

19 February 2019

Subject: Synopsis of Presentation to the Joint Hearing of the Senate Government Operations and House General, Housing and Military Affairs Committees 5 Feb 2019

Candidacy for Adjutant General, State of Vermont of Vermont
Lieutenant Colonel David B. Graham (retired) National Guard/ US Army Reserves

I am seeking consideration for Adjutant General, State of Vermont. I believe that I am fully qualified to serve in this position due to my thirty years in the military serving in multiple assignments.

I am a retired Lieutenant Colonel having enlisted as a Private in the Vermont National Guard (VTARNG). I was commissioned thru the Vermont Military Academy in addition to graduating with a bachelor's degree from Johnson State College.

From 1990- 1996 I served active duty (AGR) in both a Title 10 (NGB) and Title 32 (VTARNG) as Assistant Professor of Military Science at the University of Vermont ROTC program. After leaving my assignment at UVM, I served as a Personnel Officer at VTARNG Battalion in Rutland. I then transferred to Special Operations Command and at the time of 9-11, served with the 173rd Airborne Brigade, Vicenza, Italy.

Upon returning to the States I continued my service serving as an Intelligence/ Security Staff Officer for the US Army Reserve Headquarters for most of New England's Army reserve units. Our unit assisted Guard and Reserve units preparing for mobilization/ demobilization at Fort Drum, New York.

I was assigned as Assistant Chief of Staff for the 10th Mountain Infantry Division at Fort Drum, NY where I coordinated a humanitarian relief project for Afghanistan, "Operation Mountain Lamb". I then volunteered to serve in Afghanistan completing two tours of duty (2008-2009) as the Senior American officer and Chief Analyst, Civil / Military Operations, ISAF Headquarters, Kabul.

I bring an array experience to the Vermont National Guard and my focus is support of all soldier and air personnel both traditional Guard and full-time personnel. Please do not think I entered this endeavor alone, I bring over 200 years of senior enlisted and officer experience of those who are supporting me.

My experience in supervisory and management comes from small and large unit staffing and leadership roles. Delegation of responsibility and authority based on past assignments, performance and education are typical of military organizations. The military staffing and decision making is systematic and codified as the MDMP, "Military Decision Making Process" involving vision, mission statement and staff input where three courses of action are produced before command decision and development of an "Operations Order" for implementation.

Giving direction to subordinates, offering support with the expectation of responsible and professional implementation are my style.

Our Vermont National Guard has many fine people who have given up many of the personal freedoms civilians enjoy to serve. Making oneself available for training and deployment to a combat zone or state emergency is a heavy demand on our guardsmen's families and civilian careers and should be respected. The UCMJ, Universal Code of Military Justice that applies to the conduct of all servicemen has as of 1 January 2019 been updated to address more issues of behavior of concern recently and protection for "whistle blowers". Military justice is strict and severe.

Unfortunate incidences recently reported in the media cast a negative perspective of our National Guard and have had a negative effect on the recruiting and retention of many fine people willing to serve.

Appropriate administration of judicial and non-judicial actions after thorough regulatory and statutory military investigation must be applied to maintain the morale and discipline in any military organization.

I am not currently in a position to do an objective comparative analysis on the concern of whether the Army and Air Guard are being equitably supported.

Traditionally the Adjutant General position rotates from Air to Army. The last twenty-two years have been a succession of three Air Guard Adjutant Generals.

Roughly three quarters of the guard is Army most of whom are part-time guardsmen. These are the ones with whom my sympathies and concerns most lay, who we would rely on in state emergencies and who need our appreciation and support.

Vermont Guard wide expectations and General Orders from the Adjutant General setting the standard for professional behavior, respect for superiors, peers and subordinates need to be issued. Full implementation of UCMJ should be expected.

I have personally been through the process for dealing with injuries experienced from overseas deployment and later the Veterans Administration. Guardsmen and their families need to be supported as much as possible during and after deployment. Well organized and supported family support groups before and after deployment, programs supporting re-integrating back into civilian life and counseling should be the minimal standard.

Employment issues/ job discrimination are very real issues for guardsmen. Most employers in Vermont are small businesses who may understandably be reluctant to hire someone who may be suddenly called away for an uncertain period of time, hire a replacement and then re-hire the guardsman on return possibly with injuries. I've struggled with this myself personally. This issue deserves thoughtful consideration; I would hope the state of Vermont may have the flexibility to employ guardsmen with these considerations.

When I first joined the Vermont Guard I was attending a training exercise at the Ethan Allen Firing Range in Jericho. Major General Reginald Cram was the Adjutant General at the time and was attending the tank training exercise. A young soldier had gotten his ankle caught in the turret ring of a tank, the ring that the main gun rotates on the hull

of the battle tank). He was turning white with pain. General Cram's radio operator handed him the radio handset and I've never forgotten the calm decisive manner in which I heard him say to headquarters "this is General Cram, I want a medi-vac helicopter at the Firing Range barracks area in 15 minutes". He received confirmation that the message had been received and handed the handset back to his radio operator.

General Cram was an "Old School" soldier/ airman, professional, calm under duress and a true gentleman.. The traits I would hope to exhibit if I am elected to the office of Adjutant General for the State of Vermont.