

# GLOBAL DEFENDER

*Official Publication of 32d Army Air and Missile Defense Command*

## 3-2 ADA Deploys to Turkey





# Global Defender

*Official Publication of 32d Army Air and Missile Defense Command*

## Global Defender Editorial Staff

BG James Dickinson - Commanding General, 32d AAMDC  
CSM James N. Ross - CSM, 32d AAMDC  
MAJ Stephen Holt - Public Affairs OIC  
SFC Mark Porter - Public Affairs NCOIC  
SSG Brandon Little - Staff Writer  
SGT Jacoby Davis - Staff Writer

This magazine is an authorized Command Information publication for members of the U.S. military. Content of the Global Defender is not necessarily the official viewpoint of, or endorsed by, the U.S. government, the Department of Defense or the Department of the Army. The editorial content of this publication is edited, prepared and provided by the 32d AAMDC Public Affairs Office, headquartered at Fort Bliss, Texas. The staff reserves the right to edit all material submitted for publication. To submit commentaries, news, sports or feature articles, call (915) 568-9686.

For more information on 32d Army Air and Missile Defense Command go to [www.facebook.com/pages/32d-army-air-and-missile-defense-command/](https://www.facebook.com/pages/32d-army-air-and-missile-defense-command/) or [www.bliss.army.mil/32nd/](http://www.bliss.army.mil/32nd/)

On the cover: A U.S. Army Patriot missile battery deployed from the 3rd Battalion, 2nd Air Defense Artillery Regiment, overlooks the city of Gaziantep, Turkey, Feb. 26, 2013. (U.S. Air Force photo by Master Sgt. Sean M. Worrell)

On the back: U.S. Army Soldiers from the 3rd Battalion, 2nd Air Defense Artillery Brigade, drive an air defense support vehicle out of a C-5 Galaxy cargo aircraft Jan. 7, 2013. (U.S. Air Force photo by Master Sgt. Sean M. Worrell)

On this page: U.S. Soldiers with the 3rd Battalion, 2nd Air Defense Artillery Regiment, talk after a routine inspection of a Patriot missile battery at a Turkish military base in Gaziantep, Turkey, Feb. 26, 2013. (U.S. Air Force photo by Master Sgt. Sean M. Worrell)

## **What's Inside ...**

**CSM Ross makes lasting impression at 32d AAMDC**

**Page 5**

**3-2 ADA deploys to defend Turkey**

**Page 8**

**Evolving threats require adaptive, complex training**

**Page 10**

**Common sense approach to Warfighter Readiness**

**Page 17**

**THAAD gains prominence in Army Missile Defense System**

**Page 19**

**Deployment preparation begins at home**

**Page 27**



# Blackjack 6



This is the first edition of the official 32d Army Air and Missile Defense Command magazine—Global Defender. The purpose of the quarterly journal is to highlight the Soldiers and their Families throughout the command and to provide some insights for Integrated Air and Missile Defense as the Army's air and missile defense force provider as well as our warfighting perspective in support of Central Command. I think you will quickly recognize that the 32d is extremely busy preparing for deployments, executing deployments, and reintegrating after deployments. The 32d consists of four Air Defense brigades, 11 Patriot battalions, 2 Short Range Air Defense Battalions, and three THAAD batteries stationed across six Army installations in the continental United States. We have Soldiers currently deployed to six different countries around the world in support of three different combatant commands. In addition, we support the testing of the Army's newest air and missile defense equipment and software. We have more than 9,200 Soldiers in our formations today which accounts for over 80% of the Army's Air Defense force. Given the ever increasing demand for missile defense, our goal is to build a team of WINNERS, comprised of self-reliant Families, trained Soldiers, Civilians, and Leaders, who are combat ready, possess an expeditionary mindset, and are ready to execute contingency operations anytime and anywhere.

The theme for the first four magazine editions will focus on my command priorities; Warfighting Readiness, Training Readiness, Soldier and Family Readiness, and Equipment Readiness. The theme for this edition is Warfighting Readiness. The 32d AAMDC conducts joint and integrated air and missile defense operations in multiple locations throughout the world to provide protection of critical assets and support for regional security. Our Soldiers stand ready 24/7/365 in defense of our regional partners and in support of our National interests. Our prepared-to-deploy (PTDO) forces are ready to deploy, and win, in support of any the Combatant Commands. Given that aerial threats continue to grow daily, we must continue to integrate, in both training and operations, with our joint and coalition partners in order to maximize our critical capabilities.

Given the strategic landscape across the world today, our warfighting readiness is non-negotiable in order to meet ever increasing demands for air and missile defense. We cannot wait until we are called to deploy to prepare our Soldiers and their Families. Rather, we must ALWAYS be ready when ordered to deploy. The response time for the deployment of air and missile defense forces is never measured in weeks and months, but rather, it is measured in hours and days. Most recently when NATO requested a Patriot battalion to deploy to Turkey, 3-2 ADA quickly answered the call by deploying in 18 short days from notification to boots on the ground. Their great success was due to their continuous focus on warfighting readiness.

Our formations must be relentless in preparing for short notice, strategic deployments. Our Soldiers, leaders, and units must be trained to deploy and operate in austere conditions. Our Families must be resilient in order to excel through challenging separations. Sustaining a high level of readiness is very challenging as there are many variables that measure it, but the one constant that will ALWAYS make a unit successful is mental and physical toughness. Toughness that is built upon the foundation of challenging and realistic training and is then embodied in the culture and climate within our units, formations that focus on ALWAYS striving to be ready to fight tonight, ready to deploy tomorrow, and engage with our partners, in order, to WIN.

I hope that you enjoy the Global Defender and that it provides useful information and insights into the 32d AAMDC!  
Swift And Sure!

**BG James Dickinson**  
**Blackjack 6**

# Blackjack 9

On April 3, 2013, I will relinquish responsibilities as the Command Sergeant Major, 32d Army Air and Missile Defense Command. I will conclude 20 months serving in the largest operational Command Sergeant Major position in the Air Defense Artillery branch. Although my departure is due to my selection into a position of higher responsibility serving the Soldiers, civilians and Families of the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, it is bittersweet.

As I reflect on my time with the 32d AAMDC, I realize how fortunate I have been. First of all, I have had the pleasure of serving with two of the finest officers in the FIRES Community: Maj. Gen. John Rossi and Brig. Gen. James Dickinson. It has also been a distinct honor to serve with the leaders, Soldiers and civilians of this great command. I'm also humbled by the Families of the command who have amazed me with their support of our warriors.

I want to thank each of you for what you do every day. The theme of this magazine is "Warfighting Readiness" and I can think of no unit that exemplifies this trait better than 32d AAMDC and its subordinate units.

This command has continuously deployed trained and ready Soldiers to six different countries around the world and has flawlessly accomplished all directed missions. There has been significant operational growth in THAAD, PATRIOT, MAMD, AN-TPY-2 and recently a new push for Integrated Fire Protection Capability. Commanders in combat zones around the world see the expertise and abilities of our ADA Soldiers, and continually request our support and assistance in protecting their areas of operation.

We have stretched our ARFORGEN cycle and have stressed our force like never before -- yet the Soldiers of this command never quit. I'm very proud to have served shoulder to shoulder with the incredible Soldiers, civilians and Families of this command. As I depart, I will take the experiences we've shared with me to my next assignment. All the best -- God's Speed -- Swift and Sure!



A handwritten signature of James N. Ross in black ink.

**CSM James N. Ross**  
**Blackjack 9**





# As CSM Ross departs 32d AAMDC, his influence, mentorship remain

Story by Sgt. Jacoby Davis  
32d AAMDC Public Affairs

As the 32d Army Air and Missile Defense Command readies to bid fairwell to its most senior enlisted advisor, Command Sgt. Maj. James N. Ross and his wife, Ashley, his impact and influence can be felt throughout the unit.

"Toxic leadership isn't in anyone's vocabulary when you talk about Command Sgt. Maj. Ross," said Sgt. Maj. Marc Van Horn, senior enlisted advisor for G3 Exercises, 32d AAMDC. "He's not a micromanager. He's an easy, approachable leader who leads from the front, and he is exactly the kind of leader the Army needs."

At 32d AAMDC, Ross was responsible for carrying out the policies, performance standards, training, appearance and conduct

of enlisted personnel. He also advised the commander and staff in matters pertaining to noncommissioned officer support.

"The great work Command Sgt. Maj. Ross has done is really transparent to many people," said Col. Daniel Sauter, deputy commander for 32d AAMDC. "During his time here, he was able to provide very candid and very precise feedback to the commander in order for Brig. Gen. Dickinson to implement the right procedures and programs to take care of Soldiers and their families, and to make sure that our forces -- Soldiers, noncommissioned officers and other senior leaders -- are ready and capable."

Ross came to the unit in mid-2011, after serving as the command sergeant major at 1st Space Brigade, Peterson Air Force Base,

Colo. Since that time, he has been committed to improving command posture through reaching out to all the Soldiers in 32d's footprint.

"Although the headquarters is based out of Ft. Bliss, Texas, he is on the road all the time -- just like a commanding general -- in efforts to continually assess the individual readiness, discipline and morale of units that are in six different installations in the U.S. and five different countries outside of the U.S.," said Sauter.

For Ross, the determination to excel and his desire to help Soldiers comes from his family.

"I attribute most of my success as a leader to the love I get from Ashley and my kids," said Ross. "She has been committed to the command and has never wavered in her support of me, even while





I'm so often away supporting the mission."

The seasoned air defender and native of Battle Creek, Mich., said that getting selected for the position at 32d was incredible.

"I never dreamed that I would serve in such a prestigious position," said Ross. "It has been a wonderful experience serving with such a professional organization and with such wonderful leaders."

Ross will next serve as command sergeant major, U.S. Army Space and Missile Defense Command.

Photos by Sgt. Jacoby Davis



# Warfighting Readiness

For many of the Soldiers in our formations, the next order to deploy will not be their first. As air defenders have served in Iraq, Afghanistan and throughout Southwest Asia over the past decade, Combatant Commanders have recognized the value and advantage ADA brings to the modern battlefield. With this in mind, it can be expected that deployments are in the future for many Soldiers wearing the 32d AAMDC patch, or the patch of our many subordinate units.

So the question becomes less “Will we deploy” and more “Will we be ready when we deploy?” With that in mind, the articles of this magazine examine what the units of 32d AAMDC are doing (and can do) to ensure success and victory on the battlefield.

Deployment success depends on multiple factors, and can be ensured in a variety of ways. From updating personal documents to excelling at Table VIII Certification, from ensuring Soldiers are proficient in their Warrior Tasks and Battle Drills, to building strong Family Readiness Groups at all levels of the command, there is much that can be done to increase the chances for battlefiend success. As the articles in this issue show, a focus on training and preparation are key if we as a command are to be ready when the call to action comes.





# 3-2 ADA deploys to defend Turkey

## Patriot Soldiers join NATO effort on 18 days notice

By Capt. Corey Robertson  
31st ADA Public Affairs

December of 2012 marked an historic event for not only the 31<sup>st</sup> Air Defense Artillery Brigade but the air defense artillery community as a whole, when 3-2 ADA Battalion was called upon to deploy to Turkey with only 18 days notice.

To be ready at a moment's notice is something for which the Soldiers of 31<sup>st</sup> ADA, the "Ready and Vigilant Brigade", are prepared. The 31<sup>st</sup> ADA currently has one battalion, 4-3 ADA, providing air and missile defense support in Kuwait and now two batteries from 3-2 ADA are providing similar support in Turkey. The 3-2 ADA deployed to Turkey as part of a NATO request for Patriot capability along the southern border of Turkey. NATO responded to Turkey's request by deploying six Patriot batteries (two from the US, two from Germany, and two from the Netherlands) throughout Southern Turkey.

The importance of readiness was never more apparent than for this deployment to Turkey. The battalion had originally trained and prepared to be available as a worldwide Contingency Expeditionary Force with a focus on the Middle East. However, when deployment orders came with a mission in support of a different combatant commander and location, the battalion sprang to action to meet the requirement.

This deployment is the first time in almost 10 years that a Patriot unit



Photo by Staff Sgt. Nathan Akridge

Lt. Col. Charles Branson (right), 3-2 Air Defense Artillery commander, and Sgt. Maj. Kevin Enoch, acting 3-2 command sergeant major, case the unit colors prior to their deployment to Turkey.

has been activated off of contingency expeditionary force or CEF.

The unit had to undergo NATO-specific training to ensure the unit was prepared and ready for the NATO role in Turkey. The biggest obstacle was configuring the Patriot system to be compatible to the area of Turkey to which they were deploying.

Soldiers from the 10<sup>th</sup> Army Air and Missile Defense Command or AAMDC stationed in Kaiserslautern, Germany, and German Patriot soldiers were flown in to assist in re-configuring the system.

"The German allies were a huge advantage to have at our disposal," said the 31<sup>st</sup> ADA Brigade Air and Missile Defense Technician Chief Warrant Officer 4 Anson Seebeck. "They gave us a common vernacular to work on aiming ourselves, on where we needed to be. They also assisted in resourcing the key documents we needed to work from

for this deployment."

The training requirements that had to be met came from their higher headquarters of 32<sup>nd</sup> Army Air and Missile Defense Command out of Fort Bliss, Texas, and from NATO. A culminating training event and a Standardized Patriot Evaluation and Assessment Reporting or SPEAR assessment had to be performed. Utilization of the Pelorus Simulation Driver in conjunction with the Reconfigurable Table Top Trainer or RT3 had to be utilized to meet the specific criteria for a deploying unit due to lack of available equipment and the condensed holidays timeline.

The 32d AAMDC, 31<sup>st</sup> Brigade Operations Section and the Electronic Missile Maintenance Shop coordinated a three-day crew SPEAR-like training and certification event designed to familiarize and evaluate 3-2 ADA crews on NATO engagement operations

and procedures. Multiple sister brigade evaluators, 32<sup>nd</sup> AAMDC and 10<sup>th</sup> AAMDC, as well as German Air Defense Officers currently in Fort Bliss, supported the evaluation. During the evaluation, it became apparent that some differences existed between U.S. and NATO Air Battle Management Conduct and reporting procedures.

Preparing most of a Patriot battalion's equipment and transporting it via both air and ship required much coordination across Fort Sill, FORSCOM, and TRANSCOM. Fort Sill units are accustomed to utilizing Lawton-Fort Sill Regional Airport; for this deployment, Altus Air Force Base, located 50 miles west of Fort Sill, was utilized.

The Brigade Mobility Officer Chief Warrant Officer 3 Brent Hayes, was the brigade's spearhead for all movement. Along with the Fort Sill Department of Logistics (DOL) Unit Movements

Office, he worked very closely with the 97<sup>th</sup> Logistics Readiness Squadron (LRS) stationed at Altus Air Force Base to plan and coordinate the logistics of deploying the mission-essential equipment, Patriot missiles, and all personnel utilizing strategic airlift.

The battalion deployed over 300 Soldiers, 2 million pounds of equipment and missiles from Altus Air Force Base utilizing both C-5 and C-17 aircraft. The remainder of the unit's equipment was commercially line hauled to Joint Base Charleston, S.C., for surface vessel transport to Turkey.

"The ability for this brigade to reach out to the Fires Center of Excellence and DOL for assistance in this deployment has been tremendous; they have assisted in every facet of logistical support required," said Maj. Barry Carter the brigade operations officer. "The support given to us by DOL was top-notch. They were able to

provide seamless logistical support from beginning to end."

Maintenance is an important part of everyday military life, but in the face of an impending deployment maintenance becomes increasingly more important. To prepare, 3-2 ADA conducted a month-long maintenance stand-down prior to their CEF activation. All faults were identified and repaired prior to the deployment. This resulted in enhanced crew confidence in their equipment and allowed for an immediate system validation and establishment once they hit ground in Turkey.

Along with maintenance management, leaning forward with identifying and resourcing repair parts was accomplished. The Supply Support Activity, or SSA, was packed and moved forward to Turkey with 3-2 ADA. SSAs are not normally deployed with a battalion, but because the Patriot-specific maintenance support in Turkey was unknown, 3-2 requested permission to deploy theirs.

When asked about the sheer volume of equipment and personnel moved in such a condensed timeframe the 31<sup>st</sup> ADA Commander Colonel Michael Morrissey said, "We are incredibly proud of the team, from the Lethal Soldiers and Families, to multiple organizations from 31<sup>st</sup> BDE, FCoE, 32<sup>nd</sup> AAMDC to 10<sup>th</sup> AAMDC. 3-2's rapid deployment occurred over the Christmas holiday period; teamwork and selfless service ensured mission success."

Being ready and prepared is a state of mind we should keep at all times. Missions change and so does leadership but the ability to be ready and prepared does not.



US Army Photo

Equipment for 3-2 ADA is offloaded at Incirlik, Turkey. The unit joined Patriot units from Germany and the Netherlands as part of a NATO effort to promote stability in the region.



# Evolving threats require adaptive, complex training

By G3 Staff,  
32d AAMDC

In dealing with Warfighting Readiness, leaders within the 32d Army Air and Missile Defense Command are expected to prepare the men and women under their charge for combat, focusing in the Air and Missile Defense (AMD) capacity.

Depending on how friendly AMD forces are postured can inadvertently cause leaders to focus too narrowly on one particular threat or area of operations. While it is prudent to train for the most likely threat we may encounter, we must acknowledge that emerging threats are festering in many geographical areas and we must take an atypical approach to training.

Combatant commanders will need adaptive leaders to counter the evolving threat within their area of operations as our adversaries continue to improve their ballistic missile technologies. These technological improvements allow the ability to strike at ever-increasing ranges and with greater destructive

force. The proliferation of ballistic missile technologies has allowed threats to emerge in unexpected regions.

The ease to which our adversaries are overcoming these technological barriers is now allowing once irrelevant actors to become strategic threats. The overarching threat paradigm that once provided air defense planners with a comfort zone no longer exists and reinforces the need for atypical training.

The dynamic environment that our warfighters will face in the future serves to reinforce the requirement that our forces on contingency orders be ready to deploy tomorrow. The quantitative metrics used to determine whether a unit is *ready* doesn't necessarily capture whether a unit is operationally agile and adaptive.

Officers and noncommissioned officers should recognize and capitalize on the opportunity of monthly Officer Professional Development and NCOPD programs. The 32d AAMDC Campaign Plan, while still under



revision, lists *emerging threats* as a professional development topic. OPDs and NCOPDs should be used as the primary mechanism to hone an operationally agile and adaptive mindset among the unit leadership.

Many of the Soldiers within our ranks have years of operational experience to leverage against the unknown threat. This operational experience coupled with resources like the Center for Army Lessons Learned can yield dividends towards managing

uncertainty.

Unit leaders must engage our regional partners at every opportunity in order to strengthen relationships and to manage uncertainty. Our deployed forces always face an urgent need to swiftly adapt to changes in the operational environment. Our forces can shift from the spectrum of stability and peace to open war in a very short period of time, and this shift can be unforgiving.

An incident like the

See **Threats**, Page 20

# Deployed forces remain prepared, vigilant through training

By Sgt. Maria Kappell  
69<sup>th</sup> ADA BDE Public Affairs

Over the past decade, the readiness of the United States military forces has been tested through constant deployments in an effort to fight the War on Terrorism. While the recent drawdown of troops from Iraq and Afghanistan has results in lower numbers of service members serving in these areas, there are some branches of the military that will continue to deploy regularly.

Air Defense Artillery is a branch of the Army that will continue to deploy to ensure the safety of the United States and its host nations, despite the closing of wars in Iraq and Afghanistan.

Air Defense is in high demand because of its distinctive ability to deter and destroy incoming air threats and provide essential protection not only to its host nations, but also to allied forces on the ground, said Command Sgt. Maj. Robert Navarro, the command sergeant major of the 1<sup>st</sup> Battalion, 62<sup>nd</sup> Air Defense Artillery Regiment of the 69<sup>th</sup> ADA Brigade.

The presence of air defenders in any area of operation makes everyone on the ground more comfortable, Navarro added.

The 1-62 ADA is a unit that has been working around the clock to ensure the competency and capabilities of the unit and its Soldiers. According to Lt. Col. Aaron Roth, the commander

of 1-62 ADA, the battalion has a “unique mission” in comparison to any other unit in the Air Defense branch. The battalion, which was activated in October of 2011, was assembled with the purpose of taking on an overseas mission just 16 months after its activation.

“When you factor in new personnel being assigned, equipment being fielded, facilities to be moved into and all other activation tasks to set the conditions for pre-deployment training, the ‘Aim High’ battalion and its Soldiers had a steep mountain to climb starting out as a new unit,” Roth said.

There are several factors that go into a unit being prepared to deploy and being able to assume

a mission, and those factors assist in keeping that unit prepared at all times during its deployment. Some of those factors are the readiness of the Soldiers, the readiness of the unit as a whole, and the readiness of the Families involved.

Soldier readiness starts at the lowest level with interaction between the first-line leaders and the Soldiers, before and during a deployment.

“Warrior Task and Battle Drills are a key building block to our mission readiness, as they focus on individual level discipline and tasks that are generally first-line leader trained and assessed,” Roth said.

Warrior Task and Battle Drills are basic combat skills that are



Photo by Sgt. Maria Kappell

First Lt. Stephen Tiemeyer, an air defender from 1-62 ADA, is evaluated while providing first aid to his wounded comrade, Sgt. Christopher Emerson, a medic from 1-62, during Warrior Task and Battle Drills training.





Photo by Capt. Steven Mudugno

The 69th Air Defense Artillery Brigade conducts live-fire training as a way to ensure its Soldiers maintain competency and capabilities in their occupational specialties and on all unit equipment.

essential to all Soldiers for them to be able to be proficient at accomplishing any mission down-range, especially if the Soldiers encounter a combat situation.

“Anything can happen in combat,” Navarro said, “and you never know when you will have to utilize those skills,” he added.

Some of these Warrior Task and Battle Drills consist of: shooting an assigned weapon, communicating 9-line medical evacuation reports, land navigation, reacting to fire, and first aid. Although these skills are taught during a Soldier’s initial entry training, they need to be refreshed on a regular basis in garrison and while deployed in order to ensure mission success.

It is important for Soldiers to feel they are competent and con-

fident in these skills so they can also be confident in their ability to sustain a year in a combat environment, Navarro said.

Knowing the mission at hand is also critical to mission success. It is the command’s responsibility to make certain that all Soldiers in the unit are educated on their mission and their roles in it, Roth said. This can only be done after the basics of

---

**“ It is the command’s responsibility to make certain that all Soldiers in the unit are educated on their mission and their roles in it ... ”**

---

the tasks are understood by everyone involved, he added.

The training of Soldiers to prepare them for the battlefield and to keep them prepared during a deployment moves from regularly scheduled sergeant’s time training, to making sure the Soldiers are equipped to handle their assigned jobs and are skilled in their military occupational specialties. For air defenders, this means executing Standardized Patriot Evaluation and Assessment Reporting Exercises, field training exercises and gunnery table certifications -- as well as working to sharpen their individual Soldier skills.

The key to mission readiness and success is to rehearse the crew drills and exercises over and over again, Roth said.



# MOVING FORWARD

## Army relies on training to ensure readiness during transformation

By Sgt. Maj. Paul Albright  
3-4 ADAR Operations

The United States Army is currently undergoing a significant transformation of its organization. This transformation affects all aspects of the Army from troop strength and training to equipment fielding.

Transformation of the United States Army is not a new concept. Throughout history, it was common to see an expansion of the Army during conflict, followed by a significant draw down of forces during peace. During the defense of South Korea against the advance of the North Korean Army in 1950, the Eighth U.S. Army was largely under strength in terms of man power and equipment, due to a weak postwar economy and rapid Army transformation. This lack of unit operational readiness and training resulted in the loss of 6,000 American Soldier lives before reinforcements could arrive on the peninsula.

The challenge of the Army has always been its ability to retain and develop combat-proven leaders during times of peace, while maintaining a posture of balance between readily trained and equipped Soldiers prepared for current and future conflicts. The United States Army's ability to successfully train and develop forces capable of dominating all levels of threat on a battlefield is dependent upon the implementation of a detailed training strategy focused on Unified Land Operations conducted in joint and multinational environments.

Prior to the Global War on Terrorism,





the Army focused its training to combat a conventional force on a conventional two-dimensional battlefield. The battle lines were clearly drawn and enemy combatants wore easily identifiable uniforms. Special Operating Forces typically carried out missions that included irregular warfare and counter terrorism.

After the Fifth U.S. Army Corps and the Third Infantry Division executed the infamous “Thunder run” into Baghdad in March 2003, the Army faced a new emerging hybrid threat leading to the development of new training strategies. The challenges of a complex and changing operating environment have forced Army leaders into rapidly adapting new tactics and techniques in training in order to seize, retain, and exploit the enemy.

Current Army doctrine and training strategy defines procedures proven successful in combat. The Army training strategy outlines the way the Army will train in order to fight in the future by executing Unified Land Operations combining offensive, defensive, stability, and civil support operations. This training strategy provides the framework for commanders to provide a consistent level of training to their Soldiers.

Under this training strategy, units must conduct tough, realistic training designed to replicate the chaotic and complex operating environment. To replicate true conditions, this training must synchronize training plans with Joint, Multinational, and Intergovernmental Organizations. This will support the Army’s current and projected missions.



US Army Photo

Sgt. Ryan Penecost trains with Bravo Battery, 3-4 Air Defense Artillery, to help his crew achieve their Table VIII certification. Soldiers within the battery must complete the certification every six months.

Resources provided to military installations in the form of Live, Virtual, and Constructive (LVC) gaming enablers, and adequate training facilities, replicate the operating environment and enable Army units to train at home station. In times of an uncertain budget, the use of Battle Simulations is increasingly important. The use of these enablers to replicate a realistic battlefield will enable commanders to maximize combat training while limiting resources and training cost.

Maintaining a force that is fit to fight and ready to deploy rapidly into any theater of operations is the goal of all commanders. Sergeants major and first sergeants have the responsibility and the challenge of maintaining that state of readiness. Financial and medical readiness, along with strong family bonds are the keys to ensuring Soldiers are available to maximize training.

Leaders need to stress the

importance of the proper rehabilitation of injuries through medical personnel and financial education. The Army has expressed that one of its most valuable resources is the Soldiers Family. Training at home station intensifies the connection between families and the Army. The use of virtual battlefield simulations and live but realistic force-on-force training at home station, capitalizes this concept. This will help to retain the junior leadership and to meet Army retention goals, as well as to maintain the force ready to deploy.

The United States Army’s ability to successfully train and develop forces capable of dominating any level of threat across the full spectrum of conflict is dependent upon maintaining a state of readiness. Implementation and execution of a detailed training strategy will enable Army forces to fight and win against any adversary in any environment.

# Taking care of Business

## Personal matters require attention before deployment

By Master Sgt. Robert Cleveland  
32d AAMDC G1

As a Soldier you are expected to remain ready for deployment at all times, prepared to go “wheels up” anywhere in the world with as little as 96 hours notice. You keep yourself in top physical condition. You are well-trained and pride yourself on being an expert in your craft.

Your IOTV is stored in the ready room along with your “A” bag and “B” bag with your name spray painted on the bottom. Your equipment is fully mission capable. You are ready to answer the call of duty.

But how ready is your family? Are your personal affairs in order so that when you must leave on short notice you can focus on the mission at hand? There are several key areas that need routine maintenance, just like your equipment, so that you can stay ready to deploy, fight and win.

### Personal Finances

Discussing finances with your family is imperative so that your spouse is familiar with your banking institution, checking, savings and any financial obligation the family is responsible for. Review routine bills and decide if an allotment would ease some of the stressors in the event of a short notice deployment.

Another helpful hint may be to establish a deployment budget to avoid potentially bouncing a check, as multiple parties access the account without being able to routinely communicate on expenditures.

Another method may be to create an allotment to a separate bank account that can be accessed by family members while you are deployed. The Military Pay Office or your S-1 can aid in the structuring of any allotments, and can be a great resource answering any questions regarding entitlements. The Finance Office can also address any concerns pertaining to entitlements such as Family Separation Pay.

The bottom line is that ensuring that your family’s financial well-being is secure will alleviate stress as you deploy. Army Community Services also has a myriad of finance classes that can be scheduled to sharpen your and your family’s financial spectrum.

### Legal Matters

Powers of attorney are a vital asset for deploying Soldiers whether single or married. Powers of attorney can

be produced in two different ways - Special and General. A brief explanation of a special power of attorney is simply assigning an individual -- such as a spouse, family member or a friend -- to be able to sign or make a decision for you on your behalf. For example if you assign your spouse special power of attorney for taxes, he/she will only have power to prepare your taxes, nothing more.

A brief explanation of a general power of attorney is assigning to the person designated broader authorities to act and make decisions within the parameters of the general power of attorney.

Another important document is your will – your legally enforceable declaration of how you want your assets to be divided in the event of your death, and can recommend a guardian for your children. Without a will you lose your vote, and these decision will be made by the government. A will helps ensure that your wishes are carried out, and it can make things simpler and easier for your heirs. See your local Staff Judge Advocate Administrative Law advisor for more in-depth information on both wills and power of attorney.

### Family Care Plans

Single parent and dual military Soldiers have added responsibilities to ensure that their Family Care Packets are up to date at all times. If you fall into this category you should test your plan often to avoid any unforeseeable issues from arising during a real-world mission. Talk to your long and short term providers frequently to mitigate any last-minute issues of care for children.

Also it is highly suggested to talk to your children and include them in the process, so is the need arises it is not a complete shock and they know how what is happening.

Planning and communication are the keys to making sound decisions regarding family deployment readiness. The topics listed above, as well as many others, including whether to leave your family in place or relocate, or what to do with your pet, must be discussed ahead of a deployment. Take advantage of the available resources so that when the time does come and you board the plane you can honestly say, I am ready.





# ADA Soldiers use joint training to improve warfighting capabilities

By Capt. Michael E. Jones,  
Battery C, 2-43 ADA

Soldiers with 2nd Battalion, 43rd Air Defense Artillery, 11th ADA Brigade, sharpened their air defense skills alongside their Air Force brethren recently at the Joint Tactical Air Picture (JTAP) Mission. The U.S. Air Force Weapons School located in Nellis AFB hosted the event, with Soldiers from 2-43 ADA conducting the actual testing.

The mission was one of many that have taken place under the Joint Integrated Air & Missile Defense Organization-funded capability demonstration. This test mission was very critical because many of the aspects of JTAP will be incorporated into Air Integrated Air Missile Defense, another test mission that 2-43 ADA will participate in later this year.

In total, 38 Soldiers with Headquarters and Headquarters Battery, Battery C, Battery E, and Company F, 2-43 ADA, went to Nellis for the JTAP exercise. The Soldiers were spread over hundreds of miles at four different sites across the



US Army Photo

Soldiers from 2nd Battalion, 43rd Air Defense Artillery, prepare to convoy to their training site at Nellis Air Force Base. The unit was at Nellis to train with Air Force personnel as part of the Joint Tactical Air Picture Mission.

Nevada Test and Training Range.

According to unit leaders, the mission was accomplished flawlessly without any significant personnel or maintenance related issues, due to great leadership at the junior noncommissioned officer level.

"We brought a great group of Soldiers out here, who stayed out of trouble, took the mission seriously, and were 110 percent focused on doing their job out here," said Sgt. 1st. Class Jason

Rayburn, NCOIC for the JTAP mission and Launcher Platoon sergeant for Btry. C, 2-43.

The unit had three primary objectives during the mission: to demonstrate improvements in Joint Air Picture using an Enhanced Update Rate Communication System; to complete testing that shares data between aerial platforms established by aircraft communication, and; to enable Joint Integrated Fire Control using aerial sensors to a Patriot fire unit.

All of the primary objectives were achieved, along with several additional procedures that were also validated that had not initially been planned for, such as the passing of messages between fighters in the air and the Patriot units on the ground.

The Soldiers brought back some great lessons learned for training on Air Breathing Threats and those will be incorporated into future training events.

The key to the mission's success was the successful interoperability and interaction with the Air Force. Most of the Air Force personnel involved in the mission planning had limited experience in working with the Patriot weapon system.

"A lot of times in the daily After Action Reviews, the USAF planners would say we need Patriot to do this or that tomorrow, or engage a target from a very long distance away," said Capt. Brent Harty, tactical control officer, Btry. C, 2-43. "We would have to reel them back in the

See **Joint**, Page 20

# USE IT OR LOSE IT:

## A Common Sense Approach to Warfighting Readiness

By 1st Lt. Benn D. Copeland  
HHB, 5-52 ADA

When preparing for an upcoming deployment leaders at every level have a myriad of resources at our disposal; however, our most precious resource may simply be time. Time is easily lost, frequently squandered and seldom gained. In fact, time may very well be the only true constant in the readiness equation.

We often don't know who will be in our formation when we are called. We often don't know exactly where we will go, how we will get there or even with what specific equipment we will be required to carry out our mission. But we do know this: there will

come a day when we are standing on the departure line with bags in hand and our biggest regret will not be that we are leaving hearth and home in the service of our nation.

We will regret that we did not do all that we should have done, all that we could have done, to get ourselves and our Soldiers ready to perform their wartime mission.

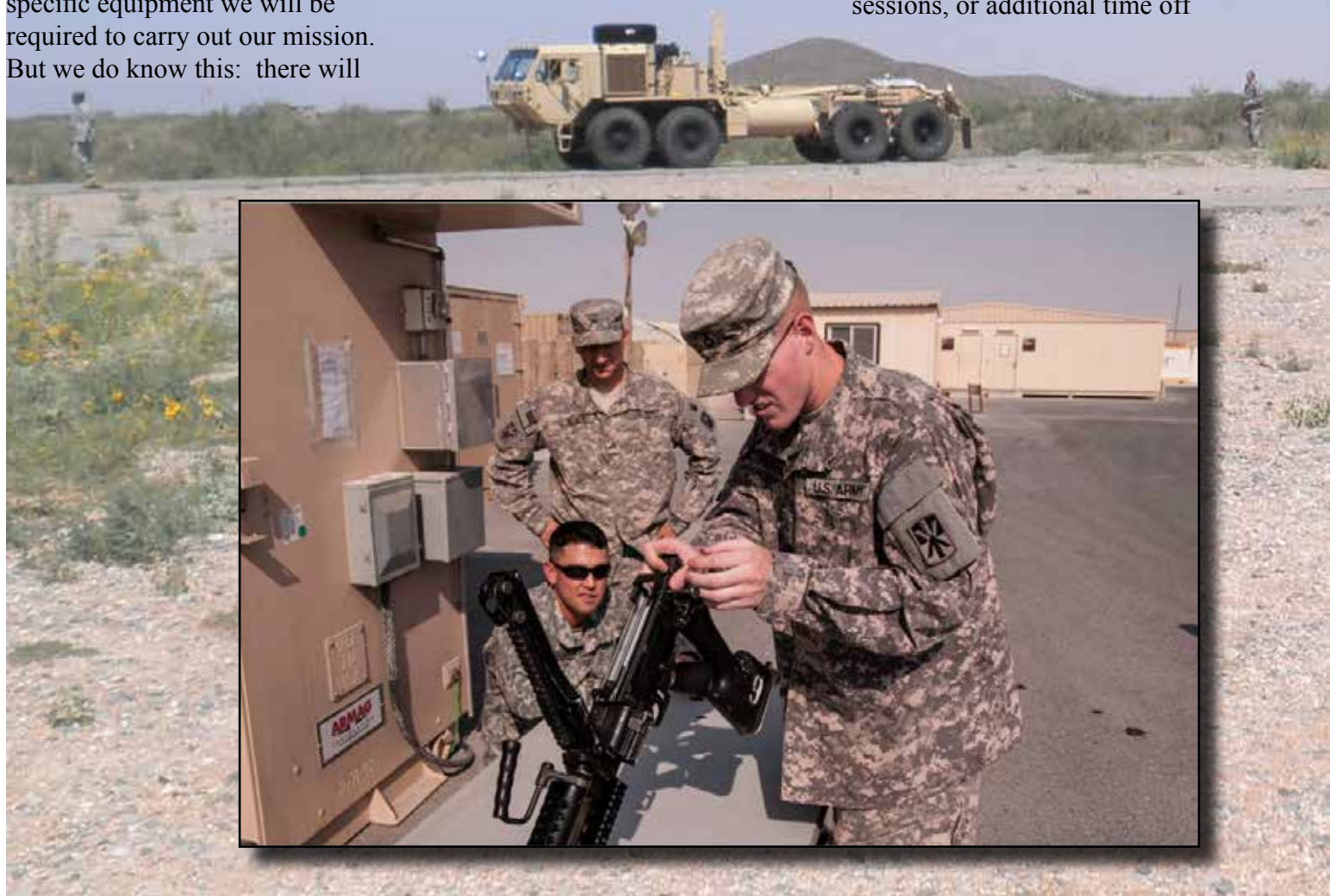
Sadly, despite knowing this in advance we continue to repeat the same mistakes we have witnessed in previous formations: rationalizing our inadequacies and convincing ourselves that, for whatever reason, training tomorrow will

somehow be more effective than training today.

These mistakes are easy to make because they serve to reinforce the flawed, but ever present assumption that everything would be better if we only had more time.

If we just "slide it to the right" everybody will win. Our Soldiers will be more prepared, our equipment will be better maintained, our Tactics Techniques and Procedures (TTPs) will be properly refined, and our tactical abilities will be sharply honed.

It's not that a predicable battle rhythm, leadership planning sessions, or additional time off





to spend with family and friends prior to a deployment are bad – in fact, quite the opposite. It's just that these examples serve to underline what we all know is the real problem: we spend far more time wishing we had more time than we do in maximizing the time available to us.

There are many things that, as leaders, we simply cannot change. However, there are also many things that do fall directly under our control. We absolutely can, at every level, tangibly improve our formations mission readiness and here is a closer look at two quick ways to do so.

### **Stop Rationalizing**

As Air Defenders we are all familiar with Mission Readiness Exercise (MRE) and Operational Readiness Exercise (ORE) activities. MRE/ORE activities are battalion-and battery-level events that require full participation of all tactical and March Order and Emplacement (MO&E) crews.

There are a lot of moving parts and success is measured against an exacting standard. However, therein lays the secret of our plan for success: we have a written copy of the standard, we have the answers to the test.

As both a participant and an

evaluator, I have been amazed (and ashamed) at the responses I've received when simply asking to see the items listed on the MRE/ORE checklist.

“Well, we couldn't (get access to a secret printer, get in contact with BN, or BDE, or get on SIPR net) so we don't have our tab packet, battle book, Tactical Standing Operating Procedure (TSOP), Tactical Supplement (TACSUP), TTPs, communications plan, etc.” After the third or fourth occasion it ceases to be painful and starts to become embarrassing.

See **Deploy**, Page 20

At Left: Sgt. Kerry Bence and Spc. Jesse Greenhill, of Headquarters and Headquarters Battery, 5th Battalion, 52nd Air Defense Artillery, grade Pfc. Erik Fitzgerald, also with HHB, on weapon drills while participating in the Fighting Deuce Best Force Pro Soldier competition. The competition was held throughout the battalion to identify the best Force Protection unit and best Force Protection Soldier while forward deployed.

At Right: Spc. Tysun Slappy, of Company F, 5th Battalion, 52nd Air Defense Artillery, and Spc. Toisha Samson, of Headquarters and Headquarters Battery, 5-52 ADA, conduct Access Control Point Operations during a monthly Force Protection exercise while forward deployed to Southwest Asia.





# ***THAAD gains prominence in Army Missile Defense System***

Article and photos by 1st. Lt. Abraham Acosta, Battery A, 2nd Regiment, Terminal High Altitude Area Defense

The Terminal High Altitude Area Defense (THAAD) system is an important component for the Ballistic Missile Defense System (MDS). Currently, it is the only system in the Army's inventory that is able to provide missile defense capability against Medium Range Ballistic Missiles (MRBMs).

With three THAAD batteries in the Army, they are in high demand by Combatant Commanders. The THAAD system is still expanding as the third battery will receive their equipment later on this fiscal year.

The THAAD batteries mission is to protect the homeland, forward-deployed military forces, friends, and allies from Short Range Ballistic Missiles (SRBMs) and MRBMs. THAAD conducts high endo-atmospheric and exo-atmospheric engagements against ballistic missiles as part of the Theater Air and Missile Defense (TAMD) and the BMDS.

A Battery, 2nd Regiment, Terminal High Altitude Area Defense is currently in the Train/Ready phase of the ARFORGEN cycle. The battery continues to train and maintain the THAAD system operational with the latest system upgrades. The unit will be taking part in Flight Test Operational-01 (FTO-01) later on this year at the U.S. Army Kwajalein Atoll/ Ronald Reagan Ballistic Missile Defense Test Site (USAKA/RTS). The test will demonstrate the ability for the THAAD system to engage targets.

The training started in early January when the newly assigned Soldiers completed the THAAD's New Equipment Training (NET) for their Military Occupational Specialty (MOS) and equipment. The training included THAAD Fire Control and Communications (TFCC) training, Radar, and Launcher training. All Soldiers had to complete their specific courses and score above 90 percent on every practical exercise and written test.

Once the new Soldiers completed the Reset phase, the THAAD system deployed to McGregor Range, N.M. to complete the System Supportability Demonstration (SSD) as part of the Train/Ready phase.

SSD consists of numerous collective systems re-

lated tasks to ensure that the processes, procedures, and documentation are properly maintained for the THAAD system and to also do any system and software upgrades needed. The Battery will then attend Delta Training in early April where they will learn about the new software upgrades.

The Soldiers conducted Air Load and Rail Load training between the months of January and February in order to be prepared to deploy the equipment in the Available phase to support any missions such as FTO-01. The Air load training allowed for the Soldiers to practice on loading the THAAD System onto a mock airplane. The rail load training gave the Soldiers experience on how to properly conduct rail operations in the case the equipment would have to be loaded onto a train.

In April, the unit will conduct THAAD Gunnery Table VIII Certification at McGregor Range. The Table VIII Certification will be supported by evaluators from the 11th Air Defense Artillery "Imperial" Brigade and from A-4 THAAD. During the certification, all crews are complete timed March Order, Emplacement, Integration, Reload and Air Battle Management tasks.

A-2 THAAD has achieved unit readiness by utilizing first line leaders to directly supervise training and by emplacing data trackers for personnel and equipment.

The first line leaders are directly involved with the Soldiers' training and well being. This allows for first line leaders to directly influence on how successful the unit is by ensuring that their Soldiers are trained, physically fit and medically deployable.

In the motor pool, the unit has implemented a Quality Assurance/Quality Control (QA/QC) check list that has led to over 20 successful roadside inspections. The QA/QC is used by licensed operators and supervisors to check work conducted by the mechanics, and to make sure everything is in order prior to moving any vehicle. The Trust Asset Accounting Management System's (TAAMS) clerk assures that all the paperwork is correct.

Remaining fully mission capable is dependent on the unit's readiness, and A-2 THAAD, will be ready when called upon.





---

## **THREATS**, from Page 10

---

attack on the U.S. Consulate in Benghazi can cause a force protection nightmare all over a combatant commander's area of responsibility. While our AMD forces are always prepared to counter ballistic missile threats, the Benghazi attack was a lesson in how quickly the local situation can deteriorate and potentially impact operations.

Ensuring that our force protection requirements are synchronized with our regional partners is just as critical as integrating our AMD capabilities. Working with the host nation can present immense challenges to the warfighter. It requires a cultural understanding that may not have been adequately developed during pre-deployment training. Deployed forces are expected to conduct simulation and combined live-fire exercises with our partners. These events can serve as tremendous opportunities to hone the cultural skills necessary for warfighters to effectively operate in varying countries.

While it is difficult to predict where the next emerging threat will spawn, it is a certainty that the operational tempo is not expected to slow down for our AMD forces. Despite the effects of sequestration, we will continue to provide the combatant commanders the trained and ready forces they require.

It will take resourcefulness and a little ingenuity, but our forces will manage to do more with less, with no reduction in quality warfighters.

---

## **JOINT**, from Page 16

---

first couple days, and explain what our system could and could not do. They always sought out our feedback though, which we all appreciated."

"By the time the exercise (JTAP) was drawing to a conclusion, it was clear that everyone involved had a much more realistic interpretation of the Patriot weapons system," said Harty. "Both the Soldiers and equipment performed at a very high level throughout the JTAP Mission. This resulted in a 100 percent missile engagement success rate, and zero incidents of fratricide."

When JTAP concluded, the Air Force mission planners had a much clearer picture of the Patriot system's capabilities and limita-

tions. Air Force, Army and civilian mission planners made sure that the Patriot subject matter experts were well integrated into the Weapons School's planning and execution.

"Huge kudos to the unit for maintaining their radars with no stoppage in very time-constrained missions; very impressive," said Col. Dusty O'Neill, the U.S. Army Training and Doctrine Command capabilities manager for all Army Air and Missile Defense Commands and OIC of the exercise.

"We presented them with challenging aerial threat scenarios ... and they expertly denied the "red" forces from achieving their objectives," said O'Neill. "This (2-43 ADA) is a very well-trained/led unit which skillfully executed this mission."

---

## **DEPLOY**, from Page 18

---

Our goal in preparing for an event is to BE READY for the event. When we have a picture of success ahead of time in the form of an evaluation checklist, then we really are without excuse. Another month would likely not have helped.

### **Train Today**

There are a lot of variables involved in conducting good Air Defense training. We need the equipment to be functional and emplaced, tactical crews to have at least a modicum of proficiency, and working communications before we can even get started. If we wait for all of these pieces to be in place before we begin training in earnest we are almost certainly not going to be where we want to be by the time we need to be there.

Instead of focusing on what we can't do today, as leaders we should ask ourselves: What training can my

formation do today? Motor pool MO&E and Table IV type classroom training can be done at the battery level daily and require almost no pre-coordination, yet we bleed points in these areas on virtually every Table VIII certification or external evaluation.

Simulator time can be booked with a couple of weeks advanced notice for Air Battle Management (ABM) training if equipment is undergoing maintenance. Previous MRE/ORE checklists are great baseline tools in preparing for training to come.

There are many things that are not in our control as leaders. We don't control our budget and even our own Long Range Training Calendar may often not paint a reliable picture of the months to come. However, there are things that we can do, right now, today, that will stop rationalizing our deficiencies. Time is a precious, but fleeting, commodity.

Use it or lose it.





# FOCUS ON THE FIELD

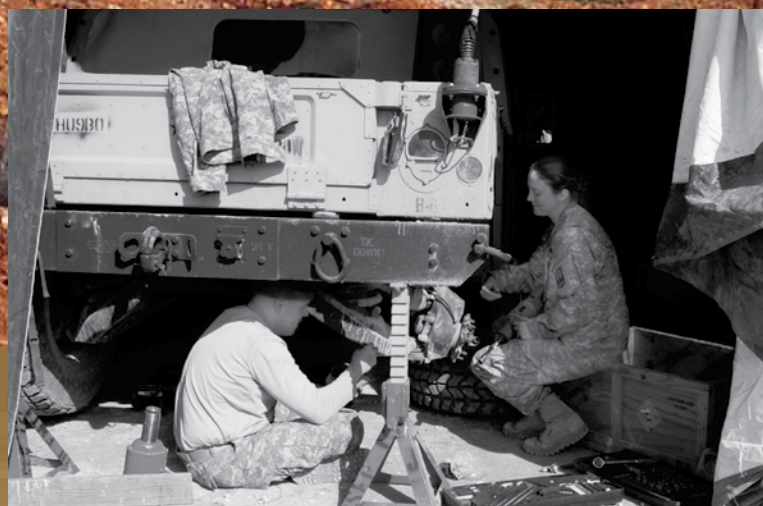


Spc. Charles Chesbro and Sgt. Zachary Perez, 3rd Battalion, 2nd Air Defense Artillery Patriot launcher maintainers from Fort Sill, Okla., complete a checklist for Patriot launching station Feb. 28, 2013, near Gaziantep, Turkey.

bigger



Patriot launching stations from Fort Sill, Okla., are dispersed along a hillside Feb. 28, 2013, near Gaziantep, Turkey. Patriots are deployed to Turkey as part of NATO's commitment to a cooperative solutions to promote regional stability. (U.S. Air Force photos by Senior Airman Daniel Phelps)



Staff Sgt. Gaston Henderson, 3rd Battalion, 2nd Air Defense Artillery maintainer, and Capt. Leslie Dembeck, 3-2 ADA Bravo company commander, work on a Humvee in a maintenance tent Feb. 28, 2013, near Gaziantep, Turkey.



Soldiers from the 31st Air Defense Artillery Brigade, 3rd Battalion, 2nd Air Defense Artillery Regiment, repair a leak on the power steering system of a Humvee Jan. 14, 2013.





# Partners in Defense

3-2 Patriot crews join NATO allies  
in effort to stabilize, defend Turkey



Soldiers stand by a Patriot missile battery at a Turkish army base in Gaziantep, Turkey, Feb. 4, 2013, while awaiting the arrival of U.S. Deputy Secretary of Defense Ashton B. Carter.



Soldiers from the 3rd Battalion, 2nd Air Defense Artillery, check the settings of a Patriot launching station Feb. 28, 2013, near Gaziantep, Turkey.





# Deployment Preparation begins at home

By CH (COL) Dean and Denise Bonura

The brigade had been on alert for months. The packing was done but no one knew if or when we would deploy to Southwest Asia.

I first heard about our notification to deploy on the radio. I was heading back to Fort Stewart from a meeting at Hunter Army Airfield when I heard the Chairman of the Joint Chiefs Gen. Hugh Shelton, announcing 2nd Brigade, 3rd Infantry Division, was immediately deploying to Kuwait in order to prepare for combat operations. It was not my first deployment so when I informed my wife that I would be leaving the next day, she had no reaction.

We have been separated for almost a quarter of my 30 years of military service. Deployments and the sep-

arations that ensue are never easy. It is a major disruption to family life; and, whether it is separation for training or for deployment to a combat zone, Soldiers and their Families must be prepared.

My wife Denise and I have many experiences and thoughts we can share on deployments. We've learned a lot over years and through many periods of separation.

We have found that most Soldiers and Families ask the same questions when it comes to deployment and family separation.

**How do you prepare yourself and your family for a deployment?**

Denise: Our first duty station was at Fort Campbell, Kentucky. Our fourth son, Andy, was born June 1, 1990, and Saddam Hussein invaded Kuwait two months later. This was the first of a total of five deployments in my husband's military career. The military had not deployed at this level for many years, and it was a steep learning curve for everyone. We prepared ourselves by taking care of all the necessary things such as finances, a will, special powers of attorney, medical concerns, and household and auto maintenance. The kids were young but the older ones worried about daddy going off to war. In this



regard, we limited access to news and took time to reassure our children of our love for them.

While some families were planning to “go back home” during their spouse’s deployment, we decided to remain at Fort Campbell to keep the children’s schedules free from any more chaos -- and to support other families in our unit and in our chapel family.

Everyone was alerted in August of 1990, and my husband did not actually leave until October. He was on the last plane to leave Fort Campbell.

During this time, we both experienced something we did not expect. His leaving us was not like what you see in the movies. We experienced an emotional separation before he actually left. We knew that he was leaving and we were separating from each other before the date of his departure. I realized we were moving onto the next emotional step of the deployment. I was moving into the “waiting for his return” step, and Dean was gearing up for his ministry with the unit overseas.

I learned to be more patient and to understand that I would feel this way, and just take a deep breath and relax.

Chaplain: In 1990, most of us were not prepared to go to war. Fortunately, some of us had time to get ready. The Army has come a long way since then in assisting Families with deployments and separations. You can help yourself by becoming familiar with the various services and resources available through your Family Readiness Group, Army Community Services, the Religious Activities Center, and Military One Source, among others.

When I deployed for the first time, Denise took over paying the bills and maintaining the budget. We identified and posted important contact information and attended unit meetings.

Denise: We stayed engaged. We kept to a familiar routine as much as possible, such as attending school events, athletic events and chapel services. We talked often about my time away and took our meals together as much as possible. Our children, though very young, understood the Army needed daddy for a while and everyone was expected to help mom. In subsequent deployments, things got easier because we were better prepared and because communication from where I was back to home also got easier.

### **What are some challenges?**

Denise: I believe one of the biggest challenges to deployment is the fact that both you and your spouse

are not having the same experiences each day and are not able to share them in full with each other. During the first deployment, communication was the old-fashioned way: written letters and postage. Each evening, I would sit down to write what had happened that day. I had four young boys and pretty much the same thing happened every day. I was trying to mail a letter every day so my husband would hear from us often. He wrote back one time complaining that my letters were too short. So I decided to write a long letter, which took me a whole month to compose. That didn’t go over too well, either. We laugh about it now.

Once, I sent him cookies and other homemade goodies, and they were all moldy by the time they arrived.

Today the communication is much better. I still believe misunderstandings will happen. The “Strong Bonds Program” and other similar events are a great

See **Family**, Page 28

## **Family Resources**

Military life can be a rich and rewarding experience not only for the service member, but for their spouse and children. However, it does come with its own unique challenges. Luckily, a wealth of resources are available to aid Army Families as they face the challenges of military life.

Helpful resources include:

- <http://www.military.com/>

# FRGs key to successful deployments

By Staff Sgt. Nathan Akridge  
31st ADA Public Affairs

**T**he strength of our nation is our Army; the strength of our Army is our Soldiers; the strength of our Soldiers is our Families. This is what makes us Army Strong., said the U.S. Army Chief of Staff.

Gen. Raymond Odierno used these words to emphasize the importance of families in a Soldier's life, and how a strong family can help a Soldier be more resilient.

With two battalions currently deployed in defense of our nation, the 31st Air Defense Artillery Brigade understands the importance of Families. This importance is what drives the brigade to have a strong and active Family Readiness Group, or FRG.

Bonnie Jones, the 31st ADA family readiness support assistant, or FRSA, explained that one of the FRG's key functions is to provide information to Soldiers and their Families.

"The FRG helps Soldiers and Families in a variety of ways," said Jones. They have meetings every month, and at each meeting they highlight a resource that's available, like the Red Cross and finance. They also present information from the command, and community and unit information."

For some spouses, the FRG does a lot more than provide information.

"You can make friends a lot of times," said Bethany Seelig, a 31st ADA spouse. "When your husband is deployed, people can leave to be with their Families, and you can find yourself without your usual support network. You can make new friends, and have a support network for you and your friends."

The FRG also sets up morale boosting events for the Families and Soldiers of the 31st ADA brigade.

"In February, we put together Valentine's packages where we put candy together," said Rosie Hillburn, 3rd Battalion, 2nd Air Defense Artillery Regiment's FRSA.

"It was a win-win situation because the Families, spouses and rear detachment Soldiers who were here got to be involved in putting something together for those who were forward and the ones who were forward were able to receive a Valentine's candy bag."

Hillburn said the FRG wanted to make sure Families who left Fort Sill knew they weren't alone and were kept in the loop whenever information was pushed out.

"We made sure to inform 'Forward' of anything going on, any issues or any concerns, and by reassuring the Soldiers that the spouses were being taken care of through information," said Hillburn. "We also let them know that any family members who were going to move out of town were being informed, that they were on our distribution list, and we would stay in touch with them."

Hillburn stressed the importance of deployed Soldiers knowing that their families back home are being taken care of.

"When the Soldiers know that their family member is being informed and updated with information, that allows them to do their mission and helps to elevate their morale," added Hillburn.

Hillburn said she appreciates the support that her brigade FRG has given her battalion, both before and during their current deployment to Turkey.

"The brigade is helping us a lot with their training and the self-defense class we had," said Hillburn. "The ladies loved it, and also the bus tours they're putting together."

"Right now, we have a pretty solid group, and by brigade supporting us it gives us more ways to provide morale for the families and spouses."

The Soldiers and families of the 31st ADA appreciate the extra support the FRG gives them.

"31st ADA brigade is the first FRG I've been in that really made me feel like I'm part of the family," said Seelig.





---

## **FAMILY**, from Page 26

---

resource in building strong marriages. It is important to build a solid foundation to rest our marriages on; we need to weather the storms of separation and still be standing when the deployments are over.

Chaplain: Sam was three when I left for GLOBAL Shield in 1990. I had been gone for three months when one day Sam tells his mother, “You know, Mom, Dad has been gone a long time, so maybe we should go down to the office and get him.”

Kids think like kids and do not comprehend time and space like adults. If you have younger children, do not expect them to process your spouse’s deployment like you do. They might not understand why Daddy or Mommy has left the home. They may feel angry or think they are to blame for his/her absence.

The answer to this is to talk to them about the absent parent and to listen to them. Be honest and give them as much information as they can absorb. Stay positive and supportive. Allow them to express their feelings; but always reassure them of your love and the love of the absent parent.

### **What can you do at home during the deployment?**

Denise: My husband and I have been married for 33 years. On the first deployment we had four boys, ages 2 months to 9 years. For the last deployment, we had five boys, ages 8 years to 24 years.

While the boys were still home and Dean was deployed, I would volunteer my time to help do things on the installation. I had a rule: I would help where my children were involved. I did not want to volunteer to do something that would take me away from my children.

While the deployment was going on, I also decided to spend one afternoon a week doing something I enjoyed away from my children. I hired a high school student to babysit the kids once a week while I did this.

It was nice to have this afternoon every week to

be away from the kids and accomplish something I enjoyed. Some of the most important things we did when the kid’s dad was gone were keeping a regular schedule at home, turning off the news, and praying for daddy.

### **How can you make your reunion work?**

Denise: It was exactly a year after Dean left for Southwest Asia that we found ourselves at our new duty station in Germany. Once I was at the new duty station, I began to cry sometimes over the smallest things, a sad song on the radio, a moving sermon at church, a touching scene in a book, and sometimes just something beautiful in nature; they would all bring me to tears.

All the emotions that I had held in during the first deployment came out in a flood of tears. I wasn’t sad; but just about everything made me cry. I learned that reunion takes time. There is no way to speed it up.

When Dean left on one of his deployments, Andy, the same one born in June before our first

deployment, was a little boy, and when Dean returned he had gone through puberty and had grown into a moody teenager. The little boy Dean knew had now become a young adult. Dean’s return after Operation Iraqi Freedom 1 was probably the most difficult because the kids had changed so much and had become very independent.

Chaplain: I read one study that said reunions can be harder than the deployment itself. Unfortunately, many of our Soldiers have had back-to-back deployments, which make reunions almost impossible. During a deployment, we lose the time we would have had with each other, and we can never retrieve it; we have to move on from it.

The reunion and moving on from deployment takes time and patience. Some say, for every month away you will need a month together before reintegration is complete. I think this is true.

The best advice I can give is to be patient and to work back into your routine slowly. Be kind and considerate of your spouse and your children. Your spouse has had his or her own “war” to wage; and it has been difficult, trust me.

The best thing we can do is to listen to each other and to be patient.

“  
**... for every month away  
you will need a month  
together before reinte-  
gration is complete.**  
”

# YOU WILL NOT BE FORGOTTEN



**Patrick D. Poor**

**March 17, 1966 – Feb. 27, 2013**

Staff Sgt. Patrick Darin Poor was born March 17, 1966, in Monahans, Texas, the son of Shelia and Wayne. He graduated from Monahans High School in 1984. May 28, 1986, Poor enlisted in the United States Marine Corps, and served for over three years. Jan. 3, 1997, Poor enlisted in the United States Army. He completed Basic Training at Fort Leonard Wood, Mo., and then conducted 12 weeks of Advanced Individual Training at Fort Bliss, Texas, where he graduated as a Patriot Launching Station Enhanced Operator/Maintainer.

His awards and decorations include: Meritorious Service Medal, Army Commendation Medal (5 Oak Leaf Clusters), Army Achievement Medal (7 Oak Leaf Clusters), Army Good Conduct Medal (5th Award), Marine Corps Good Conduct Medal, National Defense Service Medal (2 Oak Leaf Clusters), Armed Forces Expeditionary Medal, Global War on Terrorism Expeditionary Medal, Army Overseas Ribbon (Numeral 3), Navy Sea Service Deployment Ribbon, and the Navy and Marine Corps Overseas Service Ribbon (with Bronze Star Device).



**Capt. Ryan Cook**

**Dec. 10, 1985 – March 4, 2013**

Capt. Ryan Colby Cook was born in Ames, Iowa, Dec. 10, 1985. He attended the University of Mississippi, in Oxford, Miss., where he earned an Army ROTC scholarship. He graduated in 2008 and commissioned as a second lieutenant in the Air Defense Artillery, Dec. 12, 2008. He completed the Officer Basic Course at Ft. Bliss, Texas.

Cook's awards and decorations include: The Bronze Star Medal, the Army Commendation Award (1 Oak Leaf Cluster), the Army Achievement Award (1 Oak Leaf Cluster), the National Defense Service Medal, the Afghanistan Campaign Medal, the Global War on Terrorism Service Medal, the Army Service Ribbon, and the NATO Medal.

Cook is survived by his wife of Glenville, N.Y., his father of Wellington, Fla., his step-mother of Saratoga Springs, N.Y., his sister of Bennington, Vt., his step-sister of Nashville, Tenn., and many other loving friends and family.





# *32D AAMDC Lineage & Honors*

The now 32d Army Air and Missile Defense Command was first constituted in January 1918 in the Regular Army as Headquarters and Headquarters Company, 32d Artillery Brigade (Coast Artillery Corps) and organized at Key West Barracks, Florida; demobilized 18 January 1919, at Camp Hill, Virginia; then reconstituted 18 October 1927, in the Regular Army as Headquarters and Headquarters Battery, 32d Coast Artillery Brigade. It was activated 20 November 1942, at Fort Bliss, Texas; then re-designated 28 May 1943, as Headquarters and Headquarters Battery, 32d Antiaircraft Artillery Brigade. It was inactivated 30 May 1947, in the Philippine Islands; then activated 6 February 1951, in England, and re-designated 11 March 1958, as Headquarters and Headquarters Battery, 32d Artillery Brigade.

The Patriot Missile System was fielded in 1985 to units of the 32d Army Air Defense Command, a major subordinate command of U.S. Army Europe. Two Patriot batteries from this command's 10th Air Defense Artillery Brigade were designated for the airlift to Israel during the Gulf War. All of the American Patriot units which fought in Desert Storm were drawn from the 11th Brigade and from several similar Brigades from this command. The 32d Army Air Defense Command was inactivated 15 July 1995, in Germany, and the 32d Army Air and Missile Defense Command was officially activated as a theater level command on 16 October 1998 Fort Bliss, Texas, and was assigned to U.S. Army Forces Command, per FORSCOM Permanent Orders 271-2 dated 28 September 1998. Effective with the activation, 32d assumed C2 of the 11th and the 35th ADA brigades. The command performed and validated its critical Theater Missile Defense mission and conducted extensive training during numerous joint and combined exercises throughout the late 90s. The successes identified during these exercises, and during individual and collective training, demonstrate both the command's willingness and commitment to the Total Force concept. The 32d performs critical theater-level air and missile defense planning, integration, coordination and execution functions while providing TMD support for ground maneuver forces. Further, the 32d has played the pivotal role in developing procedures for combined U.S. and Kuwaiti theater air and missile defense interoperability and training, as well as performing its mission in a contingency environment.

In late 2001, elements of the 32d AAMDC deployed to Southwest Asia in support of the Global War on Terror. During Operation Iraqi Freedom the 32d deployed more than 80 percent of the Patriot force including over 6,500 Soldiers to seven different countries; executed nine for nine confirmed warhead kills; executed the largest ADA movement by air and proved without a doubt the effective lethality of the Patriot system. Thousands of coalition and

civilian lives were saved through the direct efforts of the 32d AAMDC and its subordinate units. The successes of 32d throughout the U.S. Central Command's area of responsibility were the culmination of thousands of man-hours spent in planning and training through multiple worldwide exercises over the last decade.

As part of the Army's Transformation Plan, the 32d AAMDC transitioned from a multi-component force to a completely active component command on 15 September 2004. On this same day, the 35th ADA BDE was detached from the 32d and re-assigned as an organic component of the 8th U.S. Army in Korea. On 16 April 2007, the command assumed training and readiness oversight for all CONUS-based active duty ADA brigades which consists of 11th, 31st, 69th, and 108th ADA brigades.

The 32d then provided guidance and oversight for the relocation of three of these four brigades in accordance with BRAC movements. Relocations included: 31st BDE from Fort Bliss, Texas, to Fort Sill, Oklahoma; 69th BDE from Germany to Fort Hood, Texas; and 108th BDE from Fort Bliss, Texas, to Fort Bragg, North Carolina.

The command was the first unit to activate, field and train two Terminal High-Altitude Area Defense batteries; Battery A, 4th ADA Regt. was activated 28 May 2008 and Battery A, 2nd ADA Regt. was activated 16 October 2009. A third THAAD battery (Battery D, 2nd ADA Regt.) was recently activated 31 October 2012.

On 18 October 2011, 32d activated its newest Patriot battery, 1st Battalion, 62nd ADA Regt., as part of 69th BDE.

In addition to providing TMD, the Soldiers of 32d have served in other critical roles in the CENTCOM AOR from convoys and patrols to detainee operations. The command has also protected tens of thousands of Coalition Forces from enemy attacks through the deployment of early warning weapons systems to both Iraq and Afghanistan.

Since 2011, 32d AAMDC has had Soldiers forward deployed in Afghanistan, conducting training with Afghanistan National Security Forces and National Police Forces in support of NATO Training Mission – Afghanistan/Combined Security Transition Command – Afghanistan (NTM-A/CSTC-A).

In January 2013, 32d AAMDC deployed Soldiers from 3rd Battalion, 2nd ADA Regt. with Patriot missile defense systems to Turkey to help defend NATO allies from possible threats as a result of the ongoing civil unrest in the Middle East.

To date, the 32d AAMDC continues to deploy thousands of Soldiers with state-of-the-art equipment to the CENTCOM AOR and remains trained, vigilant and always ready to rapidly deploy anytime, anywhere to conduct joint and combined air and missile defense operations in support of the war-fighting combatant commander.





AIR FORCE RESERVE COMMAND