/cioweb/CdrsCorner/AROverview.htm>, p.2 and Article, Linda Kozaryn, "Army Reserve Duty Has 'Changed Forever,'" <https://usarcintra/cioweb/CdrsCorner/ArmyResDutycgmsg.htm>; 22 Jan 02.

<sup>14</sup> Article, Lt. Gen. Thomas Plewes, "From the Commander: 9-11 Plus Six Months," *Army Reserve Magazine*, Spring 2002, p. 4.

<sup>15</sup> Ibid.

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<sup>16</sup> Briefing Card Update, Major Dahms, Public Affairs and Liaison Directorate, Office of the Chief, Army Reserve (OCAR), 20 Dec 01.

<sup>17</sup> Chart, Reserve Components: Noble Eagle/Enduring Freedom/Iraqi Freedom, Contingency Tracking System Daily Processing Files, Defense Manpower Data Center, 7 Oct 08.

<sup>18</sup> Historical Summary, Kathryn Roe Coker, *The 2001 Army Reserve Historical Summary*, p xxxi.

<sup>19</sup> 2145th Garrison Support Unit History, author unknown, subject: Part II, no date, unit history file, Global War on Terrorism Collection, US Army Reserve Historical Research Collection, Office of Army Reserve History, US Army Reserve Command. Unless otherwise stated, all information is from this source.

<sup>20</sup> Alert Order 216-03, Department of the Army, subject: Alert for Possible Mobilization, 14 Dec 02

<sup>21</sup> Mobilization Order 266-03, Department of the Army, subject: Mobilization, 8 Jan 03.

<sup>22</sup> Permanent Orders 253-57, Headquarters, First United States Army, subject: Relief from Active Duty, 10 Sep 03.

<sup>23</sup> Permanent Orders 272-3, Headquarters, First United States Army, subject: Revocation of Orders 253-57, 29 Sep 03.

<sup>24</sup> Order 316-04, Department of the Army, subject: Extension of Mobilization, 4 Dec 03.

<sup>25</sup> Demobilization Order 129-04 ONE, Headquarters Department of the Army, subject: DA Demobilization Order, 12 Aug 04.

<sup>26</sup> Staging is the collection, accounting and preparation of materiel for shipment.

<sup>27</sup> Meals, Ready to Eat, the standard prepackaged rations available throughout all military branches and issued to Soldiers whenever fresh cooked meals are not available.

<sup>28</sup> 2145th Garrison Support Unit History, author unknown, subject: Part III, no date.

<sup>29</sup> Ibid.

<sup>30</sup> Ibid.

<sup>31</sup> Permanent Orders 253-57, Headquarters, First United States Army, subject: Relief from Active Duty, 10 Sep 03.

<sup>32</sup> Permanent Orders 272-3, Headquarters, First United States Army, subject: Revocation and Unit Personnel Extended, 29 Sep 03.

<sup>33</sup> Demobilization Order 129-04 ONE, Headquarters Department of the Army, subject: DA Demobilization Order, 12 Aug 04.

<sup>34</sup> Global War on Terrorism Historical Autobiography, Major Todd Ferring, subject: Personal Narrative, no date.

<sup>35</sup> Global War on Terrorism Historical Autobiography, Lieutenant Colonel Brett M. Hale, subject: Personal Narrative, no date.

<sup>36</sup> Global War on Terrorism Historical Autobiography, Command Sergeant Major Mikal B. Patterson, subject: Personal Narrative, no date.

<sup>37</sup> Article, SGT Kim Dooley, "2145th GSU aids Benning's mission," *The Bayonet*, Apr 03, p. A-3.

<sup>38</sup> Ibid.

<sup>39</sup> Ibid.

<sup>40</sup> Anonymous, Autobiographical Sketch, no date.

<sup>41</sup> Article, Master SGT Paul Ebner, "2145th GSU welcomes new commander," *The Bayonet*, Dec 03, p.A-4.