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GLOBAL DEFENDER

Official Publication of 32d Army Air and Missile Defense Command

A-4 THAAD deploys to Guam





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On the cover: Soldiers of Battery A, 4th Regiment, Terminal High Altitude Area Defense, board the military aircraft that will take them to Guam April 12. For more on the deployment, see Page 7. The unit's mission in the Pacific is the first real-world deployment of THAAD technology and troops.

On the back: Staff Sgt. Waylon Wren, senior medic, Headquarters and Headquarters Battery, 69th Air Defense Artillery Brigade, demonstrates his familiarization with an M249 Squad Automatic Weapon during the Warrior Tasks and Battle Drills portion of the Fort Hood Noncommissioned Officer and Soldier Best Warrior Competition at the 1st Cav. Div. South lawn June 6. Wren bested the other competitors to be named NCO of the Year for the installation.

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This edition of the Global Defender focuses on the second of my command priorities – Training Readiness. It highlights training being done throughout the command as the Army's air and missile defense force provider. It highlights the training being done by our Soldiers to conduct 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.

Given the changing nature of warfare across the world today, the Army represents one of America's most credible deterrents against hostility, giving a reason for restraint to our adversaries, while standing ready to defeat those who would choose conflict. We are unlike any other nation in our ability to rapidly project forces over extended distances, sustain them as necessary, and deliver precise and decisive results.

The 21st century calls for an Army that is globally engaged and capable of rapidly employing force packages. Our forces must be responsive. We cannot wait until ordered to deploy to prepare our Soldiers and their Families. Rather, we must always be prepared. The response time for the deployment of air and missile defense forces is rarely measured in weeks and months, more commonly; it is measured in hours and days.

Recently, the Department of Defense ordered the deployment of a Terminal High Altitude Area Defense System battery to the Pacific. This was a deployment to strengthen our collective posture against the North Korean regional ballistic missile threat and demonstrates the global nature of our mission.

Aerial threats worldwide will increase in numbers and sophistication, so we must continue to integrate with our joint and coalition partners to maximize our collective capabilities. The efficiencies gained through these partnerships lead to greater stability in peacetime and greater effectiveness in conflict.

An example of this partnership took place in June 2013 when the U.S. Department of Defense participated in Eager Lion, an annual multilateral training exercise in the Kingdom of Jordan. Over 8,000 U.S. personnel joined with 19 different nations to focus on a number of irregular warfare scenarios to enhance interoperability among allies and partners. As part of the exercise, Army air and missile defense forces were repositioned from forward deployed locations along with additional Patriot forces via strategic airlift from Ft. Hood, Texas. The short notification and deployment timeline followed by the Soldiers' expert employment is a testament to the training readiness of our air and missile defense forces.

The Army's ability to join with other services to partner with our allies demonstrates American commitment in key regions around the globe. Our Soldiers' efforts to strengthen our collective air and missile defense capabilities with our partners, to enhance our understanding of local cultures, and to build lines of communication between militaries and nations is increasingly important in a complex interconnected world.

Finally, we must continue to focus on being experts in our core competencies while sustaining our ability to strategically deploy anywhere in the world so we are able to rapidly employ our unique capabilities. In pursuing these goals, we ensure the Soldiers and Families in the 32d AAMDC are prepared to provide air and missile defense in a complex and uncertain world.

BG James Dickinson
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Allow me to begin by saying that Deborah and I are honored and humbled to join your team and serve alongside the professional Soldiers and Families of this magnificent organization. As the command's Command Sergeant Major, I accept this responsibility mindful of the complex operating environment and demands on this organization; but more importantly, I accept this responsibility understanding fully that Warfighting Readiness, Training Readiness, Soldier and Family Readiness, and Equipment Readiness are at the forefront of all that we do.

What you can expect from me is a committed leader that will be a forceful advocate with Army/Joint senior enlisted leaders on behalf of our organization and the Soldiers and units assigned to it; you can expect that I will be open and frank in my communications with you and that no stone will be left unturned; you can expect leadership by example, a noncommissioned officer steadfast to the betterment of the organization and the development of its Soldiers; and you can expect that I will make myself accessible to you via face-to-face and through various forms of media.

For leaders and Soldiers the expectation is that we exemplify the Army Values and embody our Warrior Ethos. Together they provide the moral compass and establish the baseline for good order and conduct within the ranks.

I expect for you to conduct yourselves as professionals in all that you do; continue honing your skills and mastering your core competencies all-the-while, using the comprehensive Soldier fitness model and the leader development strategy to improve yourselves personally and professionally. I expect for Soldiers to have a sense of pride in their organization. Pride in the organization correlates to and is indicative of well-trained and disciplined units.

Last but not least, I expect for you to look out for one another; from the Commanding General to the most junior Soldier within this command, every Soldier is a sensor and critical to our mission!

The 32d Army Air and Missile Defense Command "Blackjack" has a renowned lineage.

Throughout its storied history the Soldiers of this command have answered our nation's call, standing ever vigilant in the defense of our nation's interest and guarding Freedom's Frontier.

I am invested in the magnitude of this obligation and I look forward to serving with each of you as we continue the legacy of excellence of the 32d AAMDC.

"SWIFT AND SURE"

CSM Darrin Jefferies
Blackjack 9

31st ADA Warrant Officer is Army Times' Soldier of Year

By Staff Sgt. Nathan Akridge
31st ADA Bde. Public Affairs

With well over six hundred thousand personnel serving in the United States Army, some Soldiers may feel that it is difficult to stand out amongst their peers. CW2 Karen Beattie, a missile maintenance technician with Headquarters and Headquarters Battery, 31st Air Defense Artillery Brigade, stood out amongst her peers by being selected as the Army Times Soldier of the Year for 2013.

Lt. Col. Eric Atherton, the 31st ADA deputy commanding officer at the time of Beattie's nomination, said it was immediately apparent that she was worthy of nomination for the award.

"When I heard about the Army Times Soldier of the Year award from Command

Sgt. Maj. [Gerardo] Dominguez, our brigade command sergeant major, and subsequently read about what types of qualities they were looking for in a nominee -- dedicated, professionalism, and concern for community -- I immediately thought of CW2 Beattie", said Atherton. "I floated the idea to nominate her to the chain of command and her co-workers."

Atherton went on to say that there are even more qualities that made Beattie stand out amongst other Soldiers.

"I knew she would be competitive for the award based on her professional accomplishments alone," added Atherton. "But when I considered her initiative and hard work to serve as spokeswoman and organizer for the local Lawton-Fort Sill Gold Star spouse community over the past nine

months, after courageously deciding to remain on active duty despite being a Gold Star spouse herself, I knew she had a very good shot at being selected for the honor.

"Her accomplishments on paper are stellar, but the professional charisma and positive attitude she exhibits in person make her an ideal spokeswoman for the Army and a wise choice by the Army Times."

Maj. Ray Fails, 31st ADA S-4 officer in charge, said he felt a tremendous sense of pride at Beattie's accomplishment.

"I was absolutely excited and felt overwhelmed with joy because I think she deserves recognition for everything she does, not only for what she does in the military, but for what she does outside of work in the Lawton/Fort Sill community," said Fails. "I personally admire the things she does

with Gold Star Families, who are personnel that lost a loved one on active duty. She does a tremendous amount of work with that particular organization as well as with survivor counseling groups that help survivors deal with the loss of a loved one."

Beattie added that she was overwhelmed with emotions when she found out she was nominated.

"When I found out I was nominated, I was instantly overwhelmed with gratitude," said Beattie. "I was very, very, very surprised and I was definitely in shock, but I feel grateful that my leaders, unit, Family and friends thought so highly of me."

Beattie said that she feels honored to be selected out of all the nominees.

"I was really surprised because there are so many Soldiers out there that do such amazing things," she said. "To think that I even come close to them is hard to imagine. I'm still really trying to process that they actually decided that out of all these nominations that I was going to be the one they chose. I'm extremely excited about it and feel honored."

Beattie thanked those who helped her get to where she is. "You don't get to this point by yourself," Beattie said. "So while I have been nominated and selected for this ... I did not get here alone. I've had God, my Family, my friends, my co-workers and battle buddies and they have all supported, encouraged, and mentored me along the way."



Photo by Sgt. Maria Kappell

Soldiers from 1st Battalion, 62nd Air Defense Artillery Regiment, prepare to board an aircraft at the airfield on Fort Hood June 11.

1-62 ADA deploys to CENTCOM

By Sgt. Maria Kappell,
69th ADA Brigade Public Affairs

The week of June 6-12 was a historic one for the 69th Air Defense Artillery Brigade. Soldiers within the unit underwent a large amount of preparation and training in a short amount of time in order to deploy in support of Operation Enduring Freedom.

The 1st Battalion, 62nd Air Defense Artillery Regiment, had 96 hours upon the receiving of orders to get approximately 100 Soldiers boarded onto an aircraft, leaving Fort Hood and their Families behind, and embarking on a mission of "Guarding the Skies" in the Central Command Area of Operations.

The Soldiers and leadership had a lot to accomplish before getting on the planes to cross the ocean, and the timeline was very short. It was a step-by-step process in which Soldiers were given a task to complete, completed it, and then moved on to the next task, said Sgt. Jon-

ny Lane, a food service sergeant deploying with 1-62 ADA.

Soldiers had to make sure all training certificates were up to date, go through medical and dental checkups, gather necessary equipment, and pack their bags. Some Soldiers needed to store household goods and privately owned vehicles, as well as ensure their finances were in order. Married Soldiers also had to make certain their Families were prepared for their departure.

Elizabeth Olaes, the wife of Staff Sgt. Carlos Olaes, an air defender in 1-62 ADA, said that the experience has been very emotional, and it's challenging to explain the situation to their children, who are 4 years old and 20 months old.

"I've been trying to hold on to [my husband] as much as I can — any second, any minute," Elizabeth said.

Some of the Families, like Lane's, prefer to say their goodbyes from home rather than just before getting on the buses and going to the airfield. Lane is leaving

behind a wife and four children, ages.

Even though the Family knew Lane was deploying, it was important to "carry on with life and do the little things, like fishing and playing in the yard with the kids," up until the very last minute, he said.

The Families are an important part of mission success, and it is important for Soldiers to know there are people here at Fort Hood taking care of them, said Maj. Vernon Shackelford, the brigade chaplain for 69th ADA.

While Lane and Olaes have deployed before, for many 1-62 Soldiers, this is their first such experience.

It is important for the Soldiers to remember what they were trained to do, said Brig. Gen. James Dickinson, commanding general of the 32d Army Air and Missile Defense Command at Fort Bliss, as he spoke to the Soldiers before boarding the aircraft.

"Patriot is a team. In the end it's you taking care of each other and doing what you were trained to do," Dickinson said.



U.S. Army Photo

CW2 Karen Beattie, Headquarters and Headquarters Battery, 31st Air Defense Artillery Brigade, (left) watches as messages of support for the Families of the Fallen are written on Gold Stars, at Fort Sill, Okla. Beattie has been selected as the 2013 Army Times Soldier of the Year for her military service and her volunteer work in the Lawton/Fort Sill community.

History in the Making

A-4 THAAD conducts first real-world deployment of missile defense technology

*By Staff Sgt. Norman Llamas
11th ADA Bde. Public Affairs*

In response to regional concerns, the President of the United States announced the deployment of the first Terminal High Altitude Area Defense (THAAD) unit to the U.S. territory of Guam. The April 3 announcement put the wheels in motion for the 11th Air Defense Artillery Brigade.

Having received a call from Brig. Gen. James Dickinson, commander, 32d Army Air and Missile Defense Command, Col. Clement S. Coward, commander, 11th ADA Brigade, directed that Soldiers and family members with Battery A, 4th Regiment, THAAD, assemble for the official notification of deployment.

"All of the sweat that you have poured into the deserts of West Texas and New Mexico during your train-up, all of the missile flight tests and the major integrated missile defense tests at both White Sands missile range and the Marshall Islands will now be battle tested in defense of our national interests," said Coward.

"You are making history. You will

talk about this deployment for the rest of your lives and nobody will ever be able to take that away from you," said Coward. "While we have been publicly passive discussing your operation for national security reasons, your story will be told loud and clear when the time is appropriate. Which leaves me with my final request: Make us proud; Make us Proud!"

The 11th ADA Brigade owns all three of the U.S. THAAD batteries. The president's decision to deploy a THAAD unit in a matter of weeks meant that the usual timeline for deployment would be severely shortened. The entire 11th ADA Brigade came together and ensured that the unit deploying would be fully prepared and ready to deploy.

From local TV stations, and newspapers to national media networks, they were all interested in telling the public about the THAAD weapon system.

Soon after the deployment announcement, Soldiers from across the brigade began pitching in to help with the deployment readiness. Equipment and vehicles were cleaned and staged in order to prepare the unit for airlift and subsequent deployment.

"During the process of cleaning and staging the equipment, all ve-

hicles and generators had to be drained of fuel, cleaned, inspected and ultimately certified by members of the Air Force. Once the Air Force personnel certify the equipment, it is then ready to be loaded onto planes and sent to Guam,” said 1st Sgt. Brandon Short, first sergeant, Company E, 3rd Battalion, 43rd ADA.

In the last week leading up to the historic deployment of A-4 THAAD, 11th ADA hosted visits from local government officials, regional media outlets and also the Forces Command commander and command sergeant major.

The leadership from the 32d AAMDC and the 11th ADA Bde. worked side-by-side throughout the entire process of deploying the Soldiers with A-4 THAAD. From informing the Soldiers and their families of the deployment, to briefing them on all the support services available to them while they were separated, to the moment the service members boarded the planes, both commands were present and supportive.

“I am absolutely comfortable with being able to accomplish this mission and I feel that my Soldiers are equipped with the latest, most advanced technology in the U.S. mis-

“**... You are making history. You will talk about this deployment for the rest of your lives ...**”

”

sile defense arsenal, and they are prepared to assist in the regional defense of U.S. assets and personnel,” said Capt. Cesar Torres, commander, A-4 THAAD.

During brief discussions with the Soldiers, the overall feeling was that they are excited to deploy and ready to put their months and years of training to the test.

“I am excited to deploy and happy to be going to an overseas

destination,” said Spc. Caleb Long, a Soldier with A-4 THAAD.

“The Soldiers are focused, fully trained, highly motivated, and ready for this mission,” said 1st Sgt. Quorey D. Joseph, first sergeant, A-4 THAAD.

(Below) Soldiers of Battery A, 4th Regiment, Terminal High Altitude Area Defense await instructions to board the aircraft for their deployment to Guam. The unit deployed to the U.S. territory April 12.

Photo by Staff Sgt. Norman Llamas



Air Defense units prepare for imminent mission

By Sgt. Maria Kappell,
69th ADA Brigade Public Affairs

When any Soldier prepares for a deployment there are several things he or she knows need to be taken care of.

Family care plans need to be activated, banks need to be called, bills need to be set on auto-pay, cell phones need to be turned off, household items need to be stored, families need to be visited, and training needs to be executed. This process can be time consuming and exhausting, but even more so when it has to be done within 96 hours.

Pfc. Andrew Belieu, an air defender in 69th ADA, is a Soldier preparing to take on his first deployment. Belieu left work May 17 ready to enjoy the weekend. He received a phone call from his first sergeant May 19 informing him that he was going to deploy with 1st Battalion, 62nd Air Defense Artillery Regiment. Not only was he going to deploy, he had to be ready to leave that week.

“The experience was a thrill but at the same time [it was] exhausting. There were a lot of late nights and early mornings,” Belieu said.

Belieu showed up at the unit headquarters and was assigned to Charlie Battery, 1-62 ADA. He and dozens of other Soldiers in the unit needed to ensure they were all up-to-date on on-line training. The Soldiers also needed to be moved through the Soldier Readiness Processing Center. At SRP the Soldiers would go through several medical checkups including hearing, dental, and optometry, and they also receive any and all immunizations that may be required for the mission at hand. SPR also takes care of getting Soldiers powers of attorney, updating Servicemembers’ Group Life Insur-



Photo by Pfc. Andrew Belieu

Soldiers from 1st Battalion, 44th Air Defense Artillery Regiment, practice evaluating a heat casualty during a Mission Readiness Exercise at Fort Hood, Texas.

ance forms, and provides them with Eagle Cash cards, if needed.

Although the final push for a deploying unit might have to happen within three days, the preparation begins months in advance with training exercises. Both the 1st Battalion, 44th Air Defense Artillery Regiment, and 1-62 ADA have been conducting field exercises the past several months to ensure the Soldiers and the units would be ready to handle any mission assigned to them.

“These training exercises are the time to validate that all of the work we’ve been doing is being done properly,” said 1st Lt. Jarrett Brotzman, the officer in charge of Btry. C, 1-44 ADA’s field site.

All of the sites are manned constantly. The Soldiers participating in these exercises are split up into three crews, with each crew rotating on 12-hour shifts, as compared to the 24-hour shifts each crew will work while in a deployed environment.

Although the training is good for Soldiers to get an idea of the work that

will be necessary while deployed, it still isn’t the real thing.

“This is the best way we can simulate with Soldiers doing this for real,” said Sgt. Carmelo Arroyo, an air defender in Bravo Battery, 1-44 ADA.

One of the upsides to being own-range is less distraction, Brotzman said.

Even though the training schedule is often demanding, it is a necessary part of making sure the units are prepared to take on the impending mission of guarding the skies in the Central Command region.

While the Soldiers are preparing, the Families are as well.

Town hall meetings and Family Readiness Group meetings play a big part in educating the Families and making certain they are aware of the schedule and the training process.

The Families have been very supportive and understanding of this training schedule, but it is always difficult on the Soldiers and the Families to have such an eventful schedule,

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Virtual Simulators

The Smart Way to Train

By Capt. Kyle A. Morgan,
Fire Direction Section OIC, 5-52 ADA

When it comes to maintaining proficiency in marksmanship and core competency skills, there can be no compromises or excuses. Amidst talk of budget cuts and personnel shortages, conducting realistic training may seem like an insurmountable goal.

There are two inconspicuous buildings on Fort Bliss's Carter Road, however, that make training not only possible, but better than traditional methods. The Soldiers of 5th Battalion, 52d Air Defense Artillery, are capitalizing on simulation resources such as the Reconfigurable Table Top Trainer (RT3) and the Engagement Skills Trainer

(EST) 2000 to provide training that is realistic, convenient and efficient.

The RT3 is located at the Fires Center of Excellence, Capabilities Development and Integration Cell (CDI-Cell), on Fort Bliss, and is used to train Patriot crews in their air battle management skills. While air battles are often fought by three crewmembers in a cramped rigid-wall shelter, the RT3 training laboratory offers the ability to simultaneously monitor up to 18 crewmembers in one large room.

"The centralized location and high-performance computers allow us to literally train these Soldiers exponentially more than with conventional methods," said Capt. Blake Bowles, a Patriot tactics instructor in the battalion's Fire Direction Section. Since the 5-52 ADA "Fighting Deuce" Battalion began utilizing the RT3 lab in March 2013, over 24 crewmembers have attained air battle management proficiency.

One Reconfigurable Table Top Trainer consists of two large vertically-stacked touch screens with a keyboard, attached to powerful computers. The simplistic look of the RT3 is far different from the complicated, crowded interior of an Engagement Control Station (ECS) truck shelter.

The simulator is not a perfect reproduction of the ECS, nor is it intended to be. The RT3 allows users to focus all of their attention on executing air defense scenarios with utmost precision and skill.

"We bring our Soldiers here to hone their air battle management skills, because air battle proficiency is a perishable skill that takes a long time to learn, and it has a huge impact on the overall assessment of a unit's mission readiness," said Chief Warrant Officer 3 Simon Ronquillo, the Standardizations officer for 5-52 ADA. "Training here regularly just makes sense."

Training is not limited to ECS crewmembers, but is connected to a network of other rooms and computers in the building that accommodate all other command and control positions involved in air defense operations.

The "Fighting Deuce" Soldiers are committed to the air defense mission, but still recognize the importance of being proficient on their assigned weapons. That is why, for years, 5-52 ADA has been capitalizing on the superior marksmanship training offered at the EST 2000.

The West Bliss facility is comprised of four state-of-the-art indoor ranges. Although the ranges are simulators, they account for nearly anything you can imagine concerning realism. The screens offer high-definition photorealistic display that accounts for optical discrepancies like parallax, timing and alignment. The 10 different weapons types offered in the simulator are actual service weapons with modifications, complete with realistic sound, recoil and extremely



accurate laser aiming systems that are calibrated daily.

Perhaps the best aspect of the EST 2000 is not how realistic it is, but how much better it is than a standard live-fire range. The computer system can act as an expert firing coach, displaying muzzle movement before and after each shot, indicating how much the firer moves with each shot and thus allowing him or her to apply the proper fundamentals of shooting.

"I was surprised at how far my weapon moved away from the target after firing," said C/5-52 Soldier, Spc.

Alexander Waite. "All that readjusting my aim was affecting my accuracy big time. Now I can shoot expert no problem."

The simulator also allows for shot replay, automatic scoring and feedback from all weapons sensors to truly get to the source of a firer's effectiveness or ineffectiveness. Any type of weather can be displayed on the range with the click

of a mouse, allowing Soldiers to transition from day-fire in the desert to night-fire in a jungle.

The detail and flexibility of the EST

2000 make it perfect for Patriot units to refine their required skills

like zeroing, qualifying and reflexive fire. Many units utilize the ranges for more advanced exercises, such as squad collective tasks, as part of their Warrior Training Time.

There is no substitute for reality. Simulators will never be 100 percent lifelike, but they are able to provide Soldiers with efficient training in a focused, safe, controlled, and low-cost environment. Computer-generated scenarios are only effective as long as participants take them seriously; making it the responsibility of all leaders to impart a sense of purpose and dedication upon their Soldiers.

The letter "T" in EST 2000 and RT3 stands for "trainer", and that is exactly what these resources are to the Soldiers on Fort Bliss. Simulators are not a money issue; they are about supplying a greater quantity of better quality skills training.

"... air battle proficiency is a perishable skill ... Training here regularly just makes sense ..."





Photos by Sgt. Maria Kappell

Spc. Raeann Carbullido, a Soldier in 69th Air Defense Artillery Brigade, reenlists while her family looks on. A work environment free of hazing endorses a positive outlook on the future and encourages Soldiers to continue serving their country.

NCOs speak out about hazing

By Sgt. Maria Kappell,
69th ADA Brigade Public Affairs

Hazing has been a hot topic within the military ranks for several years. As American culture and humanity evolve, the Army and its policies have needed to evolve along with it, and these changes brought forth the Army's enforcement of "zero tolerance for hazing" policy.

According to Army Regulation 600-20, "Hazing is defined as any conduct whereby one military member or employee, regardless of service or rank, unnecessarily causes another military member or employee, regardless of service or rank, to suffer or be exposed to an activity that is cruel, abusive, oppressive, or harmful." This is to include, but not be limited to, causing physical or mental pain, or forcing individuals to take part in illegal or dangerous activities.

Not only can hazing cause mental or physical harm to an individual, it can also disrupt cohesion within a unit.

"Any action or event that causes physical harm or belittles a person's character should be labeled as hazing," said Staff

Sgt. Waylon Wren, a medic in the 69th Air Defense Artillery Brigade. "Hazing is detrimental to good order and discipline in a unit, and creates a hostile work environment."

Some Soldiers who have experienced hazing in the Army have not only dealt with embarrassment and loss of self-confidence, but also suicidal ideations and possibly even suicidal actions.

"When something like hazing happens, it causes the Army Values to take a back seat," said Staff Sgt. Esteban Ayala, the chaplain assistant for 69th ADA.

When people join the military, they believe they are entering a safe environment where they will be taken care of, Ayala said. Hazing can take away that feeling of safety, and sometimes the effects can be unbearable. That's when suicide may come into play, he added.

"Suicide is real. Hazing is real, and it's still happening," Ayala said.

Although many "rites of passage" that have existed in the military for decades have recently been labeled as hazing, there are many other activities units can incorporate in order to properly initiate, welcome and acknowledge Soldiers.

Rites of passage can be good for esprit de corps as long as they are positive in nature.

Rather than punch a new sergeant in the chest, send him or her to take part in an NCO induction ceremony. Instead of demoralizing or possibly physically damaging that person in front of other Soldiers and Family, build his or her confidence with a positive experience. The effects of hazing are damaging to an individual Soldier and the unit, and the conduct itself is unprofessional, Ayala said.

"There should never be a question in your mind about whether or not what you are doing is right," said 1st Sgt. Dennis Sharpe, the first sergeant of the Headquarters and Headquarters Battery, 69th ADA, and a service member in the Army for 25 years. "If good order and discipline, the Army Values, and a person's physical or mental wellness are being compromised, it isn't a good idea."

Counseling can also be an effective tool when it comes to promoting good order, discipline, dignity and respect within the Army. The power of a pen and paper can go a long way when it comes to both rewarding and punishing a Soldier.

Hazing a Soldier who is not meeting the standard is not necessary. As long as leaders are actively involved and there is a proper punishment for a behavior, Soldiers should respond well, Ayala said.

In addition to using counseling statements on Soldiers who are not up to par, counseling statements are valuable tools in rewarding Soldiers who go above and beyond standards. Soldiers who are rewarded for good behavior and high qualities of work will continue to achieve those high standards.

Soldiers deal with the negative effects of hazing on a regular basis directly and indirectly. While the Army does have a zero tolerance policy against hazing, the compliance begins with each individual Soldier. The Soldier must ensure that he or she is doing the right thing and speaking out against acts that violate the hazing policy. The quality of life and culture in the military is only as good as the Soldiers and leadership make it, and as long as a work environment is free of hazing and promotes the wellness of Soldiers, any unit can be cohesive and successful.



U.S. Army Photo

Officers of 2nd Battalion, 43rd Air Defense Artillery, discuss the events of the Bold Quest exercise with their military counterparts from Japan and the Netherlands.

'Warriors' execute Bold Quest

Story submitted by 2nd Bn., 43rd ADA

The 2nd Battalion, 43rd Air Defense Artillery is executing the Bold Quest / Joint Operational Test Assessment (BQ/JOTA) scheduled from May 28 through June 26. This test mission is taking place in order to demonstrate the capabilities and the Integrated Fire Control interoperability in the Joint Coalition Operational Environment.

While Bogue Air Field will be hosting the test mission, the Soldiers from the "Warrior" Battalion will be conducting the actual testing. This test mission is important because of the opportunity to demonstrate modern IFF Mode V systems which will be incorporated into AIAMD (Army Integrated Air Missile Defense).

The battalion currently has 32 Soldiers deployed from three different PATRIOT batteries to Bogue Air Field, N.C., for the BQ/JOTA exercise. The Soldiers will conduct their mission on a single site along the testing and training area of Shelly Point, N.C.

Given the area of operations, the Soldiers are eager to accomplish the

mission without any significant personnel or maintenance issues. This test mission will open the door for leaders at the Junior NCO level to step-up and demonstrate their capabilities to train Soldiers.

Training will primarily involve air defense related tasks, but will also include objectives that will ensure the Soldiers take advantage of training opportunities. Battery D, 2-43 ADA, the lead battery, is executing a training plan which revolves around Physical Fitness, Opportunity Training and Sustainment Training.

Physical fitness training will be conducted in the vicinity of the hotel and will involve a two-mile run route and a full gym. Opportunity Training will be conducted when the PATRIOT equipment is in use, but Soldiers are not required. The NCOs will train their Soldiers on Warrior Tasks including Law of War, Combatives, React to Contact, and Land Navigation. Finally, when the equipment is available for training the Air Battle Management Crews will conduct netted air battles to improve their Air Defense proficiency.

The Soldiers participating in this mission have dedicated off-duty time to ensure that their knowledge of the PATRIOT system is above par and that their equipment functions soundly. The equipment that will be used during the test mission was exercised in order to address any potential issues. The equipment is postured to gather information to help the test community to mitigate equipment issues.

Battalion leaders task organized two radars to ensure the success of this mission. The radars radiated over 72 hours which allowed time for adjustments to the PATRIOT system. Also, this gave the leaders and Soldiers familiarity and confidence in the equipment that they will be operating during BQ/JOTA.

The 2-43 ADA has two primary objectives during the mission: to demonstrate the capabilities of Integrated Fire Control interoperability in the Joint and Coalition Operational Environment, and; to maximize the combat effectiveness by reducing fratricide potential for Joint and Coalition forces. The Soldiers have been training for and focused on all of the primary objectives that they look forward to achieving over the next several weeks.

The 2-43 ADA will strive to gather many valuable lessons that can be utilized upon their return to Ft. Bliss. These lessons learned will improve our ability to train our Soldiers in preparation for future deployments.

The key to the success of this operation will be the interoperability and the interaction with the Air Force, Navy and Allied Forces during the BQ/JOTA test mission. Most of the Air Force personnel involved in the mission, as well as the planning, have limited experience in working with the PATRIOT Weapon System.

The Air Force, Army, and civilian mission planners resolve to ensure that the PATRIOT subject matter experts are well integrated into the planning and execution which will enable 2-43 ADA's success during the BQ/JOTA mission. Leaders are looking forward to a successful mission that will result in zero incidents of fratricide and 100 percent of enemy ABTs engaged.

FOREIGN AFFAIRS

Training allied militaries strengthens partnerships, lessens dependence on U.S. forces

By Capt. Steven Mudugno
69th ADA Brigade Public Affairs

The United States Military has a long history of working hand-in-hand with other nation's militaries. If that history has taught anything, it has shown that as the United States trains with other nations, the learning and development that takes place is a two-way street. Further, we have learned over the years that as we increase our allies' base of knowledge, they become more capable and confident in defending their country and supporting their government without U.S. involvement.

The 69th Air Defense Artillery Brigade, currently stationed in Southwest Asia, currently has oversight of three battalions that work with local nationals, trying each day to export general military and air defense professionalism, and to improve international relationships and train our foreign

counterparts.

1-43 ADA BN (Cobra Strike)

The 1st Battalion, 43rd Air Defense Artillery, trains to develop expert interaction with coalition partners in the United States Central Command area of responsibility. Theater security cooperation engagements maintain coalition, interagency and joint support within their deployed location. On May 10, 2013, the United States Naval Force Central Command Independent Duty Corpsman requested Team Hypersonic, part of 1-43 ADA Bn., to participate in a multinational, joint service exercise in Bahrain.

Sgt. Joel Jones assembled a team of service members from Isa Air Base to conduct medical training for 60 Iraqi Navy Sailors from an Iraqi Naval off-shore support vessel. Jones, assigned to 69th ADA, led Skill Level I & II health care training derived from the Soldier's manual and trainer's guide, for health care specialist skill levels 1, 2 and 3 for the medical situations that the Sailors may face. Having met all of the training criteria, the NAVCENT Corpsman determined the event a success. Overall, the TSC engagement enabled Iraqi Navy Sailors to become proficient in several medical tasks which may someday save a life at sea.

All attendees agreed that the event was beneficial both to the trainers and to the trainees. By assisting the Iraqi Navy with increased proficiency in health care administration, we have strengthened bonds with our coalition partners, joint service members and within the battalion, said Jones.

Sgt. Joel Jones, 1st Battalion, 43rd Air Defense Artillery, (far left) poses with the team he assembled from Isa Air Base to conduct various medical training for Iraqi Navy sailors.

4-3 ADA BN (I Strike)

TSC has been a very high priority for the 4th Battalion, 3rd Air Defense Artillery, as the unit solidifies itself within the CENTCOM AOR and begins to instill the BN METL ART 7.6.1 (Participate in Multinational Training Events and Exercises) into the battalion battle rhythm.

In early 2013, the battalion officially assumed coverage over host nation assets by successfully controlling and operating host nation Patriot Launcher stations at a remote site, demonstrating the battalions Remote Launch-3 capabilities.

The concept of the RL3 first took place for the "I Strike" battalion while preparing for deployment. This concept was made a reality while forward deployed in a mission to better serve the commanders within the CENTCOM AOR. This is the first time since the invasion of Iraq in 2003 that this air defense capability has been demonstrated between US and HN forces. The "I Strike" battalion was entrusted to not only protect US assets, but also host nation partners and their areas of interest.

1-62 ADA BN (Aim High)

The 1st Battalion, 62nd Air Defense Artillery leadership and subject matter experts have met with their United Arab Emirates Air Missile Defense counterparts on multiple occasions to further enhance US integration and to establish the combined training program. These meetings have resulted in the scheduling of training demonstrations, working group sessions, and combined air defense exercises. June 5, the US intermediate support element team performed maintenance demonstrations with the UAE ISE team to help build a maintenance relationship and introduce them to how the US Army

conducts modified, enhanced deep maintenance.

June 11-12, the "Aim High" battalion attended a tactical standard operating procedure working group with the Emirates. This working group allowed the Americans to share TTPs and best practices, as they refine their TSOP. It was the first of many events that we have scheduled with the Emirates.

Throughout each of these battalions, training and exercises do more than just prepare the unit to "Guard the Skies." They also increase the readiness of our host nation partners and our joint posture to conduct missions.

As friendship and professionalism grows on both sides, it strengthens our military and our allies. It develops experts in coalition core competencies, not only in their forces, but also in our own. The 69th Air Defense Artillery Brigade and its subordinate battalions will continue to develop, train and improve readiness and capabilities through the continual joint training conducted.



U.S. Army Photos



U.S. Army Photos

Joint training is key enabler for Air Defense units

By Lt. Col. Paul Berquist,
32d AAMDC G3

The Joint Simulation Support Training program, known as JSST for short, was created in 2007 to provide a Combat Training Center-like training experience for Patriot-equipped units. The Patriot weapon system has an embedded (simulation) trainer. This system is used to train new crews and to conduct training at the battalion level and below.

The Patriot weapon system was one among the first US Army systems to use embedded/simulation trainers as part of the actual combat system. While the Patriot's embedded trainer, the Troop Proficiency Trainer (TPT), is adequate to train new crews and to provide the capability to run a stand-alone and isolated battalion-level air battle, its shortfalls do not allow the these crews to train to the level required to best prepare them as efficient and effective players in the joint collective level Integrated Air and Missile Defense fight.

The program grew out of the older Drive-Up Sustainment Trainer (DUST) facility concept. The older program was limited to a fixed facility that the Patriot unit would link up to. The current JSST system brings Patriot-equipped units from the battery to brigade level into a constructive simulation environment driven by

a non-government owned simulation model called PELORUS via the utilization of a Lower Tier Project Office (LTPO) former test and diagnostic unit (called the Flight Mission Simulator/Digital or FMS/D) re-engineered to be a virtual interface device unit that connects the real-world Patriot weapons system components to a constructive simulation environment.

The Department of the Army funds the greater part of the overall JSST program with the remainder being funded through the Joint Staff via the Joint National Training Capability program better known for its two flagship programs, the National Training Center (NTC) at Fort Irwin, Calif., and the Joint Readiness Training Center (JRTC) at Fort Polk, La.

The operation of this network of simulation systems could only be possible with a team of full-time dedicated technically and tactically proficient contractors. These are further divided into three functional areas that work together to enable a comprehensive training support team for Patriot unit collective training.

The Modeling and Simulations Support Section is responsible for creating the overall exercise simulation architecture and models real-world threats in a variety of theaters with the assistance of the unit intelligence officer (G2/S2). The simulations are

able to replicate everything from ballistic missiles, cruise missiles, fixed-wing and rotary wing aircraft, and unmanned aerial systems into a comprehensive scenario.

The Mission Support Operations Cell (MSOC) provides all of the overall scenario development, response cells, and other interaction with battle staffs at the ADA battalion, brigade, and Army Air and Missile Defense Command levels that, coupled with the simulation system, provides a realistic operational training environment.

The MSOC cell works with the supported unit to determine scenarios that enable the staff to conduct their critical collective task processes based on the commander's training objectives.

The third component of the JSST is the Joint Kill Chain Event (JKCE) contractors. This portion of the JSST program is funded through the Joint Staff and enables US Army Air Defense Patriot units to participate in joint training events with the Air Force, Navy and Marine Corps. These technical experts coordinate the simulation networks that link the Patriot battery and battalion through the FMS/D device to the Air Defense Fire Control Officer that is co-located with the joint air defense control center. The FMS/D device allows the Patriot crews to participate

in the joint exercise using their actual tactical systems and software.

The three components of the JSST program; Modeling and Simulations team, MSOC, and Joint Kill Chain Event support team, support numerous exercises throughout the year. These have included Battalion and Brigade Mission Rehearsal Exercises and the training exercises leading up to them.

The JSST team has supported numerous Command Post Exercises and Field Training Exercises in addition to formal evaluations, such as the Standardized, Patriot, Engagement Assessment Readiness (SPEAR) assessments conducted by 32d AAMDC of Patriot air-battle crews. They support numerous JKCE conducted by Patriot units as a part of Air Force, Navy, and Marine exercises.

They also support many Joint and Combined exercises such as Red and Blue Flag, Bold Spectrum, CENTCOM Air and Missile Defense Exercises worldwide from the Pacific, Europe, Israel, and the Middle East.

Overall the JSST program is a key and versatile training capability that prepares them to deploy and perform their Air Defense Mission wherever they are called to do it.

(Lt. Col. Berquist is the chief of Future Operations, Plans, and Exercises/Simulations for 32d AAMDC.)



Photo by Sgt. Jacoby Davis

Capt. Juene Rader, then commander, Headquarters and Headquarters Battery, 32d Army Air and Missile Defense Command, center, receives a demonstration in railroad operations from Instructor John Clary. Members of HHB, 32d AAMDC, attended the training to increase their predeployment skills.

HHB juggles diverse mission, training requirements

Story by Sgt. 1st Class Mark Porter
32d AAMDC Public Affairs

A headquarters battery is a unique unit. While other batteries within 32d Army Air and Missile Defense Command normally have one central mission (air defense) that all Soldiers work together to accomplish, a unit such as Headquarters and Headquarters Battery, 32d AAMDC, is tasked primarily to oversee the administrative and logistical needs of the one-star command.

However, the mission to train Soldiers and to prepare them for deployment remains. And it remained a priority for the leadership team of Capt. Juene Rader and 1st Sgt. Timothy Spence.

"We are a warfighter organization just like other units," said Spence.

"We are just unique in our set up as an HHB. Still, we train as we fight by focusing on the commander's intent to stay ready to defend the nation's interest."

The biggest challenge is balancing training with mission requirements. Rader, who relinquished command in June, said that her Soldiers' daily duty is as liaisons between the commanding general and lower units. It is a demanding mission that leaves little time for activities outside the office.

"When I was commander of Battery B, 5-52 [ADA Regiment], we had one mission: make sure the unit could fight," she said. "Here our mission is more varied. We support numerous units regardless of geographic location. It means a lot of TDYs and travel for our Soldiers. It is a whole

next level challenge."

Even when they are at Fort Bliss, though, each Soldier's focus is on a mission unique to their section.

"Most of our Soldiers spend all day at a desk, but what they are doing is vital to the command so we can't always pull them away for training," she said. "We need to work with the sections to find a balance that allows for accomplishment of each section's mission and lets us meet our training requirements."

"The challenge is to balance what we believe to be a priority, with the mission of the command," agreed Spence. "This is a senior-heavy unit and everyone has the 'no fail' mindset. We must compromise with each other to get the task completed."

See HHB, Page 24

FOCUS ON THE FIELD



Soldiers of Battery A, 4th Regiment, Terminal High Altitude Area Defense, board the military aircraft that will take them to Guam. The unit's mission in the Pacific is the first real-world deployment of THAAD technology and troops.

Photo by Staff Sgt. Norman Llamas

Alpha - 4 THAAD Deploys to Guam



Photos by Staff Sgt. Norman Llamas

Lt. Gen. William B. Garrett III, U.S. Forces Command deputy commanding general (left) and Command Sgt. Maj. Darrin J. Bohn, FORSCOM command sergeant major, talk to the Soldiers with A-4 THAAD and thank them for answering the call to duty right before the unit departed for Guam.



Battery A, 4th Regiment, Terminal High Altitude Area Defense Soldiers settle in for their flight to Guam. The unit deployed to the U.S. territory April 12.



Soldiers of Battery A, 4th Regiment, Terminal High Altitude Area Defense, board the military aircraft that will take them to Guam April 12.

Skystrikers excel at SPEAR

By Capt. Stephanie Joyce
108th ADA Bde.

The air is tense and the silence so brief it seems out of place. Three Soldiers are sitting in a tight row; gas masks are donned, fingers are flying over keyboards and horns are blaring. Two screens absorb everyone's attention, each flickering green light releasing another set of tightly controlled reactions from the trio. This is the pinnacle of their training. This is their Standardized Patriot Evaluation and Assessment Readiness (SPEAR).

The results of their assessment will reverberate throughout the Air Defense Artillery community; validating their Table VIII certification and ultimately decreeing that they are indeed ready for deployment.

The Skystrikers of 3-4 ADAR traveled a rough road to get to this point, but no one could tell from looking at them. Observers and evaluators would later note the anticipation and determination that permeated the air; an attitude that ultimately led to their overwhelming success.

In order to understand the accomplishment of 3-4 ADAR's recent and successful SPEAR, it is important to understand what qualifies as a success. Success from a SPEAR is determined by how closely a SPEAR mirrors the battalion's initial Reticule Aim Level (RAL) certifications. These RAL certifications are based upon the FM 3-01.86, also known as the Air Defense Artillery Patriot Brigade Gunnery Program.

Prior to a SPEAR exercise, a battalion assesses each individual crew at a certain RAL; the levels are benchmarked at 5, 11 and 17. The RAL 11 is considered the standard, as it is an intermediate level of air battle management. At the end of the SPEAR exercise success is determined if external evaluators assess these crews at their brigade-assessed RAL. In regards to 3-4 ADAR, the Skystrikers not only had 100 percent of their RAL 11 crews validated, two additional crews exceeded their initial assessment proving to be at an RAL 11 instead of an RAL 5. In fact, concluding the SPEAR exercise, all Skystriker crews were assessed at their previous RAL or higher. While the validations are a success in itself, the recent history of 3-4 ADAR only



U.S. Army Photo

Soldiers of 3-4 Air Defense Artillery Regiment conduct Vehicle Recovery Training at Fort Bragg, N.C. Training exercises, whether on individual Soldier tasks or the Standardized Patriot Evaluation and Assessment Readiness exercise, ensure the unit is ready and able to deployment and complete their mission.

magnifies the higher state of proficiency demonstrated by the crews of 3-4 ADAR.

The 3-4 ADAR redeployed from CENTCOM in May 2013. Following their deployment tactical crews were stripped as Soldier's were pulled into the familiar sweep of reassignments, orders and farewells. Lieutenants that were promoted to captain during their deployment were sent to the Captain's Career Course. Warrant officers transitioned from tactics to maintenance or were also sent to the career course. Noncommissioned officers were sent to the Warrior and Advanced Leadership courses. Battery commanders and first sergeants changed command and responsibilities.

While the personnel shifts were a daunting challenge to 3-4 ADAR, it was certainly not the sole challenge. Equipment was still stuck in transit from the tediousness of customs, overseas traveling and even at RESET in Letterkenny. In the meantime, their sister battalion, 1-7 ADA, was conducting split operations between an ongoing deployment and Prepare to Deploy Order (PTDO) responsibilities. Essentially the Skystrikers faced a very daunting timeline of training, certifications, SPEAR and

their own impending PTDO assumption.

During the two-week train up for the SPEAR exercise, crews were not only evaluated by their Battery Trainers, but by fellow Tactical Control Officers, Tactical Directors and Air Defense Artillery Fire Control Officers. Tacticians were sent to on-going SPEARs in order to incorporate tactical techniques and procedures that proved successful with other battalions, along with avoiding those procedures that did not work. The focus was on sound but simple procedures.

Additionally, Tactical Seminars were conducted daily while netted air battles were practiced into the late hours. With the absence of experienced crews, the Soldiers leaned heavily on each other for training. Second lieutenants and newer 14Es learned that knowledge was not just found in a classroom, but from practice, teamwork and actively searching tactical manuals.

Ultimately the results of the SPEAR did not just demonstrate that the Skystrikers were able to pass an RAL 11; but it demonstrated the Skystrikers' ability to train and excel in a stressful and challenging environment.

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"They are equally important but time must be managed between the two so that both missions get accomplished."

To solve this problem, Rader and Spence lean on the senior NCOs in each section to accomplish much of the training. Though the commander determines what tasks will make up the training calendar – she focuses on basic Soldier skills but adds additional training, such as air-load and rail-load operations, when possible to increase her Soldiers' knowledge base – the task of conducting this training is often left for sections to accomplish on their schedule.

"Staff NCOs do a lot of the training at their level. They are responsible for MOS-specific skill training and they also focus on Soldier skills," Rader said.

For the NCOs of the unit, the freedom to train their Soldiers around their section schedule has led to an improvement in Soldier readiness.

"The OPTEMPO and mission at a division-level command are different and challenging but allow us the unique opportunity to conduct a broad spectrum of ... training within our



Photos by Sgt. Jacoby Davis

PV2 Catin Downing, Headquarters and Headquarters Battery, 32d Army Air and Missile Defense Command, conducts Water Survival Training.



Despite a demanding daily workload and constant temporary duty assignments, leaders and Soldiers of Headquarters and Headquarters Battery, 32d Army Air and Missile Defense Command, have found a way to make time for training, including individual marksmanship.

MOS skill sets," said Sgt. 1st Class Brandon Mounce, assistant training NCO for the 32d G3.

According to Mounce, training within the section is especially effective in HNB, 32d AAMDC, because of the scope of their mission.

"The G3 Mission set allows our Soldiers to see 'the Why' as well as the 'How' of Air Defense," he explained. "Being able to explain the training we oversee and schedule within our units, as well as our subordinate units, is an invaluable training tool. Our Soldiers are able to actually see the Operational-level effects to the training they receive.

"Having as much experience in our section -- from sergeants major to privates -- fosters a definite environment of learning and crosstalk," Mounce continued. "The junior Soldiers have the Institutional Knowledge fresh in their minds, the NCOs have the experience and skill sets. It sets the

tone for teamwork and knowledge sharing in a way that I do not think is available to our Soldiers in any other situations except at this level."

The point, said Spence, is not that everyone trains at a specific time and place but that all training is completed and all Soldiers proficient in their skills. "We want to ensure every Soldier gets the opportunity to be trained by top noncommissioned officers -- not only in their MOS, but in Warrior Tasks and Battle Drills," he explained.

"[These skills] must be trained over and over again to become second nature. They need these skills to survive on the battlefield," he added.

HNB, 32d has found a balance between daily missions and Soldier training. This balance has helped them become an example to other units, showing that it is possible to work for today but train for tomorrow without compromising the success of either mission.



Photos by Maj. Stephen Holt

(From left) Kami Poor and Dillon Poor, and Ashton Pabon and Alec Elderkin, Outstanding Military Child honorees for 11th Air Defense Artillery Brigade and Headquarters and Headquarters Battery, 32d AAMDC, respectively, prepare to throw out the first pitch at an El Paso Diablos baseball game May 31.

32d AAMDC leadership recognizes excellence from outside formations

Story by Sgt. 1st Class Mark Porter
32d AAMDC Public Affairs

As most commanders would attest, the strength of a unit comes from all members working together – even those not in uniform.

Including military families in the activities of 32d Army Air and Missile Defense units has been a priority of Brig. Gen. James Dickinson since he took command in 2011, and a priority that received attention over the past months as 32d and its brigades recognized families of the month and outstanding military children from within its ranks.

“Soldier and Family Readiness is a point of emphasis General Dickinson brought with him to the command,” said Col. John Chavez, 32d AAMDC chief of staff. “He recognized that we have a lot of military spouses and children in our units doing outstanding things, and he wanted to give them the same recognition we give to our Soldiers who excel.”

To do that, Dickinson has tasked each brigade and the

32d Headquarters Battery with identifying an outstanding family from within their ranks each month. Though there is no specific criteria for choosing these families, Chavez said volunteerism and community involvement are factors. “Volunteerism is an important factor because it moves the emphasis off of the ‘I’ or the family and puts it on the community.

“We also want to recognize families that volunteer because we want to hold them up as an example to others who might not have considered volunteering as a way to become part of their community,” Chavez continued.

“Family resilience” is a term Dickinson often uses in describing the ultimate goal of these recognition programs. It is not a concept unique to 32d.

The Army began Family Resilience Training as a way to assist families in adjusting to military life and, specifically, the deployment of a servicemember. Though the program has many goals, much of its focus is to provide spouses and couples a better understanding of the challenges associated with deployment, and to give them some

tools to help overcome those challenges.

Sgt. Daniel Keisker, whose family was honored as the 108th ADA Bde. Family of the Month for April, said having a strong family was a key to his success during a 2012 deployment.

“It was good for my family to stay busy and be involved while I was deployed,” said Keisker, a member of Battery C, 1-7 ADA Battalion. “It kept them active and helped them think about something besides me being away.”

A late recruit to the military (Keisker joined at age 38) he said involvement in the community was key to his family’s adjustment. “In the beginning it was quite a change, he said. “My daughter Emily, who was 9 at the time, did not like it and my wife was very homesick.

“The way my wife (Christine) adjusted was becoming active in the [Family Readiness Group] and by meeting new people,” he said.

Chavez echoed Keisker’s belief that community involvement is vital to building resilient, strong military families.

“A military community is different than a regular community, and so military families are different,” he said. “Military communities are groups with shared experiences and shared goals, and we are looking to recognize families that contribute to making our communities stronger. We hope by showing the benefits [of community involvement], we can encourage more of our families to find ways to reach out and become part of their military community. This kind of involvement will be a great source of support if that family’s servicemember deploys.”

Like the Family of the Month program, the command is also working to recognize outstanding military children from its units. In conjunction with April’s designation as Month of the Military Child, 32d honored military children from each brigade and HHB 32d.

For the command’s headquarters battery, Alec Elderkin and Ashton Pabon, sons of SSG Penny Pabon, HHB 32d, and 1st Sgt. George Pabon, Battery B, 3rd Battalion, 43rd Regiment, 11th ADA Bde., were recognized. As the children of a dual military family, their mother said the boys have faced many unique challenges. Alec, 14, and Ashton, 6, have moved 10 times in 11 years and have been separated from their parents – and each other – due to dual deployments, Drill Sergeant School, and various TDYs and exercises.

The affects of military life, though

challenging, have not always been negative, said Penny. “I know they haven’t always liked the things that come with life in the military; like being shuffled from school to school and the lack of consistency and predictability, but it has made them stronger, and more resilient,” she said.

Col. James Staley, 32d AAMDC G1, whose section oversaw these recognition programs, said he has seen similar benefits to military life in his own children.

“I think our daughters have benefited from growing up in a military family,” Staley said. “It isn’t always easy for military children – there are sacrifices and often separations from mom and dad – but in our case I think the challenges and uniqueness of military life has helped make our kids stronger, independent, more reliable people.

“Compared to their non-military friends, I see a big difference in maturity in our girls, and I think their upbringing had a lot to do with that,” he said.

The command group of 32d would agree with that statement. “Our Soldiers’ families are made up of outstanding people, and they are doing great things – despite the many challenges of military life,” said Chavez. “The command is dedicated to recognizing their accomplishments and making sure they know that we value their contributions to our units and our communities.”



U.S. Army Photo

The family of Sgt. Daniel Keisker was honored as 108th Air Defense Artillery Brigade’s Family of the Month for April.

Soldiers of 31st ADA strive to become spiritually fit

By Maj. R. Randall Thomas,
31st ADA Brigade Chaplain

The 31st Air Defense Artillery Brigade Spiritual Fitness Program comprises events that address the total fitness of our Soldiers. Total fitness consists of one's physical, mental, emotional, familial and spiritual well-being. We contend total fitness begins with spiritual fitness.

When our Soldiers place a high premium on spirituality, our Soldiers become more resilient, and therefore, able to surmount the various stressors that bar the way to familial, mental, and emotional stability as well as physical fitness. We tailor our spiritual fitness program to produce highly effective Soldiers and human beings equipped to accomplish the 31st ADA Bde.'s mission.

Considering the multiple deployments thrust upon our Soldiers along with the burden of being separated from families, our Soldiers, by God's grace, have risen to the occasion quite admirably. This is why spiritual fitness not only fulfills the commander's intent but remains an integral part of the Unit Ministry Team's mission.

We divide religious support for the brigade into four categories – Pre-Deployment, Deployment, Post Deployment and Rear Detachment. Religious Support for 3-2 ADA and 4-3 ADA battalions focuses on three of the aforementioned categories; pre-deployment, deployment and post deployment.

Both Battalion UMTs concentrate their efforts in these three categories. Since the brigade chaplain and assistant are not deployed, they are responsible for religious support for higher headquarters battery and the rear detachments of 3-2 ADA and 4-3 ADA.

The pre-deployment phase of our Spiritual Fitness Plan entails monthly Strong Bonds training seminars,



Photos by Capt. Corey Robertson

Maj. Randal R. Thomas, chaplain, 31st Air Defense Artillery Brigade, covers ethics and spirituality during a 31st ADA off-site staff training.

pre-deployment briefs, Operation Pen Pal, which assigns elementary school children to our deploying Soldiers as pen pals, Soldier visitation, Applied Suicide Intervention Skills Training or ASIST, prayer breakfasts, developing and handing out Spiritual Survival Guides and counselings.

Next is the deployment phase of our Spiritual Fitness Plan. While 3-2 and 4-3 UMTs are deployed, the quality of spiritual fitness continues to flourish. The deployed chaplains conduct Bible studies, morale trips, worship services, ASIST, prayer breakfasts, counseling's and Soldier visitation. They also develop comprehensive Religious Area/Impact assessments as integral parts of their Religious Support Plans.

This enables them to better advise the command and to prepare Soldiers on the religious and cultural inclinations of the indigenous populations to which they are deployed. Our deployed chaplains traverse tirelessly throughout their respective areas of opera-

tion, visiting and counseling Soldiers riddled with emotional pain ranging from suicide and marital problems to spiritual guidance and family wellness. Our Spiritual Fitness Plan requires our chaplains to be both strategic and pastoral in scope and application.

Our Post-Deployment phase is comprised of redeployment briefs, Strong Bonds training, counselings, ASIST, Soldier Visitation, prayer breakfasts and luncheons, as well as Spiritual Fitness Trips. These programs demonstrate the battalion UMTs' commitment to spiritual fitness above all.

For the Rear Detachment phase, our Spiritual Fitness Plan focuses largely on the spouses of deployed Soldiers, as well as the Soldiers that were assigned the demanding task of working as part of the Rear Detachment for their respective battalions. During this phase, we, first conducted a Strong Bonds training seminar for the spouses of our deployed Soldiers from 3-2 ADA and 4-3 ADA battalions. This training

helped spouses and children cope with separation from their husbands and fathers. It also provided constructive ways to help solidify the bonds of matrimony and to sustain family wellness.

We also conducted a Family Wellness Training Workshop to help attendees understand the importance of exercising body, mind and spirit. This workshop demonstrated how all three facets of our humanity are interconnected. To be healthy in one area means to be healthy in all areas. Subject matter experts in five categories taught our Soldiers and spouses how to increase overall familial, mental, emotional, physical, and spiritual health.

In tandem with Family Wellness workshops and Strong Bonds training, we conducted Spiritual Fitness Trips for our Soldiers. One particular trip consisted of spiritual and ethics training followed by a paintball competition wherein the instruction from the morning's class was intertwined throughout. One definite future Spiritual Fitness trip will entail hiking in the Wichita Mountain Wildlife Refuge Range.

On Rear Detachment, we will continue to conduct Active Communication classes to assist our leaders in becoming better communicators with their



Soldiers of 31st Air Defense Artillery Brigade listen to the speaker during a recent 31st ADA Wellness Seminar. The brigade brings in experts in a variety of areas to help Soldiers develop life skills.

subordinates and peers, as well as their families. We will lead ASIST seminars, prayer breakfasts and luncheons, Marriage and singles training seminars, weekly Bible Studies, Operation Pen Pal for HHB, CARE Team training, men's and women's workshops, persistent Soldier visitation and pastoral counseling.

The 31st Bde. never believes in cutting corners, especially where spiritual fitness is involved. This is one reason, why the 31st ADA leads the way in the 32d Army Air and Missile Defense Command in remaining "Ready and Vigilant" because we are "Swift and Sure" to make spiritual readiness an integral part of Soldier readiness.

PREPARE, from Page 10

Brotzman said.

After the units are properly trained, they continually rehearse the skills they already know and wait to be called upon to take over a mission or to tackle a new one.

Supporting the Army's mission in air defense is different than being in other types of units. Air defense is unique because the Soldiers in the unit are basically protecting people without the people being aware of it, said Belieu.

"We are always ready to deploy when we are called upon," Belieu said, "and I'm excited to deploy and make a difference to this country."

At Right: Spc. Michael Young, a communication specialist from Charlie Battery, 1st Battalion, 44th Air Defense Artillery Regiment, operates the Antenna Mast Group while performing trouble-shooting procedures.



Photo by Sgt. Maria Kappell

Preparation lays foundation for success in life

By CH (COL) Dean Bonura
32d AAMDC Chaplain

Training readiness is critical to any military operation. Military operations will always include at least three phases: preparation, execution, and consolidation. Training readiness has to do with the first phase: preparation. Preparation is an extremely important component to training readiness. In the same way a carefully laid foundation is essential to the building of a house so is preparation to the success of military operations, and even more importantly, to life itself.

How we prepare determines the outcome. Recent storms in the Midwest had catastrophic results. While some of this was unavoidable, just making preparations could have prevented some of the more tragic outcomes. For example, a school that collapsed in Oklahoma did not have a storm shelter. Had the shelter been there, more lives may have been saved. Ben Franklin said, “By failing to prepare, you are preparing to fail.”

So how do you prepare? How do you prepare for the unpredictability of military life? How do you prepare for the future?

Long before the tragic events of 9/11, Rick Rescoria, the 62-year-old head of security at the Morgan Stanley Bank, developed an evacuation plan for the bank. The bank’s offices were situated high up in the South Tower at the World Trade Center. Rescoria was convinced the enemy would try again to destroy the World Trade Center. Terrorists had attempted this back in 1993. But Rescoria believed that the next attack would come from planes flying into the Towers.

His plan and its preparation were hugely unpopular with the bank staff, many of whom thought Rescoria was mad. On September 11, 2001, American Airlines Flight 11 hit the North Tower at 8:46 a.m. Rick Rescoria ignored building officials’ advice to stay put and began the orderly evacuation of Morgan Stanley’s 2,800 employees on 20 floors of the South Tower. Rescoria had most of the 2,800 employees -- as well as people working on other floors of the South Tower -- safely out of the building by the time United Airlines Flight 175 hit the South Tower at 9:07 a.m.

After having reached safety, Rick Rescoria returned to the building to rescue others still inside. He was last seen heading up the stairs of the tenth floor of the collapsing South Tower. As a result of his actions, only six of Morgan Stanley’s 2,800 employees were killed on that day, including Rick and three of his deputies who followed him back into the building.

While many of those employees had thought Rescoria was crazy in his evacuation preparations, they had come to see things differently: they had survived the 9/11 attacks on the World Trade

Center because they were prepared. Rescoria’s foresight and carefully rehearsed evacuation plan highlights the importance of making preparations. Sound preparation will almost always ensure success. Nearly 2,800 people can attest to this fact.

So what practical steps might we take to enhance our preparations? First, we can prepare our hearts. The American Heritage Dictionary offers this definition of the heart: “The vital center and source of one’s being, emotions, and sensibilities.” The heart has to do with “our basic disposition, or character.”

We can make preparations for the uncertainties of life by strengthening our hearts. While there are many ways we can do this, clearly, building on our faith in God is an important way we can strengthen our hearts. A strong faith can enable us to face the most challenging circumstances. Lt. Col. Donald O’Dell, who spent more than five years as a prisoner of war during the Vietnam War, once told me that he was able to survive his captivity because of his faith in God.

Indeed there are numerous accounts of people who faced dire circumstances with courage and fortitude because of their faith in God. We can strengthen our hearts by strengthening our faith in God.

Secondly, we can prepare our minds. The mind is the center of our intellect; it is our capacity to reason and make choices. In the New Testament, we read about the story of the 10 virgins. According to Matthew 25, “*the kingdom of heaven will be like ten virgins who took their lamps and went to meet the bridegroom.*”

But when the bridegroom delayed his arrival, five of the virgins discovered their lamps were running out of oil; and they did not bring any oil with them. Five of the others had thought through the possibility of running out of oil and had ample reserves in the event their lamps would go out.

Jesus said those who had prepared were wise; but the others were fools. Failure to think reveals a lack of wisdom. Making preparations and developing contingency plans is a wise thing to do.

Every Friday our commander gives us a safety brief. Essentially what she says each week is: “Think about your actions and the impact they may have.” Think about the results of your choices. A lot of our Soldiers get themselves in trouble because they fail to think through the consequences of their choices. We can prepare by thinking through the possibilities and making sound plans that lead to good choices.

I am convinced that while conducting realistic training that involves the use of our military competencies and access to our equipment on a regular basis prepares us for the battle, the preparations of the heart and mind are even more critical to the outcome. I am reminded of what Napoleon said long ago, “The moral to the physical is three to one.” What he meant is that preparations of the heart and mind, cultivating our faith in God, thinking through the possibilities and various outcomes of anticipated actions, and making sound choices are much more significant to the outcome of the battle than mere physical preparations.

No one knows the future and tomorrow is not a guarantee; but what we do today to plan for tomorrow will likely contribute to our success and overall well being.

United States Military Academy Cadet Benjamin Hunt, left, helps Cadet Katherine Deaton put on a Mission Oriented Protective Posture suit during unit-level decontamination training at Fort Bliss, July 11. Hunt and Wheaton are training with Battery C, 3rd Battalion, 43rd Air Defense Artillery Regiment, as part of a group of cadets from West Point here to conduct Cadet Troop Leader Training. The training allows cadets to experience leadership responsibilities in an Army unit over a three- or four-week period.



Photo by Staff Sgt. Norman Llamas

