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GLOBAL DEFENDER

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**Equipment Readiness
Maintaining the Force**



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On the cover: Spc. Daphael Ambrose, a mechanic with Headquarters and Headquarters Battery, 32d Army Air and Missile Defense Command, drains the geared hub on an M1097 Humvee while performing annual service.

On this page: Sgt. 1st Class David Townsend Jr., senior chaplain assistant for 32d Army Air and Missile Defense Command, conducts weekly Preventive Maintenance Checks and Services on his section Humvee at Fort Bliss, Texas, Jan. 13.

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The theme for this edition of the *Global Defender* focuses on the fourth of my command priorities - Equipment Readiness. While the demand for missile defense remains constant for the foreseeable future, 32d Army Air and Missile Defense Command will continue to deploy globally in support of combatant commanders. In order to meet this demand, either through scheduled rotations or in response to urgent requirements, we must maintain a high level of equipment readiness to rapidly deploy globally to provide Air and Missile Defense to critical assets and support for regional security.

The 32d AAMDC has some very unique challenges regarding equipment readiness. Our Air Defense Artillery combat system fleets are highly technical, low density (in some cases one-of-kind equipment), and expensive to operate and maintain. Because of this, equipment readiness is challenging and vital to our success in sustaining a high level of combat capability. Today, we are in the midst of converting two SHORAD battalions to Indirect Fire Protection Capability battalions, activating two additional THAAD batteries, and modernizing our Patriot fleet through software and hardware upgrades.

Through these conversions, activations and upgrades our ability to provide missile defense from rockets, mortars, artillery, and ballistic missiles will significantly increase. Using deliberate planning and synchronization of these modernization efforts, we continue to provide trained, ready and combat-ready formations for all combatant commands. The skill of our Soldiers in operating and maintaining this sophisticated equipment at home station and while deployed is fundamental in our mission success globally.

The Patriot equipment upgrades require detailed coordination with our partners in the project managers' offices, the combatant commands we support, and the installation leadership across six CONUS installations. We do frequent equipment exchanges, upgrades, modifications, and routine Relief-in-Place/Transfer-of-Authority operations in support of our ARFORGEN requirements. In order to maintain our equipment at a high state of readiness we conduct rigorous Organizational Inspection Programs, coordinate for required contracted logistics support and system engineers, and sustain an open dialogue with the maintainers on the ground, both CONUS and OCONUS.

The 32d AAMDC G-4 sends a Command Logistics Evaluation Readiness Team (CLER-T) into theater annually to ensure continuity of logistics and maintenance operations in our forward-deployed units, and to verify that they are receiving the support they need from in-theater logistics channels. Recently, we coordinated through the Lower Tier Project Office for engineer support to assess our systems in theater and ensure we are maintaining our systems to the highest standard. Additionally, we are developing a program to ensure all our Intermediate Support Element Teams are trained to the same level of proficiency, with a long-term plan of making this a requirement during each unit's Mission Rehearsal Exercise.

Examples of equipment readiness programs that we have engaged in over the past year include the FORSCOM-directed Operation Clean Sweep, Tactical Wheeled Vehicle Divestiture, Audit Readiness testing, OIPs, and GCSS-Army conversion. Air defense specific programs include the PDB 7.0/Sweep 8 upgrade for our Patriot fleet, Joint Tactical Terminal upgrade, theater missile testing and exchange, CLER-T, Depot level Patriot System Resets, and Patriot Battalion Recapitalization. We are actively engaging with our higher headquarters and the Senior Installation Commanders to modernize our aging fleet.

We as leaders in the 32d AAMDC must ALWAYS be good stewards of our Nation's resources through fiscal responsibility that includes budget management, property accountability and equipment maintenance. With new equipment fielding, conversions and upgrades, mastering this new capability and technology is essential to our core AMD competency and that we maintain this new capability by routinely touching all equipment within our formations, thereby, increasing readiness and our skills to operate and maintain the equipment. Next to our Soldiers and their Families, our greatest resource in 32d AAMDC is our equipment. We have a responsibility to instill an expeditionary mindset through disciplined maintenance operations and fiscal responsibility, which prepares our Soldiers to execute contingency operations at any time anywhere in the world!

BG James Dickinson
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Since the United States Army was established in 1775, American Soldiers have relied on their weapons and equipment to gain victory on the battlefield. From the Revolutionary War to the War on Terror, our nation's servicemembers have met every challenge and threat. And our government has ensured we were equipped to meet these challenges.

As the threats to our freedom have evolved, so too have the weapons and equipment we use to defend that freedom. Nowhere is that more true than in the field of air defense. Through technological advancements our weapons have become more powerful and more complex. As this has occurred, so, too, has the need to maintain the readiness of these weapons.

Maintenance of military weapons and equipment is an integral part of our Army's capability. In today's world, the ability of U.S. Forces to react quickly is essential to the defense of our nation and its allies. This ability cannot exist unless our mission-essential equipment is maintained in a mission-ready state.

To ensure our readiness, maintaining equipment must be the focus of all units within 32d Army Air and Missile Defense. With our high op tempo and constant deployment schedule, every battery within the command must always be "battle ready."

This means following our units' maintenance plans -- from weekly PMCS of our vehicles, to scheduled maintenance on all weapons systems, to ensuring all personal equipment is ready for use. When the call comes, we should be able to deploy with confidence that all of our equipment is tested, maintained and ready for action.

We must also maintain our "human equipment" by ensuring we as Soldiers remain fit and ready to deploy. The best-maintained equipment is useless if the Soldier using it is untrained.

I know our daily missions come first, but leaders must make time in their units to train on Soldier Skills. Air and Missile Defense is vital to success on the modern battlefield. Combatant commanders recognize this and so the demand for 32d to deploy will remain high.

All of us -- officers, NCOs and Soldiers -- must ensure that when that call comes we respond as the best-equipped, best-trained force we can be.

CSM Darrin Jefferies
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Foxtrot, 1-44 ADA receives Supply Excellence Award

By 2nd Lt. Spencer Ferrebee
1st Bn., 44th ADA Regt.

The Supply Support Activities Platoon, Foxtrot Company, 1st Battalion, 44th Air Defense Artillery Regiment, was awarded the Department of the Army Supply Excellence Award for fiscal year 2013.

The award is given annually to the best and most qualified SSA in the Army. The SSA's accomplishments stood out above all others competing for the award. The most notable achievement was earning the FORSCOM

Supply Excellence Award for fiscal year 2012.

The SSA earned this recognition in part because of changes they initiated to improve customer service and efficiency. The SSA installed a Help Desk and created a library containing pictures and National Stock Numbers to provide more accurate assistance for customers.

"I feel this is an excellent achievement for the Soldiers and I will continue to expect great things from them," said Sgt. 1st Class Kerry Walker, F Company 1-44 ADA material control supervisor

and SSA platoon sergeant.

In earning the award the platoon exceeded all performance standards for fiscal year 2013 set forth by higher commands, including the Department of the Army, continued Walker. It has maintained the highest standards even while providing support for major battalion training events such as Table VII and VIII certification, deep and enhanced maintenance, a convoy live-fire exercise, and a battalion mission readiness exercise all in preparation for deployment.

Leaders at every level of the unit agreed that the key to the platoon's success was the professionalism and ability of the SSA Soldiers. Adding to the Soldiers' and NCOs' accomplishment was the fact that the SSA was working at 80 percent personnel strength. Despite this, they were still able to exceed all the Army standards.

Lt. Col. Maurice Barnett, 1-44 ADA battalion commander, said, "I am proud of all the Soldiers in the SSA. They have done an outstanding job earning the Department of the Army Service Excellence Award."

The 1-44 ADA SSA receives, processes, ships and accounts for over \$30 million worth of supplies. The most important factor is the level of skilled noncommissioned officers and junior enlisted Soldiers all of whom are subject matter experts.

"Some days we had to put in some long hours, work very hard, and help out the other sections to get the job done," said Pfc. Joseph Green, a storage worker for the SSA.

"It's a good feeling knowing that all of our hard work was recognized by the Department of the Army."

When asked about winning the award, the Turn-In and Stock Control NCOIC Sgt. Tramika Williams, said, "I was very proud of my Soldiers for accomplishing a feat that every SSA across the country hopes to win."



2nd Lt. Spencer Ferrebee

Sgt. Monica Maciel, Foxtrot Company, 1st Battalion, 44th Air Defense Artillery Regiment, directs the workflow as a shipment of goods arrives at the Supply Support Activities warehouse. Foxtrot Company's SSA recently received the Department of the Army Supply Excellence Award.

'Cornerstone of Readiness' 3-2 ADA ensures deployability through regular maintenance

By Chief Warrant Officer 2 Robert L. McBroom
3rd Bn., 2nd ADA Regt.

Equipment readiness is included as one of the many accomplishments made by the 3rd Battalion, 2nd Air Defense Artillery Regiment, during its historic deployment to Gaziantep, Turkey, in support of NATO Operation Active Fence.

Ensuring that the battalion's Patriot assets were always available to deter and defeat enemy Tactical Ballistic Missiles and Air Breathing Threats was a battle hard won through the diligent efforts and long hours of 3-2's Soldiers and maintainers.

As with any battle fought, there is a foe. In terms of maintenance of organizational equipment during the 3-2 deployment, the enemies varied from environmental conditions and terrain to availability of parts and a mission that required all equipment to perform to the extreme limits of its capabilities.

Experience taught the unit's personnel that having a stellar maintenance section is simply not enough, in terms of a maintenance program that runs 24 hours a day, seven days a week. What a Patriot battery requires to keep running in tip-top shape is engaged and knowledgeable leaders and, of course, time.

Given the operational situation faced while deployed in Turkey, the leaders of 3-2 ADA quickly recognized the need to develop a way to maintain their Patriot and auxiliary equipment through regular maintenance.

On deployments, a typical 3-2 Patriot battery may configure their downrange area with some launchers that are left powered up and in operation while the remaining launching stations are powered down or determined as "cold." This configuration ensures that the fire unit can conduct maintenance on remaining launchers while maintaining the capability to assume a higher readiness state at a moment's notice to engage a threat.

During 3-2 ADA's deployment, the threat of tactical ballistic missile strikes from Syria dictated that 100 percent of the launchers remained in an operational status for an extended amount of time. In Turkey, Patriot fire units were faced with the dilemma of providing maintenance Soldiers and operators time to conduct much needed services and maintenance while balancing the need to support mission requirements.

Power generation equipment was initially a point of concern. Due to constant use the equipment received a quarterly service every 12 to 13 days. To make sure that maintainers and mechanics had ample time to service the

battery's generators, services were tracked on a maintenance matrix with 168 hours separating each service.

This 168-hour window gave the Information Coordination Central and Ballistic Missile Defense Operation Center one week's notice on maintenance priorities for the fire unit. The BMDOC is responsible for managing the readiness posture of all NATO firing units and ensuring that there is always coverage of the asset -- specifically against ballistic missiles.

Services for all other systems equipment prescribed by calendar date were tracked on the same maintenance matrix and conducted within one week of the due date. The efforts to maintain the equipment were the result of engaged leaders supervising and ensuring that the important operator PMCS was both effective and was conducted on a regular basis.

Despite constant use, the results of these efforts were evident, as units logged a relatively small amount of non-mission capable time caused by catastrophic equipment failure. The reduced NMC time prevented degradation by both the loss of AMD coverage and crew proficiency training time.

Coordinating maintenance efforts through higher echelon units solved the problem of having enough time to conduct effective maintenance on a regular basis. The battalion's next goal was to find a way to get repair parts to the operator and maintainers in the fastest way possible.

This effort started with the prioritization of parts funding. At the unit level, platoon sergeants, platoon leaders, battery executive officers, battery warrant officers and commanders all had influence on what items were prioritized as high, medium and routine importance.

This process gave a clear picture of what the fire units in Turkey considered high priority needs, and eliminated the inability to discern which parts are the most important. The units were able to convey maintenance needs and priorities to their controlling element, and to get desperately needed parts and bench stock items to the operators and maintainers quickly and efficiently.

It was apparent that routine maintenance performed on a regular basis was paramount in supporting the AMD mission while deployed to Turkey. Due to direct leadership involvement, the concept and execution of routine maintenance was aggressively promoted; which preserved Patriot equipment. Maintaining the firing battery's AMD capabilities provided security for more than 1.5 million Turkish civilians, keeping them safe from TBM strikes from the neighboring country of Syria.



U.S. Army Photo
Warrant Officer Feras H. Al Kanderi, KUAFA, Madji Saleh, senior field engineer, Lockheed Martin, Staff Sgt. Paul Nebel, 69th Air Defense Artillery Brigade, and Sgt. Mshari Al Kanderi, KUAFA, work with the General Purpose Electronic Test Set 1000.

Money-saving equipment proves priceless to Army

By Chief Warrant Officer 4 Greg Young
69th ADA Bde.

The U.S.-Kuwait military relationship has been of considerable value to both countries since at least 1990. This alliance was formed in the aftermath of Iraqi leader Saddam Hussein's brutal invasion of Kuwait and the U.S. decision to free Kuwait with military force in 1991.

In 1993, Raytheon sold the Kuwaiti government five firing batteries of Patriot Air Defense Missile System. In addition to the equipment itself, an extensive depot-level maintenance capability was fielded to the Kuwaitis in order for the equipment to remain in a high state of readiness.

Included in the depot-level support is a General Purpose Electronic Test Set 1000. The GETS-1000 is designed for depot-level testing and affords a broad spectrum of capabilities, thereby reducing reliance upon multiple separate, system-unique test equipment sets.

Through the use of GETS-1000, efficiencies in executing system testing are gained. The GETS-1000 system, as related to the Patriot missile system, is used primarily to test repair parts for serviceability prior to being returned to the shelf of the Prescribed Load List van or returned to the depot through the supply system for repair or replacement.

In January of 2013, upon 69th Air Defense Artillery Brigade's assumption

of the mission in the Central Command area of responsibility, and through the coordination of Chief Warrant Officer 4 Reid Evans Sr., 32d Army Air and Missile Defense Command G-4 Forward, all U.S. Patriot units under the control of 69th ADA utilized the GETS-1000 lab located at the Kuwait Air Defense Depot Maintenance facility.

The program was managed by Chief Warrant Officer 4 Greg Young and Staff Sgt. Harlan Terry, 69th ADA liaison officers to U.S. Army Central.

Although there is no formal written contract to facilitate use of the facility, the Kuwaiti Air Defense Depot Com-

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Software upgrades help modernize air defense artillery capabilities

By Stephanie Joyce, ADAFCO, and Chief Warrant Officer 2 Lashon Anderson
FDC 3rd Bn., 4th ADA Regt.

In early spring, 3rd Battalion, 4th Air Defense Artillery Regiment, 108th Air Defense Artillery Brigade, began the post deployment build software upgrade.

The upgrade included a crash academic course, hands-on training and the PDB 7.0 software. The software upgrade was introduced to the engagement control station, information coordination center, tactical control system and battery command post.

The concept of the software upgrade is to maintain a modernized Patriot weapon system that takes into account current threats. As with anything in the military, tactics necessitate change and evolution in order to keep pace on the battlefield.

For air defenders it is important to understand that upgrades in software are not just simple computer updates. Instead, significant updates include: operator interface, electronic counter-counter-measures, power status, and extra-low tactical missile status.

Improvements were also made to the tactical ballistic missile tracking and launch detection, which include a variety of tabular changes.

The second phase of the wide-band graceful degradation was installed. A significant improvement was also made to the midcourse guidance for intercept of anti-radiation missiles. There was even a change to the transmission of the Tactical Data Information Link; which allowed engagement coordination to occur on TAIL-J, Mode 5 and TBM tracks to subordinate information and coordination centers.

One of the arguably greater changes with the PDB 7.0 upgrade is the modern adjunct processor. Through the use of this processor, any future upgrades can come in the form of a card, instead of changing major components. This is a huge step in modernization and one that limits funding costs and time to install upgrades.

Changes to software and, inevitably, to tactical

procedures can be a lengthy and sometimes frustrating experience. Often times Soldiers are forced to learn new habits and rethink years of training. However, these software changes only serve to keep weapon systems on the forefront of modernization and battlefield readiness.

As the "Spartans" of 3-4 ADA learned throughout their fielding and later on their pre-deployment training, today's air defense is a constantly evolving threat. PDB upgrades not only modernize software to specific threats, but also help the operators focus on changes in the battlefield and the current of today's air threats.

However, with all these improvements and increased capabilities, there are inevitably a slew of new limitations. One specific limitation is applicable to all software upgrades.

Each software upgrade forces the operator to acutely

change certain tactics and operations. Often times these changes are minute and barely noticeable. However, there are also changes that completely alter tactical procedures.

“ ... upgrades not only modernize software to specific threats, but also help the operators to focus on changes in the battlefield ... ”

While this should not be seen as such a limitation, the difficulty is that different software versions are not compatible. For example, a PDB 7.0 ECS would not be compatible with a PDB 6.5 BCP.

This means that software upgrades must be done to all the systems at installation. The difficulty is increased if a unit is training on a certain software version and is deploying to a region with a new or older version.

With regards to specific PDB 7.0 limitations, 3-4 ADAR received a detailed brief and slides on limitations with the new upgrade. This brief describes the problem, how the limitation impacts the system, a workaround and the status of the limitation being corrected.

After the upgrades, the Patriot system doesn't run faster, have touch-screen technology or change its applications. Those are not the changes that PDB 7.0 brings to the table.

IFPC

Changing how the Army sees Air Defense

By Capt. Robert A Yaggi and
1st Lt. Danni K. Stanford,
5-5 ADA Bn.

The Soldier is the most valuable asset on the battlefield. Vehicles won't move and weapons won't fire unless a Soldier is there to do it.

The Soldiers of 5th Battalion, 5th Air Defense Artillery Regiment, are entrusted with protecting Soldiers who put themselves in harms way for this country. In preparation for 5-5 ADA to stand up as the Army's first official Indirect Fires Protection Capability battalion (formerly known as Counter Rocket Artillery and Mortar or C-RAM) the "Bushwhackers of Bravo Battery were given the opportunity to be the first battery to test and fire the land-based Phalanx Weapons System or LPWS.

Their training took place at the Fires Center of Excellence in Fort Sill, Okla., and the live-fire testing was at Yuma Proving Grounds in Yuma, Ariz.

During both exercises, the unit learned not only the operations of the system but was also instrumental in validating and refining the Tactical Training Procedures and doctrine that will be published in fiscal year 2014.

All of the training and execution came together to prepare 5-5 ADA and all future IFPC battalions to be successful in the intercept and early-warning mission.

Classroom Training at Fort Sill

The challenges Battery B faced with training while in Oklahoma were not only compacting extensive training into an eight-week period but also maintaining the motivation and dedication to learn a new system configuration that had yet to be used throughout the Army.

In order to meet these challenges, the C-RAM Project manager and 6th ADA Brigade worked together to create a program of instruction designed to encourage the development of individual Soldier skills, as well as battery collective training.

The Soldiers of Bravo Battery accepted the challenges



Spc. Frank Acevedo Jr. (right) and other Soldiers of Bravo Battery, 5th Battalion, 5th Air Defense Artillery Regiment, emplace the Warn Tower during a 14G training class.

facing the unit and dove into training with a "take no prisoners" mentality in order to grasp the full concept of the system they would be utilizing. During the high-tempo training, the unit trained the full spectrum of system and operational tasks from engagement operations, connectivity of equipment, sense-and-warn capabilities and the intercept mission of various types of indirect fire threats. By the end of training, B Battery was well on its way to a successful live-fire exercise.

Being the first unit to go through the new IFPC training, the Bushwhackers were able to contribute to the creation of the new standards and helped write doctrine through their after action reviews, TTPs and lessons learned. Their experiences and feedback will ultimately refine the future training for IFPC units.

Live Fire at Yuma Proving Grounds

The next phase of the unit's testing took them to Yuma Proving Grounds, Ariz., where

they tested the validated crew skills learned at Fort Sill, as well as the operation of the LPWS, Engagement Operations Center and other critical equipment that makes up an IFPC battery.

The unit started with their march order and emplacement drills that tested the functionality of the system's ability to pack up and move across the battlefield in an expedient way, and finally emplace in a new location and integrate critical systems in order to execute their intercept and early-warning operations. Bravo Battery continued to provide vital feedback and TTPs throughout this process which resulted in potentially cutting several hours off the previously used timeline model.

The unit also spent a great deal of time ensuring they understood the connectivity and integration of the system as a whole. An IFPC battery consists of more than nine different critical systems and multiple auxiliary systems that all operate together to perform the functions of detection, classification, threat evaluation and intercept of the threat, as well as deter-

mining impact areas and early warning for protection of friendly forces. With all the IFPC equipment being linked through multiple redundant means, the connectivity and integration portion of the unit's set up and operation is one of the most challenging and crucial areas in which to gain in depth understanding in order to make the system effective.

During the live fire, the unit established and validated their EOC, intercept and sense-and-warn capabilities. In order to develop a shared operational understanding of both the threat and the capabilities of the system to counter those threats the battle captains and noncommissioned officers, team leaders, and every Soldier needed to understand exactly what threat they were facing -- to include speed, trajectory and classification of a target. Through this shared understanding, Soldiers were able to

quickly and effectively cross-train over multiple positions and across MOS's, which greatly enhanced the effectiveness and lethality of the unit.

During the live-fire exercise, the unit successfully engaged over 70 targets that included a mix of high-explosive mortars and rockets. The unit fired over 70,000 rounds during the exercise at Yuma. Throughout the live-fire phase of the operation, the Bushwhackers took every available opportunity to continue to learn more about the capability and limitations of the system, the parameters

and characteristics of the threats seen in theater, and to further refine the TTPs and Standard Operating Procedures to increase effectiveness and decrease time and resources wasted.

By participating in the testing of this new equipment, Bravo Battery fully captured the opportunity to set itself as the "tip of the spear," leading the way in a new phase for the air defense branch.

On the ever-evolving battlefield of tomorrow, IFPC will be the maneuver commanders' weapon of choice for base and Forward Operating Base defense from indirect fire threats.

“
... Bravo Battery fully captured the opportunity to set itself as the ‘tip of the spear’ ...
”

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mander Maj. Tariq, in a good faith effort to maintain a strong alliance with the U.S. Patriot forces that aid in the defense of Kuwait and other Gulf Cooperation Council countries, verbally agreed to provide the use of the GETS-1000.

The GETS-1000 lab is managed by Majdi Saleh, senior field engineer, Lockheed Martin. Additionally, the lab employs Warrant Officer Feras H. Al Kanderi and Sgt. Mshari Al Kanderi, of the Kuwait Air Defense.

Why do we use the GETS-1000 system? The GETS-1000 is a valuable tool used by units in order to maintain good command supply discipline procedures and to maximize fiscal conservation in times of a perpetually shrinking military budget. Too often during the course of troubleshooting, multiple parts are replaced in a system before ultimately clearing the fault.

However, the requirements of the mission do not always allow the maintainer an opportunity to go back and isolate the specific part that failed, nor does the fast-paced tempo of the mission allow for system checking the parts.

By sending them to the GETS-1000 lab, determination can be made between those parts that are serviceable and those that are not. The alternative is to turn in all of the parts creating a large zero balance level in the authorized stockage list and potentially decreasing combat readiness, as well as the turn in of a serviceable repair part that could still be used resulting in unnecessary replacement costs.

There is a pre-determined list of repair parts that can be tested by the GETS-1000. However, due to differences in system configuration of the Kuwait and U.S. versions of the weapon system for foreign disclosure reasons, not all of the

U.S. GETS-1000 testable repair parts can be tested at the facility in Kuwait.

The fire units gather their testable repair parts and pack them securely in a box for shipping. The servicing supply support activity ships them via the RIC-to-RIC shipping method to the U.S. Patriot SSA at Camp Arifjan, Kuwait. The items are received at the SSA and signed to the brigade LNOs to ARCENT for transport to the testing facility.

Once at the facility, the U.S. Patriot brigade LNOs and the GETS-1000 lab personnel conduct a joint inventory to ensure chain of custody is maintained. Then Saleh and his team conduct testing of the items, and the testing process is usually complete in about five days.

Although the lab is not able to repack the items in "Class A" packaging, they do provide a printout of the test that shows whether the item has passed or failed testing. Once complete, the lab notifies the LNOs for pick-up.

Again, a joint inventory is conducted to ensure all items have been tested and returned. The items are then taken back to the U.S. Patriot SSA at Camp Arifjan, and returned to the unit SSA from where they originated.

In a nine-month period from Feb. 1 to Oct. 1, 2013, a total of 158 items (at a replacement cost of \$1.65 million) had been sent to the GETS-1000 lab. Of the 158 items, 25 items failed and 142 passed testing. The total cost savings in fiscal terms equates to \$1.5 million. The total cost savings in combat readiness terms is priceless.

The informal agreement between the Kuwait and U.S. Patriot air defense units not only saves time and money, it also provides key leader engagement opportunities which facilitate the long-standing relationship and diplomacy between the two countries.



Photo by Senior Airman Daniel Phelps

As with 69th Air Defense Artillery Brigade's recent deployment to Turkey, ADA has proven to be a vital component to regional defense around the globe. This has made the branch a highly deployable part of the U.S. Army and a key to meeting the Army Chief of Staff's strategic priorities.

AIR DEFENSE MISSION KEY IN MEETING CSA'S PRIORITIES

By Capt. Thomas Watts
32d AAMDC G3

The Chief of Staff of the Army periodically provides strategic guidance for Army forces.

Gen. Raymond Odierno published his strategic guidance in October 2013. In it he lays out an operational framework of five strategic priorities: Adaptive Army Leaders for a Complex World, A Globally Responsive and Regionally Engaged Army, A Ready Modern Army, Soldiers Committed to Our Army Profession, and The Premier All Volunteer Army. The air defense artillery mission is key in meeting the CSA's strategic priorities.

After more than a decade of persistent conflict, an overall emphasis has been placed on cultivating adap-

tive leadership within the Army -- specifically senior NCOs, field grade officers, and general officers.

The Air Defense Artillery community has successfully faced and adapted to recent complex challenges through multiple deployments facing a variety of threats. Evolving weapons threats, such as Tactical Ballistic Missiles, and political factors have led to changes in ADA threat focus, deployment locations and partnerships with host nations.

Air Defense leaders have met these challenges with skill and ingenuity resulting in a highly-trained cadre of officers and NCOs who have been tested under stressful conditions. These experiences have both instilled and confirmed the adaptive

leadership qualities within the ADA.

Today's ADA is alive as a globally responsive and regionally engaged force. Each of the Army's air and missile defense commands is regionally aligned and provide support to their respective combatant commands.

The ADA community demonstrated their readiness when Patriot missile batteries deployed from the contingency expeditionary force to Turkey in December 2012 and to Jordan in June 2013. Both examples set a benchmark in supporting the CSA's priorities to "rapidly deploy, fight and win whenever our national interests are threatened."

The development of different political or military threats frequently requires

the deployment of responsive weapon systems, such as Terminal High Altitude Area Defense.

In April 2013, the ADA quickly deployed and established a rotational THAAD battery to Guam to support the President's strategic policy of "Pivot to the Pacific." This response displays the ADA's unique ability to provide a global response force that can rapidly respond to AMD threats worldwide.

Overall, U.S. air defense units are now deployed overseas to multiple countries as a globally responsive and regionally engaged force.

ADA personnel operate in a growing and complex threat environment. Thus, there is a constant need to focus efforts toward maintaining a "Ready and Modern Army." Air and

missile defense exercises enable the sustainment of high level and complex training at multiple echelons.

AMDEXs are conducted both CONUS and OCONUS, focusing on core competencies while meeting real-world objectives in a joint architecture. Complex training at multiple echelons increases force readiness.

Furthermore, Odierno insists that Soldiers must be outfitted with "the best weapons, equipment, and protection to accomplish every mission." This equipping contributes to a ready and modern Army.

One way the air defense community accomplishes force modernization is through upgrading both the hardware and software of each unique weapons system. These upgrades are specifically tailored to defeat new and emerging threats. Without this modernization overhaul, there would be significant impacts on both readiness and deployability.

The ADA is also fielding additional THAAD batteries to better respond to emerging threats and bolster defensive capabilities. These new batteries will allow better distribution of these forces and facilitate deployment schedules. All these activities serve to ensure a ready and modernized force.

In order to ensure the development of Soldiers committed to the Army profession, it is important to instill common values. The Army is a professional organization with uncompromising values. As air defenders and Soldiers, we have a duty to remain vigilant in upholding the Army Values and maintaining the trust of the American people.

The teaching and internalization of values have served the Army well over the recent years of seamless deployments. Our values support our missions to protect selected assets from aerial attack, missile attack, and surveillance. Successful deployments and missions prove the ADA's dedication and professional service.

Air defense leaders strive to develop, mentor and retain the best Soldiers as future leaders. A remarkable program positively impacting the 32d AAMDC and its Soldiers is the Ready and Resilient Campaign. The "R2C" encompasses building the mental, emotional and spiritual resiliency of the Soldier, civilians and their Families.

This culmination of effects directly contributes to developing Soldiers committed to

the Army profession.

Since 1973, the Army has remained the premier all-volunteer force. Air defenders value the service of all Soldiers, whether they complete one tour or serve until retirement. All are encouraged to take advantage of training and educational opportunities in order to develop personally and professionally.

The best Soldiers are encouraged to continue their careers in order to preserve the ADA's skills and heritage. When a Soldier's service is complete, the ADA community ensures each Soldier receives the best transition possible through the Army Career and Alumni Program, leaving a positive impression and serving as good public relations for future recruits.

The Army's promotion of team effort fosters the

consistent desire to push one another toward success. The air defense family works to build future leaders while passing on the traditions and heritage of our all-volunteer force. "Once an Air Defense Soldier, Always an Air Defense Soldier."

Air defense Artillery directly contributes to the CSA's strategic priorities. The daily and ongoing missions throughout the ADA community serve to shape adaptive Army leaders, prepare a globally responsive and regionally engaged Army, maintain a modern force, develop and retain professional Soldiers, and further the legacy of our all-volunteer Army. These characteristics inherently support the CSA's guidance and demonstrate the close alignment of the Air Defense community.



Photo by Tech. Sgt. Charles Larkin Sr.

The high deployment rate for Air Defense Artillery units reflects the branch's impact and importance to combatant commanders across the globe.

Individual accountability supports equipment readiness

By Chief Warrant Officer 3 Nigel Allen
108th ADA Bde.

The most important aspect of property accountability is for each individual Soldier to be a good steward of property provided to them under their scope of influence and purview.

With pending budget cuts and limited resources, it is important now more than ever to conserve government resources and to exercise supply discipline in all facets of operations. Soldiers today must understand the importance of property accountability and the overall impact it has on the Army as a whole.

Every Soldier has some form of responsibility associated with proper-

ty, whether it is command, supervisory, direct, custodial, or personal. As stated in Army Regulation 735-5, "All persons entrusted with Government property are responsible for its proper use, care, custody, safekeeping, and disposition. How we use and care for our assets will have major impacts on the future of our Army."

"Property accountability should be a team effort, from the individual user to the main hand receipt holder," said Staff Sgt. James Wilson, 108th Air Defense Artillery Brigade property book noncommissioned officer in charge. "Like TA-50, the person who signs for it as well as their leaders, should make sure the Soldiers take responsibility for their own proper-

ty," "Property layout is a key. The only time you hear about Soldiers who need something is when they are getting ready to leave the unit or installation."

Commanders use the command supply discipline program as the measuring stick to assess his/her logistical program. All commanders are encouraged to be ruthless and proactive in supply operations. The excerpt below described how one company commander, Capt. Will Andrews, Charlie Battery, 3-4 Air Defense Artillery Regiment, 108th Air Defense Artillery Brigade, accomplishes just that.

"A good CSDP needs to be treated like any other task we want to be good at in the Army," Andrews said. "You plan/organize a system of checks and balances, train your Soldiers appropriately, and practice it continuously."

Andrews energized his program from day one of his change of command inventories. "I used those layouts as a time to train my Soldiers (down to the user level) on what it meant to keep proper accountability of assigned equipment," he said. "I continued this education process during each of my monthly cyclic, change of hand receipt holder, and field recovery inventories as well."

"Every time my Soldiers lay equipment out, we try to improve our process and our equipment. I enforced ownership of each piece of equipment by making Soldiers label every piece of their equipment by bumper number. This helps Soldiers account for their own equipment, especially when they have like items that get stored in the same container (launchers)."

Andrews said the unit also numbered

See **Accountability**, Page 24



Photo by Staff Sgt. Norman Llamas

Department of Defense recognizes the contributions of Air and Missile Defense to national strategy. Accordingly, funding for AMD has been prudently protected despite recent reductions in defense spending levels.

AMD spared from biggest cuts of DoD budget reduction

By Spc. Justin Perkins
32d AAMDC G8

Army beancounters are about to see enormous changes in unit appropriations, and those units will soon be asked to complete their missions on a budget.

The Department of Defense will take an approximate \$104 billion a year reduction every year for the next 10 years. These cuts are part of an approximate \$500 billion reduction down to pre-war defense spending levels, and approximately \$550 billion in sequestration cuts.

Sequestration is an automatic set of cuts imposed if Congress is unable to agree to a budget. In this most recent case, Congress called for \$1 trillion in cuts (approximately half in defense spending and the other half across social programs) if its special committee was unable to arrive at a deliberate set of budget reductions; it reached no agreement.

Sequestration targets can be very difficult to achieve, in that dramatic reductions occur in year one without the ability to taper spending over time. Accordingly, these cuts must now be taken as part of the sequestration legislation.

The military will see \$550 billion in cuts, drawing funds away from national security and military operations. On the domestic side, cuts will affect health care, education, law enforcement, disaster relief, unemployment benefits, non-profit organization funds, scientific research and more.

The impact of sequestration, coupled with the threat of continued sequestration levels of funding, are forcing the Army to implement significant reductions to end strength, readiness, and modernization in order to generate short-term cost savings.

In the midst of turbulent financial times, however, there is some good news for Army Air and Missile Defense. DoD and FORSCOM well recognize Air and Missile Defense contributions to national strategy. Accordingly, funding for AMD has been prudently protected.

In its Sequestration EXORD, FORSCOM mandated Patriot and THAAD units would be funded to 10/20 (all deficiencies repaired). These were the only Army systems so specified.

The Army also recognizes the demands on the AMD force. While the Army draws down and returns home, demand for AMD worldwide is substantially increasing.

Every AMD unit in the Army is either forwardly stationed, deployed or preparing to deploy. The 32d Army Air and Missile Defense Command is currently conducting split-based operations with forces deployed to seven countries across the CENTCOM, PACOM and EUCOM areas of responsibility.

See **Budget**, Page 16



Photo by Staff Sgt. Regina Machine

Equipment layout and inventories -- down to the user level -- are effective tools for implementing and enforcing equipment accountability.



Soldiers of 11th Air Defense Artillery Brigade operate the Guided Missile Transporter Crane Assembly while deployed to Kuwait.

ARMY WORKS TO REPLACE GMT CRANE

Parts shortage, repair difficulties drive search for new system

By CW4 Andrew J. Williams
Special Projects Officer, 11th ADA Bde.

The existing Guided Missile Transporter crane assemblies (HIAB 8108 and 8108/2) are becoming increasingly problematic due to the extreme lack of repair parts required to facilitate hydraulic system repairs.

In the last two years the Army has experienced the expiration of warranty programs and the subsequent removal of repair parts from the Army Supply System. These problems began to surface in early 2011.

As a direct result units have seen facilitating repairs to these antiquated systems grow increasingly difficult. The existing GMT crane assemblies have served the ADA community well for close to 30 years. Unfortunately, they have outlived their life expectancy. It is time for a new design, a new approach, and a more

user-friendly product.

The 11th ADA "Imperial" Brigade is leaning forward in support of a recent initiative sponsored by the Lower Tier Project Office and the U.S. Army Tank and Automotive Command, with assistance from 32nd Army Air and Missile Defense Command G4 and the Test Community to begin research and development efforts that will lead to the marketing and production of a new GMT crane assembly.

Elizabeth L. Lokey (Dorsey) the Major and Secondary Item manager for Heavy Tactical Vehicles, said, "The time period [for research and development of a new crane assembly] is from approximately November 2013 through the end of September 2014."

Potential benefits of a new crane assembly would include a more reliable product that boasts a wider availability of repair parts and a renewed warranty program that would be both cost efficient and user friendly. We can hope for quicker, more efficient repairs that will improve our equipment readiness rates, enabling our warfighters to perform their

missile reload operations the way they are intended.

The end state product will hopefully meet all of these expectations improving our overall equipment readiness rates by significantly reducing non-mission capable time for our GMT fleet.

Maintenance trends over the last three years indicate common problems with the existing cranes' outrigger assemblies, hydraulic hoses and hydraulic cylinders. Units are finding themselves eating more and more non-mission capable time with their GMT fleets as a result. It has become increasingly difficult to facilitate repairs when these items or components fail.

CW3 Michael J. Smith, BRC for the 2-43 ADA Battalion, Fort Bliss, Texas, provides some relevant insight into the current challenges faced by our unit level maintainers.

"... getting GMT crane repair parts has posed a significant challenge..." said Smith. "We often struggle in finding new ways to repair or fabricate parts in lieu of replacing failed components, there

just aren't any repair parts in the system anymore."

Multiple crane systems were looked at as potential replacement candidates for the HIAB 8108 series cranes that are in use by our GMT fleet today. Different platforms considered included the existing service utilized cranes that are found within the Army's conventional fleet.

The M984, M977 and M985 series cranes were considered along with a Marine Corps Wrecker variant known as the LVSR-W. These potential replacement crane assemblies all had issues with the inability to fold in on themselves. The ability of the GMT crane to fold in on itself is necessary to meet all international rail transportation requirements outlined in MIL-STD-1366-E.

As none of the existing tactical crane assemblies could meet this requirement, they were eventually ruled out as potential candidates. Newer crane models were considered but fell short of the mark as they were all incompatible with the HEMTT hydraulic operating pressures. The operating pressures of newer crane models operate at a higher PSI rating than our tactical fleet is capable of producing.

After much looking, one crane model was identified that met all fold-in requirements and was compatible with our tactical hydraulic systems. The Cargo Tec (HIAB) model 4041 crane is a prototype model that has become the focal point for further research and development efforts.

Testing of this model is scheduled to begin at Letterkenny Army Depot in the near future and will run for approximately the next 10 months.

The 32d Army Air and Missile Defense Command has long recognized the need for newer systems to be integrated

into our aging fleet of PATRIOT equipment. The Command's G4 is completely committed to modernizing our equipment and is working aggressively to ensure that all missile systems and support equipment remain current with today's latest technologies.

While we may not expect a replace-

ment GMT crane assembly in the very near future, we should rest assured knowing that research and development efforts are under way to test and develop a more user friendly replacement product.

After testing is complete we can anticipate and hope for new equipment fielding to begin as early as 2016.



Soldiers of 11th Air Defense Artillery Brigade operate the Guided Missile Transporter Crane Assembly while deployed to Kuwait.

BUDGET, from Page 14

Deployed missions require significant funding above normal unit annual budgets. To help manage and resource these requirements, 32d AAMDC recently stood-up a new G8 section.

In its recent Command and Control (C2) EXORD, FORSCOM changed funding streams to channel all funding thru the 32d AAMDC. Where AMD brigade's installations used to manage and fund their financial activities, the 32d has assumed this role.

While not yet a stand alone capability yet (resource

managers and accountants belong to 1 AD, but dedicated to 32d), The 32d G8 expects MTOE adjustments and resourcing to achieve this by FY15.

The command's base budget (budget based on steady state operations) is approximately \$61 million. However, Overseas Contingency Operation -- fund requirements directly related to war effort -- requirements exceed \$20 million. In total, the 32d will likely receive in excess of \$83 million this year.

If the old saying, "put your money where your mouth is," is true, our nation is making a powerful statement about AMD's importance to our national defense.

FOCUS ON THE FIELD



A PAC-2 Launching Station is illuminated by the headlights of a Humvee, while Spc. John Mitchell, 3rd Battalion, 2nd Air Defense Artillery Regiment, troubleshoots a fault in Gaziantep, Turkey.
Sgt. Christopher Memmel

3-2 ADA Maintains the Fleet



Sgt. Zachary Perez and Spc. Marcus Bebee, both of 3rd Battalion, 2nd Air Defense Artillery Regiment, conduct missile selectability on a Patriot missile during a deployment to Turkey.



Cheif Warrant Officer 2 Robert McBroom and Capt. Leslie Denmbeck, both of 3rd Battalion, 2nd Air Defense Artillery Regiment, inspect a fault on the Cooling Liquid Electronic Tube.



Sgt. Thomas Kramer, 3rd Battalion, 2nd Air Defense Artillery Regiment, conducts Preventive Maintenance Checks and Services on the Electric Power Plant unit during deployment to Gaziantep, Turkey.



Cpl. Kullen Moeller, 3rd Battalion, 2nd Air Defense Artillery Regiment, troubleshoots a fault on a generator at Gaziantep, Turkey.



Above: Spc. Jahilah Rivers, left, and Spc. Steven Partain make their way up an obstacle at the Fort Bliss Confidence Course. Headquarters and Headquarters Battery Soldiers completed the course as part of Physical Readiness Training Nov. 12. Below: Pfc. Brandon Dixon hurries through the “pipe crawl” at the Fort Bliss Confidence Course Nov. 12.



TESTING UNIT’S ‘HUMAN EQUIPMENT’

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

Army equipment has always been a key to the service’s military success.

Superior equipment and training together set American forces apart from their counterparts and enemies around the world. And while not technically a piece of equipment, Soldiers are perhaps the most important item in our Army’s inventory.

As far back as World War I Soldiers and airmen of the U.S. Army Air Forces sarcastically added themselves to their units’ equipment lists, calling themselves “G.I.” (a term for “General Issue” or “Government Issue” items).

They joked that they were equally as disposable as boots, rifles, jeeps, tanks, and combat aircraft. Just as a unit needing more vehicles could requisition them, if a commander needed more “GIs” the Army would “issue” them.

And while no one would say that military personnel are as disposable or interchangeable as their equipment, there are similarities. Military equipment must be maintained and used to ensure it will function when needed. Likewise, Soldiers must train and sharpen their skills to ensure their combat readiness.

“Soldier skills are perishable,” said Sgt. 1st Class Brandon Mounce, G3 training NCO, 32d AAMDC. “If we don’t practice them, they won’t be sharp when needed.”

With this in mind, the Soldiers of Headquarters and Headquarters Battery, 32d Army Air and Missile Defense Command, left their offices Nov. 12 for a day of training

on the Fort Bliss Confidence Course and Leadership Development Course.

Together the Soldiers overcame obstacles and solved problems to achieve each scenario’s objectives. Working in small groups they had to evaluate each challenge, make a plan and then implement the plan to success. The goal of the day’s training was not only to foster teamwork but to increase each person’s confidence in their abilities.

“There’s no substitute for training like this,” said Mounce. “Soldiers need confidence in each other and in their ability to accomplish a mission as a group. That’s what they gain through activities like this.”



Photos by Sgt. 1st Class Mark Porter

Above Center: Sgt. Hadasa Hall scales a tower on the Fort Bliss Confidence Course.

Above: Soldiers of Headquarters and Headquarters Battery, 32d Army Air and Missile Defense Command, work together to scale the chain ladder obstacle on the Fort Bliss Confidence Course.

At Left: Spc. Clarence Ly, 32d AAMDC G3, leads the way across a log-carry obstacle.

A Question of Faith

We can ask God for clarity without doubting his plan

By Chaplain (Maj.) Erik J. Gramling,
108th ADA Bde. Chaplain

As Christmas drew near last month, I found myself intentionally relishing the Yule time with my family, as it would be my last until two years from now.

Yes, I am expecting a deployment in 2014 that will once again separate me from my earthly joy and strength: my wife Michelle of 22 years and our three children. Questions have been filling my mind the past few months as yet another deployment is being processed by my faith in Jesus Christ.

Of course having a faith that questions God is not new for the people of God. A casual read of the Bible and you will see many people of faith, and even some of no faith, asking questions of God. A favorite of mine from the Christmas story comes from the Gospel of Luke.

Zechariah was a man nearing 50, very old for his day. His loving but barren wife Elizabeth faithfully stood beside him as today was his BIG day. If he were an officer he was about to pin on general.

Zechariah was about to enter the Holy Place in the temple to offer incense. This would be a once-in-a-life opportunity before he was mandatorily retired from the priesthood at age 50.

All of his life he studied God's word and knew the prophecies of the coming Messiah. He was well acquainted with the stories of God's power and majesty. If anyone should have expected God to meet and speak with him, it should have been Zechariah. If anyone should have had a faith that asked perplexed but faith-filled questions of God it should have been him.

Mary was barely into her teen years, probably 14 or 15 at most. Already betrothed to a man named Joseph, she was basically married in commitment but still lived with mom and dad and, of course, remained physically chaste until the actual wedding day.

She went to synagogue regularly, but with parchment being so expensive, neither she nor anyone else in Nazareth probably even owned a scroll of the Holy Scriptures.

If anyone should have *not* expected God to meet and speak with her, it should have been Mary. If anyone should have had an excuse to ask disbelieving questions of God it should have been her.

Gabriel, an angel of God, came to both of these unlikely characters with tidings of great joy for both. But their reactions were quite unexpected!

"How can I be sure of this? I am an old man and my wife is along in years." Zechariah asked the angel in response to the news that he would have a son named John. He simply could NOT believe that now that he was an old man and his wife, well past her days of bearing children, God would answer their prayers for a child.

But considering the man that he was, surely this was an hon-

est, perplexed yet faith-filled question he asked of God, right?

"How can this be, since I am a virgin?" Mary asked of Gabriel when later he told her she would conceive and give birth to a son whom she was to call Jesus.

Zechariah's question was a good one, but at least he had a wife! He and his wife having a baby, even in old age, had a better chance of happening than a virgin becoming pregnant, right? But a baby without a father: this was simply an absurd thought. Considering this and the young woman she was, surely this must be a doubting, skeptical question she is asking.

What Luke tells us next reveals to us exactly what kind of questions and thus the kind of faith these two had.

Zechariah was rebuked by the angel to the point that he lost his ability to speak for the next nine months until John the Baptist was born. "You did not believe my words," the angel said was the reason for such a demonstration of God's power.

Sadly, Zechariah's faith was not an honest, perplexed yet faith-filled heart asking questions; but rather a heart of disbelief, asked almost in anger and resentment. Why else would the angel rebuke him so?

What about Mary? Gabriel simply answered her question with "The Holy Spirit will come upon you and the power of the Most High will overshadow you ... For no word from God will ever fail."

Now wait a minute: What happened here? Did the angel cut Mary some slack due to her youth; her lack of education? I don't believe so. In fact Mary's response next shows you where her heart was all along. "I am the Lord's servant. May your word to me be fulfilled."

Wow! That is not a heart of disbelief speaking. That is someone whose faith tells them that though the situation looks impossible, God can be trusted to make it so, to make it good, and to accomplish his purpose in their life.

Here is our takeaway: as followers of Christ we too can ask questions of God this next year with either of these two types of faith. Will they be doubting, disbelieving and accusing questions? Or will they be honest, perplexed but trusting, faith-filled questions?

Or to think of it another way, will we respond with "Zechariah" or "Mary" type faith? This is not to imply that if we have a faith like Mary all will be well. Let us not forget that this same Mary 33 years later watched her son cruelly die on a cross to pay for the sins of the world.

But God's plans were bigger than this. In dying and rising again on the third day, Jesus opened the doors to heaven for sinful mankind through faith in his sacrifice.

Throughout this year may you remember the questioning faith of a young Jewish girl. May it encourage you to trust the Lord. Question him, yes, but in a trusting, believing, faith-filled way that also says, "I am the Lord's servant, may it be so Lord!"

ACCOUNTABILITY, from Page 13

each piece of equipment with the item number in the technical manual to speed up the process of laying the equipment out. "This is very helpful for toolboxes and other pieces of equipment that are sets, kits, or outfits," he said.

In addition to ensuring the equipment is present and/or properly accounted for on a shortage annex (with an appropriate adjustment document), Andrews checks to ensure the Soldiers' durable and expendable items are serviceable. "This allows me to do two things simultaneously: 1) see if my Soldiers know how to use all of their equipment (when they don't, I have one of my noncommissioned officers show them how to use it) and 2) it allows me to fulfill my annual requirement of certifying that all of my durable items are serviceable," he explained.

"Items that are damaged beyond repair can be annotated properly and new ones can be ordered against that damaged item. The most common damage that I identify is rust. This simply requires preventative maintenance on the equipment. This process helps keep better accountability and ensures your equipment is serviceable."

Andrews believes the best thing a commander can do for his/her CSDP is to synchronize the required layout and inventory process into a training calendar. He accomplishes this by synching his cyclic and field recovery in-

ventories, and by not placing too many competing events on the calendar around my inventories.

"The next best thing a commander can do is to be there," he said. "I am present during all of my change of hand receipt holder and recovery inventories. This enables me to fulfill my command and supervisory responsibilities as outlined in AR 735-5."

"Lastly, I inculcate the art and science of CSDP into my lieutenants and NCOs in an effort to improve our program through education."

Command emphasis is a vital part of the Command Supply Discipline Program. That emphasis must be transparent and deliberate. Soldiers and subordinate leaders respond to requirements based on their leaders overall attitude and emphasis towards a particular program.

It is imperative that leaders set the tone in their formation on the importance of property accountability and administer an effective Command Supply Discipline Program. Enforcing and maintaining equipment accountability is the basis of supply discipline and must start at the organization/ unit/ battery level whether in garrison or deployed.

In order to have a successful CSDP, the program must first be implemented and be supported by all leaders up and down the chain of command, which can only be accomplished through Command emphasis.



Photos Courtesy 108th ADA Bde. Public Affairs

A noncommissioned officer from 108th Air Defense Artillery Brigade inventories Basic Issue Items for the unit's vehicles. Inventories are one tool commanders in the brigade use to ensure equipment accountability and readiness.

Old Dogs, New Tricks

Senior NCOs prove it's never too late to learn

By Sgt. Maria Kapell,
69th ADA Bde. Public Affairs

Education has become increasingly important in the civilian and military communities over the past years, and, with the growth of online programs, access to education has become easier -- especially for working individuals, including Soldiers.

After taking his first college class in 1993, Command Sgt. Maj. William Maddox, the command sergeant major of the 69th Air Defense Artillery Brigade, graduated from college this year with a Bachelor's of Science in Liberal Arts. Sgt. Maj. Thomas J. Kenney, III, is another senior noncommissioned officer from 69th ADA who has also recently earned a degree, a Master's of Science in Security Administration.

Both of these leaders prioritized their time, and were able to advance themselves personally and professionally by continuing onto higher education.

"Balancing military requirements, college studies, and family life has never been easy," Kenney said. "Pursuing your objectives in education is no different from a military operation. [Sometimes] you have to find alternate routes to accomplish your mission."

These alternative routes to education may include online classes, CLEP exams, DANTES exams, or taking time from hobbies and turning that time into study time. No matter which route Soldiers choose, all of these routes eventually lead to the same thing -- a degree.

Maddox gathered the motivation to finish his college degree around the time he found himself in the Sergeants Major Academy, and he finished his last college course for the degree during his unit's latest deployment to Southwest Asia, where he completed his assignments in between flying from country to country, visiting Soldiers and units within the area of responsibility.

When starting his college quest, Maddox was interested in education for mostly



Education- Command Sgt. Maj. William Maddox, the command sergeant major of 69th ADA, speaks to Soldiers at the brigade's NCO Induction Ceremony here December 12.

professional reasons, but as time went on, he became interested in obtaining his degree for more personal reasons.

"A college degree now is almost like a high school diploma was several years ago; it's a must have," Maddox said. "Education tells people you have the discipline and drive to go out and do something."

Kenney took his first college class in 1986, and earned an Associate's Degree in General Studies in 1996. Civilian education wasn't a main concern for Soldiers in the Army when Kenney started out, and, as he recalls, it wasn't until the mid 1990s that civilian education began to catch fire among Soldiers. In 2011, Kenney earned a Bachelor's Degree in Homeland Security, but that's not where his education endeavors would end.

"When I started my bachelor degree I knew then that I wouldn't stop there, and I would eventually attain a graduate degree. I knew in today's competitive job market, a graduate degree was something that I had to have," Kenney said.

For Soldiers who are transitioning into civilian life, whether it is through retirement or separation, a college degree is extremely important to make a person

marketable when he or she is looking for civilian jobs, Maddox said.

College degrees can also help a Soldier advance in his or her military career. College credits are worth promotion points, and a degree, as well as experience, can be the difference in whether or not a person gains the next rank in grade.

When it comes to promotion, job experience and education are two key elements that are needed to succeed. Education might "push you over the top" and get you to that next level in your career, Maddox said.

"In my opinion, education provides a more balanced, well-rounded Soldier, and certainly makes the Corps of the Noncommissioned Officer more professional," Kenney said.

Soldiers should never let a semester go by without taking a college class. Tuition Assistance is available to Soldiers for these classes, Kenney said.

"Accomplishing your goals comes down to prioritizing your commitments, acknowledging the sacrifices you're willing to make, realizing the importance of your goals, which are all focused on attaining your goals," Kenney added.

BLACKJACK SPOTLIGHT

SpC. Tiara S. Tompkins, Headquarters and Headquarters Battery, 11th Air Defense Artillery Brigade, served as the 32d Army Air and Missile Defense Command G1 awards clerk from 2011-2013, where she processed more than 1,000 awards over a two-year span. Upon her arrival to 11th Bde., Tompkins was assigned as the brigade awards clerk.



She has been instrumental in revamping the processing of awards. Her streamlined process has allowed the brigade to process more than 200 awards in a six-month period.

In addition to her military service, Tompkins spends her time volunteering at local community agencies. Tompkins has volunteered over 170 hours to work with the Children Crisis Center of El Paso, Sexual Trauma Assault Rape Services, and the Relay for Life charity.

Tompkins also serves as the 'Imperial Brigade' BOSS representative, where her commitment to service in the community has inspired others to engage in volunteer service.



Sgt. 1st Class Garrett is a platoon sergeant currently serving in Delta Battery, 3rd Battalion, 2nd Air Defense Artillery Regiment. He has been stationed at Fort Sill, Okla., with his family since January 2013. He does volunteer work with several organizations both on and off the installation, including Boy Scouts of America. He strives to be an excellent role model to young Soldiers, participates in and sponsors the unit's Family Readiness Group, and shows excellent commitment to volunteerism through participating in all unit events.

Garrett's wife Janice is a volunteer at Sheridan Elementary School, where she averages 15 hours a week of volunteer time. While serving as the vice president for the Parent Teacher Association, she has helped to plan multiple school fundraisers and often provides assistance to both teachers and staff at the school.

She also serves as the FRG co-leader where she volunteers weekly to help organize unit fundraisers and coordination of

resources to ensure training for families is provided. She also serves as one of the unit's Key Callers and volunteers to communicate with spouses and family members to make sure they are informed of upcoming events.

Their daughter, Katie, 9, is following in her parents' footsteps by seeking to run for Student Council Vice President where she hopes to help improve and assist with issues at her school and communicate and represent the concerns of her fellow classmates. She also volunteers to look after some of the smaller children while attending the unit's FRG meeting with her parents.

Property accountability is a crucial part of being in the military, being a professional, and being successful not only professionally but in most aspects of life.

It is a simple concept; take care of that for which you are responsible. SpC. Julio Lopez, a communications specialist on crew in the Information and Coordination Central, fully understands this concept of caring for his equipment.

Lopez is currently signed for the Antenna Mast Group, the 30k generator that it pulls, and all COMSEC for the Headquarters and Headquarters Battery, 3rd Battalion, 4th Air Defense Artillery Regiment's Fire Direction Section.

Lopez has been a hand receipt holder for over a year and a half with no incidents, commendable ratings on all evaluations and no loss of property.

Lopez has demonstrated that not only can his care for his property positively impact the battalion, but it can also positively impact his career. Having just won the Soldier of the Month, he has demonstrated that he can be a leader as well as a Soldier.



Chief Warrant Officer 3 Ena Gomez, a senior accounting technician in the 69th Air Defense Artillery Brigade, placed second in the 2013 Military Challenge "Get Swole, Serve Swole" sponsored by Bodybuilding.com.

Gomez said she entered the event because it was a challenge and a life-changing event she wanted to conquer. The contest gave her a new outlook on fitness, and she feels that she is now in the best shape of her life.

Even though Gomez possessed drive and determination, she said some days were still a struggle to get through -- but her family and friends showed her support and gave her the motivation to keep going.

She will carry on the exercise habits she began during the challenge and plans to use those habits to create a lifestyle change for herself.

Maj. Eric James, Headquarters and Headquarters Battery, 32d Army Air and Missile Defense Command, is honored by the El Paso Rotary Club Jan. 16. James was recognized along with other Purple Heart recipients assigned to Fort Bliss.

